

NORTH WEST LOCAL LAND SERVICES

Local Strategic Plan

2021-2026

Framework



**Local Land
Services**

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1.0 *Purpose of document*

This document brings together the underpinning information that has gone into the development of the North West Local Land Services (NW LLS) Local Strategic Plan (LSP). It also provides more detail on the activities that the NW LLS will be undertaking to deliver on the priorities identified in the LSP in each of the five pillars of:

Landscape management - Natural Resources Management, travelling stock reserves and Native Vegetation to deliver projects and advice for conservation and restoration of our natural resources.



Biosecurity - Planning, education, surveillance and response to biosecurity and invasive species threats comprising plant pests / diseases, exotic livestock diseases, high priority weeds and pest animals.



Emergency management - Preventing, preparing, responding and recovery of Emergencies, Natural Disasters and Biosecurity responses by assisting on the ground to reduce stock losses and improve animal welfare.



Primary production - Delivering extension, advice and access to best practice information and supporting technology. By working with primary producers and industry to grow productive, profitable and sustainable agriculture.



Enabling - Business operations supports our teams to deliver services to customers and stakeholders. These functions include Customer Service, Finance, Aboriginal communities, Strategic Services, Communication & Engagement, Senior Management and Board.

This document is organised into clear sections so that you are able to easily access the information you are looking for. The sections are outlined below:

- **Section 1** – Purpose of document.
- **Section 2** – Planning Context and integration with the State LLS Strategic Plan.
- **Section 3** – About North West LLS including our Local Strategic Plan, our governance, how we identify our priorities and how we plan to measure our progress.
- **Section 4** – Our priorities, measures and actions for each of the five pillars.
- **Section 5** – Timeframes and reporting on our progress.



2.0 Planning Context and Integration

This section of the document outlines the framework for the NW LLS LSP.

As defined in the Local Land Services Act 2013 (s.45-54), a Local Strategic Plan (LSP, Section 5) for a region is to set the vision, priorities and strategy in respect of delivery of local land services in the region. A LSP must include the outcomes that are expected to be achieved by the implementation of the plan in relation to the region and the timeframes for achieving those outcomes. In doing so, the LSP must show regard for any state priorities, including the LLS State Strategic Plan (Section 4) with a focus on economic, social and environmental outcomes.

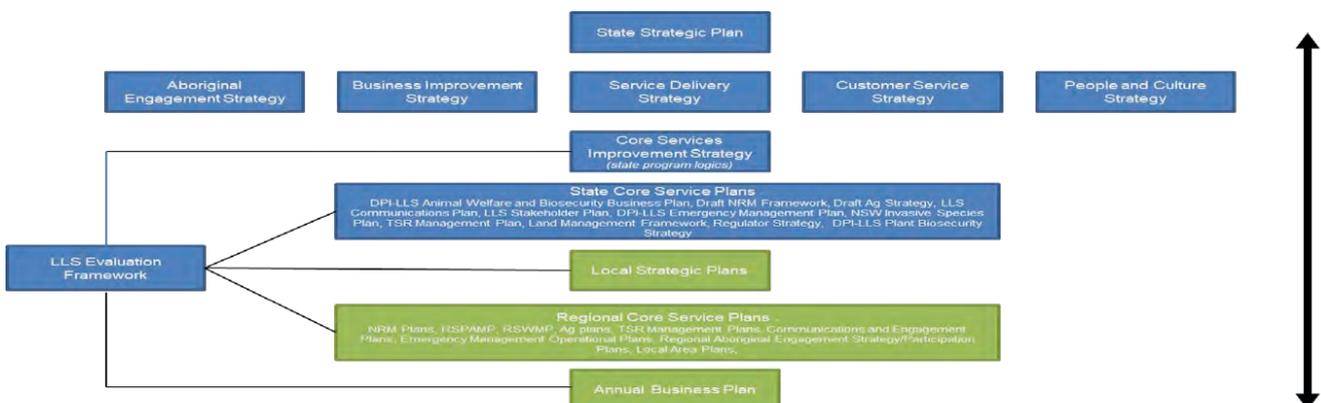
2.1 Planning Structure

The figure below outlines the relationship between the three levels of LLS business planning and reporting.



2.2 Planning Context

The LSP is integral to the overarching planning framework that underpins LLS service delivery. As such, the LSP should have regard for and show linkage to the relevant strategies and plans identified in the figure below.



2.3 *LLS Overview*

LLS is a regionally focused NSW Government agency that delivers advice, information and support to farmers, land holders and the broader community.

The LLS State Strategic Plan sets a clear vision for creating resilient communities and healthy productive landscapes. To achieve this vision, LLS perform the following functions:

- Our programs and partnerships grow primary industries productivity and healthy environments.
- Our services and partnerships play a vital role in helping to protect against pests, diseases and environmental threat.
- We connect with our community and connect our customers with the best services, advice and networks.
- We play a vital role in helping primary industries prepare for natural disasters and are on the ground to respond and support when they occur.

2.4 *Local Land Services State Strategic Plan 2020-2030*

In 2020 State LLS developed a ten-year State Strategic Plan. This plan provides the overarching vision and strategies for implementation for LLS across the state. It also outlines the five pillars of operation.

LLS operates through eleven regions across the state. The State Strategic Plan provides the statewide context for each of the eleven regions to develop a five year LSP that identifies a local vision as well as local priorities and how they will be measured. These LSPs then feed down into annual work plans that drive day to day activities in the LLS.

2.5 *Plans and Governance*

LLS is established and functions under the Local Land Services Act 2013, which defines the LLS as a programs and advisory service associated with agricultural production, biosecurity, natural resource management and emergency management.

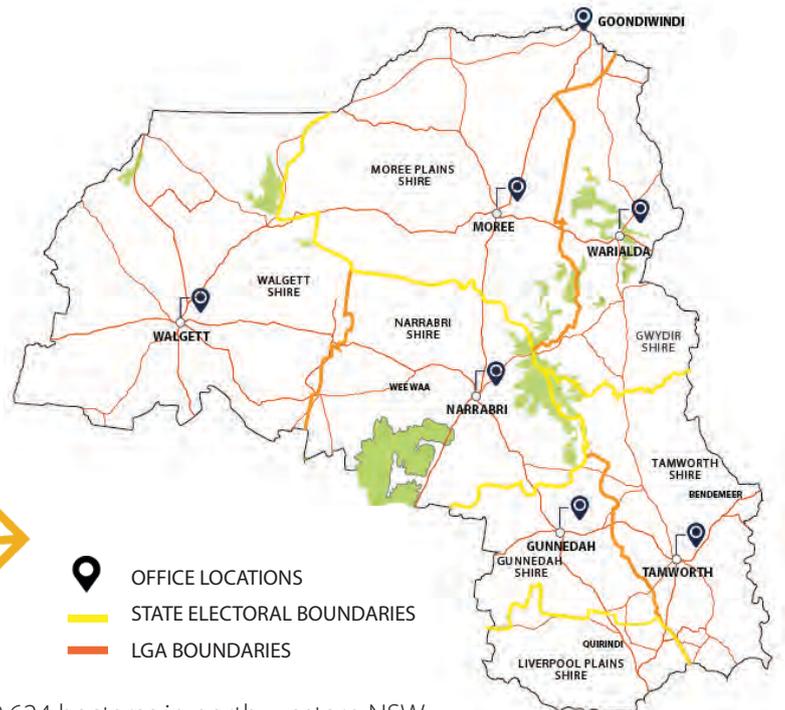
Implementation of the LLS functions is supported at a state and regional level by functional area supporting plans and strategies. These supporting plans and strategies and their aims and priorities are provided in Appendix A.



3.0 *About the region*

The North West region contains diverse environments, including tablelands, native grasslands and riverine floodplains, as well as important wetlands protected under the Ramsar Convention and the Pilliga Scrub, a vast area of conservation significance.

The North West region is a productive agricultural area characterised by crop, pasture and irrigation industries, contributing approximately 16% of the gross value of agricultural production in New South Wales. Intensive cropping and irrigation supported a range of industries including farm input services and the transporting, processing, and marketing of farm products.



