



Local Land  
Services  
Central West

# Local Strategic Plan 2016-2021



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Draft Central West Local Strategic Plan

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Cover Image: 'The mob', Alexandra Meyer

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Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing (December 2015).

However, because of advances in knowledge, users are reminded of the need to ensure that information upon which they rely is up to date and to check currency of the information with the appropriate officer of Local Land Services or the user's independent adviser.

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# Acknowledgement of Country

The Central West region encompasses a number of traditional boundaries for Aboriginal people including Wiradjuri, Weilwan, Wongaibon and Gamilaroi Nations. Currently, there are 14 Local Aboriginal Lands Councils in the region.

Central West Local Land Services recognise the cultural obligations of Aboriginal communities in caring for Country and recognise that the region holds many values and that the preservation and management of Aboriginal cultural heritage is best determined by the traditional owners of Country.

The way in which traditional lands are being managed is of great interest to Aboriginal communities and Central West Local Land Services understand that Aboriginal people have a significant contribution to make in relation to land management in the region. Aboriginal people hold special knowledge and rights regarding the management of lands and its resources. Aboriginal people occupied all areas of the region with evidence including camp-sites, scarred and carved trees, rock shelters, grinding grooves, rock art, and ceremonial and burial areas present across all landscapes.

Cultural values across the region may also relate to natural resources such as native bush medicines, foods and trade-able goods including ochre and stone suitable for tool making.

Central West Local Land Services is committed to improving outcomes for Aboriginal communities. It will continue to build strong relationships with communities and through good communication and respect ensure that Aboriginal peoples have a voice and input into land management issues across the region and in particular to the management of cultural values.

Central West Local Land Services pays respect to Elders, both past and present and acknowledge the rich diversity in Aboriginal communities including individuals and groups who share a responsibility to care for Country and culture into the future.



Historic Aboriginal grinding grooves on the Macquarie River near Dubbo.

# Minister's foreword

**The Hon Niall Blair MLC**

**Minister for Primary Industries**

**Minister for Land and Water**

The Local Land Services State Strategic Plan was developed in partnership with land managers and the community to set a clear path for assisting rural and regional communities to be resilient, productive, profitable and sustainable.

Together with the 11 local strategic plans nested under it, the 10-year State Strategic Plan sets the long-term agenda for Local Land Services at both the state and local levels.

These plans define the priorities of the organisation and outline the way services will be delivered to build resilient communities, meet local needs and contribute to state-level priorities.

All plans have been developed with extensive community consultation, emphasising the importance of having farmers, land managers and community members at the heart of decision making.

Local Land Services represents a fundamental shift in the way advice, services and assistance are provided. When it comes to decision making, this model is underpinned by local involvement and accountability, with a strong customer focus at its core.

Using the best available science and support, delivered by experienced and knowledgeable staff, the organisation works in partnership with passionate and committed land managers and community members to deliver balanced social, economic and environmental results.

The strategies outlined in this suite of plans provide a clear and consistent direction across NSW to make the most of current opportunities and guide delivery of the most relevant programs and initiatives to support producers and communities across the state.



# Chairman's foreword

**Tom Gavel**

## **Chairman of Central West Local Land Services**

The mission of Local Land Services NSW is to 'be a customer-focused business that enables improved primary production and better management of natural resources.' This will be achieved through the delivery of efficient and effective services associated with agricultural production, biosecurity, natural resource management and emergency management. The most pleasing aspect of this new organisation is the shift to an integrated service for land managers across NSW.

The Central West Local Strategic Plan is the next step towards formally recognising the combined priorities across our business. The plan has been developed to provide a local connection to the delivery of the overarching, NSW Local Land Services State Strategic Plan 2015-2025.

The plan builds on past achievements and sets out our strategic direction for the next five years.

It reflects the intent of existing plans such as the Central West Transitional Catchment Action Plan 2013-2023; the NSW Biosecurity Strategy 2013-2021 and associated plans; the strategic direction for weed management across the region; and the NSW State Emergency Management Plan. All of which had significant input from community members of the Central West.

The plan outlines a framework which will enable transparency in decision making, encourage collaboration and focus on meeting our local needs within our new capacity.

It is this collective, robust framework that enables effectiveness in service delivery, provides the opportunity for internal and external evaluation and sets strong governance to ensure continuing confidence from our community in our ability to 'do business'.

The Board aspires to deliver services that the community values and plans to achieve transformational change within a number of its services, including:

- customer service
- communications and agricultural advice
- management of natural resources and travelling stock reserves.

The Board and staff are looking forward to strengthening relationships with stakeholders, customers and the broader community to work towards the goals of this plan together.



# Intent of the plan

## Introduction

Local Land Services represents a change in service provision to land managers in agricultural advisory services, biosecurity, emergency management and natural resource management. These services will be delivered in an integrated way which builds and improves on previous arrangements.

The State Strategic Plan sets the vision and goals for Local Land Services for the next ten years and outlines the strategies through which these goals will be achieved. Whilst Local Strategic Plans provide insight into regional delivery priorities and actions for the next five years. A series of key performance indicators provides guidance on what success will look like and how investors and stakeholders will be able to measure performance.

Success will be driven by local decision making and service delivery supported by transparent, responsive and accountable local boards. This will be combined with the benefits of greater consistency, leverage and more effective use of resources stemming from being one organisation.

## Previous and future services

Local Land Services consolidates the operations of 27 formerly separate entities. While we respect the history of these organisations and their predecessors, which span over a hundred years, Local Land Services is about a change in customer focus, better and more integrated services and an improved structure and culture.

Reflecting this integrated approach, our strategic goals do not relate to achieving functional excellence in agricultural advisory services, biosecurity, emergency management and natural resource management but rather focus on improved and integrated outcomes for customers and land managers and for the communities and environments across NSW.

## Local delivery and decision making

The strategy's foundations are built on the local focus of Local Land Services, underpinned by local decision making and accountability. Each of the 11 local regions is responsible for service delivery and local strategy. As part of strategic planning, these functions include community engagement, setting and delivering local priorities, and determining how the priorities for Local Land Services are best achieved at local level. These priorities are outlined through a regional strategic plan that is closely aligned with the State Strategic Plan.

## Governance, transparency and reporting

Local Land Services is in the business of creating value for its customers, investors and stakeholders. A key component of the strategy is to increase our focus on customer service, and report to investors and stakeholders on performance and customer satisfaction more effectively. Transparent evaluation and reporting underpins the implementation of the strategy and is integral to how Local Land Services will work for and with its investors and customers.

In addition to our own reporting processes, our performance will be independently audited on a regular basis by the Natural Resources Commission through the Performance Standard for Local Land Services. Reports from this process are made public and this provides additional assurance that Local Land Services will deliver quality outcomes for investors, stakeholders, customers and communities.

## What's at stake?

Local Land Services is a once-in-a-generation reform, and there are significant expectations of the organisation. There is also a great sense of optimism and a very talented and committed group of board members and staff.

These factors provide the opportunity to create something truly great: an organisation that lives up to its potential, is values based and removes the inefficiencies and inertia of legacy organisations. Achieving this will require a change in direction, ideas and operations, but if not undertaken the ability of the organisation will not meet its long term goals. The organisation cannot miss this once-in-a-generation opportunity and must live up to the expectations of our customers, investors and stakeholders.

The State Strategic Plan sets Local Land Services on the path to deliver on its potential to partner with land managers and communities to improve primary production within healthy landscapes.

