

A man in a dark sweater and cap and a woman in a red shirt and cap are shaking hands in a field of tall grass under a bright, cloudy sky. The scene is captured in a semi-transparent white circular overlay.

RIVERINA LAND SERVICES

Local Strategic Plan

2021-2026

Supporting document



**Local Land
Services**

Welcome to Country

On behalf of Riverina Local Land Services, I welcome you to Wiradjuri land.

We acknowledge the Traditional Custodians of the land on which we work and live, and recognise their continuing connection to land, water and community.

We pay respect to Elders past, present and emerging. We also recognise the unique, diverse and enduring cultures of Aboriginal peoples in NSW.

Riverina Local Land Services is committed through our Aboriginal Engagement Strategy to ensure there is meaningful engagement with Aboriginal people and communities in our region to develop partnerships and explore opportunities in natural resource management and other areas of our business.

A key goal for the Riverina region is connecting people and landscapes and this will be achieved through Ngangaanha – the Wiradjuri word meaning to look after, regard and care for Country.



A handwritten signature in blue ink that reads "GPacker". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Greg Packer

Senior Land Services Officer, Aboriginal Communities

Riverina Local Land Services

*Ngangaanha –
the Wiradjuri
word meaning to look
after, regard and
care for Country.*

Chair's Foreword

The Riverina Local Land Services Board and I extend an invitation for you to review and comment on the draft Riverina Local Strategic Plan which will guide the strategic direction for our organisation for the next five years.

This Draft Plan is built on a number of existing catchment and strategic planning documents including the State Strategic Plan 2020 – 2030, Riverina Strategic Pest Animal and Weed Management Plans, Riverina Emergency Management Plan 2020-2022 and the Local Land Services Aboriginal Engagement Strategy.

Sitting within the Wiradjuri nation and covering a number of land types, the Riverina Local Land Services region is uniquely diverse. This regional diversity brings with it a wide range of opportunities, challenges and risks particularly around biosecurity, natural resources and climate change.

This Plan outlines what are our priority programs and local actions to enable Riverina Local Land Services to deliver its core services to our customers and communities.

I welcome your feedback which will guide the development of the Riverina Local Strategic Plan and in doing so support Riverina Local Land Services Board and staff to deliver valuable services across our diverse region.



Barney Hyams

Chair

Riverina Local Land Services

Our Region

The Riverina Local Land Services region covers an area of approximately 6.7 million hectares in southern NSW. It extends to Harden in the east, Hay in the west, Hillston in the north and Lockhart in the south. Wagga Wagga is the largest centre, with a population of approximately 60,000.

The Murrumbidgee River winds through the region and is the second largest river of the Murray-Darling system. The word Murrumbidgee means 'big water' in Wiradjuri language.

The region is a topographically diverse area, with landscapes varying from highlands on the edge of the Kosciuszko National Park to plains, irrigation areas and western rangelands. Many natural assets of international and national importance are found in the area serviced by Riverina Local Land Services including the Ramsar listed Fivebough and Tuckerbil wetlands near Leeton.

The region also includes a number of threatened bird, fish and frog species, and endangered ecological communities. The landscape also features highly significant Indigenous cultural heritage areas, values and elements.

The customers of Riverina Local Land Services include primary producers as well as public and private land managers. There are approximately 12,000 ratepayers with 43 per cent of these identifying as livestock producers. There are also several thousand small holdings.

The predominant land use is agriculture. Together, dryland grazing and cereal-based cropping account for 80 per cent of land use, while irrigation accounts for five per cent. Along with cereals, crops include maize, millet, sorghum, lucerne, cotton, rice, citrus and wine grapes.

The region includes 86,000 hectares of travelling stock reserves, 165,000 hectares of state forests and 293,000 hectares of national parks and reserves.



Figure 1– Riverina Local Land Services Region

State Context

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

Local Land Services is a regionally focused NSW Government agency that delivers advice, information and support to farmers, landmanagers and the broader community.

The Local Land Services State Strategic Plan 2020-2030 sets a clear vision for creating resilient communities and healthy productive landscapes. To achieve this vision, Local Land Services performs 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, regional priorities are integrated into the delivery of the state Local Land Services objectives based on a set of common services ('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.



State Planning Framework

The Local Land Services State Strategic Plan 2020-30 sets the direction for all 11 regional Local Land Services across NSW and exists as part of the overall framework that links NSW, Australian and Local Government plans and initiatives through all levels of operations.