- The North West region covers an area of 8,249,624 hectares in north-western NSW.
- The North West region is made up of seven local government areas;
 - o Gunnedah,
 - o Gwydir,
 - o Liverpool Plains,
 - o Moree Plains,
 - o Narrabri,
 - o Tamworth Regional and
 - o Walgett Shire Councils
- The North West region is home to a large population of Aboriginal Australians of the Kamilaroi Nation and many associated cultural locations and artefacts. They form one of the four largest Indigenous nations in Australia.
- The North West is also home to a number of animal industries including cattle, poultry, sheep, wool and pig industries, as well as multiple large feedlots and abattoirs.

3.1 *North West Local Strategic Plan*

The NW LSP outlines the local goal the NW LLS has for the region as well as the priority programs we will deliver over the next five years and how we will measure our progress in delivering them.

DRAFT LOCAL STRATEGIC PLAN NORTH WEST | July 2021 - June 2026

Enabling land managers of the North West region to achieve healthy landscapes with resilient communities and industries, through communication, engagement, collaboration and constantly working to improve the effectiveness of our services and programs.



Our programs and partnerships **grow** primary industries productivity and healthy environments



Our services and partnerships play a vital role in helping to **protect** against pests, diseases and environmental threats



We connect with our community and **connect** our customers with the best services, advice and networks



We play a vital role in helping primary industries prepare for natural disasters and are on the ground to respond and **support** when they occur

LANDSCAPE MANAGEMENT

Natural resources management, travelling stock reserves (TSR) and native vegetation to deliver projects and advice for conservation and restoration of our natural resources.

STRATEGIES

- Grow the capacity of land managers to achieve healthy resilient landscapes
- Improve the condition and provide equitable access to TSRs
- Support landholders by provision of information and advice on land clearing regulations

PRIORITY PROGRAMS

- Improving practices to promote positive condition trends for land and soil condition
- Improving condition of Brigalow woodlands, Regent honeyeater habitat and Ramsar wetlands
- Monitoring TSRs condition and implementing online customer portal.
- Assessment and decision support of native vegetation opportunities for landholders

MEASURES OF SUCCESS

- ✓ Landholder practice change to improve ground cover and natural farm assets
- ✓ Area (ha) of TSRs actively managed, improve the condition of, and provide equitable access to TSRs
- ✓ Provision of information and advice to landholders on land clearing
- ✓ Assessment of clearing proposals, certificates and notifications

BIOSECURITY

Planning, education, surveillance and response to biosecurity, invasive species threats and animal welfare comprising plant pests/diseases, exotic livestock diseases, high priority weeds and pest animals.

STRATEGIES

- Protect the region from biosecurity threats by coordinated regional response
- Improve capacity to prevent, eliminate and contain biosecurity issues and risks
- Promote landholder understanding of biosecurity compliance and reporting responsibilities

PRIORITY PROGRAMS

- Notifiable or exotic disease such as anthrax, footrot
- High priority weeds -Hudson Pear, Harrisia Cactus, Parthenium and Alligator Weed
- On ground and aerial pest control programs for wild dog, deer, pigs, rabbits and foxes
- Education and awareness programs to community groups and industry

MEASURES OF SUCCESS

- ✓ Number of animal and plant disease investigations
- ✓ Area of weed management (ha)
- ✓ Area of pest control (ha)
- ✓ Number of training events, including number of participants

EMERGENCY MANAGEMENT

Preventing, preparing, responding and recovery of emergencies, natural disasters and biosecurity responses by assisting on the ground to reduce stock losses and improve animal welfare.

STRATEGIES

- Improve community capacity by providing resources and education for protecting and preparing animals for an emergency
- Improve North West Local Land Services capabilities and capacity to provide greater support in times of emergency

PRIORITY PROGRAMS

- Prevention: eliminate or reduce the level of risk or severity
- Preparation: enhance capacity of agencies and communities
- Response: ensure the immediate consequences are minimised
- Recovery: support individuals and communities in reconstruction and restoration

MEASURES OF SUCCESS

- ✓ Number of emergency management preparatory exercises
- ✓ Number of emergency management events
- ✓ Number of staff trained in a response role
- ✓ Number of awareness raising and training events

PRIMARY PRODUCTION

Delivering extension, advice and access to best practice information and supporting technology. Work with primary producers and industry to grow productive, profitable and sustainable agriculture.

STRATEGIES

- Grow the value of agricultural industries in the region
- Protect the region by increasing agriculture resilience and awareness of future risks
- Connect customers with proven extension information and tailored advice

PRIORITY PROGRAMS

- Drought preparation/recovery and changing climate risk
- Providing best advice to maximise whole farm profitability by managing natural resources and enterprises
- Validating emerging agricultural technology
- Extension of research and development to achieve industry practice change

MEASURES OF SUCCESS

- ✓ Area (ha) managed for improved agricultural production and land managed for improved soil condition
- ✓ Industry partnerships
- ✓ Landholder advice consultations
- ✓ Number of awareness raising/training events

ENABLING

Business operations support our teams delivering services to customers and stakeholders. These functions include customer service, finance, Aboriginal communities, strategic services, communication and engagement, senior management and Board.

STRATEGIES

- Connecting our customers to the right people and information within North West Local Land Services
- Grow our engagement with stakeholders to support digital transformation
- Support all North West Local Land Services staff so that we can deliver the best possible service to our customers

MEASURES OF SUCCESS

- ✓ Number of projects undertaken to protect Aboriginal cultural heritage or traditional ecological knowledge
- ✓ Landholders engaged by increasing following/engagement on social media, and subscribers to newsletter

PRIORITY PROGRAMS

- Aboriginal Engagement Plan
- Communications and Engagement Plan
- Business Improvement Initiatives - making it easier for our customers to do business with us and staff are supported to do their jobs efficiently
- People and Culture Strategy, including work, health and safety

- ✓ Customer and stakeholder satisfaction
- ✓ Staff engagement is maintained at or above 75 per cent

3.2 *North West Priority Programs*

To achieve its regional objectives the NW LLS will undertake a number of activities over the five-year life of the NW LLS Strategic Plan. These range from information and advice services that are provided across the region to all customers, right up to priority programs that will be the focus of NW LLS over the next five years. This is illustrated below:



These priority programs have been identified through a comprehensive process which:

- Assesses all existing state and regional plans and strategies and identified priorities within these documents. These documents and the priorities and goals they contain have been developed through consultation, assessment of the best science and consideration of best practice and experience. They provide the primary direction for priority setting.
- Calls on the experience and knowledge of the NW LLS staff.
- Calls on the experience and knowledge of the NW LLS Board and Community Advisory Board as representatives of the community.
- Asks the community directly for their concerns and priorities, and
- Engages with industry to understand their priorities.

Each of the priority programs has been chosen due to its ability to effectively and efficiently:

- Increase the capacity of local communities to have resilient agricultural industries and subsequently resilient local communities.
- Increase the capacity of landholders and other local industries to be profitable and productive in a healthy landscape, and
- Deliver researched and scientifically endorsed material for the education and training of NW LLS stakeholders.

3.3 *Program Delivery*

As illustrated in 2.3, day-to-day delivery within the NW LLS is made up of core service activities which are required across all LLS regions and regional activities which vary across regions and are determined by the local priority programs. Each of these is outlined further below.



Core Services Activities

The LLS Core Service Improvement Plan identifies the core service areas that define LLS services. Each of the areas are defined by an aim, logic model and service activities, and these should be integral to the development of each region's LSP.



Regional Priority Activities

The mechanisms for the effective delivery of the priorities identified by the NW LLS are through regional activities. It should be noted that while these are priorities, they do not take away from the delivery of broader services by the NW LLS.

The priority programs identified will be undertaken through the implementation of regional activities in the:

- short-term, over the next one to two years (S), plan to be delivered in 2021 – 2023.
- medium-term, over the next two to five years (M), plan to be delivered in 2023 -2026.
- ongoing actions which are delivered on an ongoing basis by the LLS.

