

A photograph of three people standing in a grassy field with trees in the background. On the left is a man wearing a blue long-sleeved shirt, jeans, and a wide-brimmed hat. In the center is a woman wearing a purple baseball cap, sunglasses, and a striped shirt. On the right is a woman wearing a straw hat and a dark blue shirt. They are all smiling. A semi-transparent white circle is overlaid on the right side of the image, containing the title text.

CENTRAL TABLELANDS LOCAL LAND SERVICES

Local Strategic Plan
2021-2026

Supporting document



Local Land
Services

Welcome to Country

We acknowledge the Wiradjuri people as the Traditional Custodians of the land on which we work, and pay respect to Elders past, present, and future.

We also recognise the unique, diverse, and enduring cultures of First Nations peoples in NSW. First Nations peoples have a strong ongoing social, spiritual and cultural connection with their traditional lands and waters.

Obligations to care for Country remain integral to Aboriginal and Torres Strait Islander lore, identity, culture and social and emotional well-being.

The way in which traditional lands are being managed is of great interest to First Nations communities and Local Land Services and we understand that Aboriginal and Torres Strait Islander peoples have a significant contribution to make in relation to land and water management in the region.

First Nations peoples hold special knowledge and rights regarding the management of land and its resources. Aboriginal peoples occupied all areas of NSW 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 NSW may also relate to natural resources such as native bush medicines, foods and tradable goods including ochre and stone suitable for tool making. Song-lines, storylines, indigenous astronomy and intellectual property in relation to traditional knowledge is also acknowledged.

NSW holds many Aboriginal cultural heritage values and the preservation and management of these values are best determined by the Traditional Custodians of Country.

We will continue to build strong relationships with First Nations communities, seek to understand their aspirations and ensure that Aboriginal and Torres Strait Islander peoples have a voice to provide input into land management issues and in particular the management of cultural values.

Greg Ingram
Senior Land Services Officer Aboriginal Communities
Central Tablelands Local Land Services



**Ngangaanha
Yindyamarra Yawali
Ngurambanggu**
- to acknowledge,
look after, respect,
and care for Country

Chair's Foreword

On behalf of my fellow board members and staff, I am proud to present the *Central Tablelands Local Strategic Plan 2021-2026 Supporting Document*.

The Central Tablelands region of NSW is uniquely diverse with a wide range of primary production and natural landscapes and is home to vibrant and inclusive communities.

This document provides our strategies and service delivery priorities to help us achieve the Local Land Services vision of 'resilient communities in productive healthy landscapes' over the coming five years and to ensure our region continues to prosper.

Our Board and Leadership Team embarked on an ambitious internal and external engagement process to develop our Local Strategic Plan which resulted in an improved understanding of the opportunities and threats that exist for primary producers and land managers across our region.

Since Local Land Services inception in 2014, Central Tablelands Local Land Services has matured into a highly respected customer focused, frontline service delivery agency.

Our local and dedicated staff, who live in the communities they serve, have consistently demonstrated their professionalism resulting in increased awareness of our services and the value our communities place in them.

Our Central Tablelands Local Land Services Board and community recognise that one of our greatest assets is local staff with local knowledge. The Central Tablelands Local Land Services team is experienced, knowledgeable and passionate; dedicated to assisting landholders to manage their land in the best way possible.

We look forward to working collaboratively with our customers to support vibrant, resilient Central Tablelands communities in productive healthy landscapes over the coming five years.



Ian Rogan
Chair
Central Tablelands Local Land Services

Our Region

The Central Tablelands region is a uniquely diverse region supporting a wide range of land uses, from broadacre farming to intensive livestock production, horticulture and natural landscapes. And with the headwaters of multiple catchments, the Central Tablelands is well placed to support growth and innovation.

Central Tablelands Local Land Services is committed to delivering valued services for the productivity and sustainability of our uniquely diverse region and its people through collaborative, knowledgeable and trusted leadership, and partnership.

The region covers an area of approximately 31,365km² in central NSW and is highly diverse agriculturally, with enterprises including horticulture, viticulture, livestock grazing, cropping and forestry.

Rainfall is split evenly between summer and winter which supports productive cropping systems. Grazing is the most significant agricultural land use by area followed by broad acre crops and horticultural enterprises.

Other major regional industries include mining operations, which are focused around Orange, Lithgow and Mudgee, and tourism, particularly in the wine-growing areas of Orange, Cowra and Mudgee.

The weather patterns forecast under a changing climate for the Central Tablelands region of NSW indicate that rainfall patterns will shift towards more summer dominant rainfall with increasing isolated storms and a reduction in widespread rain, making issues such as ground cover management a vital aspect of land management.

The Central Tablelands has numerous natural assets such as national parks and culturally significant areas and is home to a vast range of native fauna and flora. A total of 173 threatened species have been found within the region, including six critically endangered species, 54 endangered species and 113 species listed as vulnerable.

The region includes the headwaters of the Macquarie, Lachlan, Cudgegong, Goulburn, Colo, Cox's and Kowmung rivers. Some of the streams and waterways are noted as being very close to pristine. Many of the eastern areas of the region feature high value aquatic assets such as hanging swamps, nationally recognised wetlands and unique valley fill stream formations.

The Central Tablelands region is Wiradjuri Country. Wiradjuri country is known as the land of the Mountains, Plains and the three rivers, the Billa Wambool (Macquarie River), the Billa Galari (Lachlan River) and the Billa Murrumbidya (Murrumbidgee River). Wiradjuri Country is one of the biggest tribal lands in NSW. It begins at the Great Dividing Range and extends as far west as Hillston and Narrandera with the southern boundary at the Billa Mulawa, the Murray River at Albury.

The Wiradjuri people today maintain their spiritual connection to country through the ongoing practices of traditional knowledge, celebrations of song and dance, land and water management and age-old ceremonies that have been passed down through the ages. Wiradjuri country has been cared for and managed by the Wiradjuri people for thousands of years which continues both now and into the future.



