



# Central Tablelands Local Land Services

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Core Services Plan  
2019-2022



Local Land  
Services





## Acknowledgment of Country

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Central Tablelands Local Land Services acknowledges and recognises the Wiradjuri Nation as the traditional owners and custodians of the land within the Central Tablelands Local Land Services region and takes this opportunity to pay respect to Elders both past and present.

We acknowledge and respect that Wiradjuri Country has been cared for and managed by the Wiradjuri people for thousands of years which continues both now and into the future.

Wiradjuri Country is known as the land of the Mountains, Plains and the three rivers, the Billa Wambool (known as the Macquarie River), the Billa Galari (known as the Lachlan River) and the Billa Murrumbidya (known as the Murrumbidgee River).

Wiradjuri Country is one of the biggest countries in NSW. It begins at the Great Dividing Range and travels as far west as Hillston & Narrandera and our Southern boundary is the Billa Milawa, the Murray River at Albury.

The Wiradjuri people today still have a spiritual connection to country through the ongoing practice of traditional knowledge such as celebrations of song and dance, land and water management and age old ceremonies.

**Ngangaanha Yindyamarra Yawali Narabanggu - Wiradjuri meaning to Acknowledge, look after, respect and care for country.**

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## Message from the Board



Governing a region as diverse as the Central Tablelands requires a strong strategic vision, underpinned by clear deliverables and plans. This document represents our plan to deliver on the Local Land Services vision of Resilient Communities in Productive Healthy Landscapes. We aim to be the people on the ground that farmers and communities rely on to help them with their work, and we are proud to deliver a diversity of services relating to animal welfare, biosecurity, agricultural production, natural resource management and threatened species management.

While managing a large and diverse region with finite resources is challenging, we recognise that it also drives efficiency and promotes opportunities and innovation. Over the coming three years the Board commits to seeking new partners and new opportunities that deliver better outcomes for land managers, land and enterprises. Staff will continue to respond to emerging challenges including drought and other emergencies,

while maintaining our delivery of core business including environmental, agricultural and biosecurity services.

I encourage you to get in touch with staff at your local office and find out what initiatives and programs you can be involved in.

**Ian Rogan**  
Chair Central Tablelands Local Land Services  
Board



## Message from the Management team



The Central Tablelands Management Team are pleased to present you with the 2019-2022 Core Services Plan. This Plan represents our commitment to delivery excellence within the Central Tablelands Local Land Services region.

The Core Services Plan provides the road map for our delivery of the Central Tablelands Local Land Services Local Strategic Plan and assists in providing clarity around the priorities and objectives for our business within our region. For each of our seven core services (Traveling Stock Reserves, Natural Resource Management, Agricultural Production, Animal Biosecurity and Welfare, Plant Biosecurity, Invasive Species and Emergency Management) we have highlighted the projects and services we will deliver over the next three years to improve our local environment and to protect and support profitable agricultural systems. This plan is a reflection of our collective response to customer needs, emerging issues and known threatening processes and throughout the delivery of our services we aim to demonstrate our commitment to our customers. In

acknowledgement of the fact we can't resource everything, we've also highlighted the projects and services we'd like to deliver. For these services we'll seek industry investment, community partners and additional resources elsewhere.

**Chris Cumming**  
General Manager

**Clare Hamilton**  
Manager Biosecurity and Emergency Services

**Richard Carter**  
Manager Agriculture and Natural Resource Services



## Our Region



The Central Tablelands region is located in central NSW and covers an area of approximately 31,365 km<sup>2</sup>. It includes the major towns of Bathurst, Blayney, Cowra, Lithgow, Molong, Mudgee, Oberon and Orange.

**East and West flowing catchments**

**4 Major Catchments**  
Macquarie, Lachlan, Hawkesbury-Nepean and Hunter, including 3% of the Murray Darling basin

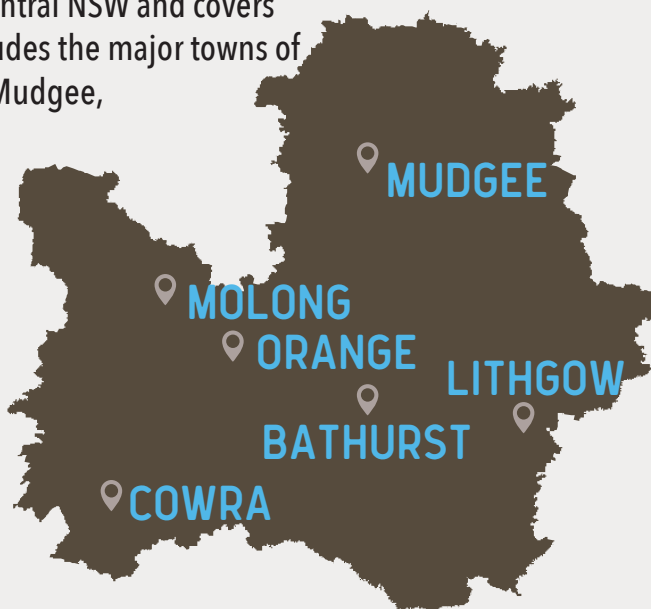
**8 Local Government areas**

Blayney, Cowra, Cabonne, Bathurst, Oberon, Mid-Western, Orange, Lithgow

**Over 169,000 residents**

**4.2% of NSW's annual value of Agricultural Production**

**Largest employers**  
- Healthcare and Social Assistance, Agriculture, Forestry and Fishing, and Mining

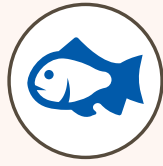


**3.2% of NSW's Agriculture Land**

**8,821 Indigenous population**

**5.2% of the population is Indigenous**





**173 Aquatic and terrestrial threatened species** - 6 critically endangered, 54 endangered and 113 listed as vulnerable



**13 State-listed Ecological communities**



**15,117.69 kms of rivers and tributaries**

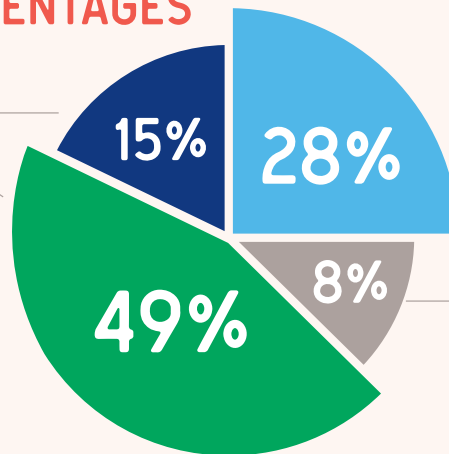


**1,106,434.71 Ha of native vegetation**

## CATCHMENT PERCENTAGES

HAWKESBURY RIVER

MACQUARIE RIVER



LACHLAN RIVER

HUNTER RIVER

### TRAVELLING STOCK RESERVES

- Over 370 Individual TSRs
- Over 3,500 Has



## AG LAND USE AREA %



CONSERVATION

21.56%



CROPPING

6.99%



GRAZING

70.31%



HORTICULTURE

0.54%



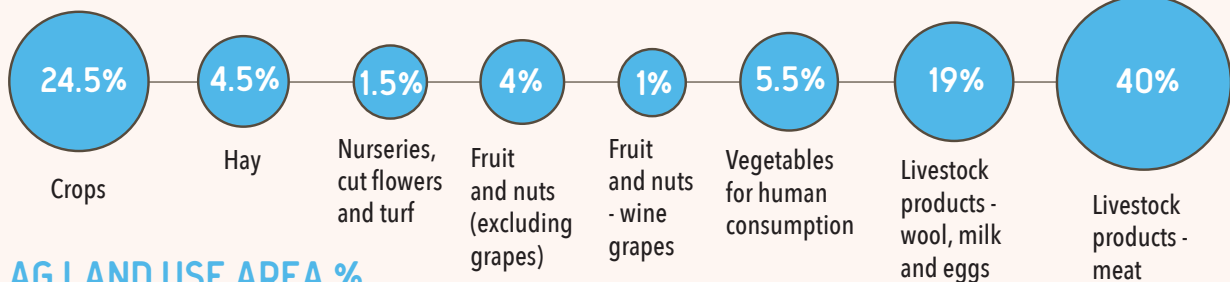
INTENSIVE ANIMAL PRODUCTION

0.06%



MINING

0.493%



## AG LAND USE AREA %

## Corporate and strategic planning framework



Central Tablelands LLS undertakes business planning and reporting from State to Local scale. At the State scale we are responsible for deliverables within the Local Land Services State Strategic Plan 2016-2026 and the Reconciliation Action Plan. Locally we plan at five scales including the Central Tablelands Local Strategic Plan 2016 to 2021, the Core Services Delivery Plan 2019 to 2022 (this document), Strategic Plans such as the Central Tablelands Regional Strategic Pest Animal Management Plan, the Annual Business Plan and individual Program and Project Plans.

The Local Land Services State Strategic Plan has four goals, which are carried through to Local plans that drive investment prioritisation. The Goals are:

**Goal 1: Resilient, self-reliant and prepared local communities**

**Goal 2: Biosecure, profitable, productive and sustainable primary industries**

**Goal 3: Healthy, diverse and connected natural environments, and**

**Goal 4: Board Members and Staff who are collaborative, innovative and commercially focussed**

This document focusses solely on Goals 2 and 3 of the Service Delivery Framework which form the

core services we deliver. The Success Measures listed for each of the core services are drawn from the Central Tablelands LLS Local Strategic Plan, with Key Performance Indicators captured in the Regional Monitoring Evaluation Reporting and Improvement (MERI) Plan.

The CT LLS Local Strategic plan lists Goal 2's key regional issue as Agricultural Viability, including farm and industry profitability, debt-income-equity ratios, market supply and demand, market access, resource security and efficiency, biosecurity and pest impacts, climate variability, natural resource condition, capacity and knowledge of land managers, soil health.