3.4 *Program Measurement*

The measures of success for the priorities identified by the NW LLS are provided below. In addition to the below the delivery of NW LLS services and programs is reviewed through the Monitoring, Evaluation, Reporting & Improvement (MERI) system. MERI provides the assessment of state and regional trends against immediate, intermediate, and long-term outcomes of policies and programs.

Measures of success have been developed to measure the short term (1-2 years) and long term (2- 5 years) effectiveness of the implementation of actions. The indicators will be used to monitor, evaluate and report results, and successes achieved against customer service delivery, outcomes and priorities both at a regional and State level.

The collection of this data allows for consistent organisation reporting that assists in the demonstration of impact by Local Land Services. The metrics were established as part of LLS's Service Delivery Strategy 2018 - 2021 and delivery framework development. LLS annual performance reporting to the appropriate Minister (against any state strategic plan) is a requirement of the LLS Act 2013. Metrics reporting is also being used to fulfil NSW Treasury's Outcome Budgeting requirements.

The following tables outline the NW LLS priorities, measures and actions across the five pillars for LLS delivery.

Landscape Management

Natural Resources Management, travelling stock reserves and Native Vegetation to deliver projects and advice for conservation and restoration of our natural resources.

- | | |
|--------------------|--|
| LLS Business Units | <ul style="list-style-type: none"> • Travelling Stock Reserves (TSRs) • Natural Resource Management • Land Management |
|--------------------|--|

OBJECTIVE

The *North West NSW Natural Resource Management Plan 2019 – 2024* identifies the goals, targets, and actions for Landscape Management in the North West region. These goals encapsulate the Landscape Management objectives of the NW LLS and include:

- Healthy and resilient landscapes sustaining our unique flora and fauna for future generations
- Healthy and resilient aquifers, waterways, and wetlands
- A region that is healthy, resilient, and adaptable to a changing climate
- Sustainable, productive, profitable, and progressive agriculture, and
- Aboriginal people connected to country, culture, and heritage.

DELIVERY CONTEXT

Landscape Management within the NW LLS is characterised by enabling landholders and communities to better manage water, land, soil, vegetation, biodiversity, and cultural heritage. This Landscape Management core service is delivered through the provision of advice, training, and incentive programs to landholders to undertake natural resource and landscape management activities. NW LLS also manage the clearing, conservation, and restoration of native vegetation by providing information, advice, and approvals.

NW LLS manages approximately 162,000 hectares of TSRs utilised as pasture reserves as well as for public recreation, apiary sites, the protection and conservation of native flora and fauna and culturally significant sites for Aboriginal communities. NW LLS manage TSRs for productive, environmental, and cultural uses through access approvals, the control of invasive plants and animals and improvement of ecological condition.

STRATEGIES

- Grow the capacity of land managers to achieve healthy resilient landscapes with a focus on increasing practice change for improved groundcover and management of natural assets.
- Improve the condition and provide equitable access to TSRs.
- Support landholders by provision of information and advice on land clearing regulations.

PRIORITY PROGRAMS

- Improving practices to promote positive condition trends for land and soil condition.
- Improving condition of Brigalow woodlands, Regent honeyeater habitat and Ramsar wetlands.
- Monitoring TSRs condition and implementing online customer portal.
- Assessment and decision support of native vegetation opportunities for landholders.

MEASURES OF SUCCESS

Travelling Stock Reserves	Natural Resource Management	Land Management
✓ Revenue raised from TSRs	✓ Area (ha) of threatened species, populations or ecological communities enhanced, rehabilitated or protected	✓ Number of notifications
✓ Area (ha) of TSRs actively managed	✓ Area (ha) of native revegetation	✓ Area (ha) of notifications
✓ Number of regional TSR plans developed	✓ Number of agreements and area (ha) of native vegetation enhanced, rehabilitated or protected	✓ Number of certificates issued
✓ Number of permits issued for TSRs and total stock number by class	✓ Stream length (km) river/estuary enhanced, rehabilitated or protected	✓ Area (ha) of certificates issued
	✓ Area (ha) of wetlands enhanced or protected	✓ Area (ha) of set asides
	✓ Area (ha) of land managed for improved soil condition	

Landscape Management

Natural Resources Management, travelling stock reserves and Native Vegetation to deliver projects and advice for conservation and restoration of our natural resources.

CORE SERVICE ACTIVITIES

Travelling Stock Reserves

- Administration of TSR permits and fees.
- Pest & Weed Control
- Biodiversity, conservation and cultural management
- Grazing Management - stock inspection, Infrastructure maintenance and compliance.
- TSR Plan of Management, Risk planning (e.g. Biosecurity, Emergency Management, ILUA), Environmental Impact Assessment and BCT Partnership development.

Natural Resource Management

- Native vegetation management
- River, estuary and wetland and management
- Pest & Weed Control
- Soil conservation
- Significant species management
- Cultural resources management
- Community, including Aboriginal community capacity building

Land Management

- Notification - LM code advisory, processing and mapping.
- Voluntary and mandatory certification - LM code inspections, assessments, certifications, code review and policy statements.
- Division Six assessments - Native Vegetation panel application advisory, inspections and assessment.
- Native Vegetation Management - Property vegetation plan variations, conservation act consents, compliance.
- Land Management Framework enquiry, advisory and referrals management

REGIONAL PRIORITY ACTIVITIES - (S) = short-term 2021-2023: (M) = medium-term 2023 -2026: (O) = Ongoing

Travelling Stock Reserves

- Condition assessment of NW LLS TSR network. **(S)**
- Development and implementation of a Compliance Inspection and Reporting Framework. **(M)**
- Control of high priority weeds including Yello Mimosa Bush. **(Ongoing)**
- Infrastructure service, repair, maintenance, and upgrade. **(Ongoing)**
- Permit issue, registration, and checks (using the MyLLS system). **(Ongoing)**
- Stakeholder consultation and engagement. **(Ongoing)**

Natural Resource Management

- Attraction and implementation of funding programs from established and new funding streams. **(M)**
- Development of a Natural Resource Management Investment Strategy (2021/2022). **(M)**
- Increased support for Natural Asset and Business Planning to facilitate new enterprise opportunities. **(M)**
- Delivery of education, training and technical support, including workshops and events to landholders. **(Ongoing)**
- Delivery of technical support to landholders. **(Ongoing)**
- Stakeholder consultation and engagement to define and coordinate action on priorities. **(Ongoing)**
- Connecting landholders and industry to emerging opportunities across government, research, and private investment (e.g. carbon capture and storage). **(Ongoing)**

Land Management

- Delivery of education and training, including participating in the NW LLS Q&A, Webinars and facilitating landscape management field days. **(S)**
- NW LLS staff training and education. **(S)**
- Review of internal processes and procedures for efficiency dividends. **(M)**
- Provision of information and advice to stakeholders on land clearing regulations. **(Ongoing)**
- Undertaking site visits as requested. **(Ongoing)**
- Assessment of clearing proposals, certificates, and notifications. **(Ongoing)**

Planning, education, surveillance and response to biosecurity and invasive species threats comprising plant pests / diseases, exotic livestock diseases, high priority weeds and pest animals.

- LLS Business Units
- Invasive Animal Species
 - Invasive Plant Species
 - Animal Biosecurity and Welfare

OBJECTIVE

The goals of the LLS relating to Biosecurity include creating:

- Biosecure, profitable, productive and sustainable primary industries
- Resilience, self-reliant and prepared local communities, and
- Healthy diverse and connected natural environments.

The *NSW Biosecurity Strategy 2013 – 2021* and *NSW Invasive Species Plan 2018 – 2021* identify the key deliverables for the management of biosecurity risks in NSW. These goals encapsulate the Biosecurity objectives of the NW LLS and include:

- Exclude – prevent the establishment of new invasive species
- Eradicate or contain – eliminate or prevent the spread of new invasive species
- Effectively manage – reduce the impacts of widespread invasive species, and
- Capacity building – ensure NSW has the ability and commitment to manage invasive species.