THE STORY OF GAANHA—BULA AND WAHLUU

As told by Uncle Neil Ingram Snr, Wiradjuri Elder (this story was passed on to him by his Elders)

"A long time ago there was three brothers.

The elder brother was *Gaanha-bula*, the middle brother was *Wahluu* and the younger brother came from Mt Macquarie, near Carcoar.

Gaanha-bula is the traditional name for Mt Canobolas. *Gaanha* meaning shoulder and *bula* meaning two shoulders. *Wahluu* is the Traditional name for Mt Panorama, which means young men's initiation site.

Gaanha-bula and his brother Wahluu both fell in love with a beautiful young woman, (*migay*) because she showed more interest in Wahluu, Gaanha-bula became jealous of his brother and challenged him to a spear throwing competition.

The winner takes the prize and gets to marry the young woman.

They lined up a target, Gaanha-bula threw the first spear but missed the target. Wahluu then threw his spear but also missed the target, even though he was closer to the target.

On the second throw they both missed the target again.

When they had the third throw, Gaanha-bula got awfully close to the target but Wahluu threw his spear and hit the target.

Before Wahluu could turn around to claim his prize, Gaanha-bula hit him in the back of the head with a club (*bundi*).

Wahluu fell to the ground. This made the spirit ancestors angry, they made the ground erupt and lava spill out over Wahluu's body where he was laying on the ground. This is the shape of the mountain as it stands today.

Gaanha-bula, full of fear, then fled the site and travelled back to his home at Mt Canobolas. The spirit ancestors were angry with him, for killing his brother.

They struck him and made the ground erupt and lava poured out over his body where he laid, which is a constant reminder of what happened."

THE MORAL OF THIS STORY IS NOT TO HOLD A GRUDGE OR JEALOUSY, RAGE, AND ANGER IN YOUR HEART AND NOT TO COMMIT MURDER AGAINST ANOTHER PERSON.



State Context

Local Land Services is a regionally focused NSW Government agency that delivers advice, information and support to farmers, land holders and the broader community. We aim to support and enable the land managers of the Central Tablelands region to achieve healthy landscapes with resilient industries and communities. We will achieve this through engagement, communication and collaboration and constantly working to improve the effectiveness of our services and programs.

The Local Land Services State Strategic Plan sets a clear vision for creating resilient communities in healthy productive landscapes. To achieve this vision, Local Land Services 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 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.

Local Land Services operates through eleven regions across the state. In each region, priorities are integrated into the delivery of the state Local Land Services objectives based on a set of common services ('core services').

The *Local Land Services Core Services Improvement Plan, 2020* outlines that each Local Land Services region has nine common core services. These are:

- Travelling stock reserves
- Emergency management
- Weed control
- Pest animal control
- Animal biosecurity and welfare
- Plant biosecurity
- Conservation and restoration of natural and cultural resources
- Land management (native vegetation)
- Sustainable agriculture



Central Tablelands' Priority Programs

In order for Central Tablelands Local Land Services to achieve its goals across its core services of TSRs, emergency management, weed and pest animal control, plant and animal biosecurity, animal welfare, conservation and restoration of natural and cultural resources, land management and sustainable agriculture, we will utilise a number of internal strategies to underpin our actions. These business and enabling strategies provide the operating framework for Local Land Services.

As per the *State Strategic Plan 2020-2030*, these enabling and business strategies include:

- **Service delivery** – to achieve customer outcomes and deliver a healthy landscape and sustainable primary industries
- **Innovation and business sustainability** – to deliver our services with a focus on innovation and recognition of the need for change and adaptation
- **Customer service** - we are a customer focused business that achieves outcomes for customers
- **Aboriginal engagement** - to develop relationships of engagement and inclusivity with the Aboriginal people in our regions
- **Stakeholder engagement** - we engage with our stakeholders so that they are confident in us and to achieve healthy landscapes and sustainable primary industries together
- **Business improvement** - to constantly review our performance and methods so that our business services support the delivery of customer priorities and outcomes
- **People and culture** - we are local, and we make sure our people are safe, capable, engaged and accountable so that we achieve customer outcomes

There are a number of key documents that guide the delivery of our enabling and business strategies.

These include:

Central Tablelands specific:

- Central Tablelands Local Land Services Communications Approach and Action Plan 2020 – 2021

- Central Tablelands Local Land Services Regional Land Partnerships Community and Indigenous Participation Plans
- Central Tablelands Local Land Services 2021/22 Annual Business Plan, June 2021 (updated annually)
- Central Tablelands Engagement Strategy (in preparation)
- Central Tablelands Prospectus (in preparation)

Statewide:

- NSW Local Land Services Aboriginal Engagement Strategy, 2020
- NSW Local Land Services Customer Service Strategy 2018 – 2021
- NSW Local Land Services Service Delivery Strategy 2018 – 2021
- NSW Local Land Services Business Improvement Strategy 2018 – 2021
- NSW Local Land Services People and Culture Strategy 2018 – 2021
- NSW Local Land Services Stakeholder Engagement Plan

The top six priorities listed by Central Tablelands Local Land Services customers are:

1. Biosecurity - pest plants and animals
2. Animal health and welfare
3. Landscape restoration
4. Sustainable production systems
5. Threatened species and habitat conservation
6. Aboriginal cultural heritage protection

Emergency Management

Emergency management is a shared responsibility involving *prevention* to minimise the risk of an emergency occurring, *preparedness* to minimise the impact of emergency situations, *responding* to emergency events and conducting *recovery* operations to return communities, environment and the economy to business as usual.

Emergency management is a core function of Local Land Services. The Local Land Services Act, 2013 confers the responsibility to undertake preparedness, response and recovery for biosecurity and other emergencies impacting on primary production or animal health and safety.

There are two distinct roles in emergency management for Local Land Services depending whether there is a natural disaster emergency or a biosecurity or food safety emergency:

- **For natural disasters:** Central Tablelands Local Land Services, as a partner organisation is responsible for supporting NSW Department of Primary Industries (DPI) in its role as functional agency for **Agriculture and Animal Services Functional Area (AASFA)**.
- **For biosecurity or food safety responses:** Central Tablelands Local Land Services provides support to NSW DPI as the **Combat Agency** to biosecurity (animal and plant) and food safety emergencies.