The CT LLS Local Strategic Plan lists Goal 3's key regional issues as

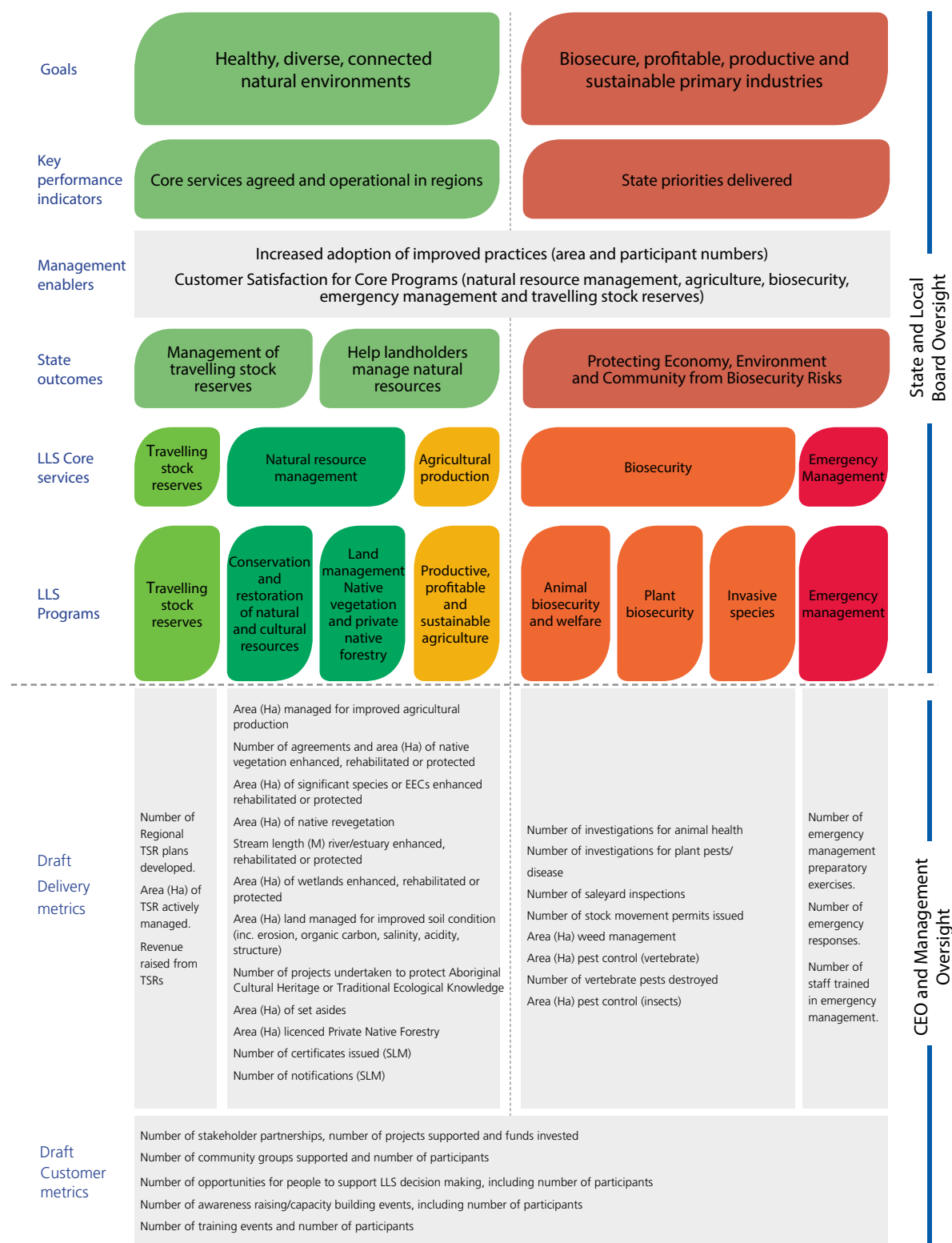
- **Native Vegetation**, including vegetation removal, fragmentation, total grazing pressures, changes to natural fire regimes, clearing, invasive species, farming and fertiliser use, and hydrological regime changes.
- **Threatened Species**, including habitat loss or degradation-disconnection, predation and competition from pest species.
- **Waterways**, Swamps and Groundwater, including riverine/wetland vegetation condition, bed and bank stability/disturbance, soil



condition, point source pollution, flow regime changes, loss of terrestrial and aquatic habitat, invasive species, sediment and nutrient/ pollution input and saline soils.

The Central Tablelands LLS Board and CAG convened in October 2018 and conducted a facilitated political, economic, technological, environmental and legal (PESTEL) scan which

identified regional priorities which were grouped into ten Key Regional Themes. Each of these themes has been cross-referenced against the prime concerns for each core service to ensure the delivery of services against the priorities. The tabulated cross-check has been included in this document after the seven core service sections.



**Local Land Services Service Delivery Strategy**  
June 2018

How we  
work  
with our  
community





Central Tablelands LLS is committed to service excellence in meeting the needs of our customers, stakeholders and investors, as such, it is responsive to community issues and acts on feedback acquired through formal and informal mechanisms. We have formal engagement platforms such as the Community Advisory Group (CAG), the Aboriginal Community Advisory Group (ACAG), and the Regional Weed and Pest Committees which provide strategic advice to our local Board around matters relating to our customers and stakeholders. The purpose of the ACAG and CAGs is to provide input into the development of regional strategic plans, seek input from the group during project planning, development and review, seek input from the groups on the range of services to be provided, provide a forum for focused and sustained discussion, provide a conduit between the Board of Central Tablelands Local Land Services and the community on the issues that need to be addressed by Central Tablelands Local Land Services and to seek input about the issues important to the community.

Central Tablelands LLS supports and collaborates with self-organised pest groups throughout the region which work together to control pests using a planned landscape approach, actively promote collective effort in invasive species management and support broader community engagement. Central Tablelands LLS also engages with Councils and participates in Local Emergency Management Committees to plan for and respond to biosecurity incidents and emergencies. The Central Tablelands Regional Landcare Network represents Landcare and community groups involved in natural resource management. There are more than 60 Landcare groups across the Central Tablelands region and five Landcare networks. The Central Tablelands Regional Landcare Network assists with regional strategic plans, partnerships and implementation of on-ground works. Meetings provide opportunities to build capacity, learn about programs in the region, to learn from each other and to build partnerships.

The Regional Landcare network consists of:

- Watershed Landcare group
- Central Tablelands Landcare group
- Little River Landcare
- Lithgow Oberon Landcare Association
- Mid Lachlan Landcare

Central Tablelands LLS also works with New South Wales Farmers, farming systems groups, industry specific producer groups such as the Orange Regional Vignerons Association and pest animal groups. This work is supported by the Regional Agriculture Landcare Facilitator and is funded by the Federal Government via the National Landcare Program 2.

### **Central Tablelands LLS community definitions**

Customers - Any land manager within the state, private and public land managers, ratepayers and non-ratepayers.

Stakeholders - Organisations that collaborate and partner with Local Land Services directly to support customer service delivery.

Investors - Organisations and individuals who invest in Local Land Services and leverage outcomes from this investment.

**Goal 2:  
Biosecure,  
profitable,  
productive  
and  
sustainable  
primary  
industries**







### Key decision-making frameworks and reference programs

- *Local Land Services Act*
- *Biosecurity Act 2015*
- The NSW Biosecurity Regulations 2017
- NSW Animal Welfare and Animal Biosecurity Business Plan
- Memorandum of Understanding - LLS and NSW DPI

### Key principles in work prioritisation

- Customer-service focus
- Manage for emergencies and emerging issues, including seasonal issues
- Risk-based management approach

### Success measures

- Community and Central Tablelands LLS are better prepared for and have the ability to respond to biosecurity and animal health emergencies
- Resilient agricultural systems
- Collaboration, partnerships and networks fostered and maintained

### Prime concerns

- ABW1 General biosecurity duty understanding of smaller, new and absentee farmers in the Central Tablelands
- ABW2 Capacity to prevent, respond to and manage animal biosecurity events
- ABW3 Growing number of rural subdivisions and individual farmers increasing the demands on District Veterinarians and compromising the building of surveillance networks and capacity to respond to new incursions of animal disease
- ABW4 Toxic residues entering the human food chain, risking health and market access (prohibited substance feeding & chemical residues)
- ABW5 Impacts of zoonotic diseases on human health and community
- ABW6 Risks of endemic animal diseases on production and access to markets
- ABW7 A breakdown of traceability leading to market failure
- ABW8 Understanding of who is accountable for animal health between industry and Central Tablelands Local Land Services
- ABW9 Understanding the compliance pathway
- ABW10 Increasing demand on District Veterinarians to service the *Prevention of Cruelty to Animals Act (1979)*

Goal 2				Goal 3		
Biosecure, profitable, productive and sustainable primary industries				Healthy, diverse, connected natural environments		
Animal biosecurity and welfare	Plant biosecurity	Invasive species	Emergency management	Travelling stock reserves	Conservation and restoration of natural and cultural resources	Productive, profitable and sustainable agriculture