DELIVERY CONTEXT

LLS provide a key role in the management of Biosecurity in the areas of:

- Plant and animal biosecurity – we work to prevent the spread of plant and animal pests and diseases
- Maintain market access – we strive to enhance the health of animals, plants and their products
- Animal welfare - we provide advice and information to enhance animal welfare, and
- Plant and animal pest incursions – we work to undertake surveillance and control pests.

The Biosecurity core service is delivered through the provision of:

- Weed planning, coordination, facilitation, best practice management, research and reporting.
- Pest animal planning, management, coordination, facilitation, education and research
- Planning and direct intervention to control animal diseases, manage animal welfare and the occurrence of residues in livestock
- Investigating for plant pests/diseases, advising landholders and training and educating the community.

STRATEGIES

- Protect the region from biosecurity threats by coordinated regional response.
- Improve capacity to prevent, eliminate and contain biosecurity issues and risks
- Promote landholder understanding of Biosecurity compliance and reporting responsibilities.

PRIORITY PROGRAMS

- Notifiable or exotic disease such as Anthrax, Footrot.
- High Priority Weeds -Hudson Pear, Harrisia Cactus, Parthenium and Alligator Weed.
- On ground and Aerial Pest Control Programs for wild dog, feral pigs and cats, red fox, wild rabbit and deer.
- Education and Awareness programs to community groups and industry.

MEASURES OF SUCCESS

Invasive Pest Species	Invasive Plant Species	Animal Biosecurity and Welfare
✓ Area (ha) of pest control (vertebrates)	✓ Area (ha) of weed management	✓ Number of animal disease surveillance investigations.
✓ Area (ha) of pest control (invertebrates)	✓ Number of weed inspections	✓ Number of animal welfare investigations.
		✓ Number of residue investigations.

Planning, education, surveillance and response to biosecurity and invasive species threats comprising plant pests / diseases, exotic livestock diseases, high priority weeds and pest animals.

CORE SERVICE ACTIVITIES

Invasive Pest Species

- Pest Animal Planning
- Pesticide supply and training
- Pest animal prevention, management and control – surveillance, seasonal strategic control, reactive local control
- Pest animal group facilitation
- Pest animal advice, compliance, education and research
- Invertebrate pest control support

Invasive Plant Species

- Weed Planning
 - Develop strategic weeds plans and representation on state weed taskforce
 - Coordinate and provide executive support for regional weed committee and delivery of Regional Strategic Weed Management Plan.
- Weed Management Coordination
 - Facilitate management of regional sub-programs funded under the NSW Weeds Action Program. Program Reporting.
- Weed Control on TSRs and as part of priority projects.
- Awareness, advice and research.

Animal Biosecurity and Welfare

- Disease surveillance, investigation and management
- Chemical residue investigation and management
- Animal welfare advice investigations
- Advisory services - Landholder animal welfare advice including; field days, workshops, media, one-on-one advice.

REGIONAL PRIORITY ACTIVITIES - (S) = short-term 2021-2023: (M) = medium-term 2023 -2026: (O) = Ongoing

Invasive Pest Species

- Coordinate implementation of the North West Regional Strategy Pest Animal Management Plan 2018-2023. **(S)**
- Resourcing of a Regional Pest Animal Coordinator. **(S)** And delivery of education, training and technical support, including workshops and events to landholders. **(S)**
- Delivery of training courses (VPT, CPE, Trapping/Camera training). **(S)**
- Best practice management advice for the control of priority pest species including Wild Dog, Feral Pig, Red Fox, Wild Rabbit, Feral Goat, Deer, Wild Horses and Feral Cat. **(S)**
- 2021 review of the North West Regional Strategic Pest and Animal Management Plan conducted with DPI. **(S)**
- Coordinating existing stakeholder networks. **(M)**
- Establishing new pest animal control groups. **(M)**
- Full complement of Trained Authorised Control Officers and Authorised Officers. **(M)**
- Facilitation of strategic group programs **(M)**

Invasive Plant Species

- Coordinate implementation of the North West RWC Communication Strategy 2019-2022 **(S)**
- Resourcing of a Regional Weed Coordinator. **(S)**
- Review priority regional priority weed listings and associated Weed Risk Assessments. **(S)**
- Implementation of the North West RSWMP MERI Framework 2018-2022. **(S)**
- Encourage co-operative programs that use integrated management. **(M)**
- Participate in prevention, eradication and containment of priority weed species identified in the North West Regional Strategic Weed Management Plan 2017-2022 and any subsequent plans. **(M)**
- Facilitating improvement in monitoring systems to map weeds and integrate systems. **(M)**
- Coordination and delivery North West Regional Weeds Action Sub-program 2020-2025. **(M)**
- Coordinate implementation of the North West-Regional Strategic Weed Management Plan 2017 2022 and any subsequent plans **(Ongoing)**

Animal Biosecurity and Welfare

- Delivery of education, training and technical support, including workshops and events to landholders. **(S)**
- Delivery of key programs and surveillance, including the National Livestock Identification System (NLIS), Anthrax, Foot rot and Chemical Residues policy and procedures. **(S)**
- NLIS compliance investigations and training. **(S)**
- Biosecurity Certification. **(S)**
- Undertake required training. **(S)**
- Delivery of the NSW DPI Animal Biosecurity and Welfare Business Plan 2020 – 2021. **(S)**
- EAD (emergency animal disease) preparedness including exclusion surveillance, extension and education. **(M)**
- Stakeholder analysis and targeted communications. **(M)**

Emergency Management

Preventing, preparing, responding and recovery of Emergencies, Natural Disasters and Biosecurity responses by assisting on the ground to reduce stock losses and improve animal welfare.

LLS Business Units

- Emergency Management

OBJECTIVE

The NW LLS Emergency Management objective is to provide the skills, training and resources required to support and enable customers, land managers and the community to prevent, prepare, respond and recover from natural disaster and biosecurity emergencies. The delivery of emergency services in NSW is driven by these principles:

- Prevention: to eliminate or reduce the level of the risk or severity of emergencies
- Preparation: to enhance capacity of agencies and communities to cope with the consequences of emergencies
- Response: to ensure the immediate consequences of emergencies to communities are minimised, and
- Recovery: measures which support individuals and communities affected by emergencies in the reconstruction of physical infrastructure and restoration of physical, emotional, environmental and economic well-being.

DELIVERY CONTEXT

LLS helps landholders to plan and prepare for, respond to, and recover from biosecurity emergencies and natural disasters. We work alongside the NSW Department of Primary Industries (DPI) and emergency combat agencies, to provide advice to landholders about property planning and preparedness for an emergency.

The core service of Emergency Management is delivered through NW LLS operating as a support agency to the State Emergency Service (SES) through the Agriculture and Animals Services Functional Support Area (AASFA). Subsequently NW LLS has roles during the response and recovery phases of any emergency and works with landholders and communities to increase prevention of, and preparedness for emergencies and their impacts.

STRATEGIES

- Improve community capacity by providing resources and education for protecting and preparing animals for an emergency.
- Improve NW LLS capabilities and capacity so we can provide greater support in times of emergency.

PRIORITY PROGRAMS

- Prevention: eliminate or reduce the level of risk or severity.
- Preparation: enhance capacity of agencies and communities.
- Response: ensure the immediate consequences are minimised.
- Recovery: support individuals and communities in reconstruction and restoration.

MEASURES OF SUCCESS

- ✓ Number of emergency management preparatory exercises
- ✓ Staff trained in emergency management
- ✓ Number of emergency responses attended
- ✓ Number of 1:1 landholder advice consultation
- ✓ Number of capacity building events and participants
- ✓ Decision support opportunities and participants
- ✓ Number of training events and participants

Emergency Management

Preventing, preparing, responding and recovery of Emergencies, Natural Disasters and Biosecurity responses by assisting on the ground to reduce stock losses and improve animal welfare.