There are a number of influential state and regional strategic planning documents and plans that support and enable our strategic direction and provide the framework for our strategic priorities and programs. A range of NSW and Australian Government legislation, policies and plans have also influenced the development of the 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.

The Riverina Local Strategic Plan and associated priority programs have been developed in alignment with the State Local Strategic Plan and the key state policies and strategies that demonstrate how core services will be delivered in NSW. This approach ensures line of sight between state priorities and locally developed service delivery. Riverina's LSP planning framework is represented in Figure 2.



Local Land Services State Strategic Plan

LLS
Aboriginal
Engagement
Strategy

LLS Business
Improvement
Strategy

LLS Customer
Service
Strategy

LLS Service
Delivery
Strategy

LLS People
& Culture
Strategy

Local Land Services Core Service Improvement Strategy

State Core Service Plans

Animal Welfare & Biosecurity Business Plan, NRM Framework, Agricultural Services Framework, Emergency Management Plan, Plant Biosecurity Strategy, Land Management Framework, TSR Management Plan, Invasive Species Plan, LLS Stakeholder Plan, LLS Communications Plan

Riverina Local Strategic Plan

Riverina Core Service Plans

Riverina Annual Business Plan

Riverina Staff Work Plans

Figure 2 – Riverina Local Land Services LSP planning framework

Riverina's Priority Programs

To achieve its regional objectives, Riverina Local Land Services will undertake a number of programs over the 5-year life of the Riverina Local Land Services Strategic Plan

These range from base level services that are provided across the region to all customers, right up to priority programs that will be the primary focus to Riverina Local Land Services activities over the next five years. This is illustrated in Figure 3.

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

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

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

- increase the capacity of local communities to have resilient agricultural industries and subsequently resilient local communities
- increase the capacity of landmanagers and other local industries to be profitable and productive in a healthy landscape
- deliver researched and scientifically endorsed material for the education and training of Riverina Local Land Services stakeholders.

The priority programs for Riverina Local Land Services core services are detailed in the following pages.



Figure 3 – Riverina Local Land Services Program Delivery

Emergency Management

Riverina Local Land Services plays a crucial role in managing emergencies that affect the community, environment and economy.

We work with the NSW Department of Primary Industries and other agencies to provide vital support in emergencies including natural disasters such as flood and bushfire. We respond to biosecurity events involving emergency animal diseases as well as plant and pest incursions such as locust and mice plagues.

The role and responsibilities of Riverina Local Land Services during emergency situations are detailed in the *Riverina Local Land Services Emergency Management Plan 2020-2022*.

Key Threats:

- Seasonal variability and climate impacts
- Ongoing and emerging biosecurity threats
- Retention of skilled local staff

Key Opportunities:

- Internal and external collaboration
- Improved system management
- Capacity building of staff

What do we do

SUPPORT land managers in preparing for, preventing, responding to and recovering from emergencies

PROTECT primary industries and the environment by responding to invasive species incursions and animal and plant diseases/pests

SUPPORT land managers and communities to manage natural disasters and emergency management events

Local Priorities	Local Actions
Provide a skilled workforce to prepare for, respond to and recover from natural disasters and biosecurity emergencies.	<ul style="list-style-type: none"> • Provide staff training in emergency management. • Provide foundation modules for new staff members. • Encourage staff to participate in emergency management training and responses.
Undertake emergency preparatory exercises to improve RLLS capabilities.	<ul style="list-style-type: none"> • Undertake emergency preparatory exercises using a range of emergency scenarios to ensure staff are prepared for natural disaster emergencies.
Provide prompt response to emergency situations and natural disasters impacting on primary production or animal health and safety.	<ul style="list-style-type: none"> • Maintain staff rosters to ensure staff can fulfil emergency management roles. • Maintain staff emergency management training register to ensure staff can fulfil critical roles.
Maintain partnerships across the Riverina region to support interagency emergency preparedness and response	<ul style="list-style-type: none"> • Attend Local Emergency Management Committee meetings across the Riverina region to support interagency emergency preparedness and response. • Undertake the roles and responsibilities as outlined in the Riverina LLS Emergency Management Plan 2020-2022

Local KPI: 80% staff trained and participate in Emergency Management

Primary Production

The Riverina region supports a diverse range of agricultural industries and is the heartland of the wheatbelt in NSW.

Our main agricultural industries include broadacre cereal, oilseed and pulse production, irrigated food and fibre, intensive and extensive livestock production and horticulture.

Agriculture and associated service industries support many communities of the Riverina through employment, income and land management.