## Projects we're working on

	Project	Description	19/20	20/21	21/22	Link to LSP Actions
ABW5, ABW6, ABW8	Zoonotic Diseases in Pigs	Determine the biosecurity threat posed to livestock and zoonotic diseases		✓	✓	3.1, 8.4
ABW5	Q-Fever project	Estimate the prevalence of <i>Coxiella burnetii</i> (Q Fever) infection in select herds and flocks in the Central Tablelands of NSW	✓	✓		3.1, 8.4
ABW4, ABW5, ABW10	Diagnostic visits for surveillance	Conduct diagnostic visits to livestock properties	✓	✓	✓	3.1, 3.4, 5.1, 8.4
ABW4, ABW9	Monitoring of residue and contamination issues	Manage residue and contamination risks on identified properties through monitoring and advisory services	✓	✓	✓	3.1, 8.3, 8.4
ABW6	Endemic diseases	Respond to livestock producer regarding herd and flock health and support producer groups concerned with endemic animal pests and diseases	✓	✓	✓	3.1, 8.3, 8.4
ABW4	Prohibited substance feeding	Audit 25% of properties in the region that stock pigs each year	✓	✓	✓	3.1, 8.4
ABW2, ABW3	Emergency animal disease preparedness	Emergency training, exercises and information provided to CTLLS staff and industry partners to build capacity to respond in emergencies	✓	✓	✓	8.2, 3.4
ABW9, ABW10	NLIS compliance	Targeted surveillance at saleyards and follow up on NSW DPI reports of non-compliance, incorrect use of agents codes and property to property movements	✓	✓	✓	3.1, 8.4
ABW10	Animal welfare on-farm and in emergencies	Support to RSPCA in providing advice on livestock feeding and management; support to NSW Police on assessment and destruction of livestock on welfare grounds	✓	✓	✓	3.1, 8.2, 8.3, 8.4
ABW1, ABW3	Managing biosecurity risks on (non-traditional commercial farms) small farms and farms managed by absentee land owners	Undertake a strategic risk assessment to identify biosecurity risks on smaller and absentee owner farms, and how these types of risk should be managed	✓	✓	✓	1.2, 2.1, 3.1, 8.4
ABW6	Identification of new and emerging biosecurity risks	Undertake strategic approach to field investigations and surveillance in partnership with community and individual landholders for new and emerging biosecurity risks	✓	✓	✓	8.1, 8.4
ABW8, ABW9	Targeted communications to support animal biosecurity across the Central Tablelands	Development of communication materials for the facilitation of awareness, extension and training in the animal biosecurity space	✓	✓	✓	1.2, 2.1, 3.1, 5.3

### Priorities we'd like to work on

- ABW11
- AWB12 Developing the capacity to service the increasing number of properties through subdivision

### Projects we'd like to work on

	Project	Description	Link to LSP Actions
ABW3	Investigate a range of service fees for animal biosecurity	Investigation into potential service charges for animal biosecurity to offset the increasing number of individual properties and demand for LLS services	2.4, 3.4, 6.1, 8.4
ABW6	Explore technology advancements in delivery of animal biosecurity services	Explore technological advancements in investigations and surveillance to secure our ability to respond to and manage animal biosecurity events	5.4, 6.2
ABW3, ABW6, ABW7	Leveraging animal biosecurity surveillance capacity	Ensure District Veterinarians have the capacity to interact with private veterinarians, livestock agents and saleyard operators to leverage biosecurity surveillance capacity	4.2



**LSP Priority Actions:** 4.2, 5.1

**Delivery against LSP Goal:** Goal 2 – Biosecure, profitable, productive and sustainable primary industries

**Key partners:** Landholders, private vets, livestock agents.

**Description:** The diagnostic service our District Vets provide is a core part of our overall disease surveillance strategy. While targeted surveillance projects (such as our ewe and heifer health initiatives, or the zoonotic disease prevalence estimate in feral pigs) gather baseline disease data, it's also important that we continue to investigate flock and herd-level issues as they arise. District Vets often work collaboratively with private vets to maximise surveillance capability.

This responsive surveillance is vital for keeping track of local disease patterns, detecting or excluding notifiable diseases, and helping producers manage endemic diseases. Ultimately, the surveillance information we gather in the field contributes

to 'proof of freedom' for a range of diseases, protecting our access to valuable markets. Rapid detection of notifiable diseases (like footrot) also allows us to prevent spread and minimise adverse impacts to other producers (and the industry as a whole). There's also an ongoing need to monitor pathogens or chemical residues that can cause human illness.

The following case provides an example. A producer recently contacted us following the sudden death of one cow and severe illness in another. A pile of ash from burnt timber posts prompted concerns about arsenic toxicity, and the District Vet's examination of sick animals supported this as the cause. Post-mortem findings were consistent with arsenic toxicity, and tissue and ash samples sent for lab testing had high arsenic levels. Lead toxicity (which can present with similar symptoms) was excluded - an important step to ensure lead residues remain out of the human food chain.



Goal 2				Goal 3		
Biosecure, profitable, productive and sustainable primary industries				Healthy, diverse, connected natural environments		
Animal biosecurity and welfare	Plant biosecurity	Invasive species	Emergency management	Travelling stock reserves	Conservation and restoration of natural and cultural resources	Productive, profitable and sustainable agriculture



### Key decision—making frameworks and reference programs

- *NSW Local Land Services Act 2013*
- *Biosecurity Act 2015*
- The NSW Biosecurity Regulations 2017
- NSW Weed Action Program 2015 - 2020
- NSW Invasive Species Plan 2018-2021
- Australian Weeds Strategy 2017-2027
- Central Tablelands Regional Strategic Weed Management Plan 2017-2022
- LLS and NSW DPI Memorandum of Understanding, with associated KPI's
- Horticultural Industry Strategic Plans
- Plant Health Australia

### Key principles in work prioritisation

- Triage and emergency response
- Customer-service focus
- Manage for new, emerging and known plant pests, including seasonal priorities
- Risk-based management approach

### Success measures

- Community and Central Tablelands LLS better prepared for and have the ability to respond to biosecurity, natural disasters and events
- Collaboration, partnerships and networks fostered and maintained

### Prime concerns

- PB1 Limited knowledge about which crops are produced where across the region
- PB2 Shifting ranges of pest species in response to climate change Knowledge of which plant pests occur where across the region
- PB4 The impact of plant pests on agricultural productivity, native vegetation and natural resources

Goal 2				Goal 3		
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Animal biosecurity and welfare	Plant biosecurity	Invasive species	Emergency management	Travelling stock reserves	Conservation and restoration of natural and cultural resources	Productive, profitable and sustainable agriculture



## Projects we're working on

	Project	Description	19/20	20/21	21/22	Link to LSP Actions
PB2	Surveillance and emergency response to plant pest and diseases	Assist Biosecurity NSW Plant Biosecurity Unit undertake regional surveillance and build staff capacity in plant biosecurity.	✓	✓	✓	2.4, 3.4
PB4	Advisory and extension	Support the development of farm biosecurity plans; provide advice to land managers, their advisors and industry	✓	✓	✓	2.1, 3.1, 3.2, 5.1, 8.1, 8.4
	Monitoring	Monitoring Q-fly under contract.	✓	✓	✓	4.2
PB2	Research	Supporting data collection (genome testing) and collaborating with partners.	✓	✓	✓	4.2, 6.1, 6.2

## Priorities we'd like to work on

- PB5 Work with land managers to define acceptable levels of invasive species activity
- PB6 Defining the process required to upskill staff
- PB7 Certification system for agricultural outputs
- PB8 PICS to expand knowledge to horticultural and cropping industries
- PB9 Tracking system for plants

## Projects we'd like to deliver

	Project	Description	Links to LSP Actions
PB5	Investigate a range of service fees for plant biosecurity.	Investigation into potential service charges for plant biosecurity to offset the increasing number of individual properties and demand for LLS services.	5.3
PB7, PB8, PB9	Explore technology advancements in delivery of plant biosecurity services.	Explore technological advancements in surveillance to support our ability to respond to and manage plant biosecurity events.	4.1, 6.2,

# SURVEILLANCE OF QUEENSLAND FRUIT FLY TO ESTABLISH AN AREA OF LOW PEST PREVALENCE TO MEET DOMESTIC AND EXPORT MARKET REGULATIONS FOR CHERRY PRODUCERS

## CASE STUDY

**LSP Actions:** 8.4, 4.2

**Delivery against Local Strategic Plan Goal:**

Goal 2 - Biosecure, profitable, productive and sustainable primary industries

**Regional success:** Central Tableland-grown fruit's export value projected to tip over \$5 million in the coming seasons

**Funding source:** Horticulture Australia & Cherry Growers of Australia Inc project, managed by Biosecurity NSW

**Key partners:** NSW Cherry Growers Association, Biosecurity NSW, NSW DPI.

NSW Cherry Growers Association identified as an industry priority the need to increase their export market access for their industry's long term sustainability. To take advantage of the growing demand from the Asian markets a five-year integrated export market development plan has been developed. Central Tablelands Local Land Services actively supports this plan by monitoring

an internationally accredited trapping system which establishes the Orange district is an Area of Low Pest Prevalence for Queensland Fruit Fly. QFF monitoring is carried out weekly, usually starting first week in September to last week in January each season consisting of 18 District -wide Area Low Pest Prevalence validations, 572 trap inspections per season.

This independently verified monitoring allows local growers to meet stringent international export market conditions. By meeting this requirement, it allows local growers to establish reliable supply chains for exporting cherries to South East Asia within 48 hours of harvest by airfreight. This project is expected to continue until 2022. The NSW Central-West produces 70 per cent of the cherries grown in NSW and approximately 50 per cent of Australia's total production.

This project is consistent to NSW State Plan, and the NSW DPI Agriculture and Biosecurity Strategies.