CORE SERVICE ACTIVITIES

Preparedness

- Stakeholder engagement (participation)
- Staff training & development

Biosecurity Responses

- Emergency Animal Disease (EAD) response
- Plant biosecurity response
- Invasive species responses including locusts

Agriculture and Animal Services Functional Area (AASFA) responses

- Natural disaster supporting agency response e.g. fire, flood
- Attendance at animal transport accidents
- Attendance at marine pollution responses

Recovery advisory services

- Recovery advice

REGIONAL PRIORITY ACTIVITIES - (S) = short-term 2021-2023: (M) = medium-term 2023 -2026: (O) = Ongoing

- Development of a Communication and Stakeholder Engagement Plan with the new Communications Officer to be completed by June 2021. **(S)**
- Foundation modules for onboarding new staff members. **(S)**
- Staff training in the critical IMT roles. **(S)**
- Improve staff training in Emergency Management. **(M)**
- Support from management to be involved in emergency management. **(M)**



Primary Production

Delivering extension, advice and access to best practice information and supporting technology. By working with primary producers and industry to grow productive, profitable and sustainable agriculture.

- LLS Business Units
- Sustainable Agriculture
 - Plant Biosecurity

OBJECTIVE

The objective of Primary Production within the LLS is to improve primary production within healthy landscapes and assist rural and regional communities to be profitable and sustainable into the future. Within the NW LLS this objective is delivered through:

- Development of information
- Advisory services, and
- Industry collaboration

DELIVERY CONTEXT

LLS work with land managers and the community to improve primary production within healthy landscapes and assist rural and regional communities to be profitable and sustainable into the future.

The Primary Production core service is delivered through the provision of advice and support to landholders to improve livestock systems, farming systems and farm business management. The key regional Primary Production themes within the NW LLS, as identified by the North West Local Land Services Agricultural Advisory Services Strategy, include:

- Drought survival and recovery – Drought is the dominant pressure for customers in the region and support to manage livestock, pastures and crops during this time is crucial. At the point that a drought eases, assisting customers to recover and identify new opportunities is a high priority.
- Soil health – As soil is the primary natural resource that underpins all production in the region, maintaining and improving the condition of soils is of utmost importance to customers.

Accessing relevant production information – There are many sources of information available to customers and with the time pressures of running a business, there is a need to filter, develop and deliver key relevant information.

Due to the impact of plant diseases on farm profitability and the North West cropping economy, Plant Biosecurity is delivered in conjunction with the Sustainable Agriculture Business Unit.

STRATEGIES

Grow the value of agricultural industries in the region with a focus on:

- New industry opportunities (enterprises, crop choices)
- Reinforcing fundamental agriculture
- Enterprise and farm finance optimisation (thinking beyond farm gate)

Protect the region by increasing Agriculture resilience and awareness of future risks:

- Preparing for climate risks (be drought prepared and adapt to a changing climate)
- Focus on industry enablers (soil and water)
- Emerging threat surveillance
- Market and trade protection

Connecting customers with proven extension information and tailored advice by:

- Industry collaboration
- Advising on climate change adaptation
- Connecting customers with the best information
- Validating emerging technology

PRIORITY PROGRAMS

- Drought Preparation / Recovery and changing climate risk.
- Providing best advice to maximise whole farm profitability by managing natural resources and enterprises.
- Validating Emerging Agricultural Technology.
- Extension of Research and Development to achieve industry practice change.

MEASURES OF SUCCESS

- ✓ Area (Ha) managed for improved agricultural production
- ✓ Area (Ha) of land managed for improved soil condition
- ✓ Number of investigations for plant pests / disease

Primary Production

Delivering extension, advice and access to best practice information and supporting technology. By working with primary producers and industry to grow productive, profitable and sustainable agriculture.

CORE SERVICE ACTIVITIES

Sustainable Agriculture

Livestock Systems Advice

- Industry collaboration
- Advising on climate change adaptation
- Connecting customers with the best information
- Validating emerging technology

Farming Systems Advice

- Crop production advisory
- Irrigation advisory
- Pests and diseases advisory

Farming Business Management

- Farm planning & safety
- Seasonal variability preparation
- Seasonal conditions reporting

Plant Biosecurity

Emergency plant pest and disease response

- Conduct Investigation for Presence of Specific Pest / Disease
- Contain & Eradicate / Isolate Pest or Disease
- Monitor Outcome of Incursion

Plant Biosecurity Surveillance (non-emergency)

- Conduct Pest or Disease Investigation
- Undertake Diagnostic Analysis, Survey or Monitoring Program

Plant Biosecurity Advisory & Extension Services

- Provide advice to High risk or relevant industry / landholder groups
- Assist Stakeholder to Develop Biosecurity Plan
- Consult with Private Networks & Researchers

REGIONAL PRIORITY ACTIVITIES - (S) = short-term 2021-2023: (M) = medium-term 2023 -2026: (O) = Ongoing

Plant Biosecurity

- Delivery of education, training and technical support, including workshops and events to landholders for farm biosecurity processes. (S)
- Resourcing of a Plant Biosecurity Coordinator. (S)
- Key species surveillance across a defined surveillance network. (S)
- Early detection and reactive control of plant biosecurity risks. (S)
- Reporting to stakeholders. (S)
- Risk assessment and development of response capability. (S)
- Emerging threat awareness and identification. (M)

Sustainable Agriculture

- Groundcover workshop series - production sustainability, establishment, and recovery. (S)
- Provision and facilitation of new industry opportunities, including new enterprises and crop choices. (M)
- Development of and consultation on a NW LLS Agriculture Strategy. (M)
- Delivery and facilitation of Smarter Farming partnerships including the Digifarm project. (M)
- Emerging threat surveillance to protect markets and trade. (M)
- Drought survival and recovery strategies for livestock systems. (M)
- Deliver livestock nutrition and genetics management activities to customers across the region to increase sustainable practice change. (M)
- Working with the GRDC in advancing integrated weed management. (M)
- Develop high-quality industry partnerships to capture industry priorities and improve information flow to customers. (M)
- Practical demonstrations of applicable agriculture technology. (M)
- Reinforcing fundamental agriculture and farm management. (Ongoing)
- Assist producers to better meet their target markets and supply chain workshop series. (Ongoing)
- Delivery of the National Landcare Program for resilient regional agriculture. (Ongoing)
- Delivery of ongoing agricultural delivery programs. (Ongoing)
- Preparing for and adapting to climate risks. (Ongoing)
- Validating and facilitating the implementation of emerging technologies. (Ongoing)
- Preparing for and adapting to climate risks. (Ongoing)
- Connecting customers with the best information and research. (Ongoing)

Business operations supports our teams delivering services to customers and stakeholders. These functions include Customer Service, Finance, Aboriginal communities, Strategic Services, Communication & Engagement, Senior Management and Board.

- | | |
|--------------------|--|
| LLS Business Units | <ul style="list-style-type: none"> • Customer Service • Finance and Administration • Strategic Services – Aboriginal Communities & Communications |
|--------------------|--|

OBJECTIVE

The objective of the NW LLS is to utilise effective, efficient and integrated enabling services to achieve the goals of the NW LLS across agricultural production, biosecurity, natural resource management and emergency management.

DELIVERY CONTEXT

To deliver the above services NW LLS requires a part of the business to undertake enabling operations including customer service, finance, strategy and partnerships, communications and community engagement and governance and integration.

STRATEGIES

- Connecting our customers to the right people and information within NW LLS.
- Grow our engagement with stakeholders to support digital transformation.
- Support all NW LLS staff so that we can deliver the best possible service to our customers.

PRIORITY PROGRAMS

- Aboriginal Engagement Plan.
- Communications & Engagement Plan.
- Business Improvement Initiatives - making it easier for our customers to do business with us and staff are supported to do their jobs efficiently.
- People & Culture Strategy, including Work, Health & Safety.

MEASURES OF SUCCESS

- ✓ Number of projects undertaken to protect Aboriginal Cultural Heritage or Traditional Ecological Knowledge.
- ✓ Landholders engaged by increase following / engagement on social media and subscribing to newsletter.
- ✓ Customer & Stakeholder Satisfaction.
- ✓ Staff Engagement is maintained at or above 75%.