## Strategic direction

The State Strategic Plan has been developed consistent with the *Local Land Services Act 2013* which requires the development of a state strategic plan which sets the vision, priorities and overarching strategy for Local Land Services with a focus on appropriate economic, social and environmental outcomes.

The relevant extract from the legislation is below.

The State Strategic Plan must have regard to:

- any state priorities for Local Land Services
- the provisions of any environmental planning instrument under the *Environmental Planning and Assessment Act 1979*
- any other existing natural resource management plans
- sound evidence-based practices to support primary industries, resilient communities and healthy landscapes
- the need for engagement of the community, including the Aboriginal community.

The 11 Local Land Services regions are required to develop a local strategic plan which is closely aligned with the State Strategic Plan and which addresses a similar set of matters. State and local alignment is an essential part of the Local Land Services model, where strong, highly devolved, local delivery is balanced with the benefits and resources of being part of a single, larger organisation.

The state and local strategic plans also seek to draw out best practice strategic planning and delivery. For Local Land Services, this means the plans are simple, aspirational and evidence based while addressing investor preferences and the requirements of the Performance Standard for Local Land Services and putting the customer at the centre of the organisation.

# About Local Land Services

Local Land Services was established under the *Local Land Services Act 2013* to provide quality, customer-focused services to landholders and the community across New South Wales.

We 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.

We provide primary production advice, biosecurity, natural resource management and emergency management functions through 11 local regions, around 800 staff and a budget of approximately \$175 million.

The State Strategic Plan sets the overarching strategy for the whole organisation.

Local Land Services is governed by the Board of Chairs, which has an independent chair and the chairs of the 11 local boards. The Board of Chairs is responsible for Local Land Services' strategy, governance and organisational oversight and reports directly to the Minister for Primary Industries.

Local regions are in charge of providing all front line services. Each region has a local board that is responsible for corporate governance, approval of regionally appropriate programs, development of a local strategic plan and budgets in line with local and state priorities, and communications and engagement with their local communities.

Regions vary in geographic and organisational size and approach their local priorities in different ways, which is why it is so important to be locally focused.

Local community advisory groups provide input into the development of plans, projects and services and are an integral link between Local Land Services and the community it serves.

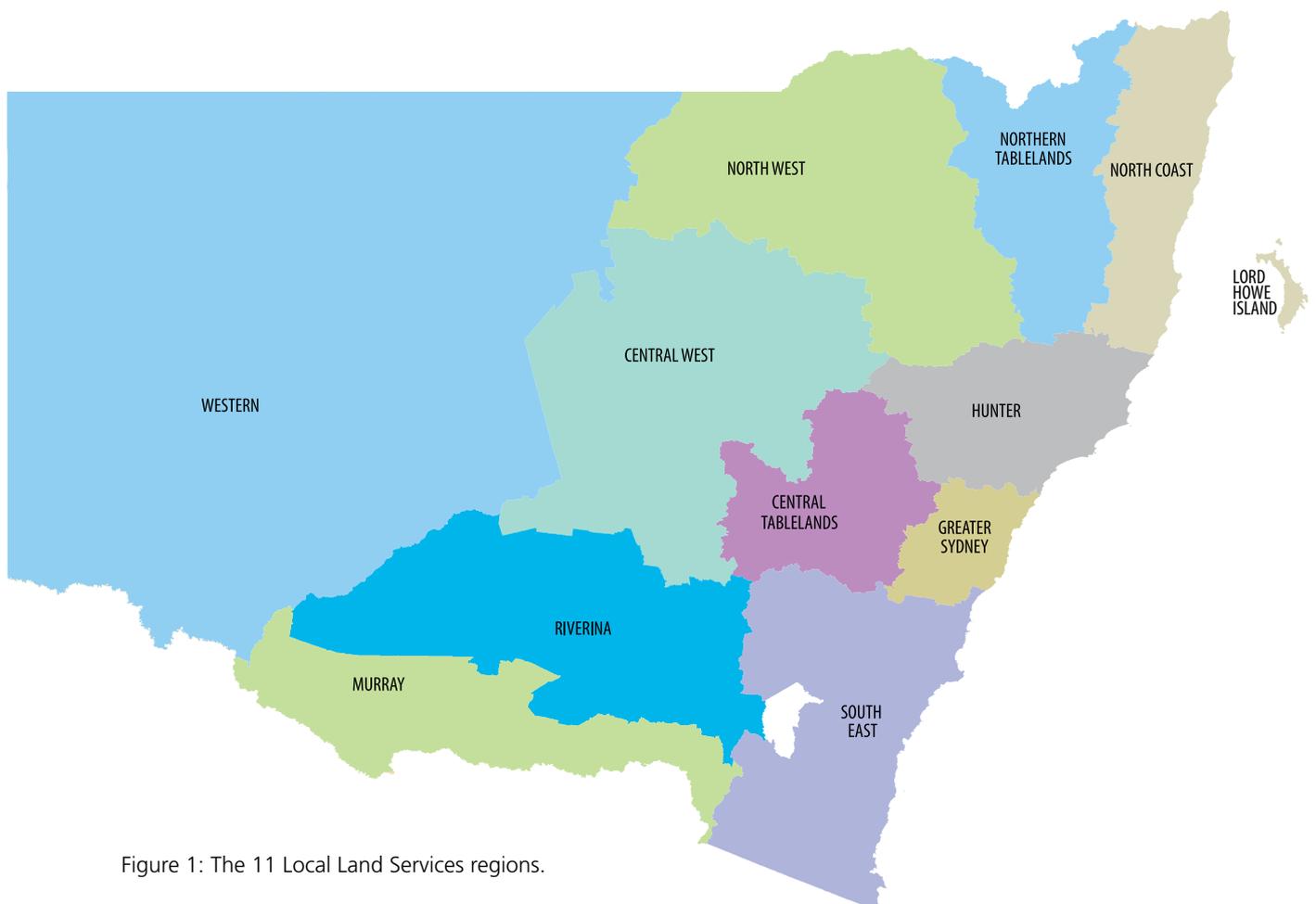


Figure 1: The 11 Local Land Services regions.

## What we do

Local Land Services works with our customers, stakeholders and investors to:

- **enable.** We provide resources, incentives, training, information and advice to build the capacity of our customers and stakeholders.
- **provide assurance.** We actively work to protect NSW from invasive animal and plant species, and livestock and plant diseases that may damage landscapes and production.
- **manage natural resources.** We work with communities to better manage our water, land, soil, vegetation, biodiversity and cultural heritage. This includes managing travelling stock reserves and areas of significance to Aboriginal communities.
- **broker relationships.** We are a bridging organisation, connecting people, organisations, funding and information and facilitating productive collaborations and partnerships.
- **share knowledge.** We provide a hub for the latest scientific and other forms of knowledge about fully functioning and productive landscapes in NSW.
- **play our part.** We work with other agencies to achieve whole of government results for the landscapes and people of NSW.

## Customers, stakeholders and investors

<b>Customers</b>	Any land manager within the state, irrespective of whether they are private or public land managers, ratepayers or non-ratepayers.
<b>Stakeholders</b>	Organisations that collaborate and partner with Local Land Services directly to deliver services to customers.
<b>Investors</b>	Organisations and individuals who invest in Local Land Services and leverage outcomes from this investment.

# Vision, mission and values

## Vision

Resilient communities in productive healthy landscapes

## Mission

To be a customer-focused business that enables improved primary production and better management of natural resources

## Values

Accountability	Performance
Collaboration	Service
Innovation	Trust
Integrity	



Figure 2: Vision, mission and values.