Goal 2				Goal 3		
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### Key decision-making frameworks and reference programs

- *Local Land Services Act*
- *NSW Biosecurity Act 2015*
- Biosecurity Regulations
- *NSW Pesticides Act 1999*
- NSW Biosecurity Strategy 2013 - 2021
- NSW Wild Dog Management Strategy
- Pesticide Control Orders – 1080, PAPP, RHDV-K5
- NSW DPI – LLS MOU
- NSW Weed Action Program 2015 - 2020
- NSW Invasive Species Plan 2018-2021
- Australian Pest Animal Strategy 2017-2027
- Australian Weeds Strategy 2017-2027
- Central Tablelands Regional Strategic Pest Animal Management Strategy 2017-2021
- Central Tablelands Regional Strategic Weed Management Plan 2017-2022

### Key principles in work prioritisation

- Risk-based management approach
- Protection of key production, social and environmental assets
- Community driven responses through local planning

### Success measures

- Weeds and pest animal impacts reduced or minimised
- Community with increased skills and knowledge actively prepared and participating in biosecurity management
- Collaboration, partnerships and networks fostered and maintained

### Prime concerns

- **IS1** Understanding of general biosecurity duty amongst farmers and land managers
- **IS2** Timeliness and quality of reporting pest animal incursions to support effective response to new incursions
- **IS3** Pest plant and animal species continuing to spread despite best control efforts
- **IS4** Increasing pressure on the use of current control methods due to changing land use and community expectations
- **IS5** Limited fit-for-purpose business systems and capacity of these to meet business and data requirements
- **IS6** Impacts of invasive species on production and the environment
- **IS7** Community awareness of what we are achieving with pests and weeds

Goal 2				Goal 3		
Biosecure, profitable, productive and sustainable primary industries				Healthy, diverse, connected natural environments		
Animal biosecurity and welfare	Plant biosecurity	Invasive species	Emergency management	Travelling stock reserves	Conservation and restoration of natural and cultural resources	Productive, profitable and sustainable agriculture

## Projects we're working on

	Project	Description	19/20	20/21	21/22	Link to LSP Actions
IS3, IS6	Wild Dog Program	Integrated control across all land tenures to reduce the impacts of wild dogs on key assets	✓	✓	✓	1.1, 2.1, 2.3, 3.1, 3.3, 5.1, 8.4
IS1, IS2, IS6, IS7	Pest Engagement Project	Improved community engagement in pest management by assisting local pest groups develop plans and assist with co-ordination of control programs	✓			1.1, 2.1, 2.3, 3.1, 3.3, 5.1, 8.4
IS3, IS4, IS6	Pest advisory and support services	Provide training, advice, restricted pesticides and equipment to support best practice pest management for landholders and local pest groups	✓	✓	✓	1.2, 3.1, 5.1, 8.4
IS6	Regional pest and weed strategic planning and implementation	Executive and technical support to regional pest animal and weed committees	✓	✓	✓	4.2, 8.4
IS6	Weeds Action Program	Administration of Weed Action Program.	✓	✓	✓	4.2
IS3, IS6	Surveillance for priority pests	Undertake strategic surveillance for established and emerging pest animals	✓	✓	✓	2.4, 3.3, 3.4
IS1, IS4	Compliance under the Local Land Services Act 2015, <i>NSW Biosecurity Act 2015</i> , <i>NSW Pesticides Act 1999</i>	Undertake compliance and enforcement activities as Authorised Officers under relevant legislation and in line with established organisational (including Board) and community expectations	✓	✓	✓	2.4, 3.4
IS1, IS4	Development of Board Approved process and position on compliance	Agreement, support, staff backing and resourcing for compliance	✓	✓	✓	2.4, 3.4

## Priorities we'd like to work on

- IS8 Implications of strict regulatory controls on practical management outcomes
- IS9 Resourcing the demand for increased control arising from changes to enterprises, seasonal conditions and pest species range
- IS10 Increased importance of education/ advisory as part of regulatory and compliance processes
- IS11 Ability to incentivise participation in biosecurity programs
- IS12 Developing a mechanism to measure program effectiveness

## Projects we'd like to deliver

	Project	Description	Links to LSP Actions
IS8, IS9	Improved monitoring and reporting, planning and systems	Working with the community and community groups to improve community commitment and participation in pest and weed monitoring and reporting	3.1, 5.1
IS10	Communications to support compliance with the General Biosecurity Duty	Development of a range of communications tools and products to support greater understanding of the general biosecurity duty and how to comply with community and legal expectations of pest and weed management	3.1, 3.3
IS11	Biosecurity incentives	Development of an incentive based program for best practice pest animal management	3.3
IS11	Pest animal program review and design	Finding new ways to incentivise participation in pest control eg harvesting deer, goats	2.4, 5.3



# MEPAAW WORKING WITH LOCAL LANDCARE GROUPS TO SPREAD THE WORD ABOUT WEEDS IN THE CENTRAL TABLELANDS

## CASE STUDY

**LSP Actions:** 3.1, 5.3, 8.4

**Delivery against Local Strategic Plan Goal:** Goal 2 – Biosecure, profitable, productive and sustainable primary industries

**Funding source:** Landcare NSW, Department of Primary Industry (DPI) and rates

**Key partners:** Landcare, Councils, DPI and community

Staff from Central Tablelands Local Land Services, local councils, DPI and local landholders worked with Landcare to present information of local weed issues and management at seven MEPAAW (Managing Established Pest Animals and Weeds) workshops across the central tablelands district from March to May 2019. The workshops were funded by Landcare NSW and DPI through the Established Pests Animals and Weeds Initiative, part of the Australian Government's Agricultural Competitiveness White Paper. Central Tablelands LLS staff were invited to present at each of these workshops.

From Central Tablelands Landcare: "I think the MEPAAWs events were a fabulous opportunity for biosecurity staff and Landcare communities to meet and learn a lot of good stuff! The more people aware of the issues the more people talk and hopefully get in contact and start being proactive on weeds and pests"



From Watershed Landcare: "I had several people at the Pyramul workshop say to me at the end of the day that "we should hold one of these every year."

Weed Species	MEPAAW Workshop								Total
	1	2	3	4	5	6	7	8	
Blackberry	10	6	2	2	12		9		41
St John's Wort	6	3	2		8	2	4	2	27
Serrated Tussock	11	3		1	1	1	9		26
Bathurst Burr	3	1	2		8	3	1	2	20
Cathead/Caltrop	2	4			4	1		2	13
Thistles (Nodding, Scotch, Saffron)	2	6	1	2		1		1	13
Khaki Weed		1			2	2		5	10
Blue Heliotrope	1		2		1	1		1	6
Sweet Briar					3		2		5
Prickly Pear			4						4
Cineraria			2				1		3
African Love Grass			1				1		2
Chilean Needle Grass	1							1	2
Patterson's curse			2						2
Silver Leaf Nightshade		1			1				2
Sticky Nightshade								2	2
African Olive				1					1
Barley Grass	1								1
Bitou Bush	1								1
Boxthorn	1								1
Bracken fern	1								1
Capeweed					1				1
Cut-leaf Nightshade	1								1
Flatweed	1								1
Rope Pear			1						1
Sifton Bush						1			1

Table 1: Summary of top three weeds being controlled by landholders at each of the MEPAAW workshops

Goal 2				Goal 3		
Biosecure, profitable, productive and sustainable primary industries				Healthy, diverse, connected natural environments		
Animal biosecurity and welfare	Plant biosecurity	Invasive species	Emergency management	Travelling stock reserves	Conservation and restoration of natural and cultural resources	Productive, profitable and sustainable agriculture



### Key decision-making frameworks and reference programs

- *Local Land Services Act (2013)*
- *NSW State Emergency Services Act 1989*
- NSW State Emergency Management Plan (EMPLAN)
- NSW Biosecurity (animal and plant) Emergency Sub-plan
- NSW Agricultural and Animal Services supporting plan
- NSW Recovery plan and Disaster Assistance Guidelines
- NSW DPI – LLS MOU

### Key principles in work prioritisation

- Emergency response protocols
- Scale and potential impact of emergency

### Success measures

- Organisation prepared and with skills and capacity to respond to emergencies.
- Community with increased skills and knowledge actively prepared and participating in biosecurity.
- Community with ability to positively respond to and recover from natural disasters
- Central Tablelands LLS has active links and participation in partnerships and networks

### Prime concerns

- EM1 The impacts of Emergency Animal Diseases on export trade
- EM2 The social and economic impacts of emergencies on communities
- EM3 The impacts of Natural Disasters and Emergency Animal Diseases on agricultural productivity
- EM4 Community preparedness, response and recovery

Goal 2				Goal 3		
Biosecure, profitable, productive and sustainable primary industries				Healthy, diverse, connected natural environments		
Animal biosecurity and welfare	Plant biosecurity	Invasive species	Emergency management	Travelling stock reserves	Conservation and restoration of natural and cultural resources	Productive, profitable and sustainable agriculture

## Projects we're working on

	Project	Description	19/20	20/21	21/22	Link to LSP Actions
EM3, EM4	NSW EAD Hotline	Maintain CT LLS capacity to provide 24/7 response to EAD Hotline calls for assistance	✓	✓	✓	2.4, 3.4
EM1, EM2, EM3, EM4	EAD Exercise	Annual EAD Exercise involving key Regional stakeholders.	✓	✓	✓	2.4, 3.4, 4.2, 8.2
EM1	Partner with NSW DPI to deliver an effective and coordinated response to plant biosecurity emergencies.	Participation in plant biosecurity exercises and responses as requested by NSW DPI.	✓	✓	✓	4.2, 8.2
EM2, EM3, EM4	Staff capacity	Development and implementation of CT LLS Regional EM Plan identifying training and other activities required to build and maintain our capacity in prevention, preparedness, response and recovery to emergencies.	✓	✓	✓	2.4, 3.4
EM3	Emergency response	Provide suitably trained staff to individual emergencies.	✓	✓	✓	2.4, 3.4
EM4	Emergency preparedness and recovery	Contribute to community recovery activities with key stakeholders and work across the CTLLS teams to deliver a suite of community preparedness, prevention and recovery activities.	✓	✓	✓	3.1, 4.2, 8.4, 5.3
EM3	EM Planning	This project will focus on preparation for any animal related emergency response. In particular the funding required for training staff in EM response including specific task related functions. It will also fund the need to identify and contain basic assets both disposable and non-disposable that would be required in the initial phase of an emergency before a general control centre could be established. Additionally there is a need for more intensive training via exercises, testing and reviewing sub plans and plans to update and verify.	✓	✓	✓	2.4, 3.1, 3.4

## Priorities we'd like to work on

- EM5 Resourcing to service the increasing need for response capacity due to escalating scale and frequency of natural disasters and emergency animal diseases
- EM6 Building clarity in processes and systems to facilitate resource flow across the business
- EM7 Community preparedness and response capacity building

## Projects we'd like to deliver

	Project	Description	Links to LSP Actions
EM5, EM6	Emergency management learning and development	Enhance capability, emergency preparedness and response through training, development and LLS staff engagement	2.4, 3.4,
EM7	Emergency management engagement	Build community resilience to protect and manage agricultural assets and animals in emergencies through a collaborative and coordinated approach to emergency management communication and engagement	3.1, 8.4



# COWRA SALEYARD EMERGENCY ANIMAL DISEASE EXERCISE

## CASE STUDY

**LSP Actions:** 8.2, 3.4, 2.4, 8.4

**Delivery against Local Strategic Plan Goal:** Goal 1 and Goal 2

**Funding source:** Rates

**Key partners:** Stock and station agents, Cowra Council including saleyard staff, rural police, Cowra abattoirs, SES, Fire service, Cowra police.