Riverina Local Land Services enables our farming systems to remain viable by supporting primary producers and industry with best practice advice, innovation and collaboration.

Key Threats:

- Seasonal variability and climate impacts
- Export market access volatility
- Preparing for drought
- High cost of purchasing land
- Funding uncertainty and priorities

Key Opportunities:

- Internal and external collaboration
- Technology and information sharing
- Promoting industry best practice

What do we do

CONNECT primary producers with the latest advice and information

GROW – we connect primary producers with incentive programs to help grow their business whilst contributing to healthy environments

SUPPORT primary producers to access and adopt innovation

Local Priorities	Local Actions
Explore opportunities for producer adaptations to seasonal variability and climate change.	<ul style="list-style-type: none"> • Provide products and services that support and enable customers and land managers to prevent, prepare, respond and recover from reduced ground cover due to seasonal variability, climate change and natural disasters.
Provide incentive programs, products and advisory services to support producers to implement industry best practice.	<ul style="list-style-type: none"> • Provide products and advisory services that support and enable customers and land managers to implement improved practices for farming systems sustainability. • Development of a Riverina LLS Sustainable Agriculture Strategy. • Delivery of incentives and awareness raising events.
Provide a skilled extension and advisory service to grow our partnerships with research, agribusiness and producers.	<ul style="list-style-type: none"> • Invest in staff capability to remain current, innovative, proactive and customer-focused.
Provide adequate biosecurity actions to maintain farm productivity.	<ul style="list-style-type: none"> • Prevent and prepare for animal and plant disease outbreaks by staff training, community & agency engagement and developing biosecurity plans with high-risk enterprises.
Grow our partnerships with industry, research, agribusiness and producers across key farming systems.	<ul style="list-style-type: none"> • Partner with research organisations to facilitate the implementation of emerging technologies. • Work in partnership to build industry and producers capacity and capability. • Provide practical demonstrations of industry best practice.

Local KPI: Number of capacity building and training events and number of landmanagers participating

Pest Animals

The Riverina has a wide range of pest animal species that have adapted to our regions diverse topographic and climatic conditions.

These species have a significant impact on our natural resources and primary production systems.

Our priority pest species to manage are common carp, European red fox, feral cat, feral goat, feral pig, wild deer, wild dog, wild horse and wild rabbit.

Riverina Local Land Services works with all landmanagers and industry to reduce the impact of these species through the implementation of the *Riverina Regional Strategic Pest Animal Management Plan 2018-2023*.

Key Threats:

- Seasonal variability and climate impacts
- Ongoing and emerging biosecurity threats
- Changes to landuse
- Retention of skilled local staff

Key Opportunities:

- Internal and external collaboration
- Improved system management
- Capacity building of staff

What do we do

PROTECT primary industries and the environment through surveillance and control of pest animals

PROTECT primary industries and the environment by responding to invasive species incursions and animal diseases/pests

Local Priorities	Local Actions
Implement priority pest animal programs to prevent and control the spread of pest and diseases.	<ul style="list-style-type: none"> • Implement Programs for listed Priority Pest species as per Riverina Strategic Pest Animal Management Plan (common carp, European red fox, feral cat, feral goat, feral pig, wild deer, wild dog, wild horse, wild rabbit). • Delivery of incentives and funding partnerships. • Develop species specific management plans to focus control activities.
Deliver education and awareness programs to increase capacity of producers and the community to protect and enhance the health of animals, plants and their products.	<ul style="list-style-type: none"> • Undertake landholder vertebrate pesticide training. • Deliver annual Feral Fighters pest control program. • Provide products and services that promote best practice pest animals control methods.
Work in partnership with industry and stakeholders to ensure a united response.	<ul style="list-style-type: none"> • Coordinate control programs in partnership with key stakeholders including public and private landmanagers and industry groups. • Improve collaboration to achieve consistent and effective approaches. • Partner with research organisations to facilitate the implementation of emerging technologies.

Local KPI: Number of management plans developed for priority pest species

Pest Plants

Management of weeds is a significant challenge facing communities across the Riverina region due to our region's diverse topographic and climatic conditions.

The cost of weeds to the natural environment and biodiversity is significant.

Riverina Local Land Services provides a coordination role in the management of priority weeds as listed in the *Riverina Regional Strategic Weed Management Plan 2017-2022*.

This Plan identifies regional priority weeds including management objectives and outcomes to comply with biosecurity obligations.