The key guiding document for delivery of emergency management in the Central Tablelands is the *Central Tablelands LLS Emergency Management Plan 2020-22*.

What do we do...

GROW - we work with land holders and communities to grow their capacity to prevent, prepare, respond and recover

CONNECT - we connect landholders, industry and agency in the preparation, response to and recovery from emergencies

PROTECT - we protect primary industries and the environment by responding to emergencies

SUPPORT - we support land managers in preventing, preparing for, investigating, responding to and recovering from emergencies

This document outlines the role and responsibilities of Central Tablelands Local Land Services during emergency situations and its interaction with other agencies during times of crisis with the aim of returning communities to business as usual as quickly as possible.

Emerging issues and opportunities

Bushfires and floods are priority risks that require well planned emergency response and Local Land Services works closely with NSW DPI to respond in these situations. Plague locust also cause seasonal damage across the Central Tablelands region. Emergency Animal Diseases such as Avian Influenza, Anthrax and Foot and Mouth Disease are among the high-profile diseases that require well trained mobile workforce to respond quickly to an outbreak. Pest control and on-farm biosecurity are also high priorities for Central Tablelands Local Land Services. Central Tablelands' largest livestock selling centre is based at Carcoar providing significant stock movements throughout the state on a weekly basis. Online livestock auction systems also have a significant impact on stock movement in the region.

Local Land Services plays a functional role in dealing with local animal welfare issues arising from truck rollovers and injured animals following minor incidents. These are considered 'Incidents' and are not covered in this plan.





Key threats

- Seasonal variability and climate impacts
- Ongoing and emerging biosecurity threats
- Scale, nature and duration of emergencies
- Our skills being increasingly called upon to support other emergencies outside our scope of services, such as public health



Key opportunities

- Collaboration and coordination between regions and within business units
- Improved system management
- Clarification of role and delineation of responsibilities between agencies,
- Improving the after-action review process

Local priorities	Local actions
Provide a skilled workforce to ensure staff are trained for emergencies	<ul style="list-style-type: none">• Staff attend a response or training exercise every two years
Maintain and improve partnerships to ensure integrated response capacity	<ul style="list-style-type: none">• Participate in Local Emergency Management Committees
Collaborative, scenario-based emergency exercises	<ul style="list-style-type: none">• Undertake emergency preparatory exercise using a range of emergency scenarios to ensure staff are prepared for multiple scenarios
Support landholders before, during and after emergencies	<ul style="list-style-type: none">• On ground action to reduce production losses and improve animal welfare during emergencies

KPI: Number of staff trained in emergency management

Primary Production

The Central Tablelands landscape is characterised by mainly extensive production systems with large areas of grazing and mixed farming and a smaller area of cropping in the flatter areas in the west. While difficult to discern spatially due to smaller property sizes, horticulture is also a significant contributor to the regional economy.

There are over 60 horticultural commodities grown in the region, including fruits, vegetables, nursery plants and wine grapes. Horticultural production in 2018-19 accounted for 15% of the gross value of agricultural commodities produced in the region.

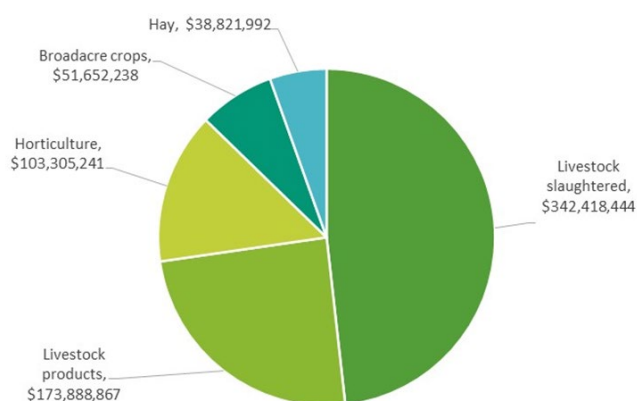


Figure 1 - Value of agricultural commodities produced in Central Tablelands, 2018-19

Climate change predictions for the region are for increasing average temperatures across all seasons, with more hot days and fewer frosts. A decrease in average winter rainfall is projected, along with an increase in intensity of extreme rainfall events. A harsher fire-weather climate is also predicted.

The location and natural resources of the region creates both challenges and opportunities for achieving biosecure, profitable, productive and sustainable primary industries. The regions close proximity to Sydney, natural beauty of its landscapes with areas of higher elevation and productive farming land makes it a desirable area for a diverse range of people. The natural beauty of the region is appealing for those looking for a lifestyle change. From a production and profitability perspective access to Sydney means ready access to markets. In the coming years, the elevation will enable greater adaptation and buffering of climate change impacts and the naturally productive landscapes are expected to sustain industry.

However, these opportunities also bring challenges. The wide appeal of the region to a range of people creates diversity in land management motivations, with an increasing number of smaller properties managed for non-production or non-profit outcomes.

What do we do...

GROW – we support producers to find efficiencies and innovation in production systems that facilitate sustainable growth on farm and in the marketplace

PROTECT – we support producers to meet biosecurity, food safety and animal welfare commitments to protect natural assets and market access

CONNECT - we connect primary producers with technology and innovation

SUPPORT – we support primary producers to access the latest advice and information





Key threats

- Seasonal variability and climate impacts, including variable groundcover, degrading soil health, water availability and storage in the short/medium term
- Export and local market access volatility
- Ongoing recovery from drought
- High cost of land impacting on capacity to enter or expand an agricultural operation, leading to:
 - Smaller landholdings with less experienced managers
 - Land that was once within the production system no longer viable for production
 - Increased risk of pest, weeds and biosecurity issues in the region
 - Poor succession planning
- Landholders not being aware of changes to the land management legislation
- Biosecurity impact on productivity and profitability



Key opportunities

- Collaboration and coordination between regions, within business units, and with industry stakeholders
- Technology and productivity transfer between research and stakeholders
- Enhancement of agri business relationships
- Pricing of carbon in soil, natural capital and environmental services