# The Local Land Services Strategy

The State Strategic Plan and the Central West Local Strategic Plan will assist Central West Local Land Services achieve its vision of resilient communities in productive healthy landscapes.

To achieve this vision, Local Land Services needs to align all of its work with its mission of being a customer-focused business that enables improved primary production and better management of natural resources.

This will see four goals pursued.

- Resilient, self-reliant and prepared local communities.
- Biosecure, profitable, productive and sustainable primary industries.
- Healthy diverse and connected natural environments.
- Board members and staff who are collaborative, innovative and commercially focused.

This strategic approach is designed to deliver products and services that achieve triple bottom line results at the property, community, landscape and industry scales through the improved management of biosecurity, natural resources, agricultural productivity and emergency management. These products and services will be tailored to meet local needs.

It also gives Central West Local Land Services the agility and responsiveness to meet the needs of external investors and other stakeholders and address state and national priorities. This includes the development and implementation of a range of partnerships with key organisations at state and local level.

Local Land Services will continue to work to develop a values-based culture with people who are engaged, accountable and add value to our customers. In line with the organisation's commitment to build on the past and implement the Performance Standard for Local Land Services, our strategy will be reinforced by continuous improvement processes which will improve our strategies, culture, products, services, processes and outcomes over time.

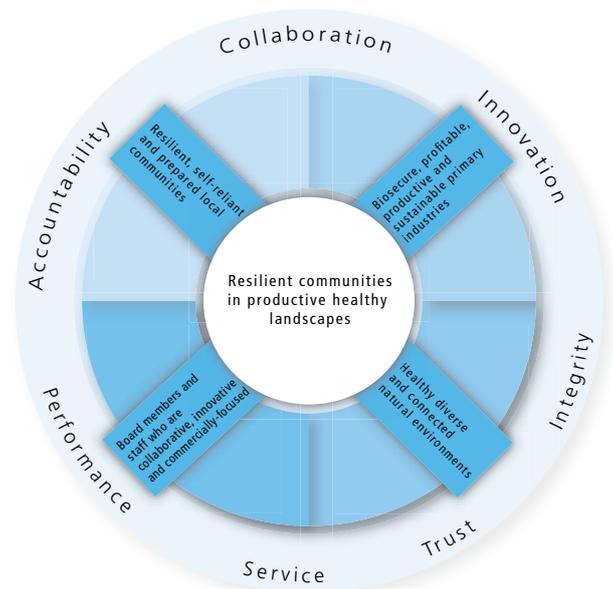


Figure 3: An overview of Local Land Services' vision, goals and values.

# The Central West region

The region covers 94,000km<sup>2</sup> of NSW's centre. The borders contain 11 local government areas, being:

- Bogan (lower)
- Coonamble
- Forbes
- Gilgandra
- Lachlan
- Narromine
- Parkes
- Warren
- Warrumbungles
- Weddin
- Western Plains Regional Council

The region's vastness and diversity provide both opportunities and challenges in each of the organisation's service streams.

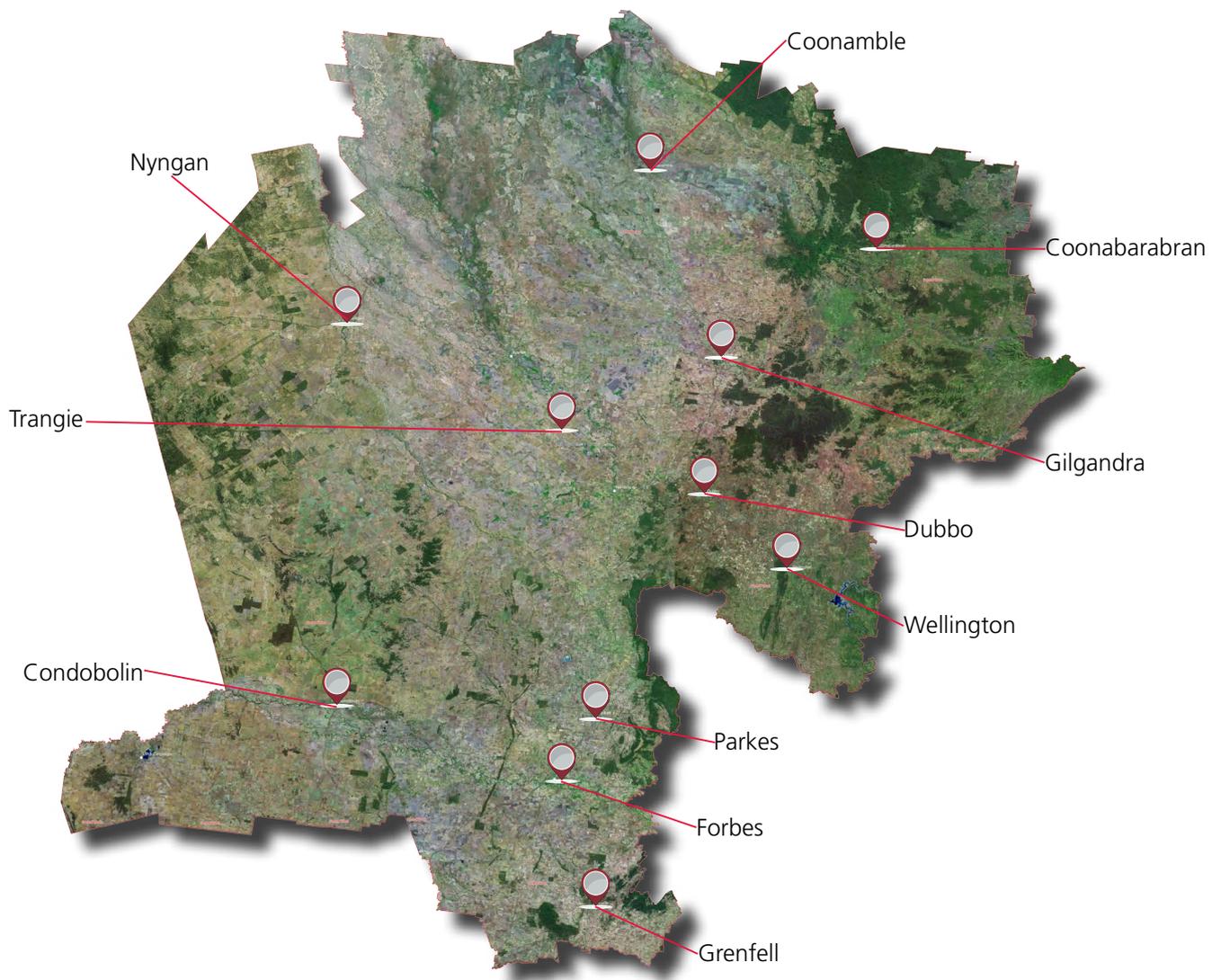


Figure 4: Central West Local Land Services region and office locations

## Climate and geography

The region's diverse landscape includes major river systems (Macquarie, Lachlan, Bogan and Castlereagh), mountain ranges (Warrumbungles and Harvey Ranges) and expansive plains. The region has varying soil types from extremely fragile to some of the most robust and productive in Australia.

In addition to the landscape and soil variability, the rainfall is also extremely variable. The annual average rainfall ranges from 754mm at Coonabarabran to 420mm at Condobolin with slightly summer dominant in the North to slightly winter dominant in the region's south.

