

North Coast Natural Resource Management Plan 2022-2026

North Coast Local Land Services

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**Local Land
Services**

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Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing May 2022. However, because of advances in knowledge, users are reminded of the need to ensure that information upon which they rely is up to date and to check currency of the information with the appropriate officer of Local Land Services or the user's independent adviser.

Foreword

North Coast Local Land Services (LLS) is required to develop a Natural Resource Management (NRM) Plan that guides the delivery of LLS's NRM services in each region.

This four-year plan aligns with the outcomes, priorities and timeframes of the North Coast Local Strategic Plan 2022-2026, the LLS NRM Framework 2021-2026, LLS Sustainable Agriculture Framework 2021-2026, and the Australian Government's Regional Land Partnerships Phase 2 Program.

The NRM Plan provides clear direction to NRM service delivery in the North Coast region. It will guide LLS staff and Board, current and future investors, and our regional community, and provides a clear account of the North Coast's NRM priorities.

The Plan's development has been informed by the experience of the North Coast LLS staff and the learnings from the implementation of previous NRM Plans. It is also informed by the best available science and knowledge as well as the needs and aspirations of community and LLS stakeholders.

The accompanying NRM Evidence Plan outlines the processes and information used to develop the NRM Plan, including the best available scientific evidence and knowledge, community and stakeholder engagement and the methodology used for prioritization.

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Consultation Draft

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Executive summary

Overview

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NRM Plan on a Page

**DRAFT NORTH COAST
NATURAL RESOURCE MANAGEMENT PLAN 2022- 2026**

We deliver NRM knowledge, services and products to generate healthy and productive North Coast landscapes for thriving, resilient communities and biosecure, profitable and sustainable primary industries

Landscape Restoration Flagship
aims to deliver integrated landscape scale NRM programs that promote landholder uptake of best practice land management, preparedness for natural disasters, and resilience to changing climate

<p>GROW</p> <p>Our NRM programs and partnerships grow primary industry productivity and healthy environments</p>	<p>PROTECT</p> <p>Our NRM services and partnerships play a vital role in helping to protect against pests, weeds and diseases</p>	<p>CONNECT</p> <p>We connect with our community and connect our customers with the best NRM services, advice and networks</p>	<p>SUPPORT</p> <p>We play a vital NRM role in helping primary industries prepare for natural hazards and are on the ground to respond and support when they occur</p>
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By 2026, 80% of customers receiving our NRM services have adopted improved NRM practices on their properties

Realising Returns from Changing Practice	Healthy and Resilient Landscapes	Aboriginal Communities Caring for Cultural Landscapes	NRM Service Provider of Choice
<p>PRIORITIES</p> <ul style="list-style-type: none"> A clear role and capacity in new markets Environmental Markets Extension and Advisory Program An intermediary role between customers and emerging markets New market promotion to land managers 	<p>PRIORITIES</p> <ul style="list-style-type: none"> Threatened species and ecological communities World Heritage Areas Corridors and biodiversity hotspots Waterways and coastal environments Travelling Stock Reserves Land Management Framework On-farm soil health, native vegetation, water quality Natural disaster recovery Sustainability credentials 	<p>PRIORITIES</p> <ul style="list-style-type: none"> Respectful and meaningful collaboration with stakeholders Restoration and conservation of cultural assets Education, skills and knowledge development Connection to viable agricultural enterprises and sustainable business opportunities Secure employment and opportunities for Aboriginal Businesses to Work on Country 	<p>PRIORITIES</p> <ul style="list-style-type: none"> Customer needs and our value proposition Strategic engagement and demonstration Marketing and communications position North Coast as trusted and reliable NRM provider Partnership and collaboration business systems
<p>MEASURES OF SUCCESS</p> <ul style="list-style-type: none"> ✓ Land managers engaged in environmental market programs ✓ Land managers engaged in advisory services ✓ Increases in knowledge and attitudes ✓ Area of improved practices 	<p>MEASURES OF SUCCESS</p> <ul style="list-style-type: none"> ✓ Area of native vegetation rehabilitated, or protected ✓ Stream length river/estuary rehabilitated or protected ✓ Area of wetlands rehabilitated or protected ✓ Area of notifications, certificates and set asides ✓ Landholders engaged in, and area of, best practice ✓ Landholders engaged in best practice Emergency Management activities ✓ Landholder advice consultations ✓ Landholder training events and participants 	<p>MEASURES OF SUCCESS</p> <ul style="list-style-type: none"> ✓ Programs that involve Aboriginal people and communities in NRM ✓ Area of improved practices 	<p>MEASURES OF SUCCESS</p> <ul style="list-style-type: none"> ✓ Increase in revenue for NRM services ✓ Increase in investor and partner satisfaction

Enabling Landholder Adoption of Practice Change

PRIORITIES

- NRM advisory services and practice change programs tailored to customer needs and aspirations
 - Governance and collaboration driving coordinated, strategic and resilience based NRM