Local priorities	Local actions
Build resilience to climate risk and increase ability to adapt to change	<ul style="list-style-type: none">• Develop landholder skills to support and foster adaptive capacity, manage climate risks and opportunities• Engagement and partnerships with private sector specialists, researchers and industry groups
Support new and emerging industries	<ul style="list-style-type: none">• Increase awareness of our services to new landholders and those unaware of our services• Connect landholders with subject matter experts in areas that they require assistance or are interested in
Support productive and healthy landscapes	<ul style="list-style-type: none">• Provide unbiased and balanced agricultural extension and advisory services that promote the adoption of leading practice• Finalise the Central Tablelands Local Land Services Primary Production Plan
Increase awareness of biosecurity, livestock compliance and welfare requirements	<ul style="list-style-type: none">• Provide technical advice, support market access and promote compliance with industry standards, assurance systems, and sustainability frameworks

KPI: Number of awareness raising/capacity building and training events, and number of participants

Pest Animals

The landscape and population dynamics of the Central Tablelands makes control of pest animals with large home ranges (e.g. wild dogs and feral pigs) difficult.

The diversity of land use makes engagement of all land managers in any broad scale programs challenging and has resulted in a large number of individual programs rather than a coordinated approach.

All stakeholders – government agencies, industry, landholders and members of the community – play a valuable role in confronting the challenges and achieving the goals and actions outlined in the *Central Tablelands Regional Strategic Pest Animal Management Plan 2018-2023* (RSPAMP).

The goals of the Central Tablelands RSPAMP are consistent with the Invasive Species Plan which adopts the following four goals (consistent with the broad objectives of the NSW Biosecurity Strategy):

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

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

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

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

What do we do...

GROW - we work with landholders and communities to grow their capacity through resourcing, collaboration and coordination to increase implementation of invasive species control

CONNECT - we connect private and public land managers to work together to control pest animals

PROTECT - we protect primary industries and the environment by reducing the impact of invasive species

SUPPORT - we support primary industries and the environment through surveillance and control of pests

Central Tablelands Local Land Services encourages participation in coordinated pest management groups.

Annual aerial baiting for wild dogs occurs in cooperation with public land managers including National Parks and Wildlife Service, Crown Lands and NSW Forestry Corporation as an integrated approach to assist land managers with coordinated control activities.

Central Tablelands Local Land Services encourages best practice management techniques and measures outlined in the *NSW DPI Vertebrate Pest Manual*, the *Ecology and Management of Vertebrate Pests in NSW, 2018* and industry guidelines (e.g. Australian Wool Innovation). These are underpinned by state and national strategies where available, such as the *NSW Wild Dog Management Strategy* and the *National Carp Control Plan*.

Central Tablelands is also developing a suite of species specific management plans, with the Wild Dog Management Plan.





Key threats

- Seasonal variability and climate impacts
- New and expanding pest and weed incursions
- Changing land use and management values from absentee and other non productivity driven landholders
- Competing priorities for our customers and staff
- Complacency towards an individuals biosecurity duty



Key opportunities

- Collaboration and coordination between regions and within business units
- Technological and research advancements
- Aligning messaging with landholder values
- Ongoing recovery from drought and bushfires supports landscape scale suppression of pest populations

Local priorities	Local actions
Coordinated and targeted control of invasive animal species	<ul style="list-style-type: none">• Undertake pest animal control to reduce the population to manageable levels and enable landholders to maintain downward pressure on populations
Compliance	<ul style="list-style-type: none">• Develop regional capacity and skills to deliver effective compliance and enforcement
Promote and support landholder collaboration and coordinated pest animal control	<ul style="list-style-type: none">• Build landholder knowledge and skills to be self-reliant and actively participate in pest management groups
Surveillance	<ul style="list-style-type: none">• Prevention of and preparedness for high-risk pest incursions

KPI: Area (ha) of pest control (vertebrates)

Pest Plants - Weeds

Management of weeds is a significant challenge facing communities across the Central Tablelands region. While the cost of weeds to the natural environment and biodiversity is difficult to estimate, it is significant.

The key document guiding delivery of pest plant management in the Central Tablelands is the *Central Tablelands Regional Strategic Weed Management Plan 2017-2022*.

This document was prepared by the Central Tablelands Regional Weeds Committee (RWC) on behalf of the Central Tablelands Local Land Services Board, with guidance from the state weeds committee and NSW DPI.

The plan focuses on weed risks that affect animal and plant industries, biodiversity, social cultural factors and infrastructure and service industries.

The Central Tablelands Regional Strategic Weed Management Plan focuses on managing weeds to improve the region's biosecurity.

The plan sets the vision and goals for weed management on the Central Tablelands, and outlines strategies and actions to achieve outcomes based on principles of shared responsibility, sustainable

landscapes, collaborative leadership and innovation.

The vision outlined in the Central Tablelands Regional Strategic Weed Management Plan states:

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

The plan outlines four goals for weed biosecurity in the Central Tablelands, these are:

- Goal 1: Responsibility for weed biosecurity is shared by the Central Tablelands community
- Goal 2: Weed biosecurity supports profitable, productive and sustainable primary industries
- Goal 3: Weed biosecurity supports healthy, diverse and connected natural environments
- Goal 4: Weed biosecurity is supported by coordinated, collaborative and innovative leadership

What do we do...