Temperatures are often in excess of 40 degrees Celsius in summer to below zero during winter (Central West Local Land Services, 2014a).

This diversity, combined with natural beauty, leads to many nature-based tourism attractions and places of interest. These include the Ramsar-listed Macquarie Marshes, Lake Cowal wetlands and the Warrumbungle, Goonoo and Weddin Mountain National Parks.

## Communities

The region has a population of more than 111,000 with 13 percent being of Aboriginal descent (ABS, 2013). The Western Plains Regional Council which incorporates the city of Dubbo houses the majority of the population with approximately 50,000 residents. Parkes and Forbes Local Government Areas are the next two highest populations with a combined total of approximately 25,000 residents. The remaining people reside in smaller towns and rural properties across the region.

As with many regional areas of Australia, distance and isolation pose service and market access challenges and transport costs. However, overcoming these challenges has strengthened community resilience and cohesiveness.

The region has progressive and innovative farmers and passionate community groups that work to enhance the region's natural and social assets.

## Agriculture

Despite the variation in climate and soils, on the whole the region is considered highly productive. European settlement in the region was founded on agricultural production and has been a mainstay to the economy and it remains the highest economic driver across the region generating nearly \$1.7 billion annually. This is around 14% of NSW's gross agricultural production (Central West Local Land Services, 2014a).

The diverse landscape of the Central West enables a wide range of agricultural systems including broadacre cropping, irrigation, horticulture, viticulture, dairy, livestock and intensive industries.

Retail, services, mining and tourism also make important contributions to the economy and their influence is increasing. Mining can have positive and negative impacts on the environment and community. The region is rich in minerals which attracted pioneers and has been an important part of the history and continues to expand with the extraction of gold, copper and zinc.

However, the expansion of mining into historical productive agricultural land has posed a challenge to the region due to the competition for scarce resources and skilled labour.

## Biosecurity and emergency management

Invasive species are one of the greatest threats to the region's biodiversity and primary production. Invasive species can compete with desirable species for limited resources and in some cases, prey on other species for food. Invasive species in the region have included feral pigs, foxes, locust and wild dogs.

Central West Local Land Services works with industry to minimise plant and animal disease. Priority emergency animal diseases monitored in the region include anthrax, Hendra virus and Transmissible Spongiform Encephalopathies. Despite threats, the high levels of on-farm surveillance and initiatives such as the Ovine Johne's Disease security areas have ensured the region remains relatively free from major biosecurity threats.

A major challenge for biosecurity in the region is its large stock numbers, relative remote location and volume of trading. Biosecurity officers inspect three major livestock selling centres in the region at Dubbo, Forbes and Narromine.

## Natural resources

Remnant vegetation is largely intact across the region with exception to the eastern and southern parts of the region. In those areas, the landscape was historically cleared for agricultural production and pastures have been improved with highly productive non-native pasture species.

Native vegetation plays an important role in grazing systems and corridor linkages across the region. However, its management can pose huge challenges to landholders in the Western parts of the region, especially in the case of invasive native scrub.

Remnant vegetation corridors are an important feature of the region's 100,000ha of travelling stock reserves (TSR) that are environmental and social assets. These are used by graziers as well as by recreational users.



Travelling stock reserve

# Strategic direction

The table below shows the statewide goals and strategies that have been designed to deliver the vision of Local Land Services. It is important to note that whilst these goals are numbered, this is done for referencing rather than indication of importance.

## Local Land Services statewide goals and strategies

<b>GOAL 1: Resilient, self-reliant and prepared local communities</b>	<b>GOAL 2: Biosecure, profitable, productive and sustainable primary industries</b>	<b>GOAL 3: Healthy, diverse and connected natural environments</b>	<b>GOAL 4: Board members and staff who are collaborative, innovative and commercially-focused.</b>
<b>STRATEGY 1:</b> Provide data, information and knowledge that supports and enables land managers and customers to improve decision making.			<b>STRATEGY 10:</b> Develop engaged and accountable people with a strong customer and stakeholder focus.  <b>STRATEGY 11:</b> Foster a values-based culture which emphasises collaboration, innovation and continual improvement.  <b>STRATEGY 12:</b> Ensure a safe, efficient, effective and sustainable organisation.
<b>STRATEGY 2:</b> Provide products and advisory services that support and enable customers to implement improved practices.			
<b>STRATEGY 3:</b> 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.			
<b>STRATEGY 4:</b> Collaborate with investors, stakeholders and external organisations to deliver improved products and services to customers.			
<b>STRATEGY 5:</b> Ensure local people participate in decision making.			
<b>STRATEGY 6:</b> Connect research and development with advisory services to address priority data, information and knowledge gaps and barriers to improved practice.			
<b>STRATEGY 7:</b> Deliver services that support Aboriginal people to care for Country and share traditional land management knowledge.			
<b>STRATEGY 8:</b> Deliver consent and compliance services that educate and protect communities, landscapes and industries.			
<b>STRATEGY 9:</b> Manage Crown Land vested in Local Land Services for environmental, social, and economic outcomes.			

## Delivering the statewide goals

Local Land Services provides an opportunity to deliver integrated statewide goals in accordance with the expectations of investors and the region's communities and landholders. A nested model for Local Land Services allows for the 11 regions to develop local strategic plans which identify local outcomes and priorities. These will be underpinned by Business Plans which identify operational actions and key partners to contribute towards the four state goals.

Statewide goals one to three are externally focused and involve on-ground delivery and capacity building across each of the organisation's service offerings, being agricultural advice, biosecurity, emergency management and natural resource management.

Statewide goal four is internally focused and underpins the success of the organisation. This goal complements one of the Premier's priorities, being improving government services.

Central West Local Land Services operates towards the statewide goals and local priorities thanks to a diverse collection of funding sources. Significant change to this funding will require re-evaluation of the local contribution to the statewide goals.

**Rates** - supports funding biosecurity, livestock health and animal welfare services across the region. Market access and healthy and productive industries rely on these services.

**NSW Treasury** (recurrent) - funds corporate and some statutory operations, including: business systems, the board, advisory services and property vegetation plans.

**Catchment Action NSW** - targeted investment by the NSW Government to support natural resource management. These funds are stipulated to be spent 40% on native vegetation, 30% biodiversity conservation, 20% threatened species and 10% Aboriginal cultural heritage.

**National Landcare Programme** - targeted investment from the Australian Government to deliver outcomes that support the programme's objectives. These outcomes support sustainable agriculture and environments. This investment is tied to explicit targets and outcomes.

**Other** - Local Land Services can seek competitive funding and/or leveraged investment funds to deliver programs and projects that support the outcomes of the strategic plan. In addition, Local Land Services also generates income through fee-for-service arrangements and leasing of travelling stock reserves.

## Local contribution to the statewide goals

Integrating service delivery is a complex yet exciting challenge for Local Land Services, its customers and investors. Recognising the co-dependent relationships between healthy natural resources and productive agriculture, the regional priorities and subsequent operational programs have been designed to deliver multiple benefits across goals. To meet reporting requirements, priorities and outcomes have been aligned with the state goal where the 'greatest' level of influence has been identified.

Regional outcomes define what the Central West Local Land Services measure as successful attributes after five years of implementation.

Regional priorities are the key areas that will focus our operational actions to achieve progress towards the regional outcomes.

Central West Local Land Services Business Plan outlines the operational 'actions' or 'activities' including specific strategic partnerships.