MEASURES OF SUCCESS

- ✓ Customer satisfaction and net promoter scores
 - ✓ Increases in knowledge and skills
 - ✓ Area of improved practices

Summary of the Plan's actions and measures of success

Table 1. NRM Plan Action Plan Summary. [*AusGov = Australian Government priority*]

THEME 1: Enabling land manager adoption of practice change

OBJECTIVE 1: To drive widespread NRM practice adoption by understanding and addressing our customers' social and behavioural drivers

North Coast LLS action

1. Review NCLLS's understanding of **customer segmentation and NRM aspirations**, and modify NRM advisory services and practice change programs accordingly

Performance narrative

Services will include provision of advice, referrals, and opportunities to acquire funding for NRM projects; one on one consultation with individuals and groups; industry and community partnership and group events, project field days, etc.

We will measure our success through customer satisfaction with our services, the number of partnerships and programs we have updated to better reflect aspiration and need, and the ensuing projects that achieve hectares of improved land management practice across our customer segments.

THEME 2: Realising returns from new opportunities and changing practice

OBJECTIVE 2: To help our customers realise returns from adoption of improved NRM practices

North Coast LLS actions

2. Establish an **Environmental Markets Extension and Advisory Program**, to help our customers identify opportunities from, and participate in, new and emerging environmental markets [**AusGov**]
3. Deliver services and programs where NCLLS plays an **intermediary role** between customers and emerging markets [**AusGov**]

Performance narrative

Services include provision of advice, referrals, and opportunities for involvement in emerging environmental markets; one on one consultation with individuals and groups; industry and community partnership and group events; partnerships developed; project field days, etc.

We will measure our success through customer satisfaction with our services, increases in land manager knowledge of and participation in environmental market programs, the number of new market partnerships and programs we have developed, and the ensuing projects that allow customers to realise economic returns through hectares of improved land management practice.

THEME 3: Healthy and resilient landscapes and catchments

OBJECTIVE 3: To take action on the top threats to the health and resilience of NSW landscapes and catchments

North Coast actions

4. Promote the **Landscape Restoration Flagship Program** as the region's overarching approach to delivering integrated landscape-scale NRM programs that promote uptake of best practice NRM, and preparedness for natural disasters, and ability to capitalise on new opportunities. [**AusGov**]
5. Promote **Future Ready Farms Flagship Program** as the region's whole-of-farm extension and NRM training program that builds land manager capacity to match land use and best practice management to land capability, the integration of NRM into day-to-day farm operations, preparedness for natural disasters, and resilience to change. [**AusGov**]
6. Implement best practice **governance and collaboration** processes that bring stakeholders together to drive coordinated, strategic resilience-based approaches to NRM across the region [**AusGov**]
7. Implement best practice on ground **threatened species** recovery programs that contribute to landscape scale habitat restoration in priority catchments [**AusGov**]
8. Implement best practice on ground **threatened ecological community** recovery programs that contribute to landscape scale restoration in priority catchments [**AusGov**]
9. Implement best practice threat mitigation programs that contribute to the conservation of Gondwana Rainforest **World Heritage Area values** in priority catchments [**AusGov**]
10. Implement best practice on ground native vegetation restoration activities in **corridor, biodiversity hotspot** and other areas of high biodiversity value in priority catchments [**AusGov**]
11. Implement best practice on ground threat mitigation programs in **Travelling Stock Reserves** that contribute to the conservation of natural, cultural and production assets and values in priority catchments [**AusGov**]
12. Implement integrated **waterway and coastal environment management** practice change programs that deliver landscape scale habitat restoration in priority catchments [**AusGov**]

13. Implement best practice on ground **flood recovery** activities for impacted communities and waterways in priority catchments [AusGov]
14. Implement integrated **pest and weed management** practice change programs that mitigate impacts on biodiversity and other environmental and cultural values, in priority catchments, as directed by the *North Coast Regional Strategic Pest Animal Management Plan* and *North Coast Regional Strategic Weed Management Plan* [AusGov]
15. Work with North Coast **industry networks** to better understand land manager needs and aspirations and the services they need that enable best practice land management [AusGov]
16. Implement the **Land Management Framework** to deliver best practice on-farm native vegetation management [AusGov]
17. Implement integrated practice change programs that deliver improvements in **on-farm soil health (ground cover), native vegetation, water quality and biodiversity** [AusGov]
18. Develop practice change programs that support the growth of agricultural products with known **provenance and sustainability credentials** [AusGov]

Performance narrative

Services will include provision of advice referrals, collation and dissemination of information, and active management of invasive species; one on one consultation with individuals and groups; industry and community partnership and group events; partnerships developed; project field days, etc.