Key Threats:

- Seasonal variability and climate impacts
- Ongoing and emerging biosecurity threats
- Changes to landuse
- Retention of skilled local staff

Key Opportunities:

- Internal and external collaboration
- Improved system management
- Capacity building of staff

What do we do

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

PROTECT primary industries and the environment by responding to invasive species incursions and animal diseases/pests

Local Priorities	Local Actions
Implement priority pest plant programs to prevent and control the spread of pest and diseases.	<ul style="list-style-type: none"> • Support LGAs in the implementation of priority plant species as per <i>Riverina Weed Strategic Management Plan</i>. • Facilitate the development of management plans for regional priority weeds. • Coordinate funding for LGAs through the allocation of <i>NSW Weeds Action Plan (WAP)</i>.
Deliver education and awareness programs to increase capacity of producers and the community to protect and enhance the health of animals, plants and their products.	<ul style="list-style-type: none"> • Provide products and services that promote best practice pest plant control methods. • Partner with public and private landmanagers to deliver educational and awareness raising programs in collaboration with LGAs and Riverina Regional Weeds Committee. • Provide best practice weed management information to Riverina Regional Weeds Committee.
Work in partnership with industry and stakeholders to ensure a united response.	<ul style="list-style-type: none"> • Coordinate and facilitate the Riverina Regional Weeds Committee. • Coordinate implementation of the Riverina Regional Weed Action Program. • Improve collaboration to achieve consistent and effective approaches to cross jurisdictional weed management. • Provide extension and support to local control authorities to enable strategic weed management. • Partner with research organisations to facilitate the implementation of emerging technologies.

Local KPI: Number of stakeholder partnerships with LGAs

Animal Biosecurity and Welfare

Local Land Services' veterinarians have a role in preventing, detecting and responding to animal diseases that pose a risk to the economy, environment and community.

These include notifiable and exotic diseases in NSW and those that may cause a significant risk to the livestock industry.

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

Animal Biosecurity and Welfare in the Riverina is guided by the *NSW Animal Biosecurity and Welfare Strategic Plan 2019-23*.

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

What do we do

PROTECT primary industries and the environment to sustain market access

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

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

Local Priorities	Local Actions
Respond 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 & agency engagement. • Support the development of biosecurity plans with high-risk industries and enterprises.
Surveillance and compliance for animal disease incursions.	<ul style="list-style-type: none"> • Respond to suspect and confirmed animal biosecurity hazards including residues & notifiable or exotic disease incursions. • Monitor, audit and enforce compliance with NLIS requirements.
Work in partnership with industry and stakeholders to ensure a united response.	<ul style="list-style-type: none"> • Improve collaboration to achieve consistent and effective approaches. • Work in partnership to build industry capacity to prevent and manage animal biosecurity risks by improved inter-agency relationships and awareness.
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.
Increased community and staff capacity to prepare and respond	<ul style="list-style-type: none"> • Provide products and services that promote best practice animal health and welfare standards. • Invest in staff resources to remain current, innovative, proactive and customer focussed.

Local KPI: Number of investigations for emergency animal disease incursions

Compliance with NLIS requirements and welfare standards

Plant Biosecurity

Plant biosecurity is a shared responsibility involving prevention to minimise the risk of a plant biosecurity outbreaks, preparedness to minimise the impact of a plant event, responding to plant biosecurity emergency events and conducting recovery operations.

In conjunction with Department of Primary Industries, Riverina Local Land Services has conducted a number of surveillance programs and responded to a number of plant biosecurity emergencies including *Lupin Anthracnose* and *Serpentine Leaf Miner*.

Plant Biosecurity in the Riverina is guided by the *NSW Biosecurity Strategy 2013 –2021*.

What do we do

PROTECT primary industries and the environment through preventing the spread of plant pests and diseases

SUPPORT primary producers to enhance the health of plants and their products to maintain market access

CONNECT primary producers with advice and information to safeguard plant biosecurity

Key Threats:

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

Key Opportunities:

- Technological advancements with surveillance and tracing
- Internal and external collaboration
- Capacity building of staff

Local Priorities	Local Actions
Respond and investigate notifiable and exotic diseases.	<ul style="list-style-type: none"> • Prevent and prepare for high-risk Emergency plant disease outbreaks by staff training, community & agency engagement. • Support the development of biosecurity plans with high-risk industries and enterprises.
Surveillance and compliance for plant incursions.	<ul style="list-style-type: none"> • Respond to suspect and confirmed plant biosecurity hazards including residues & notifiable or exotic disease incursions.
Work in partnership to build interagency responses.	<ul style="list-style-type: none"> • Improve collaboration to achieve consistent and effective approaches. • Partner with research organisations to facilitate the implementation of emerging technologies.
Increased community and staff capacity to prepare and respond.	<ul style="list-style-type: none"> • Provide products and services that promote best practice plant health standards. • Invest in staff resources to remain current, innovative, proactive and customer focussed.