STATE CUSTOMER METRICS - APPLICABLE TO ALL CORE SERVICE BUSINESS UNITS

- ✓ Number of opportunities for people to support LLS decision making, including number of participants.
- ✓ Number of 1:1 landholder advice consultations.
- ✓ Number of community groups supported and number of participants.
- ✓ Number of stakeholder partnerships, number of projects, and funds invested.
- ✓ Number of awareness raising events/capacity building events, including number of participants.

Business operations supports our teams delivering services to customers and stakeholders. These functions include Customer Service, Finance, Aboriginal communities, Strategic Services, Communication & Engagement, Senior Management and Board.

REGIONAL PRIORITY ACTIVITIES - (S) = short-term 2021-2023: (M) = medium-term 2023 -2026: (O) = Ongoing

- Implement the NW LLS Communications & Engagement Plan 2020 – 2023. **(S)**
- Familiarisation of staff with the NW LLS Employee Communications and Engagement Tool kit. **(S)**
- Implement the NW LLS Aboriginal Engagement Strategy. **(S)**
- Landholder and industry extension through workshops, field days, information sessions, events, webinars, e-newsletters and social media. **(M)**
- Increase engagement with industry partnerships, efficiency in delivery and events. **(M)**
- Development and implementation of Business Investment Plans. **(M)**
- Implementation of business improvement processes across the business. **(M)**
- Introduction and implementation of financial reporting and inventory stock take through myHQ. **(M)**
- Ensure NW LLS service staff are equipped with the knowledge and information to ensure requests or concerns can be answered. (Ongoing) Identification of individual and group customer needs to target customer service. **(M)**
- Development and implementation of bi-annual customer surveys for enhanced customer satisfaction. **(Ongoing)**
- Grow and engage with 'Knowledge Networks' through industry and land holders, produce stores and agribusiness. **(Ongoing)**
- Connecting to research organisations and universities to strengthen the knowledge base and offerings of NW LLS. **(Ongoing)**
- Reporting of state-wide metrics and workplans. **(Ongoing)**
- Providing strategic map production and support to our staff and partners via Geo-spatial services. **(Ongoing)**
- Firearms portfolio audit and compliance. **(Ongoing)**
- Support and facilitate the Community Advisory Group. **(Ongoing)**





Appendix A – Supporting Plans

LANDSCAPE MANAGEMENT

PLAN

AIMS AND OUTCOMES

National Landcare Program (Phase 2) - State

As a nationwide effort, the National Landcare Program contributes to address problems such as:

- loss of vegetation
- soil degradation
- the introduction of pest weeds and animals
- changes in water quality and flows, and
- changes in fire regimes

The National Landcare Program Phase Two creates opportunity for greater efficiencies across the natural resource management sector. The Australian Government aims to work in partnership with governments, industry, Indigenous and local communities, and individuals to protect and conserve Australia's water, soil, plants, animals, and ecosystems, as well as support the productive and sustainable use of these valuable resources.

LLS Statewide Travelling Stock Reserves Plan of Management - State

This Plan aims to improve social, economic, environmental, and cultural outcomes while maintaining grazing as an important economic use and conservation tool. The goals of this plan of management include:

- Social: provide and promote a wider range of tourism and recreational uses and facilities within TSRs
- Economic: maintain the financial benefits of TSRs, particularly in times of drought, flood, fire, and other emergencies
- Environmental: advance the contribution that TSRs make to biodiversity conservation at various scales, and
- Cultural: enrich the value that people give to and derive from culturally important items and places in TSRs.

North West NSW Natural Resource Management Plan 2019 – 2024 - Regional

The intention of this plan is to assist in planning for healthy and resilient soils, flora, fauna, rivers, wetlands, and aquifers for future generations to thrive. The goals of this plan include:

- Goal 1: Healthy and resilient landscapes sustaining our unique flora and fauna for future generations.
- Goal 2: Healthy and resilient aquifers, waterways, and wetlands
- Goal 3: A region that is healthy, resilient, and adaptable to a changing climate.

NWLLS Natural Resource Management Regional Strategy July 2019- June 2023 - Regional

Natural Resource Management Regional Strategy outlines the North West Natural Resource Management team's prioritised core services for the next four years (July 2019-June 2023). It clearly outlines the products, services and functions that North West Local Land Services (NWLLS) delivers to customers under a prioritised approach.

Natural Resource Management (NRM) service delivery will focus in areas identified where we can influence change practices that result in a positive condition trend for the regions natural resources. NWLLS knowledge, experience and evidence base demonstrates the most effective methods in influencing condition trend where we can focus our prioritised services on management of land within land capability based on:

- Ground cover
- Land use change consistent with land soil capability, and
- Soil carbon and organic matter

NWLLS Regional Land Partnerships – Community and Indigenous Participation Plan - Regional

This plan outlines NW LLS structured approach to building on existing engagement and indigenous partnership arrangements and identifies indigenous stakeholders and how they can be engaged in planning, decision making and prioritisation of projects. The plan also identifies methods of facilitating community participation in the delivery and monitoring of project.

NW LLS Communications Plan – Regional Land Partnerships - Regional

This plan identifies the key stakeholders of the NWLLS as well as their relationships and communications with the NWLLS. The communications objectives for North West, Regional Land Partnerships are:

- Increase awareness among our stakeholders and community of the contribution the National Landcare Program (and Australian Government) is making to our region
- Increase community and industry awareness and involvement in the delivery of natural resource management activities that align with the 5 year National Landcare Program outcomes
- Deliver the set communications requirements specified in the Services Agreement, and
- Ensure that our key stakeholders are kept well informed of the activities being funded and the outcomes they are achieving in our region.



Appendix A – Supporting Plans

BIOSECURITY

PLAN

AIMS AND OUTCOMES

NSW Feral Deer Management Action Plan 2020 – 2023 - State

This action plan sets out the key goals and actions to enable stakeholders to work together to reduce the agricultural, environmental, public safety and social impacts of feral deer. The goals of this plan include:

- Goal 1: Provide leadership and coordination of feral deer management
- Goal 2: Increase awareness, understanding and capacity.
- Goal 3: Enhance evaluation and improvement processes.

2020 Vertebrate Pesticide Manual - State

This manual provides specific information and guidance on vertebrate pest control procedures for NSW in addition to the requirements specified in Pesticide Control Orders (PCOs) issued under the Pesticides Act 1999.

Animal Biosecurity and Welfare Business Plan 2020 – 2021 - State

This plan provides an overview of the objectives, strategies, deliverables and Key Performance Indicators (KPIs) for the delivery of DPI and LLS alliance services relating to animal biosecurity and welfare. The objectives of this plan include:

- Prevention and preparedness for animal biosecurity risks – Increase the adoption of best practice animal biosecurity.
- Biosecurity surveillance – Early detection of emerging and/or significant animal and aquatic pests and diseases.
- Biosecurity hazards – Comprehensive, proportional and timely response to animal and aquatic biosecurity hazards.
- Animal welfare – Improved welfare of stock animals.
- Compliance – Compliance with animal and aquatic biosecurity, NLIS and animal welfare regulatory requirements.
- Capability – Increased staff capability.

NSW DPI and LLS Animal Biosecurity and Animal Welfare Joint Strategic Plan 2019 – 2023 - State

This strategic plan guides priority activities to safeguard the economy, environment and community from diseases and pests that affect animals as well as improve animal welfare outcomes. The outcomes of the plan include:

- Enhance the health and safety of animals and products of animal origin.
- Limit the spread of animal pests and diseases.
- Protect and enhance animal welfare.

NSW Wild Dog Management Strategy 2017 – 2021 - State

The overarching aim of this strategy is to reduce the negative impacts of wild dogs within our state. The goals and intended outcomes of the NSW Wild Dog Strategy include:

Goal 1: Provide leadership and coordination

- 1.1 Wild dog management is underpinned by a responsive and consistent policy framework.
- 1.2 Proactive development and promotion of environmentally, economically and socially acceptable wild dog management approaches.
- 1.3 WDMPs are in place for all wild dog impacted areas.
- 1.4 Effective cross jurisdictional liaison on wild dog policy, training and research.