Significant investment is made in ensuring the majority of Local Land Services staff participate in ongoing emergency management training to enhance our ability to prepare for and respond to biosecurity emergencies and natural disasters. A key component of this training is an annual Central Tablelands Local Land Services (CT LLS) scenario-based emergency exercise.

In 2018 CT LLS ran an exercise to introduce participants to the actions and responsibilities required when responding to an emergency animal disease (EAD) at the Cowra Saleyards. Initial actions in a response significantly influence its overall success at a regional, state, and national level. Increasing the preparedness of all industry stakeholders helps ensure a rapid and effective response.

With a large livestock sector in Australia the buying and selling of stock is integral to a successful industry. Despite many smaller local saleyards transitioning to larger, more centralised regional facilities, small saleyard facilities play an important role in the industry and pose many animal biosecurity challenges.

38 people from a range of organisations including stock and station agents, Cowra council including saleyard staff, rural police, Cowra abattoirs, SES, Fire service and Cowra police participated in the Cowra Saleyard exercise. Participants spent time in the saleyards familiarising themselves with the site and the facilities before hearing about the impacts an emergency animal diseases (EAD) such as Foot and Mouth Disease (FMD) would have on the livestock industry and broader community. It was highlighted that the cost of a large outbreak of FMD in Australia is estimated at \$50 billion over 10 years. As outbreaks overseas have revealed, the non-financial costs can also be extremely significant.

The exercise concluded with participants breaking into groups to review the draft Cowra Saleyards Emergency Response Plan, providing valuable feedback which was then incorporated into the final document. The success of this exercise in providing training, building networks between those who would be involved in an EAD response and in developing an EAD Response Plan of high standard, is invaluable.



*Will Andrew, Team Leader Animal Biosecurity & Welfare, explains how stock flow through the Cowra saleyards on a sale day.*

Goal 2				Goal 3		
Biosecure, profitable, productive and sustainable primary industries				Healthy, diverse, connected natural environments		
Animal biosecurity and welfare	Plant biosecurity	Invasive species	Emergency management	Travelling stock reserves	Conservation and restoration of natural and cultural resources	Productive, profitable and sustainable agriculture

**Goal 3:  
Healthy,  
diverse,  
connected  
natural  
environments**







### Key decision-making frameworks and reference programs

- *NSW Local Land Services Act 2013*
- *NSW Crown Lands Management Act 2016*
- *NSW Biosecurity Act 2015*
- Travelling Stock Reserves State Plan of Management 2019
- Central Tablelands LLS Travelling Stock Reserves Annual Business Plans
- DPI Policy for apiaries on public lands in NSW
- *Biodiversity Conservation Act 2016* (NSW Biodiversity Conservation Trust)

### Key principles in work prioritisation

- Customer-oriented approach and focus
- Legislative priorities including our General Biosecurity Duty
- Maintaining and/or improving the quality of the resource
- Recognising and protecting the broad values base of TSRs including heritage, conservation and recreation
- Focus on sustainable funding opportunities and co-investment

### Success measures

- TSRs managed and utilised for biosecurity, pest control, environmental and social outcomes. Improved knowledge of the condition and value of TSRs in the region.

### Prime concerns

- **TSR1** Data and processes to prioritise maintenance works within TSRs
- **TSR2** Transparent and fair processes for the allocation of short-term access permits
- **TSR3** Impacts of invasive plant and animal species on reserve values
- **TSR4** Impacts of grazing management on the agricultural and environmental values of the reserves
- **TSR5** Community ownership and perceived value of reserves within the broader community leading to responsible use of the reserve by visitors
- **TSR6** Declining state and condition of infrastructure (fences and watering points) reducing the agricultural value of reserves
- **TSR7** Inconsistencies around expectations for management of boundary fencing
- **TSR8** Impacts of increased community access and competing values on the condition of the reserves
- **TSR9** Consistent messaging around what TSRs are used for and expressing these in permits and conditions

Goal 2				Goal 3		
Biosecure, profitable, productive and sustainable primary industries				Healthy, diverse, connected natural environments		
Animal biosecurity and welfare	Plant biosecurity	Invasive species	Emergency management	Travelling stock reserves	Conservation and restoration of natural and cultural resources	Productive, profitable and sustainable agriculture



## Projects we're working on

	Project	Description	19/20	20/21	21/22	Link to LSP Actions
TSR1, TSR8	Regional Travelling Stock Reserves Annual Business Plan	Implementation of the Regional Travelling Stock Reserves Annual Business Plan to ensure reserve management meets priorities.	✓	✓	✓	1.1, 9.1, 9.2
TSR1, TSR2, TSR9	Short-term stock access permits process	Development of transparent and thorough process is developed which adequately considers reserve values and balances community expectations.	✓			9.1, 9.2
TSR3	Invasive species control in TSRs	Invasive species control undertaken in reserve in accordance with the Regional Travelling Stock Reserves Annual Business Plan	✓	✓	✓	8.4, 9.1, 9.2
TSR4, TSR6, TSR9	Sustainable grazing in travelling stock reserves program	Inclusion of grazing management training for reserve permit holders and inclusion of grazing management conditions on permits.	✓	✓	✓	1.2, 2.1, 3.1, 5.1, 5.3, 9.1, 9.2
TSR5, TSR7, TSR8, TSR9	Targeted and ongoing communication with the community	Increasing the community's care, value and knowledge of TSRs through targeted and regular communication. Include guidance around roles and responsibilities, particularly in relation to boundary fencing.	✓	✓	✓	9.1, 9.2
TSR1, TSR6	Prioritised TSR asset management program	Implementation of prioritised asset management program (stock watering, fencing, roads, signage)	✓	✓	✓	7.4, 8.4, 9.1, 9.2
	TSR access and compliance	Manage stock access and compliance in a way which is consistent with the Regional Travelling Stock Reserves Annual Business Plan	✓	✓	✓	8.3, 9.1, 9.2
TSR1, TSR3, TSR4, TSR5, TSR8 TSR1, TSR3, TSR4, TSR8	Heritage management	Undertaking cultural heritage management of TSRs as sites become known and requirements arise. Working with Aboriginal community on protection of Aboriginal cultural heritage on TSR's. Fostering opportunities for Aboriginal traditional knowledge and practices to be undertaken on TSR's for cultural values and biodiversity management.	✓	✓	✓	2.1, 2.3, 2.4, 5.3, 7.1, 7.3, 7.4, 9.1, 9.2
	Development of the TSR Online Management System	Online database that facilitates the issue of permits, prioritisation of management, and mapping and prioritisation of mapping.	✓	✓		2.4, 5.3, 6.1, 9.1, 9.2

## Priorities we'd like to work on

- **TSR10** Resourcing adequate to maintain the quality of reserves
- **TSR11** Sourcing sustainable and funding opportunities and co-investment

## Projects we'd like to deliver

	Project	Description	Links to LSP Actions
TSR10, TSR11	Development of the Central Tablelands TSR Investment Plan	Undertake a review of all potential sources of income for TSRs.	5.3, 9.1
TSR10, TSR11	Whole-of-business investment in TSRs	Investigate opportunities to work across the CTLLS business incorporating NRM, Ag and biosecurity projects and demonstrations within TSRs.	2.4, 3.4, 4.2
TSR1, TSR2	State-wide consistent permitting system	Input into the development of consistent permitting system across LLS regions	4.2

## ASSESSING OUR TRAVELLING STOCK RESERVES (TSR) FOR IMPROVED MANAGEMENT AND DEVELOPMENT OF REGIONAL TRAVELLING STOCK RESERVES ANNUAL BUSINESS PLAN

## CASE STUDY

**LSP Actions:** 1.1, 9.1, 9.2

**Delivery against Local Strategic Plan Goal:** Goal 3 – Healthy, diverse, connected natural environments

**Funding source:** Rates and income from grazing and stock permits

**Key partners:** Crown Lands; permit holders and community

Travelling Stock Reserves (TSRs) are parcels of Crown Land reserved under legislation for travelling stock and grazing. In recent times there has been an increased emphasis on other values of TSRs including biodiversity, Indigenous culture and recreation.

Central Tablelands Local Land Services (CT LLS) is undertaking assessments of all 370 TSRs under its management, with almost 360 assessments complete at the time of writing. The assessments are being undertaken to inform our annual operational plan and better management.

The assessment provides information relevant to the management of the TSR including ground cover; pasture species; remnant vegetation condition; native species present; and a stock take of infrastructure and condition. During the 2018-

2019 drought, the assessments were invaluable in determining the condition of the pastures and suitability for grazing. Many of the TSRs had reached critical groundcover levels and continued grazing would result in land degradation. The majority of TSRs were destocked to provide an opportunity for rest and pasture recovery.

The assessment also includes a review of the conservation significance of TSRs including their importance to TSRs and remnant vegetation. This process has enabled CT LLS to link to project funding for improved habitats for species such as the Squirrel Glider in the Canowindra area

Cultural assets are also noted, including sites with historical graves and Aboriginal sites such as scar trees. This has led to a connection with local land councils who are carrying out additional assessments on sites identified by staff. It is hoped this will lead to the protection of these sites through fencing and raised community awareness.