Local KPI: Number of staff skilled in plant biosecurity

Travelling Stock Reserves

Within the Riverina there are approximately 85,500 hectares of Travelling Stock Reserves (TSRs).

These reserves are predominantly used for grazing and moving stock. The TSR network has other values such as biodiversity conservation, apiarist sites, Indigenous and European cultural heritage and recreation.

The delivery of TSR management in the Riverina is guided by the *Travelling Stock Reserves Statewide Plan of Management 2019-2024*.

At a regional level, the Riverina Travelling Stock Reserve Annual Business Plan gives local context and factors influencing governance and management of TSRs.

Key Threats:

- Seasonal variability and climate impacts
- Ongoing weed and pest animal pressure
- Illegal activities and compliance requirements
- Funding shortfall

Key Opportunities:

- Capacity building of staff
- Internal and external collaboration
- Technology and information sharing
- Collaboration with First Nations people

What do we do

Manage TSRs for productive, environmental and cultural uses and provide access approvals

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. • Implement cultural burns and seed collection on TSRs. • Maintain cultural and recreational values of TSRs through maintaining public access, developing partnerships with stakeholder groups and community.
Manage TSR's for improved financial management.	<ul style="list-style-type: none"> • Increase revenue through exploring alternative funding sources. • Monitoring expenditure and income aligned with annual budgets to better inform decision making in operational variances.
Improved customer satisfaction and relationships with stakeholders.	<ul style="list-style-type: none"> • Deliver quality customer service through timely response actions, consulting with stakeholders. • Develop TSR customer and stakeholder communication plan. • Ensure users of TSRs are compliant with TSR access and usage.
Manage TSRs for improved physical condition for our communities' and environments benefit.	<ul style="list-style-type: none"> • Improve TSR data collection. • Weed Monitoring – implement innovative software tools to record infestations and herbicide usage. • Implement best practice pest animal control activities.

Local KPI: Increase in TSR revenue

Conservation of Natural and Cultural Resources

First Nations are one of the key community groups with whom partnerships will be fostered. This is in recognition of their land management practices and deep connections to Country which ensured sustainable, viable communities over tens of thousands of years.

The Riverina region has a great diversity of landscapes containing natural and cultural assets that sustain our agricultural, social and environmental systems. Within these landscapes, there are currently 141 threatened species of native flora and fauna.

Riverina Local Land Services is working with landmanagers to protect these significant species and improve the management of on-farm natural assets.

What do we do

CONNECT primary producers with the latest advice and information

GROW primary industries productivity and healthy environments through our projects and partnerships

CONNECT primary producers with other stakeholders, partners and incentive programs

Key Threats:

- Seasonal variability and climate impacts
- Continued degradation of our natural assets
- Current and emerging biosecurity threats
- Priorities driven by external funding partners
- Retention of skilled local staff

Key Opportunities:

- Collaboration with First Nations people
- Targeted programs for significant species
- Improved management of on farm natural assets
- Innovation and technological advancements
- Capacity building of staff

Local Priorities	Local Actions
Create opportunities for First Nations people and community to care for Country.	<ul style="list-style-type: none"> • Invest in staff resources to remain current, proactive and culturally aware. • Support First Nations and land managers to protect sensitive and significant sites. • Identify opportunities for First Nations people to share knowledge and practices, including cultural fire practices, language and placenames.
Support land managers and community to protect and enhance soil, water, and biodiversity through education, advice, programs and partnerships	<ul style="list-style-type: none"> • Develop and implement <i>Riverina Natural Resource Management Strategy</i>. • Improve the health and resilience of landscapes through strategic intervention. • Develop and implement techniques for monitoring changing landscape functionality. • Undertake on ground projects to enhance targeted species and ecosystems to provide multiple benefits over the longer term. • Build resilience at the farm scale to help manage seasonal variations and climate impacts.
Connect primary producers with other stakeholders, partners and incentive programs to grow primary industries productivity and healthy environments.	<ul style="list-style-type: none"> • Provide customer focussed opportunities for on farm NRM. • Foster new business opportunities and markets for innovative NRM. • Work with landmanagers at the farm scale to remove barriers to sustainable practice change. • Develop opportunities for external investment in NRM.