Goal 2: Increase awareness, understanding and capacity

- 2.1 Improved adoption of best practice wild dog management.
- 2.2 Enhanced national effort to maximise the suite of monitoring and control tools and to improve management strategies.
- 2.3 Increased stakeholder engagement with, and public acceptance of, wild dog management.

Goal 3: Enhance Monitoring, Evaluation, Reporting and Improvement (MERI)

- 3.1 More consistent WDMPs.
- 3.2 Improved capacity to audit and benchmark wild dog management activities at regional and state levels.
- 3.3 Greater transparency and consistency in how wild dog management in NSW is planned, implemented and monitored.

Australian Pest Animal Strategy 2017 – 2021- State

This strategy provides national guidance on best practice vertebrate pest animal management, in striving towards the national vision of protecting Australia's economy, environment and social wellbeing from the impact of pest animals. The vision of the strategy is to protect Australia's economy, environment and social wellbeing from the impacts of the pest animals.

The goals of this strategy include:

- Goal 1: Prevent the establishment of new pest animal species.
- Goal 2: Minimise the impact of established pest animals.
- Goal 3: Improve leadership and coordination for the management of pest animals.



Appendix A – Supporting Plans

BIOSECURITY

PLAN

AIMS AND OUTCOMES

NSW Biosecurity Strategy 2013 –2021 - State

The NSW Biosecurity Strategy communicates a vision for an integrated biosecurity system and outlines goals, outcomes and strategies for implementation. The goals and outcomes of this strategy include:

Goal 1 – Biosecurity is a shared responsibility.

- Improved community engagement in biosecurity management.
- Stronger partnerships across the biosecurity spectrum.

Goal 2 – Biosecurity contributes to sustainable economic growth.

Goal 3 – Biosecurity protects the environment and the community.

- Improved identification, diagnostic, surveillance, reporting and tracing systems for pests, diseases and weeds.
- Improved response to biosecurity emergencies.
- Reduced impacts from established pests, diseases and weeds.
- Strengthened biosecurity science and research capacity and capability.
- Increased numbers of well trained and resourced people.

Goal 4 – Biosecurity is underpinned by a responsive and consistent legislative framework.

- A consistent and contemporary legislative framework.
- Reduced red tape and improved market access.
- Greater self-management of biosecurity risks by industries, businesses and other stakeholders.

NSW Invasive Species Plan 2018 – 2021 - State

This plan adopts four goals (consistent with the broad objectives of the NSW Biosecurity Strategy), each matched with outcomes, strategies and key deliverables. The goals and outcomes of this plan include:

Goal 1: Exclude – prevent the establishment of new invasive species

- 1.1 Improved identification and management of high risk species and pathway.
- 1.2 Improved early detection capabilities. Goal 1: Exclude – prevent the establishment of new invasive species

Goal 2: Eradicate or contain – eliminate, or prevent the spread of new invasive species

- 2.1 Improved rapid response capabilities to eradicate or contain new incursions

Goal 3: Effectively manage – reduce the impacts of widespread invasive species

- 3.1 Management programs prioritized to give more targeted effort and greater benefit
- 3.2 Improved management effectiveness

Goal 4: Capacity building – ensure NSW has the ability and commitment to manage invasive species.

- 4.1 Roles and responsibilities
- 4.2 Private landholders and the general community are motivated to support biosecurity at all stages of invasion control

North West Regional Strategic Weed Management Plan 2017 – 2022 - Regional

The North West Regional Strategic Weed Management Plan provides a framework for regional weed management. The vision of this plan is:

Government, industry and the people of the NWLLS region working together to protect the environment, economy and community from the negative impacts of weeds.

The goals, objectives and outcomes for this plan align with those of the NSW Biosecurity Strategy 2013-2021 and the North West Local Land Services Local Strategic Plan 2016-2021. These goals are:

- Goal 1: People of the NWLLS region are engaged and taking a shared responsibility for weed management and making informed decisions.
- Goal 2: Weed biosecurity contributes to the profitable, productive and sustainable use of land and water.
- Goal 3: Weed biosecurity contributes to the improved condition and resilience of natural environments.
- Goal 4: Weed biosecurity is supported by a coordinated, collaborative and innovative approach to delivery of weed biosecurity.

North West Regional Strategic Pest Animal Management Plan 2018 – 2023 - Regional

This plan outlines how government, industry and the community can work together and share the responsibility to eradicate, contain or manage pest animals to achieve a balance in economic, environmental and social outcomes. This plan aims to:

- Identify priority pest animal species for the North West region
- Reduce the negative impacts of pest animals on public safety, primary production and biodiversity.
- Coordinate cross tenure partnerships for managing pest animals.
- Provide clarity to landholders on their obligations and support landholders to undertake coordinated control.
- Coordinate local scale pest management planning that is best practice.
- Deliver long term proactive pest management programs.
- Support research into new control techniques.
- Support timely and effective management of new risks and incursions.



Appendix A – Supporting Plans

EMERGENCY MANAGEMENT

PLAN

AIMS AND OUTCOMES

Agriculture and Animal Services Functional Area Supporting Plan - State

This plan supports the EMPLAN and details coordination arrangements for use of AASFA resources for prevention of, preparedness for, response to, and recovery from impact and effects of an emergency. This plan outlines the scope, roles and responsibilities of stakeholders in responding to an emergency involving agriculture and animal services.

Biosecurity (Animal and Plant) Emergency Sub Plan - State

A sub-plan of the EMPLAN, this plan details responsibilities of NSW DPI for control and coordination regarding prevention of, preparedness for, response to, and recovery from, impacts and effects of any biosecurity emergency in NSW. This plan applies to:

- Protection of the economy, environment and community from negative impacts of pests, diseases and weeds (biosecurity).
- Biosecurity emergencies where NSW DPI is combat agency and which requires a significant and coordinated response.
- Roles and responsibility for prevention, preparedness, response and recovery.

Provision of immediate relief, ensuring animal welfare and support to primary producers during an emergency until such time as continuing recovery processes can be managed by local authorities or relevant agencies (refer to NSW Recovery Plan).

NSW DPI and LLS Emergency Management Plan 2020 – 2021 - State

This strategic plan Guides priority activities to safeguard the economy, environment and community from diseases and pests that affect animals as well as improve animal welfare outcomes. The key outcomes identified by the strategy include:

- Enhance the health and safety of animals and products of animal origin.
- Limit the spread of animal pests and diseases.
- Protect and enhance animal welfare.

North West LLS Flood Preparedness Plan 2020 – 2021 - Regional

This plan outlines the risks faced by the western plains of the NWLLS region in relation to riverine flooding and the capacity of the NWLLS for prevention, preparedness, response and recovery. The plan includes details of flood preparedness execution, roles and responsibilities, command and communications channels and safety.

North West LLS Grassfire Preparedness Plan 2020 – 2021 - Regional

This plan outlines the risks faced by land holders in the NWLLS region in relation to grass fires, and the capacity of NWLLS for prevention, preparedness, response and recovery activities. The plan includes details of grass fire management execution, roles and responsibilities, command and communications channels and safety.



Appendix A – Supporting Plans

PRIMARY PRODUCTION

PLAN

AIMS AND OUTCOMES

The National Soil Research, Development and Extension Strategy - State

This strategy aims to:

- Ensure the national soil research, development and extension (RD&E) system generates and applies new knowledge to meet future challenges in soil use and management
- Develop a process for national coordination and prioritisation of investment in soil RD&E to increase both effectiveness and efficiency and commence the actions necessary to implement it
- Improve the quality, availability and access to soil data and soil management information to meet user needs
- Facilitate effective transfer of soil data, information, and knowledge to end users
- Assess future national soil RD&E capability needs and steps required to provide that capability (including education, training, people and skill development and RD&E infrastructure), and
- Encourage greater collaboration in developing and using physical infrastructure and human resource.