# Strategic priorities

State goals	 <b>Resilient, self-reliant and prepared local communities</b>	 <b>Biosecure, profitable, productive and sustainable primary industries</b>	 <b>Healthy, diverse, connected natural environments</b>	 <b>Board members and staff who are collaborative, innovative and commercially focused</b>
<b>Regional outcomes</b>	<p><b>Communities have a demonstrated increase in capacity for collaborative and independent decision making</b></p> <p><b>Communities are implementing improved practices that increase their ability to deal with change</b></p>	<p><b>Land managers have access to evidence that enables decision making to support triple bottom line outcomes (social, environmental and financial)</b></p> <p><b>There is a collaborative approach to the management of invasive species, animal pests and diseases and plant pests and diseases to reduce the impacts on production and biodiversity</b></p>	<p><b>TSR management plan implementation manages multiple users and values</b></p> <p><b>Communities are engaged in the maintenance or improvement of natural resources across the region</b></p>	<p><b>Central West Local Land Services is known as a reputable organisation with highly skilled and knowledgeable staff</b></p>
<b>Regional priorities</b>	<ul style="list-style-type: none"> <li>Engage and/or support community groups to deliver activities that contribute towards the outcomes of the plan</li> <li>Support the inclusion of cultural heritage in decision making</li> <li>Facilitate access to technological developments, technical knowledge and evidence that increase the capacity of communities to manage variable environments and adopt best practice</li> <li>Build local capacity to implement strategies that reduce the impact of emergencies affecting agriculture (plants or animals)</li> <li>Liaise with industry and community to promote shared responsibility of biosecurity at a local and state scale</li> <li>Support prevention, preparedness, response and recovery activities to minimise the impact of animal, plant and agriculture emergencies on the local community and industry</li> </ul>	<ul style="list-style-type: none"> <li>Implement streamlined, locally targeted and responsive services for whole farm management to enhance agricultural production and natural resources</li> <li>Work with communities, agencies and non-government organisations to increase the awareness around scope of roles and responsibilities of service providers</li> <li>Facilitate processes that provide opportunity for collaboration and knowledge sharing between landholders and research bodies and service providers</li> <li>Promote the inclusion of biosecurity and emergency planning within farm plans</li> <li>Collaborate with government, industry and the community to implement specific programs that manage emerging threats and priority species, animal disease and pests and plant pest and disease programs</li> </ul>	<ul style="list-style-type: none"> <li>Establish and implement a NSW TSR Management Plan for the Central West Region that - manages multiple users, recognises and promotes public value, establishes transparent governance and equitable processes</li> <li>Manage infrastructure on TSRs within resourcing ability based on agreed prioritisation schedule</li> <li>Implement programs that support and or protect natural resources (threatened species, endangered ecological communities, cultural values/sites, native vegetation)</li> <li>Leverage investment and resources to increase effectiveness of State and Australian Government projects that support natural resource management and sustainable agricultural practices</li> </ul>	<ul style="list-style-type: none"> <li>Promote continuous improvement through the implementation of an Adaptive Management strategy and access to best available evidence for Central West Board and staff</li> <li>Collaborate with other Local Land Services regions, government and non-government organisations to promote coordinated service delivery</li> <li>Implement business processes that support transparent decision making and promotes opportunity for participation</li> <li>Promote staff development and succession planning through mentoring, training and internal communications strategies</li> <li>Maintain resources that enable efficient and effective emergency preparedness and response including organisational capacity</li> </ul>

# Implementation

An effective implementation of the State Strategic Plan will require consistent internal alignment and a robust approach to performance monitoring, evaluating and reporting.

## Investment principles

The Central West Local Land Services Investment Principles can be applied across all scales of the business to ensure transparency in decision making. They will be applied to decisions about resource allocation, such as stakeholder engagement, partnership projects and incentives allocation and delivery. These principles are:

- Aboriginal collaboration**  
Central West Local Land Services will actively seek Aboriginal collaboration opportunities relating to land and Country across the region
- Collaboration & participation**  
Activities, partnerships and investments will have clear outcomes and business benefits and promote collaboration and participation
- Compliant**  
Service delivery is carried out in accordance with relevant standards and charters
- Customer focused**  
Service delivery meets the needs of our customers in an equitable, affordable and accessible way
- Diverse & resilient landscapes**  
Outcomes of investment and actions are designed to increase the diversity and resilience of local landscapes and communities
- Evidence based**  
Decisions are evidence based with knowledge drawn from reputable, reliable resources
- Investor aligned**  
Decisions and actions will align with broader government direction for resource management, promote sustainable land management and emergency management
- Knowledge sharing**  
Central West Local Land Services will promote and explore cross regional knowledge sharing and partnerships to increase widespread adoption and participation
- Strategically aligned**  
Investment and actions will work towards the vision of Central West Local Land Services and its communities and investors

# Planning framework

The State Strategic Plan is designed to guide local strategic plans, which in turn guide operational/business plans and then personal workplans. The personal workplans align with and contribute to results outlined in each of the planning documents. This provides internal alignment and focus and a single line of sight from day-to-day delivery to strategy.

The State Strategic Plan exists as part of an overall framework that links NSW, Australian and Local Government plans and initiatives through all levels of its operations. See Legislation and guiding influences on page 24.