The assessment of TSRs provides important information for future planning while identifying opportunities for linking production and environmental management in line with broader community values.



Goal 2				Goal 3		
Biosecure, profitable, productive and sustainable primary industries				Healthy, diverse, connected natural environments		
Animal biosecurity and welfare	Plant biosecurity	Invasive species	Emergency management	Travelling stock reserves	Conservation and restoration of natural and cultural resources	Productive, profitable and sustainable agriculture



### Key decision—making frameworks and reference programs

- Central Tablelands - Biodiversity Investment Strategy
- Office of Environment and Heritage NSW Saving our Species Program
- Australian Government Threatened Species Strategy
- Vegetation mapping layer
- DPI Fisheries Habitat Mapping
- Atlas of Living Australia and NSW Government Bionet
- LLS Reconciliation Action Plan
- National Landcare Program: Regional Land Partnership consultation paper
- Central Tablelands LLS Aboriginal Community Participation Plan
- Central Tablelands LLS Community Participation Plan

### Key principles in work prioritisation

- Protection of existing habitat
- Restoration of habitat and landscape connectivity
- Biodiversity and ecosystem rarity
- Site-based management of threatened species
- Working with landholders and partner agencies to deliver best practice outcomes
- Engagement with Aboriginal community on the protection and preservation of cultural heritage and utilisation of traditional ecological knowledge and practice for biodiversity and cultural value outcomes
- RiverStyles Assessment

### Success measures

- Improvements in biodiversity, threatened species, native vegetation and water quality across the landscape.
- Landholders better managing their natural resources.

- Community with increased skills and knowledge, enabled to actively manage their local environment.
- Aboriginal people with stronger connections to traditional land management and cultural practices. Aboriginal people with improved capacity to share their own cultural heritage with other Aboriginal people and non-Aboriginal people.

### Prime concerns

- **NRM1** Reduction in the condition and extent of riparian vegetation and instream habitat, including micro-habitat
- **NRM2** Impact of stock access in riparian areas on water quality
- **NRM3** Impacts on native fish populations due to fish entrainment in irrigation infrastructure
- **NRM4** Impacts of aquatic invasive species (plant and animal) within priority reaches
- **NRM5** Declines in the extent and condition of priority threatened ecological communities
- **NRM6** Declines in the extent and condition of habitat for priority threatened species and corresponding impacts to threatened species populations
- **NRM7** Declines in key habitat features and foraging resources for terrestrial species, including hollow-bearing trees, bush rock, fallen logs, and availability of mistletoe species
- **NRM8** Impacts on native flora and fauna populations from habitat fragmentation at local and regional scales
- **NRM9** Impacts to World Heritage Areas from plant and animal pests in adjoining areas
- **NRM10** Impacts on Aboriginal cultural heritage and values and loss of cultural knowledge and practices

Goal 2				Goal 3		
Biosecure, profitable, productive and sustainable primary industries				Healthy, diverse, connected natural environments		
Animal biosecurity and welfare	Plant biosecurity	Invasive species	Emergency management	Travelling stock reserves	Conservation and restoration of natural & cultural resources	Productive, profitable and sustainable agriculture



## Projects we're working on

	Project	Description	19/20	20/21	21/22	Link to LSP Actions
NRM5, NRM6, NRM9	Living on the Edge	Managing impacts to the Greater Blue Mountains World Heritage Area from pest animal and plant species on adjoining land	✓	✓	✓	1.2, 2.1, 2.3, 3.1, 3.2, 3.3, 4.1, 5.1, 8.4
NRM6	Searching for Swainsona - Identifying (and protecting) new populations of <i>Swainsona recta</i> , the Small Purple-pea	Improving the trajectory of <i>Swainsona recta</i> populations and habitats	✓	✓	✓	1.2, 2.1, 2.2, 2.3, 3.1, 4.2, 5.1, 5.2, 5.3, 9.1, 9.2
NRM6, NRM7, NRM8	Woodland Birds on Farms	Delivering on-ground works and education programs in key landscapes to raise awareness and improve Regent Honeyeater habitat	✓	✓	✓	1.2, 2.2, 2.2, 2.3, 3.3, 4.2, 5.1, 5.3, 7.1, 7.2
NRM5, NRM7, NRM8	Driving Corridor Connectivity	Improving the extent and condition of Box Gum Grassy Woodland EEC	✓	✓	✓	1.2, 2.2, 2.2, 2.3, 3.1, 4.2, 5.1, 5.2, 5.3, 7.1,
NRM5, NRM6, NRM7, NRM1	Swamped by Threats	Protecting habitat for three threatened species Blue Mountains Water Skink, Deane's Boronia and Giant Dragon Fly by managing upland swamps in the Blue Mountains and Newnes Plateau	✓	✓	✓	1.2, 2.2, 2.3, 3.1, 4.2, 5.1, 5.3, 9.1, 9.2
NRM5, NRM6, NRM7, NRM8	Catchment Action – Plants and animals	Aims to improve the habitat of priority threatened fauna species and ecological communities including Purple Copper Butterfly and Koala	✓	✓		1.2, 2.1, 2.2, 2.3, 3.1, 4.2, 5.1, 5.3, 7.1, 7.3, 7.4, 9.1, 9.2
NRM2, NRM1, NRM4, NRM5, NRM8	Catchment Action – Water and vegetation	On-ground works looking at vegetation enhancement along corridors and within riparian areas, this includes instream works including revegetation and stock exclusion.	✓	✓		1.2, 2.1, 2.2, 2.3, 1.2, 4.2, 5.1, 5.3, 7.1, 7.3, 7.4
NRM20	Catchment Action	Revival of cultural ecological knowledge and practices to enhance cultural landscape values, cultural sites and biodiversity	✓			7.1, 7.2, 7.3, 7.4, 2.1
NRM3	Fish Friendly screens for future fishing	Installation of two fish screens in the Upper Lachlan catchment, industry field days and interpretive signage	✓			1.2, 2.1, 2.2, 2.3, 3.1, 4.2, 5.1, 5.3, 6.2, 6.3, 7.1,
NRM2, NRM1, NRM6, NRM7	Fish, Frogs, Fauna and Fresh Flowing Water	Improving habitat for the Booroolong Frog and Macquarie Perch population on the Abercrombie and Retreat rivers through addressing key threatening processors.	✓	✓		1.2, 2.1, 2.2, 2.3, 3.1, 4.2, 5.1, 5.3
NRM1, NRM2, NRM3, NRM4, NRM5, NRM6, NRM7, NRM8, NRM9	NRM planning and review	Update and review NRM plans	✓	✓	✓	1.1, 1.2, 2.3, 2.4, 4.2, 5.3, 5.4, 7.1, 8.3, 9.1, 9.2
NRM1, NRM2, NRM3, NRM4, NRM5, NRM6, NRM7, NRM8, NRM9	NRM Advice and Extension	Communicating with farmers, community groups, and stakeholders by providing timely and appropriate evidence-based NRM advice and extension	✓	✓	✓	1.1, 1.2, 2.1, 2.2, 2.3, 2.4, 3.1, 4.2, 5.3, 5.4, 7.1, 8.3, 9.1, 9.2
NRM1, NRM2, NRM3, NRM4, NRM5, NRM6, NRM7, NRM8, NRM9	Communicating research and development outcomes	Maintaining good relationships with industry groups including Landcare and connecting research and development advances to on-ground extension networks.	✓	✓	✓	4.2, 2.3, 4.1, 5.3

## Priorities we'd like to work on

- **NRM10** Improve baseline knowledge and prioritisation approaches
- **NRM11** Impacts on native fish populations due to barriers to fish passage
- **NRM12** Maintaining water quality through increasing urbanisation & runoff
- **NRM13** In-stream bed and bank erosion
- **NRM14** Paddock scale sediment migration (migrating gully heads in 1st & 2nd order streams, maintain groundcover)
- **NRM15** Enhance instream microhabitats (snags, in-stream vegetation, pools and riffles)
- **NRM16** Enhance habitat availability and aquatic processes (ecological reserves, cold water pollution and over extraction)
- **NRM17** Maintenance of adequate public access to riparian areas for recreational and cultural use
- **NRM18** Minimise impacts of recreational access and use on priority reaches
- **NRM19** Improving the extent and condition of habitat for priority threatened populations

## Projects we'd like to deliver

	Project	Description	Links to LSP Actions
NRM13, NRM15	On-ground works – Lachlan River sediment slug	Undertake on-ground works to improve the instream habitat of the Lachlan River in the vicinity of the sediment slug.	2.1, 4.2, 5.1, 5.3
NRM10	Undertake internal review/engage consultants to review methodology used within the Biodiversity Investment Strategy.	Review the adequacy of the strategic approach to prioritisation against local priorities	2.3, 6.1
NRM11	Impacts on native fish populations due barriers to fish passage	Work with affected landholders/ groups to modify/ remove key barriers	2.1, 4.2, 5.1, 5.3
NRM13	In-stream bed and bank	Provide incentives to eligible landholders along priority reaches identified in RiverStyles reporting or DPI Fisheries habitat mapping	2.1, 4.2, 5.1, 5.3
NRM14	Paddock scale sediment migration (migrating gully heads in 1st & 2nd order streams, maintain groundcover)	Provide incentives to eligible landholders within priority landscapes/ sub catchments to maintain groundcover and alleviate migrating gully heads in 1st and 2nd order streams.	2.1, 4.2, 5.1, 5.3
NRM15	Reduction in microhabitats instream (snags, in-stream vegetation, pools and riffles)	Provide incentives to eligible landholders along priority reaches identified in DPI Fisheries habitat mapping	2.1, 4.2, 5.1, 5.3
NRM16	Impacts of aquatic invasive species (vertebrate and invertebrate) within priority reaches	Provide incentives to eligible landholders along priority reaches identified in DPI Fisheries habitat mapping or other key conservation reaches	2.1, 4.2, 5.1, 5.3
NRM19	Declines in the quality and quantity of habitat for migratory species.	Work with Stakeholders to maintain and enhance critical habitat (Species dependant)	2.1, 4.2, 5.1, 5.3
NRM13	Cooyal Creek Riparian works	Undertake project with Glencore along Cooyal Creek to address instream habitat and erosion control issues.	2.1, 4.2, 5.1, 5.3

**Local Strategic Plan Goal:** Goal 3 – Healthy, diverse and well connected natural environments

**LSP Actions:** 2.2, 2.3, 4.2, 5.1, 5.3, 7.1, 7.2

**Funding source:** This project is funded under Phase 2 of the Australian Government’s National Landcare Program. The Regional Land Partnerships part for this program, focussed on funding a number of outcomes, with this project specifically designed to deliver on Outcome 2 - By 2023, the trajectory of species targeted under the Threatened Species Strategy, and other EPBC Act priority species, is stabilised or improved.