GROW - we grow the capacity of the community through the delivery of programs that deliver a targeted approach to weed management

CONNECT - we connect landholders and agencies through resourcing, collaboration and the access to current management strategies

PROTECT - we protect primary industries and the environment by reducing the impacts of invasive species

SUPPORT - we support primary industries and the environment through surveillance and control of pest plants





Key threats

- Seasonal variability and climate impacts
- New and expanding weed incursions
- Changing land use and management values from absentee and other non productivity driven landholders
- Competing priorities for our customers and staff
- Complacency towards an individuals biosecurity duty



Key opportunities

- Collaboration and coordination between regions and within business units
- Technological and research advancements
- Ongoing recovery from bushfires

Local priorities	Local actions
Weed Action Program	<ul style="list-style-type: none">• Coordinate funding for Local Control authorities through the allocation of NSW Weeds Action Plan (WAP) funding• Strengthen the capacity of local control authorities
Capacity Building	<ul style="list-style-type: none">• Supporting land managers to identify and appropriately manage high risk weeds
Surveillance	<ul style="list-style-type: none">• Prevention of and preparedness for high-risk weed incursions

KPI: Area (ha) of weed management

Animal Biosecurity and Welfare

Local Land Services District Veterinarians have a role in preventing, detecting and responding to animal diseases that pose risks to the economy, environment and community. These include notifiable and exotic diseases in NSW and those that pose a significant risk to livestock industry.

Our District Veterinarians work in the field supporting livestock managers in investigating herd and flock problems, ensuring productive and secure local livestock industries.

Our staff are a valuable resource for local and independent advice on animal biosecurity, welfare and disease.

District Veterinarians in Central Tablelands focus on:

- Timely response to suspected and confirmed animal biosecurity hazards including residues and notifiable or exotic disease incursions
- Community and agency engagement as well as staff training to prevent and prepare for high-risk emergency animal disease outbreaks
- Working with high-risk enterprises to develop farm biosecurity plans

- Working in partnership to build industry capacity and capability to prevent and manage animal biosecurity risks
- Promoting best practice animal welfare while maintaining stakeholder engagement focused on education to improve knowledge, skills and compliance
- Maintaining vigilant monitoring of compliance with regulated national and state programs both on property and in local saleyards.

The key document for delivery of Animal Biosecurity and Welfare in the Central Tablelands is the *NSW Animal Biosecurity and Welfare Strategic Plan 2019-23*.

This document guides priority activities to safeguard the economy, environment and community from diseases and pests that affect animals as well as improve animal welfare outcomes.

What do we do...

GROW - we work with primary producers to grow their capacity to maintain productive and biosecure herds and flocks

CONNECT - we connect primary producers with advice and information to enhance animal biosecurity and welfare

PROTECT - we protect primary industries to sustain access to markets

SUPPORT - we support primary producers to enhance animal health and the quality of their products





Key threats

- Seasonal variability and climate impacts
- Identification and management of emerging disease incursions
- Land use changes toward smaller landholdings and increased urbanisation
- Competing priorities for our customers affecting physical, mental and financial capacity



Key opportunities

- Technological advancements
- Collaboration and coordination between regions, within business units and industry
- Capacity building of staff
- Changing audience

Local priorities	Local actions
Respond to and investigate notifiable and exotic diseases	<ul style="list-style-type: none">• Prevent and prepare for high-risk Emergency Animal Disease outbreaks by staff training, community and agency engagement• Support the development of biosecurity plans with high-risk industries and enterprises
Surveillance and compliance for animal and plant disease incursions	<ul style="list-style-type: none">• Respond to suspected and confirmed animal biosecurity hazards, including residues and notifiable or exotic disease incursions• Monitor, audit and enforce National Livestock Identification System (NLIS) requirements compliance
Work in partnership with industry, stakeholders and community to ensure a united response	<ul style="list-style-type: none">• Improve collaboration to achieve consistent and effective approaches
Maintenance of animal welfare standards to protect animals and industry	<ul style="list-style-type: none">• Improve the effectiveness of compliance and enforcements, maintaining vigilant monitoring on property and in local saleyards

KPI: Number of animal disease surveillance investigations

Plant Biosecurity

Plant biosecurity is a responsibility shared between the state and private landholders, involving prevention to minimise the risk of a plant pest or disease outbreak, preparedness to minimise the impact of a biosecurity event, responding to plant biosecurity emergency events and conducting recovery operations.

Central Tablelands Local Land Services works closely with NSW DPI who has the lead role in preventing, responding to, and overseeing the recovery from invasion or spread of plant pests and diseases.

Central Tablelands Local Land Services and NSW DPI work closely with plant industries, other jurisdictions and the general public to put sound biosecurity policies in place, helping to maintain and expand market access for the state's primary producers.

The key document for delivery of Plant Biosecurity in the *Central Tablelands* is the *NSW Biosecurity Strategy 2013 –2021*.

This document sets the overall direction for the management of animal and plant pests, diseases and weeds in NSW terrestrial and aquatic environments. It is based on the principle that biosecurity is a shared responsibility.

What do we do...

GROW - we work with primary producers to grow their capacity to prevent, prepare, respond and recover from plant biosecurity impacts

CONNECT - we connect agencies, industries and primary producers to expand market access

PROTECT - we protect primary industries to sustain access to markets

SUPPORT - we support primary producers to gain access to current knowledge in order to minimise impacts and to increase collaboration related to effective responses





Key threats

- Seasonal variability and climate impacts
- Identification and management of emerging disease incursions
- Competing priorities for our customers and staff
- Retention of skilled local staff



Key opportunities

- Technological advancements in diagnosis, surveillance and tracing
- Internal and external collaboration
- Capacity building of staff

Local priorities	Local actions
Respond to and investigate notifiable and exotic diseases	<ul style="list-style-type: none">• Prevent and prepare for high-risk plant pest and disease outbreaks
Surveillance and compliance for plant disease incursions	<ul style="list-style-type: none">• Respond to suspected and confirmed plant biosecurity hazards
Work in partnership with industry, stakeholders and community to ensure a united response	<ul style="list-style-type: none">• Improve collaboration to achieve consistent and effective responses

KPI: Number of investigations for plant pests/disease

Travelling Stock Reserves

Within the Central Tablelands, there are approximately 380 TSRs comprising 3,500 hectares. The TSR network has many varied values such as biodiversity conservation, Indigenous and European culture, recreation and grazing.

The Central Tablelands has several compliance challenges across its network of TSRs. These include unauthorised collection of firewood, unauthorised grazing, unauthorised camping, illegal dumping of rubbish and a range of other activities that are not permitted on TSRs.