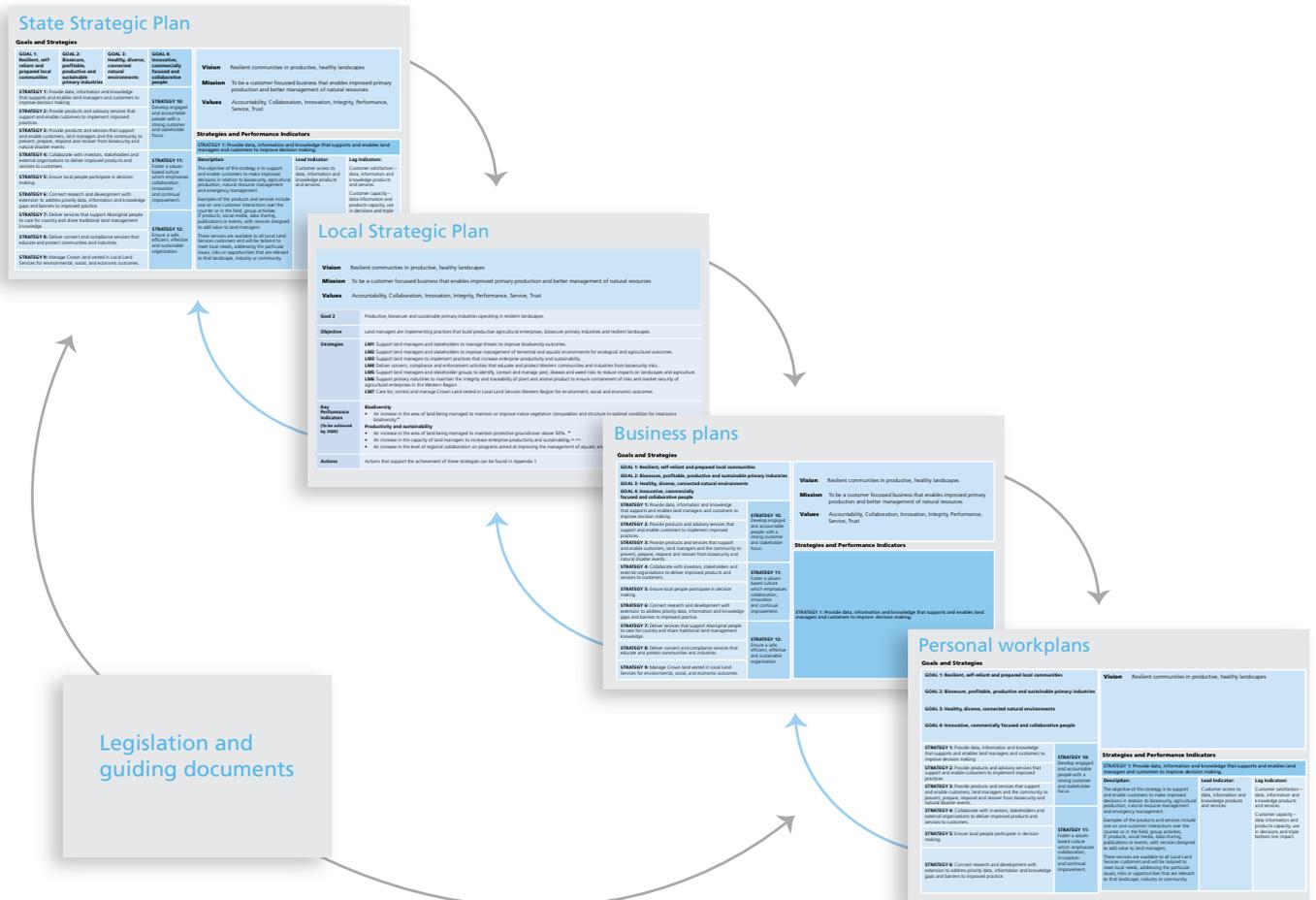


Figure 5: Overview of planning framework from the State Strategic Plan to personal work plans and back again.

Figure 5 provides a visual linkage of the ‘cascading’ planning framework. It references ‘Legislation and guiding documents’ which also provides an indication of the many stakeholders of Central West Local Land Services.

The table below provides high level outline of the content of each plan. Figure 6 provides an outline of the relationship between the various levels of planning and implementation

<b>Central West Local Strategic Plan</b>	Identifies five year strategic ‘Delivery Priorities and actions’ which contribute towards the achievement of the NSW Local Land Services State Strategic Plan
<b>Business Plan</b>	Three year operational plan which show actions that target the Central West Local Strategic Plan. This plan incorporates adaptive management strategy and identifies stakeholder engagement
<b>Investment Plans</b>	12 month strategies which form yearly reporting framework and budget. This level of planning and implementation includes guidance of staff actions through Personal Development Plans (workplans)

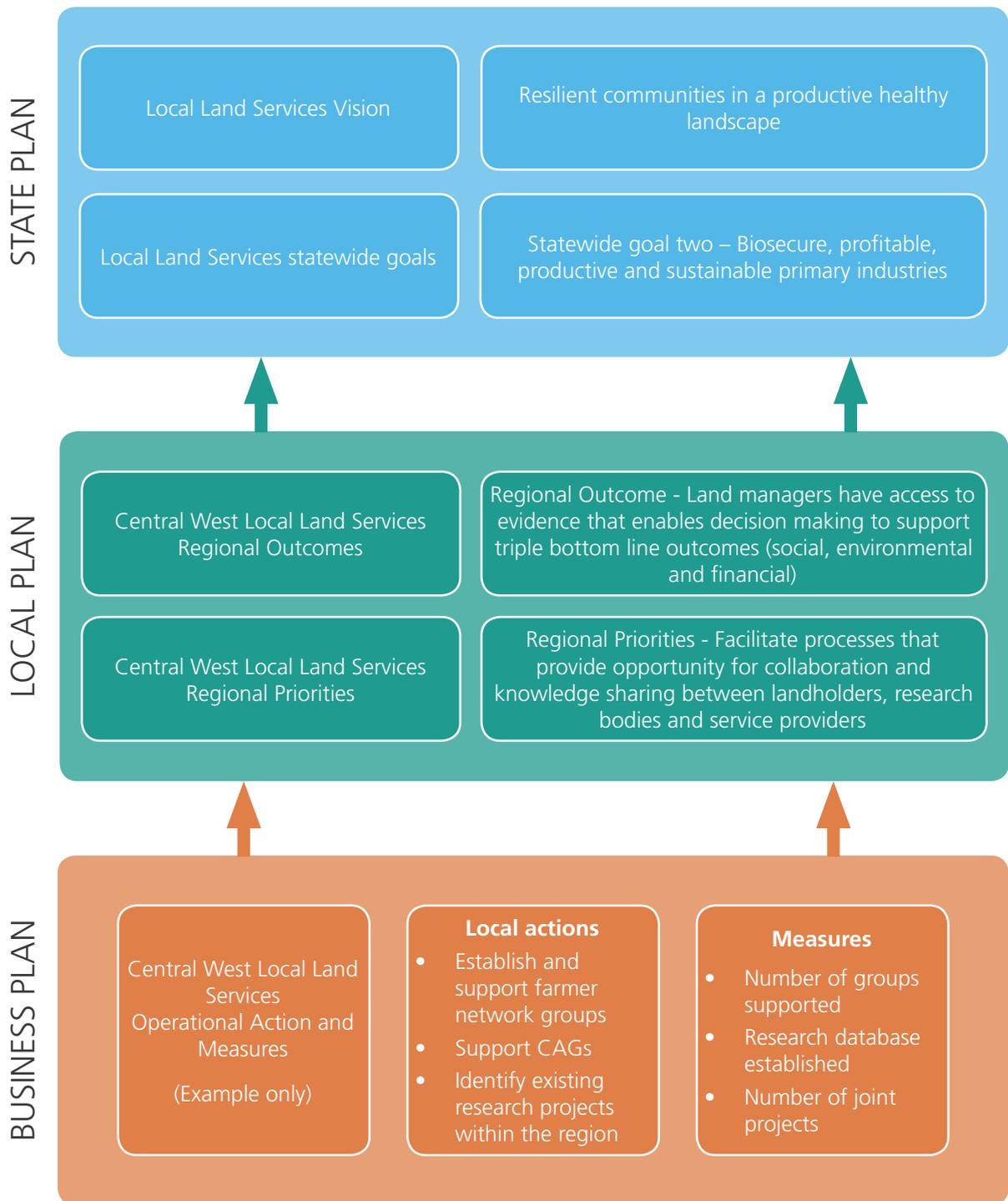


Figure 6: Example of program logic

## Stakeholders

Pivotal to success in achieving both statewide goals and regional outcomes is the collaboration across stakeholders. Stakeholders of Central West Local Land Services include other government agencies, local government, non-government organisations (including Landcare), industry and other community interest groups.

Partnerships should be established where collaboration enhances or leverages investment and/or efforts, to achieve mutually beneficial outcomes in line with the local strategic plan. These must be established at appropriate scales to achieve maximum relevance and impact for the organisation and its investors, stakeholders and customers.

Supporting this intent, Central West Local Land Services has formed a regional weed committee and four formal Community Advisory Groups. The Community Advisory Groups assist the decision making of the Central West Local Land Services Board by providing the following:

- advice and strategic support to the board and staff on community matters relating to the normal Local Land Services operations
- improvements to customer service by creating networking opportunities and partnerships to address local and regional issues
- a forum for a positive exchange of ideas between Central West Local Land Services and the community in relation to strategies, policies, projects and best practices
- opportunities for Central West Local Land Services and its communities to increase their relevant skills, knowledge and to build capacity.