**Key partners:** Birdlife Australia, Capertee Valley Landcare, ANU Difficult Bird Group, NSW Office of Environment and Heritage, and Taronga Zoo

**Description:** The ‘Woodland Birds on Farms’ project brings together species experts and the community to help the Regent Honeyeater and other declining woodland bird species survive in the Capertee Valley, Mudgee-Wollar and South-west Slopes Key Biodiversity Areas on the Central Tablelands.

The project builds on many years of community dedication to woodland bird conservation in the Capertee Valley, a critical breeding area for the species, and expands the success of this work into other areas important to the Regent Honeyeater.

We will continue working together with landowners to protect, enhance or create woodland bird habitat to increase the quality and quantity of habitat available in the future. Activities include managing competition from noisy minors, planting and contributing to and supporting the release of captive bred birds within our region. Planting and revegetation projects are focused in areas where Regent Honeyeaters are known to nest, to ensure adults and juvenile birds don’t have too far to travel to find food.

The project will also continue to raise awareness of Regent Honeyeaters and the threats to their habitat and engage landowners to actively manage and monitor the Regent Honeyeater habitat on their land.

## The Regent Honeyeater



The Regent Honeyeater (*Anthochaera phrygia*) is a medium-sized honeyeater endemic to south-eastern Australia. It is a semi nomadic “rich patch specialist” most commonly associated with box-ironbark woodland and dry sclerophyll forest.

The species has suffered a population decline of greater than 80% in recent years and has now reduced to only 350-400 wild individuals (Regent Honeyeater National Recovery Plan 2016). As a result, it is currently listed as critically endangered under State and Federal legislation. It is also listed as critically endangered on the International Union for Conservation of Nature (IUCN) Red List of Threatened Species.

Across its range, the species is known to return to the same areas to breed. The Capertee Valley is one of the species’ key breeding area and therefore of great importance to the species survival. Breeding has also been recorded in the Mudgee-Wollar Key Biodiversity Area.

Goal 2				Goal 3		
Biosecure, profitable, productive and sustainable primary industries				Healthy, diverse, connected natural environments		
Animal biosecurity and welfare	Plant biosecurity	Invasive species	Emergency management	Travelling stock reserves	Conservation and restoration of natural & cultural resources	Productive, profitable and sustainable agriculture





### Key decision-making frameworks and reference programs

- *Local Land Services Act (2013)*
- National Primary Industries Research Development and Extension Framework.
- 14 sectoral strategies: beef, dairy, fishing and aquaculture, forestry, grains, horticulture, new and emerging industries, pork, poultry, sheep meat, sugar, wine, and wool; and 4 cross-sectoral strategies: animal welfare, biofuels and bioenergy, climate change and water use in Australian agriculture.
- NSW Government's Agriculture Industry Action Plan 2014
- Local Land Services State Strategic Plan
- Central Tablelands Local Land Services Strategic Plan

### Key principles in work prioritisation

- Maintain or increase farm and industry profitability and sustainability
- Mitigate biosecurity and pest impacts on supply and demand factors and market access
- Mitigate the impact of climate variability by localising new R&D on climate adaptation strategies
- Build the capacity and knowledge of land managers through extension programs and agricultural advice
- Maintain or improve natural resource condition particularly soil health

### Success measures

- Community and Central Tablelands LLS better prepared for and have the ability to respond to biosecurity and animal health issues
- Resilient agricultural systems
- Improved soil health and water quality
- Community with ability to positively respond to natural disasters
- Enhancement of industries through landholders easily accessing up-to-date science and innovation
- Collaboration, partnerships and networks fostered and maintained Central Tablelands LLS have active links and participation in partnerships and networks

### Prime concerns

- **AG1** Uptake of best practice farm management to improve the fertility, structure and water holding capacity of soil within the region
- **AG2** Uptake of best practice farm management to improve the sustainability of pastures and grassland within the region
- **AG3** Uptake of best practice farm management to improve water quality within the region
- **AG4** Animal welfare cases to impede access to domestic and export markets
- **AG5** General Biosecurity Duty non-compliance impeding access to domestic and export markets
- **AG6** Capacity of farmers to adapt to climate change impacts on productivity and sustainability

## Projects we're working on

	Project	Description	19/20	20/21	21/22	Link to LSP Actions
AG1, AG2, AG3, AG6	Ag Production	Engage landholders, managers and producers with knowledge and expertise in profitable, productive and sustainable practices through group work, resources, workshops and field days	✓	✓	✓	1.2, 2.1, 2.2, 2.3, 4.2, 4.3, 5.1, 5.2, 5.3, 6.1, 6.2,
AG1 , AG3, AG6	Bounce Back	Engage landholders in drought management activities focused on livestock, soils and land, and farm communities so they bounce back as a productive and sustainable agricultural region	✓			1.2, 2.1, 2.3, 3.1, 4.2, 5.1, 5.3,
AG1, AG2, AG3	Improved soil health	Protect or rehabilitate soils to support ecosystems services through capacity building workshops, soil testing and demonstration sites that increase landholder capacity to manage soil condition.	✓	✓		1.2, 2.1, 2.3, 3.1, 4.2, 5.1, 5.3,
AG1, AG2, AG3, AG6	Farms Adapting to Risk and Markets (FARM)	Facilitate the design and increased adoption of climate and market risk strategies for horticulture, livestock and mixed farming businesses in the Central Tablelands	✓	✓	✓	1.2, 2.1, 2.2, 2.3, 3.1, 4.1, 4.2, 4.3, 5.1, 5.2, 5.3, 6.2, 6.3,
AG1, AG2, AG3	Pulse Check	Support the development and continued growth of the Australian pulse industry through the delivery of local, bespoke development and extension activity	✓			1.2, 2.1, 2.2, 2.3, 4.2, 4.3, 5.1, 5.2, 5.3, 6.2
AG1, AG2, AG3	MLA Producer Demonstration Site	Demonstrate and assess the ability of a range of pasture treatments to increase late Autumn and Winter feed availability by 20 per cent.	✓			1.2, 2.1, 2.3, 4.1, 4.2, 4.3, 5.1, 5.3, 6.2,
AG4, AG5	Smaller Smarter Farms	Work with peri-urban, small farmers and absentee landholders to improve biosecurity, animal welfare. agricultural production and natural resource outcomes	✓	✓	✓	1.1, 1.2, 2.1, 2.2, 2.3, 3.1, 3.2, 3.3, 4.2, 4.3, 5.1, 5.2, 5.3, 5.4, 8.1, 8.3, 8.4

Goal 2				Goal 3		
Biosecure, profitable, productive and sustainable primary industries				Healthy, diverse, connected natural environments		
Animal biosecurity and welfare	Plant biosecurity	Invasive species	Emergency management	Travelling stock reserves	Conservation and restoration of natural and cultural resources	Productive, profitable and sustainable agriculture

## Priorities we'd like to work on

- **AG7** Source and collate evidence and data to create a sound framework that informs work priorities for agricultural production services and advice in the Central Tablelands
- **AG8** Changing distribution of crops and cultivars/species suited to the region and the impact on landholders' capacity, skills and knowledge to maintain production
- **AG9** Access to domestic and export markets for Central Tablelands agricultural produce that could be limited by farming practices that do not meet consumer expectations, creating pressure on social license to farm
- **AG10** Build the capacity of landholders to determine the value of and engage with digital agriculture technologies suited to their enterprises

## Projects we'd like to deliver

	Project	Description	Link to LSP Action
AG10	Livestock management technology	Real-time livestock monitoring using Electronic Identification (EID) for better weaner management (virtual fencing), mothering up for genetic improvement (sensor technology, flight or fight monitors) and feed conversion efficiency (measure intake)	Strategy 6: Connect research and development with advisory services to address priority data, information and knowledge gaps and barriers to improved practice.
AG6	Drought recovery	Reproduction strategies to rebuild herd and flock numbers post drought	Strategy 3: Provide products and services that support and enable customers, land managers and the community to prevent, prepare, respond and recover from biosecurity and natural disaster events.
AG2	Food landscapes: agro-biodiversity in the landscape	Pasture diversity in mixed farming: food landscapes for climate change, including native grass for food/grain  Vertical integration ("feedbase in 3D") project: fodder shrubs and perennials for feed and shelter	Strategy 6: Connect research and development with advisory services to address priority data, information and knowledge gaps and barriers to improved practice.
AG3	Managing water in the landscape	Managing water resources on farm including irrigation methods and soil moisture	Strategy 2: provide products and advisory services that support and enable customers to implement improved practices.
AG2	Dual-purpose cropping	Supporting integrating farming systems in landscapes: <ul style="list-style-type: none"> <li>• Forage cropping</li> <li>• Filling livestock feed gaps</li> </ul>	Strategy 2: provide products and advisory services that support and enable customers to implement improved practices.
AG8	Tropical pasture options	How to grow, manage and use tropical pastures in the Central Tablelands  Best practice livestock management and performance on tropical pastures	Strategy 6: Connect research and development with advisory services to address priority data, information and knowledge gaps and barriers to improved practice.
AG1, AG2, AG3	Livestock reproductive performance	Best practice strategies for: <ul style="list-style-type: none"> <li>• Early weaning</li> <li>• Drought management</li> <li>• Reproduction management</li> <li>• Meat quality, eg, Omega 3-6: paddock to plate</li> <li>• Matching livestock to pasture system</li> <li>• Tropical pastures for climate change</li> </ul>	Strategy 2: provide products and advisory services that support and enable customers to implement improved practices.