Cost neutrality remains a significant challenge. Most years see costs far outweigh revenue, which means that additional funds are required from non-permit income to maintain and manage our TSRs.

Natural disasters have had a significant impact on the TSR network recently with drought reducing the amount of available feed and access to reserves.

The key document for delivery of TSR management in the Central Tablelands is the *Travelling Stock Reserves Statewide Plan of Management 2019-2024*. The statewide plan provides stakeholders with a shared vision and common mission. At a regional level, the *Central Tablelands Travelling Stock Reserve Business Plan 2020-21* gives local context and factors influencing governance and management of TSRs for the next 12 months (updated annually).

What do we do...

GROW – we manage TSRs for productive, environmental and cultural uses and provide access approvals

CONNECT – we connect landholders, the wider community and agencies to improve management and to increase awareness

PROTECT – we protect values such as Aboriginal Cultural Heritage and ecological resources

SUPPORT – we support primary producers to access TSRs with agricultural value

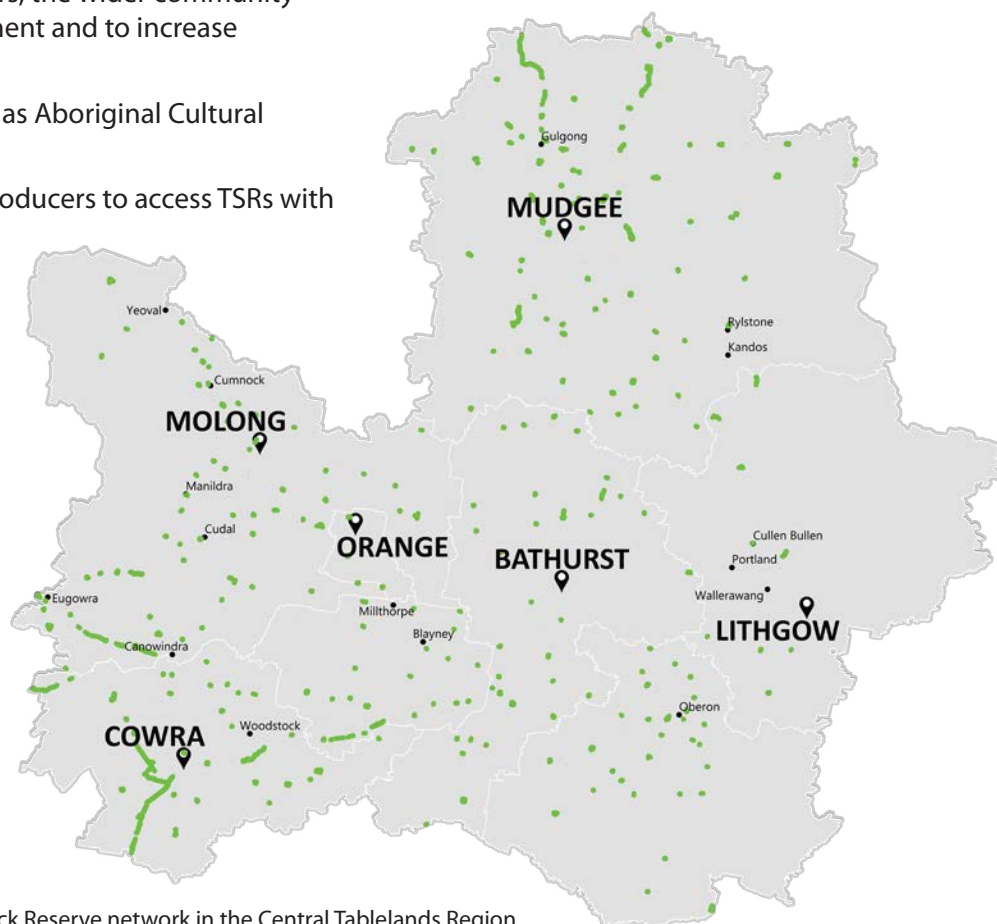


Figure 2 - Travelling Stock Reserve network in the Central Tablelands Region



Key threats

- Seasonal variability and climate impacts
- Decreasing capacity and resources for maintenance and management of TSRs leading to reputational risk
- Increased compliance requirements
- Lack of understanding of the TSR network's purpose leading to illegal use
- Ecological threatening processes



Key opportunities

- Collaboration with First Nations people to manage cultural assets on TSRs
- Natural resources management project delivery
- Increased collaboration between regions and within business units and with external bodies such as Biodiversity Conservation Trust, Rural Fire Service and Local Government

Local priorities	Local actions
Create opportunities for First Nations people and community to care for Country	<ul style="list-style-type: none"> • Engage with First Nations people to manage cultural assets on TSRs
Maintain cultural and ecological values of TSRs	<ul style="list-style-type: none"> • Maintain cultural, ecological and production values of TSRs
Raise awareness of the TSR network	<ul style="list-style-type: none"> • Develop a TSR customer factsheet and associated signage
Manage TSRs for improved physical condition for our communities and environments benefit	<ul style="list-style-type: none"> • Implement a shared management model within the region

KPI: Area (ha) of TSRs actively managed

Conservation of Natural Resources

Across the Central Tablelands there are 18,418 privately owned land holdings (14,333 rateable holdings) with a total combined area of 2.4 million hectares. On average these landholdings have 45% native vegetation cover. However, there are significant differences in the condition of natural resources across the Central Tablelands.

Central Tablelands can be divided into three bioregions: Sydney Basin (east of Lithgow, the Capertee Valley and north around the Wollemi National Park), South Eastern Highlands (Oberon, Bathurst and Orange), and the NSW South Western Slopes (to the north and west of South Eastern Highlands, including Mudgee to the north and Cowra to the west).

There are differences in the character of the northern portion of NSW South Western Slopes around Mudgee and the western portion around Cowra, leading to the following four landscapes:

- Lithgow-Wollemi-Capertee (the Sydney Basin bioregion, 527,785ha or 17% of Central Tablelands)
- South Eastern Highlands (the South Eastern Highlands bioregion, 1,419,138ha or 45% of Central Tablelands)
- Cowra-Molong Slopes (the western portion of the NSW South Western Slopes bioregion, 781,144ha or 25% of Central Tablelands)
- Mudgee Slopes (the northern portion of the NSW South Western Slopes bioregion, 406,669ha or 13% of Central Tablelands)

A total of 173 threatened species have been found within the region, including six critically endangered species, 54 endangered species and 113 species listed as vulnerable.