Local KPI: Number of projects undertaken to protect Aboriginal Cultural Heritage

Area of native vegetation established and/or protected

Land Management

The Riverina 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.

Communities in the Riverina see vegetation management and agricultural production as important to the country's food security while building resilience to climate variability and changing economy.

Land management in the Riverina 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.

Key Threats:

- Customer understanding of current legislation
- Legislative changes
- Retention of skilled local staff

Key Opportunities:

- Technological advancements
- Implementation of NRC audit recommendations
- Customer service
- Internal and external collaboration

What do we do

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

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 process.
Increase vegetation integrity of a set aside areas	<ul style="list-style-type: none"> • Work with customers to develop Set-Aside Area Management Plans. • Re-engage with customers through the Set-Aside Re-engagement Management Procedure.
Improve management of invasive native species	<ul style="list-style-type: none"> • Provide detailed advice to landmanagers about management and control of invasive native species.
Increase adoption of improved practices	<ul style="list-style-type: none"> • Work with teams across LLS core services to ensure customers receive whole of LLS response. • Collaborate with Biodiversity Conservation Trust to investigate alternate financial avenues with landmanagers.
Increase quality of customer experience and improve customer satisfaction	<ul style="list-style-type: none"> • Increase staff resourcing to match customer demand. • Monitor Ratelt app for real time feedback on customer experience. • Participate in stakeholder driven capacity building events to improve the skills and knowledge of customers in Land Management.

Local KPI: Number of one on one landholder consultations

Enabling Strategies

In order for Riverina 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.

Key Threats:

- Budget uncertainty
- Stakeholder engagement
- Local Land Services identity

Key Opportunities:

- Customer service
- Skilled staff
- Regional delivery of services
- Integrated delivery

Local Priorities	Local Actions
Partner with First Nations people on programs across LLS.	<ul style="list-style-type: none"> • Partner with Aboriginal people on programs across LLS. • Engage and support the Aboriginal Community Advisory Group. • Identify opportunities for Aboriginal people to share knowledge and practices, including cultural fire practices. • Ensure LLS Aboriginal staff have the opportunity to participate in and promote significant Aboriginal events. • Support First Nations skills development and employment opportunities.
Deliver products and services to meet customer needs and expectations.	<ul style="list-style-type: none"> • Tailor communication, information and events to meet customer needs and expectations. • Promote the use of Ratelt and the feedback widget to enable continuous improvement. • Deliver products and services to our customers to increase their skills, knowledge and experience. • Investigate alternative income streams. • Develop and implement Riverina stakeholder engagement plan. • Develop and implement Riverina business prospectus. • Purposefully engage with stakeholders. • Better understand values and ideas of LLS stakeholders.
Responsible governance and business planning systems that deliver effective integration of strategy, operation and funding.	<ul style="list-style-type: none"> • Support an integrated service delivery model. • Review, improve and develop business processes and procedures to maximise internal and external efficiency, productivity gain and cost saving.
Expand the capacity of staff and Board.	<ul style="list-style-type: none"> • Expand Board and staff development and innovation. • Link staff workplans to deliver outcomes of the local strategic plan. • Provide managers with the tools to support and lead staff.

Evaluation, Timeframes and Reporting

Transparent evaluation and reporting underpins the implementation of this strategy and is integral to how Local Land Services work for and with its stakeholders.

The performance of Riverina Local Land Services is 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 publicly available.

Local Land Services uses the MERI 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 collects data on:

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

The following page highlights a selection of measures we collect. These achievements cover the period 2013-2018.

Our on ground achievements

We actively manage **15,000 ha** of TSRs, for biodiversity conservation, Aboriginal cultural heritage, and recreation

We connected **932** participants with advice and networks at **19** awareness raising and capacity building events

We helped protect **622 ha** of native vegetation through rehabilitation and enhancement

More than **3,242 ha** of land was managed for improved agricultural production

We protected **4,011,000 ha** of land against pest animals through coordinated baiting programs

Our staff helped protect and restore **40 kms** of our rivers and estuaries through rehabilitation and enhancement

Over **9,660 ha** of land was protected against regional priority weeds

374 ha of significant species and endangered ecological communities were enhanced, rehabilitated and protected

There were 20 projects undertaken to protect Aboriginal cultural heritage and ecological communities

There were 220 agreements which helped grow and protect native vegetation through rehabilitation and enhancement

Our vets and biosecurity officers conducted 466 on farm disease investigations