NSW Agricultural Industry Action Plan 2014 - State

The Agriculture Industry Action Plan focuses on driving production and innovation; building a dynamic workforce; and making it easier to do business. The aims of the NSW Government and this action plan include:

- Driving productivity through sharing our innovation and knowledge, partnering for research and development that creates value, and positioning the industry by planning for the future.
- Building a dynamic workforce and businesses through providing accessible high-quality and relevant training, identifying the skills needed for the future and promoting a new and creative way of doing business.
- Enabling business through cutting red-tape to make it easier, growing exports and attracting investment and connecting consumers, stakeholders and the community.

NW LLS Agricultural Advisory Services Strategy (July 2019 – June 2021) - Regional

This strategy outlines the Agriculture Advisory Service functions of the LLS to industry, including the products, services and functions provided to customers. The key regional themes and their priority actions outlined in this strategy include:

Development information:

- Gather research results on existing cover crop case studies to provide informative information for our customers
- Recommended production management for silage and fodder
- Research and development for pasture dieback
- Management of soil water resource. development and RD&E infrastructure)
- Encourage greater collaboration in developing and using physical infrastructure and human resource.

Advisory Services:

- Drought survival and recovery strategies for livestock systems
- Deliver livestock nutrition and genetic management activities to customers across the region to increase sustainable practice change
- Groundcover workshop series – production sustainability establishment and recovery. Topics include managing pasture quality, nutrition, and production throughout varying seasonal conditions to improve grazing management in rangeland, tropical and temperate systems
- Assist producers to better meet their target markets and supply chain workshop series.

Industry Collaboration:

- Develop high-quality industry partnerships to capture industry priorities and improve information flow to customers
- Practical demonstrations of applicable agriculture technology
- Herbicide resistance and integrated weed control options
- Annual sheep and beef producer forum to improve the efficiency of information transfer and improve regional networks.



Appendix A – Supporting Plans

ENABLING

PLAN

AIMS AND OUTCOMES

State LLS Aboriginal Engagement Strategy

State Strategy that outlines State LLS strategy, principles for engaging with the Aboriginal community. It then contains four desired outcomes and key results for each.

Outcome 1 - Aboriginal peoples and communities have greater choice, access and control over their country and its resources. LLS will collaborate with Aboriginal communities to garner broader respect for Aboriginal cultures through the sharing of Traditional knowledge to enhance contemporary land management practices in sustainable productive landscapes.

Outcome 2 - Aboriginal organisations and businesses are supported to succeed and grow NSW's first economy.

Outcome 3 - Our Aboriginal workforce increases across all divisions and at all levels as Local Land Services becomes an employer of first choice for Aboriginal people to grow career paths in the public sector, ensure Aboriginal employees feel culturally safe and understand drivers and barriers to employment success.

Outcome 4 - Senior Executive, managers and staff are aware and promote the importance of developing responses that address the needs and aspirations of Aboriginal peoples impacted by our work.

NW LLS Aboriginal Engagement and Partnership Plan (2019 – 2023) - Regional

This plan outlines the NW LLS commitment to delivering services that support Aboriginal people to care for Country and share traditional land management knowledge and outlines performance measures of our approach to engage with the Aboriginal Community in the North West. The goals of this plan are:

Goal 1: Knowledge allows us to make better decisions.

Goal 2: Networking and partnerships provide cultural, social, economic, and environmental outcomes.

Goal 3: Increase capacity in our workforce and the Aboriginal community.

North West Aboriginal Engagement Strategy - Regional

This strategy is designed to provide an action-oriented approach for NWLLS to enrich relationships, create opportunities and enhance respect for Aboriginal peoples and communities.

Vision: Our vision is to enrich, enhance and foster respectful relationships that create opportunities for First Nations peoples and other Australians to work and walk together toward reconciled, resilient communities in productive, healthy landscapes.

Outcome 1 - Aboriginal peoples and communities have greater choice, access and control over their country and its resources. LLS will collaborate with Aboriginal communities to garner broader respect for Aboriginal cultures through the sharing of Traditional knowledge to enhance contemporary land management practices in sustainable productive landscapes.

Outcome 2 - Aboriginal organisations and businesses are supported to succeed and grow NSW's first economy.

Outcome 3 - Our Aboriginal workforce increases across all divisions and at all levels as Local Land Services becomes an employer of first choice for Aboriginal people to grow career paths in the public sector, ensure Aboriginal employees feel culturally safe and understand drivers and barriers to employment success.

Outcome 4 - Senior Executive, managers and staff are aware and promote the importance of developing responses that address the needs and aspirations of Aboriginal peoples impacted by our work.

NW LLS Communications and Engagement Plan - Regional

This strategy outlines the approach the NW LLS is taking to its communications and engagement. Goals:

- Regional Connection - raise awareness of NW LLS to optimise connections within the communities understanding of the role of LLS, whilst achieving high levels of customer satisfaction
- Regional Participation and Collaboration – build strong relationships, increase stakeholder participation and contribution to service planning and development of the services provided by NW LLS
- Internal Communication and Evaluation – Build a culture of positive collaboration with a strong customer service focus, based on sharing performance to continually raise the profile of LLS

Local Land Services State Strategic Plan 2020-2030
Vision - Resilient communities in productive healthy landscapes



Grow
 Our programs and partnerships **grow** primary industries productivity and healthy environments



Protect
 Our services and partnerships play a vital role in helping to **protect** against pests, diseases and environmental threats



Connect
 We connect with our community and **connect** our customers with the best services, advice and networks



Support
 We play a vital role in helping primary industries prepare for natural disasters and are on the ground to respond and support when they occur

OUR STRATEGIES

Our strategies are developed to provide the detailed actions and measures required to achieve our strategic goals

SERVICES

Service Delivery Strategy

1. We deliver services to achieve customer outcomes and deliver a healthy landscape and sustainable primary industries

Innovation and Business Sustainability Strategy

2. We deliver our services with a focus on innovation and recognition of the need for change and adaptation

Local Strategic Plans

3. We engage with our communities to identify the local priorities and goals for Local Land Services



Increase in number of landholders engaged and area of improved practices
State reforms delivered

ENGAGEMENT

Customer Service Strategy

1. We are a customer focused business that achieves customer outcomes

Aboriginal Engagement Strategy

2. We develop relationships of engagement and inclusivity with the Aboriginal people in our regions

Stakeholder Engagement Strategy

3. We engage with our stakeholders so that they are confident in us and together we achieve healthy landscapes and sustainable primary industries



Net Promoter Score
Customer satisfaction
Stakeholder satisfaction

ORGANISATION

Business Improvement Strategy

1. We constantly review our performance and methods so that our business services support the delivery of customer priorities and outcomes



Net Cost of Service met

People and Culture Strategy

2. We are local and we make sure our people are safe, capable, engaged and accountable so that we achieve customer outcomes



Staff engagement score

We provide services and products to achieve integrated outcomes across landscapes

LANDSCAPE MANAGEMENT

- Travelling stock reserves – we manage for productive, environmental and cultural uses and provide access approvals
- Native vegetation and private native forestry – we provide advice and approvals
- Soils and water - we connect primary producers with the latest advice and information
- Conservation and restoration – we deliver projects and provide advice and information
- Partnerships and incentives – we connect primary producers with other stakeholders, partners and incentive programs

BIOSECURITY

- Plant and animal biosecurity - we work to prevent the spread of plant and animal pests and diseases
- Maintain market access - we strive to enhance the health of animals, plants and their products
- Animal welfare - we provide advice and information to enhance animal welfare
- Plant and animal pest incursions – we work to undertake surveillance and control pests

EMERGENCY MANAGEMENT

- Emergencies - we help land managers in preventing, preparing for, responding to and recovering from emergencies
- Natural disasters - we are on the ground to help manage animals during times of natural disaster
- Biosecurity responses - we respond to invasive species incursions and animal and plant diseases/pests to assist in returning to business as usual

PRIMARY PRODUCTION

- Productive, profitable and sustainable agriculture – we connect primary producers with the latest advice and information
- Healthy growth – we connect primary producers with incentive programs to help grow their business whilst contributing to healthy environments
- Support - we support primary producers to access and adopt innovation