**Local Strategic Plan Goal:** Goal 3 – Healthy, diverse and well connected natural environments

**LSP Actions:** 3.1, 3.2

**Funding source:** The Australian Governments Regional Land Partnerships

**Description:** The CT LLS Farm Planning course gives Central Tablelands landholders the opportunity to develop their own individual, formalised farm/property management plan as a decision management tool.

The course is delivered in a mix of practical and theoretical sessions addressing a range of topics including weeds, pasture management, soil health, erosion, pest animals, on property biosecurity and native vegetation.

The course is run over a number of months so

participants have time to think about the process, build and adapt their plan, and make informed decisions on the enterprises best suited to their aims and the land in the longer term.

Recent graduates cited a range of benefits from participating in farm planning course:

- Excellent process for converting a five year goal into a plan
- The range of sessions helped to see the landscape differently, and identify the right areas for housing, farming or wildlife corridors
- The value of biodiversity and prioritising tree planting (in a long-ago cleared farming landscape)
- Mapping a biosecurity zone to quarantine new livestock and limit any disease or pest problems.



Goal 2				Goal 3		
Biosecure, profitable, productive and sustainable primary industries				Healthy, diverse, connected natural environments		
Animal biosecurity and welfare	Plant biosecurity	Invasive species	Emergency management	Travelling stock reserves	Conservation and restoration of natural and cultural resources	Productive, profitable and sustainable agriculture



## Key regional themes



The table below demonstrates Central Tablelands LLS existing and planned delivery against key regional themes identified by the local Board and the Community Advisory Group as a result of a PESTEL scan during a joint meeting in October

2018. The emerging and existing issues have been grouped by themes and then cross-referenced against service priorities to ensure the delivery of services against these priorities.

Key themes	Animal biosecurity & welfare	Plant biosecurity	Invasive species	Emergency management	Travelling stock reserves	Natural resource management	Agricultural production
<b>1. Customer Service</b> Customer-centric planning and response, alignment with LLS Customer Service Plan	ABW1, ABW4, ABW5, ABW6, ABW8, ABW9 ABW10	PB1, PB2,	IS1, IS5, IS7, IS10	EM2, EM3, EM4	TSR2, TSR5, TSR9	NRM17, NRM18	AG1, AG2, AG3, AG7, AG10
<b>2. Collaboration</b> Working with partners, stakeholders and investors to realise the best possible outcomes for our customers	ABW1 - 10	PB1, PB2	IS2, IS7, IS9, IS10	EM1, EM2, EM3, EM4	TSR3, TSR10, TSR11	NRM1-20	AG1, AG2, AG3, AG6, AG7, AG10

<b>3. Data</b> Evidence of LLS success, inform planning & improving practice, demonstrating best practice farm management	ABW4, ABW5, ABW7,	PB1, PB3, PB7, PB8, PB9	IS2, IS3, IS4, IS5, IS6, IS7, IS8, IS9, IS11, IS12	EM6	TSR1, TSR9	NRM10	AG4, AG5, AG7, AG8, AG10
<b>4. Innovation</b> Cultivating staff innovation culture, cultivating customer appetite for innovation, seeking and developing innovative approaches, trialling and encouraging technological solutions	ABW5,	PB7, PB8	IS2, IS3, IS4, IS5, IS6, IS7, IS8, IS9, IS11, IS12		TSR2		AG1, AG2, AG3, AG7, AG8, AG9, AG10
<b>5. Adaptive Capacity</b> Managing for drought, capacity to adapt to impacts of climate change, capacity to adapt to market changes, capacity to take advantage of new opportunities e.g. carbon economy and best practice uptake/practice change	ABW1, ABW4, ABW5, ABW7, ABW10,		IS1, IS2, IS3, IS10, IS11	EM2, EM3, EM4, EM7	TSR4, TSR8, TSR11	NRM1, 2, 4, 5, 6, 7, 8, 9, 11, 12, 13, 14, 15, 16, 17, 18, 19	AG1, AG10
<b>6. Shifting Demographic</b> Changes to LLS customer demographics, changing consumer priorities, increasing horticultural enterprises and increasing water demand	ABW1, ABW8, ABW9, ABW10, ABW11, ABW12	PB1, PB5	IS1, IS2, IS4, IS9, IS10	EM1, EM2, EM3, EM5, EM7	TSR8, TSR11		AG5,
<b>7. Climate Change</b> Biosecurity, global food security, disaster management and community resilience		PB1, PB2, PB5	IS9	EM1, EM2, EM3, EM4, EM7	TSR3		AG6, AG8, AG9
<b>8. Sustainability</b> Linkages and connectivity, community expectations, TSR management and biodiversity		PB5, PB6	IS3, IS4, IS6, IS10		TSR3, TSR4, TSR11	NRM1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 13, 14, 15, 16, 17, 18, 19	AG2, AG3, AG6, AG9
<b>9. Cultural Heritage</b> Incorporating indigenous knowledge, ACH legislation and significant site management	ABW1, ABW2, ABW3, ABW4, ABW6, ABW9		IS1, IS2, IS3, IS6, IS7, IS8, IS10, IS11, IS12		TSR3, TSR5, TSR8	NRM20, NRM5, NRM7, NRM8	
<b>10. Ongoing programs</b> Ag advisory & extension Biosecurity surveillance NRM project delivery		PB4, PB5		EM1, EM2, EM3, EM4, EM7	TSR1, TSR2, TSR5, TSR6, TSR7, TSR9, TSR10	NRM1, 2, 4, 5, 6, 7, 8, 9, 11, 12, 13, 14, 15, 16, 17, 18, 19	



## Investment prospectus



Central Tablelands LLS helps secure the future of agriculture and the environment for NSW communities. There is no other independent organisation like us in NSW. We have more than 60 staff working from six locations throughout the region, building relationships with our customers and delivering on a personal level. Our staff work and live in the communities we serve. We are a customer-focused service agency connecting people to knowledge, networks and local experience.

Our staff have a breadth of experience and expertise in a wide range of integrated services including natural resource management, Aboriginal cultural heritage, biodiversity, agriculture production, biosecurity, animal welfare and emergency management. We work closely with our local communities on projects to improve environmental health, which includes native vegetation, soils, animals and waterways. Our programs and partnerships help the community understand the importance of biodiversity. We have a great respect for the First Nations people

of Australia. Our programs and partnerships help protect Aboriginal cultural heritage and increase opportunities for Aboriginal people to care for Country. We help people to make the best decisions about the land they manage. Our skilled staff use the best available science to provide reliable, practical solutions about land management and agricultural production. We understand the diverse range of local, regional and state challenges faced by landholders and agricultural producers across NSW, this helps us ensure we provide them with relevant and timely advice and services that grow and protect our agricultural industries.

Local Land Services is a NSW Government agency formed out of the *Local Land Services Act 2013*. As an agency of the NSW Government, Central Tablelands LLS must abide by NSW Treasury policy and directives, and other legislation in the delivery of its financial operations, in particular the *Public Finance and Audit Act 1983*. The Local Land Services Board is the key decision making body within LLS, responsible for setting the policies and

strategy for LLS's operations. The Chief Executive Officer (CEO) is responsible for the day to day management of the affairs of LLS, subject to the policies and directions of the Board. Financial governance within LLS is underpinned by the oversight of the Audit, Risk and Governance Committee and the Finance, Asset and Program Strategy Committee of the LLS Board. The function of these committees interface with the Chief Financial Officer of LLS in matters relevant to their charters.

LLS, through the partnership agreement with NSW Department of Industry, is provided with corporate services including procurement, accounts payable and receivable, payroll and recruitment services. Key activities workflow through the enterprise management system which in applies a number of key internal controls supporting all financial

activities undertaken by LLS. LLS is subject to an annual statutory audit of the financial statements by the Audit Office of New South Wales, and this involves end to end examination of transactions (on a sample basis) across all areas of LLS operations. On completion of the audit, financial statements and accompanying audit opinion are incorporated into the Annual Report which is published and available on the LLS website, in line with the requirements of the *Annual Reports (Statutory Bodies) Act 1984*.

## Glossary of terms

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<b>ACAG</b>	Aboriginal Community Advisory Group
<b>CAG</b>	Community Advisory Group
<b>CT LLS</b>	Central Tablelands Local Land Services
<b>EAD</b>	Emergency Animal Disease
<b>EM</b>	Emergency Management
<b>KPI's</b>	Key Performance Indicators
<b>LLS</b>	Local Land Services
<b>MLA</b>	Meat & Livestock Australia
<b>MoU</b>	Memorandum of Understanding
<b>NLIS</b>	National Livestock Identification System
<b>NRM</b>	Natural Resource Management
<b>NSW</b>	New South Wales
<b>NSW DPI</b>	New South Wales Department of Primary Industry
<b>PICs</b>	Property Identification Codes
<b>POCTA</b>	Prevention of Cruelty To Animals Act 1979
<b>Q-fly</b>	Queensland fruit fly
<b>RSPCA</b>	Royal Society for the Prevention of Cruelty to Animals
<b>The Board</b>	The Central Tablelands Local Land Services Local Board
<b>TSR</b>	Traveling Stock Reserve
<b>WAP</b>	Weed Action Program







Local Land  
Services