In addition to these groups Central West Local Land Services engages through many formal and informal networks to access and share information and knowledge to build its internal capacity as well as that of its communities

## Measuring success

Local Land Services has a responsibility to demonstrate to its customers, investors and stakeholders that its strategies are sound and effective. All strategies, programs and systems will be required to monitor, evaluate and report on performance.

Measuring and reporting on progress against key performance indicators is particularly important, as are practices that promote reflection and learning to inform decision making.

Local Land Services uses the Monitoring, Evaluation, Reporting and Improvement framework for assessing the state and trend of asset conditions and allows a comparison of results against planned immediate, intermediate and long-term outcomes. This enables a systematic and objective assessment of the appropriateness, effectiveness and efficiency of policies, projects and programs.

The data collected and the results of evaluations are necessary tools for Local Land Service to make informed decisions about our priorities and investment decisions.

Local Land Services is working with the Natural Resource Commission to develop a method of performance evaluation that drives a consistent approach across and between regions. It will rely on a consistent set of metrics to guide internal business performance, direction setting, adaptation and meet multiple investor needs, and promote innovative and commercially-driven transformation over time.

Key components of the framework include:

1. a core set of state-wide key performance indicators, metrics and outcome statements
2. a performance evaluation framework, including indicative tools, systems and practices
3. an overview of opportunities to innovate and transform over time
4. a roadmap to implement the framework

Local Land Services will be reporting publicly on progress against this performance framework, which will be in place by 1 July 2016. Public reporting is in line with legislative requirements under the *Local Land Services Act, 2013*.

The development of a statewide Local Land Services Monitoring, Evaluation and Reporting Framework will identify the key indicators across the Local Land Services as a whole. This framework will trigger a review of the Central West Local Land Services strategic and business plans in conjunction with existing reporting requirements to identify key indicators for success.

## Learning and development

Central West Local Land Services fosters adaptive management and continual improvement across the organisation. In its simplest form, adaptive management is about a three step continuous improvement cycle: ‘plan–do–learn’. This is achieved through strategic planning, implementation and knowledge management and then adapting plans based on key learnings. Each step in the adaptive management cycle is linked, to ensure continuous improvement over time.

A triple loop learning approach is applied to evaluate for adaptive management and drive continuous improvement at different scales of planning: annual plans, business implementation plans and strategic plans. This approach allows us to review our efforts and strategies on a number of scales by asking key questions and making decisions using best available evidence at each point.

This approach will result in Local Land Services continually improving the way in which it delivers services to its customers, stakeholders and investors.

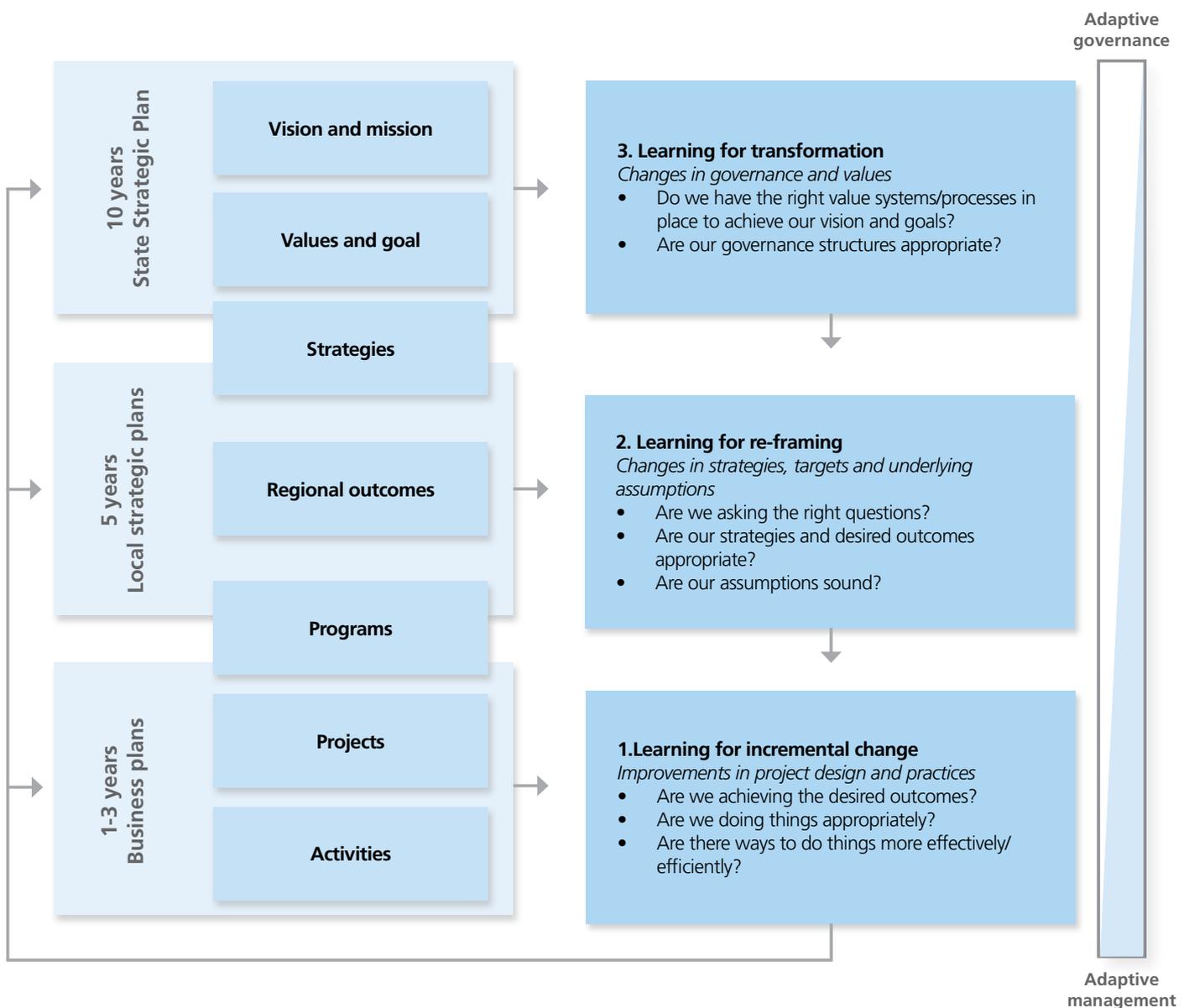


Figure 7: Triple loop learning applied to the Local Land Services planning framework (adapted from Murray Catchment Action Plan 2013).

# Legislation and guiding influences

The State Strategic Plan exists as part of an overall framework that seeks to link a range of NSW, Australian and Local Government plans and initiatives through all levels of its operations.

As a NSW Government entity, Local Land Services is responsible for contributing to the NSW Premier's and State Priorities as well as other plans such as the Agricultural Industry Action Plan, the NSW Biosecurity Strategy and the OCHRE: Aboriginal Affairs Plan. Local Land Services also contributes to the strategic objectives and outcomes of the Australian Government's National Landcare Programme.

In addition, a range of NSW and Australian Government legislation, policies and plans have influenced the development of the State Strategic Plan.

When combined, these plans, policies and strategies lay out the overarching goals for NSW and Australia. The actions that contribute to these overarching goals are appropriately reflected at state and local level in the state and local strategic plans and their goals, strategies, objectives, actions and key performance indicators.