The predominant land use in our region is agriculture and therefore landholders are a key stakeholder. We work with landholders to improve the management of on farm natural assets such as soils, paddock trees, rocky outcrops, waterways as well as habitat for significant species.

The key document for conservation of natural resources in the Central Tablelands is the Central Tablelands Natural Resource Management Plan.



Figure 3 - Natural Resource Management Regions of the Central Tablelands

What do we do...

GROW – we deliver programs and develop partnerships to grow healthy and productive landscapes

CONNECT – we connect landholders and key stakeholders with the latest advice and information

PROTECT – we protect ecological assets

SUPPORT – we support landholders to make confident decisions to improve landscape function



Key threats

- Seasonal variability and climate impacts
- Current and emerging threatening processes
- Competing priorities for our customers
- Priorities and funding driven by external partners
- Habitat loss
- Cost of restoration
- Ecosystem service breakdown
- Cost of land, changing land-use and management priorities
- Absentee, investment only landholders



Key opportunities

- Targeted programs to improve significant species
- Improved management of on farm natural assets
- Innovation and technological advancements
- Pricing of ecosystem services, including soil carbon
- Increasing number of landholders who aren't focused on production
- Programs that support multiple outcomes

Local priorities	Local actions
Protect and enhance native vegetation and species	<ul style="list-style-type: none"> • Provide customer focussed opportunities to be involved in Natural Resource Management on ground • Promote Natural Resource Management extension and advice as a service
Landscape connectivity	<ul style="list-style-type: none"> • Provide incentives and knowledge to support restoration
Mitigate key habitat loss and address key threatening processes	<ul style="list-style-type: none"> • Provide advisory services and support investment in building capacity of landholders to mitigate threatening processes and improve ecological services

KPI: Area (ha) of native vegetation enhanced, rehabilitated or protected

Conservation of Cultural Resources

Wiradjuri country has been successfully and sustainably cared for and managed by the Wiradjuri people for thousands of years which continues now and will into the future.

Traditional Land Management has co-evolved with Australia's flora and fauna, with practices and principles that supports the long-term survival of natural Australian ecosystems. A return of these practices and principles will improve ecosystems and increase the sustainability and health of the landscape.

The use of fire by Wiradjuri people was common practice. The fire was used in two main ways: to aid hunting and to alter plant communities so they might provide a more suitable habitat for game. This is called fire-stick farming and is an important aspect of our regional program.

Aboriginal cultural values includes tangible and intangible landscape features which are connected through song lines, practice and lore.

What do we do...

GROW – we deliver programs and develop partnerships to grow healthy and productive landscapes

CONNECT – we connect First Nations people with past practices and traditional ecological knowledge

PROTECT – we protect Aboriginal Cultural heritage

SUPPORT – we support First Nations people to access TSRs with Aboriginal Cultural Heritage value



Key threats

- Lack of understanding of the Aboriginal Cultural Heritage due diligence process
- Limited access to Country for First Nations people
- Lack of Traditional Ecological Knowledge continuity



Key Opportunities

- Collaboration with First Nations people to manage cultural assets
- Adopting traditional practices
- Enabling and supporting the negotiation of Indigenous Landuse Agreements
- First Nations people accessing Country via TSRs
- The value of conserving Aboriginal Cultural Heritage as a priority is gaining momentum with landholders and communities

Local priorities	Local actions
Support Traditional Owners	<ul style="list-style-type: none">• Build capacity of Traditional Owners to better manage their land
Protect cultural assets, landscapes and values	<ul style="list-style-type: none">• Create opportunities for First Nations people and community to care for Country
Cultural fire knowledge and practice	<ul style="list-style-type: none">• Work with local communities to connect with past practices and Traditional Ecological Knowledge

KPI: Number of projects undertaken to protect Aboriginal Cultural Heritage or Traditional; Ecological Knowledge

Land Management

The Central Tablelands Local Land Services region has a diverse range of landscapes and a wide range of agricultural enterprises resulting in a unique situation for vegetation management. The teams focus is largely landholder driven. Engagement with other government agencies, Local Government and other private industries is also required.

Land management in the Central Tablelands is guided by Part 5A of the Local Land Services Act 2013 and the Land Management (Native Vegetation) Code 2018 which support landmanagers to manage their land to ensure more productive farming methods and systems, while responding to environmental risks.



What do we do...

SUPPORT - we support primary producers and industry through providing advice and approvals for native vegetation



Key threats

- Loss of biodiversity
- Economic pressure for production
- Low understanding of regional context



Key Opportunities

- Increased use of technology
- Valuing environmental assets – either through conservation agreements or the Biodiversity Banking and Offsets Scheme
- Referring landholders to other Core Services as part of engagement

Local priorities	Local actions
Increase opportunities for agricultural development	<ul style="list-style-type: none"> • Support land managers to explore options available under the Land Management Code • Support customers through notification and certificate processes
Increase adoption of improved practices	<ul style="list-style-type: none"> • Work with teams across core services to ensure customers receive whole of agency response • Collaborate with Biodiversity Conservation Trust to investigate alternate financial avenues with land managers

KPI: Number of one-on-one landholder consultations

Enabling Strategies

Finance, Customer Service, Strategy and Partnerships, the Leadership Team and the Local Board support the design and delivery of robust and relevant services to our customers and stakeholders through outcomes planning and budgeting.

Taking our lead from the State Strategic Plan and aligning ourselves with State strategies, our enabling programs will ensure a resilient and engaged workforce that provides customer focused services to a connected community who trusts us. These programs improve our financial sustainability, accountability, governance, evaluation, and service delivery.