## National

*Environmental Protection and Biodiversity Conservation Act 1999*

*Water Act 2007*

Close the Gap 2014

Australia's Biodiversity Conservation Strategy 2010-2030

Australian Weeds Strategy 2007

National Plant Biosecurity Strategy 2010

Agricultural Competitiveness White Paper 2015

National Landcare Programme

International agreements such as:

Japan-Australia Migratory Bird Agreement

China-Australia Migratory Bird Agreement

Republic of Korea-Australia Migratory Bird Agreement

Ramsar Convention on Wetlands

## State

*Local Land Services Act 2013*

Local Land Services State Strategic Plan 2016-2026

*Native Vegetation Act 2003*

*Water Management Act 2000*

*Biosecurity Act 2015*

NSW Biosecurity Strategy 2013-2021

NSW Wild Dog Strategy 2012-2015

State Agriculture and Animal services Functional Area Supporting Plan 2011

Agricultural Industry Action Plan 2014

NSW State of the Environment 2012

Local Land Services Regulation 2014

Premier's Priorities

State Priorities

*Environmental Planning and Assessment Act 1979*

*Threatened Species Conservation Act 1995*

*Noxious Weeds Act 1993*

NSW Invasive Species Plan 2008-2015

NSW State Emergency Management Plan 2012

NSW Animal Biosecurity and Welfare Strategic Plan 2013-15

OCHRE Strategy 2013

NSW Wetland Policy 2010

Performance Standard for Local Land Services – Natural Resources Commission 2015

Relevant Environmental planning instruments

Relevant water sharing plans

## Regional

Central West Transitional Catchment Action Plan

Central West Local Land Services Biosecurity Operational Plan

24 Central West Local Land Services Local Strategic Plan

# Glossary

**Aboriginal:** For the purposes of this strategy this includes Aboriginal and Torres Strait Islander people.

**Aboriginal cultural heritage:** Aboriginal cultural heritage consists of places and items that are of significance to Aboriginal people because of their traditions, observances, lore, customs, beliefs and history. It provides evidence of the lives and existence of Aboriginal people before European settlement through to the present. Aboriginal cultural heritage is dynamic and may comprise physical (tangible) or non-physical (intangible) elements.

**Adaptive management:** A management approach based on the science of learning by doing. It involves testing the response of a system then applying this understanding to future decisions.

**Biosecurity:** Means the protection of the economy, environment and community from the negative impact of pests, diseases and weeds.

**Collaboration:** Working together to develop an understanding of all issues and interests to work out alternatives and identify preferred solutions for joint decision making.

**Customer:** Any land manager within the state or region, irrespective of whether they are private or public land managers, ratepayers or non-ratepayers.

**Customer service:** Local Land Services exists to create value for its stakeholders and customers. A key component of our strategy is an increased focus on customer services and a preparedness to measure performance and customer satisfaction.

**Investor:** Those organisations and individuals that invest in Local Land Services and leverage outcomes from this investment.

**Resilient:** The capacity of a system (or community or person) to absorb disturbance and still retain its basic structure and function.

**Stakeholder:** Those organisations that collaborate and partner with Local Land Services to deliver services to customers.

**Travelling stock reserve:** means

- a) any route or camping place reserved for travelling stock route or camping place under the *Crown Lands Act 1989*
- b) any reserve for travelling stock, water reserve, reserve for access or crossing (where the reserve is for the purpose of providing travelling stock with access to or a crossing of water, whether expressly notified for that purpose or not), or
- c) any stock watering place.

**Triple bottom line:** refers to the economic, social (including cultural) and environmental impact and outcomes of government policies and programs (Net Balance Management Group, 2013).

**Triple loop learning:** learning that redefines organisational actions, systems and processes as a basis for changes in governance at a range of scales.

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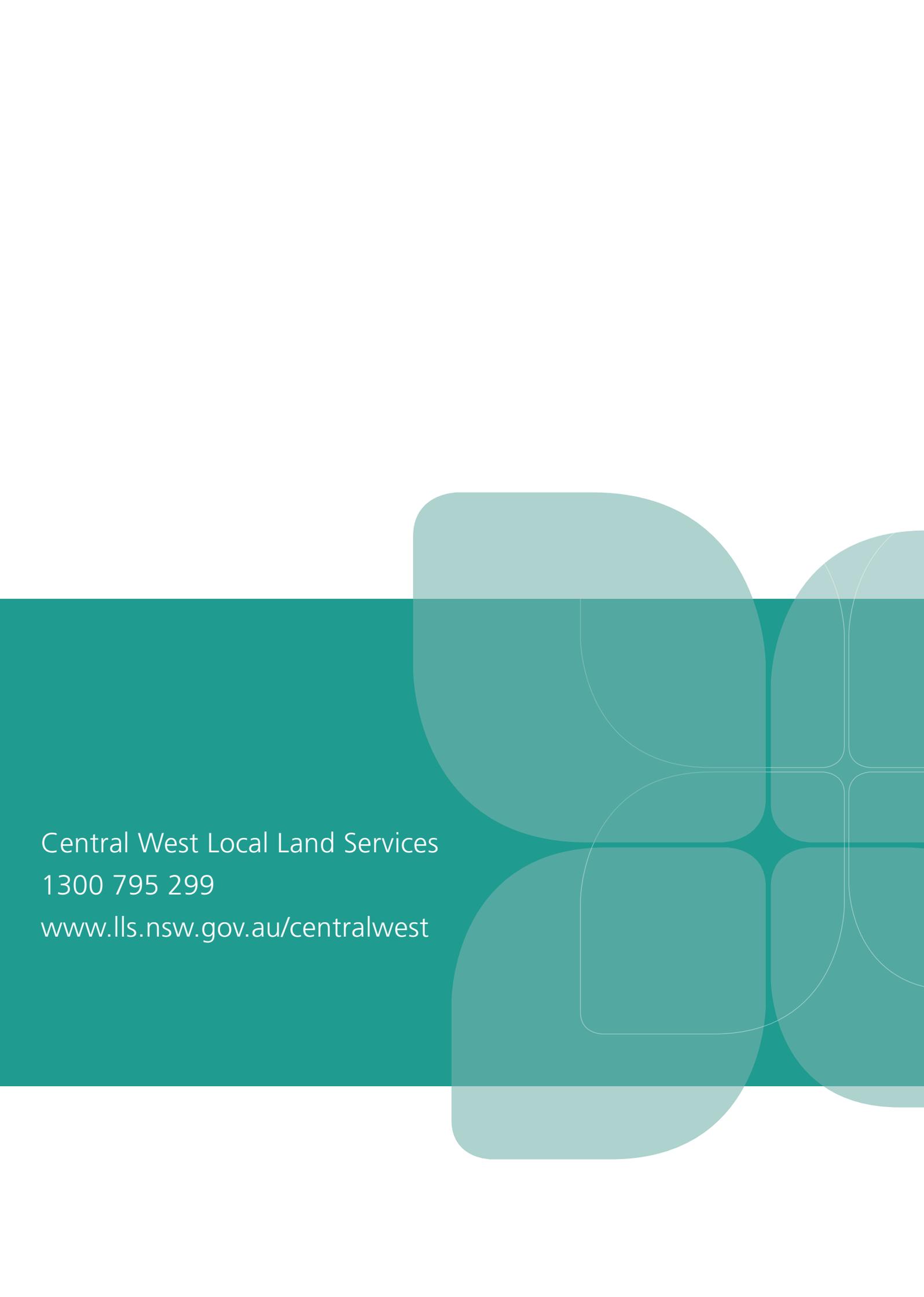
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