Key threats

- Competing priorities for our customers and staff
- Staff continuity
- Delivering in times of change
- Systems at the end of their life



Key opportunities

- Collaboration and coordination between regions and within business units and industry
- Capacity building of staff
- Integrated business systems
- Improving visibility through communications, promotion of services and education

Local priorities	Local actions
Delivery and innovation of customer and business services	<ul style="list-style-type: none"> • Continuous improvement and optimisation of systems that support our customers and service delivery
Visibility, awareness and uptake of services and processes	<ul style="list-style-type: none"> • Provide targeted, inclusive and fit for purpose communications that connect customers with our services
Landcare, Local Government, industry partners and First Nations people participation and engagement	<ul style="list-style-type: none"> • Build partnerships and create opportunity for collaboration and participation
Supporting our staff	<ul style="list-style-type: none"> • Provide a safe workplace, support development and implement an annual People Matter Plan that builds an engaged, skilled workforce

KPI: Annual customer satisfaction

Evaluation, Monitoring and Reporting

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.

Specifically, Local Land Services collect data on:

- service delivery priorities of our customers
- actions implemented and services delivered
- outcomes achieved as a result of events and advisory and extension services
- performance feedback from participants and
- customer satisfaction.

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

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 for each of the Core Services. These will be monitored through the Local Land Services agreed metrics for the life of the plan. The indicators will be used to monitor, evaluate and report our successes against customer service delivery, outcomes and priorities both at a regional and state level.



Outcomes Map

The Central Tablelands Local Land Services implements outcomes planning which is well aligned to the NSW Treasury and Australian Government's outcome budgeting.

The Outcomes Map on the following page demonstrates the links between our actions and the change we are trying to make, for example the activities associated with "Coordinated, tenure blind strategic management of invasive species" will lead to "Reduced pressure on native ecosystems".

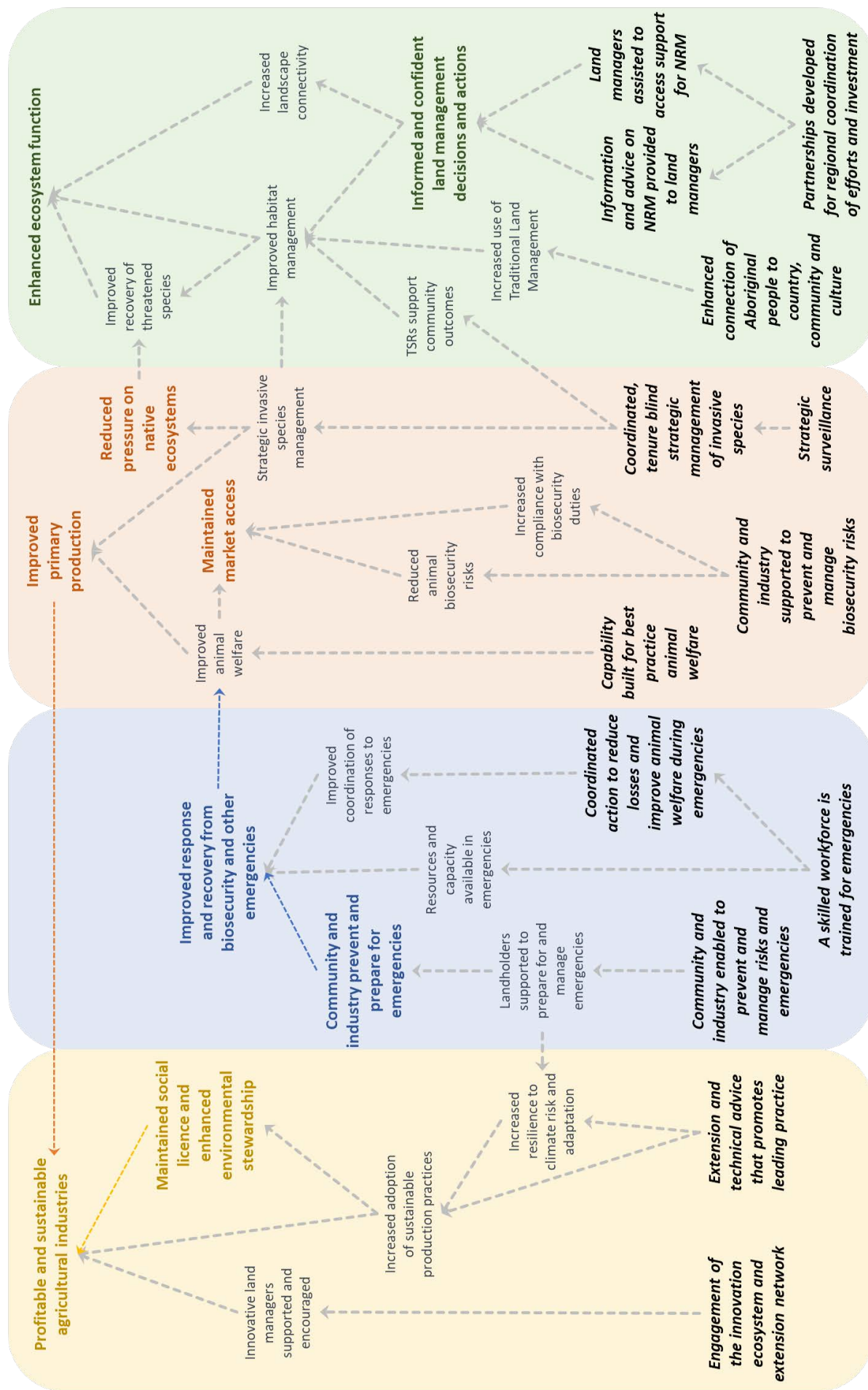
The priority programs and associated actions are detailed in bold font at the bottom of the map.

The arrows demonstrate the causal pathways with short- and medium-term outcomes reflected along them.

The terminating outcomes, in bold coloured font, are the high-level outcomes our collective efforts are invested in achieving.



Central Tablelands Local Land Services is committed to delivering valued services for the productivity and sustainability of our uniquely diverse region and its people through collaborative, knowledgeable and trusted leadership, and partnership.



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Local Land
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