We will measure our success through customer satisfaction with our services, sharing of knowledge with land managers (including how best practice can generate sustainability credentials), land manager participation in the recovery and rehabilitation of landscape and catchment health, and the number of partnerships and programs we have developed, resulting in projects that achieve hectares of best practice on-farm management of native vegetation, threatened species and ecological communities, soil, and biodiversity. The maintenance of World Heritage Area natural heritage values will also contribute to hectares of best practice. Success will also be defined by hectares under best practice for preparation, response and recovery activities for emergency management and disruptor events, natural disasters, and adaptation to climate change.

THEME 4: Aboriginal communities caring for healthy and resilient cultural landscapes

OBJECTIVE 4: To champion opportunities for Aboriginal people and communities to care for Country and enhance contemporary land management practices

North Coast LLS actions

19. Undertake **respectful and meaningful collaboration** with Traditional Owners and Aboriginal stakeholders to co-design and co-deliver engagement, business services and programs that address Healthy Country aspirations, opportunities and priorities [AG]
20. Develop and establish interagency **partnerships with Traditional Owners** that enhance capacity, increase capability and provide opportunities to Work on Country [AusGov]

Performance narrative

Services will centre on the co-design and co-delivery of culturally appropriate engagement, project delivery and involvement of Aboriginal communities and stakeholders in the North Coast LLS business. Working from a base of understanding local cultural needs and Healthy Country aspirations, we will provide services that include advice and referrals; one on one consultation with individuals and groups; industry and community partnerships and projects; group events; ongoing partnership development; participation in decision making and investment priorities; project field days that showcase traditional knowledge and culture, etc

We will measure our success through customer satisfaction with our services; Aboriginal participation within the LLS business – as project partner, provider of business services, and participants in capacity building events and cultural heritage advisory forums; with all contributing to hectares of Country being managed with cultural knowledge and under best cultural practice.

THEME 5: NRM service provider of choice

OBJECTIVE 5: To be the NRM service provider of choice and a trusted broker of NRM partnerships

North Coast actions

21. Enhance NCLLS NRM marketing and communications to include **promotion of NCLLS** as regional NRM service provider of choice
22. Enhance NCLLS strategic and operational **capacity to be an NRM service provider** of choice

Performance narrative

Services will include provision of advice and media communications; collaboration and engagement with individuals, industry and community groups, and investors; business partnership development; site visits, field days and promotional products and events that showcase our role and investment achievements in North Coast NRM.

We will measure our success through investor and partner satisfaction with LLS as a service provider to the region's NRM customers; an increase in our NRM revenue and the allocation of NRM funds to collaboration and engagement; increased profile and recognition of our investment achievements.

Chair's Foreword

Bob Smith
North Coast Local Land Services Chair

Acknowledgement of Country

The North Coast Local Land Services Board, Management and Staff wish to acknowledge Traditional Owners, the Bundjalung, Yaegl, Githabul, Gumbaynggirr, Dunghutti and Biripi peoples, of the land and waters on which we meet, live and work.

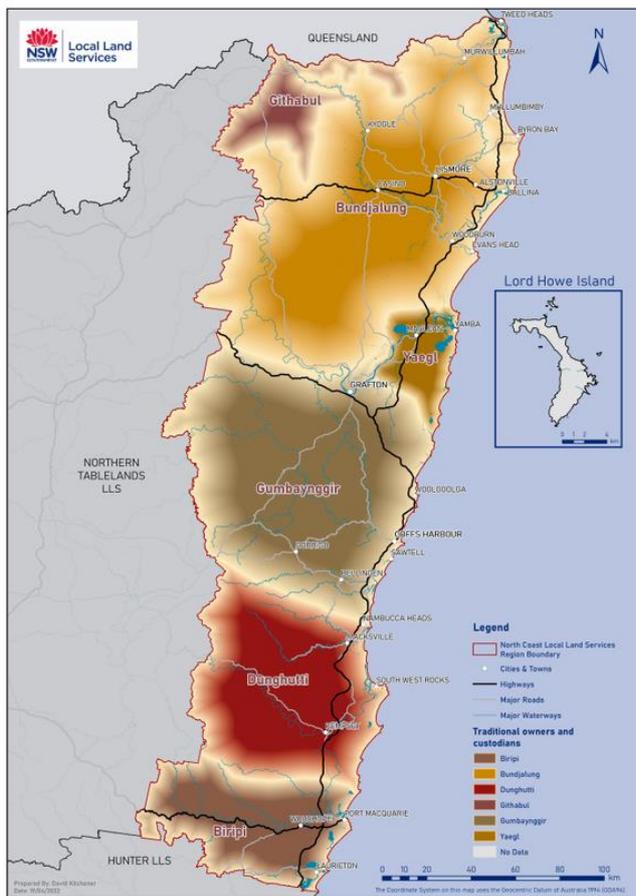
We recognise the significance that **Wajaar** (Country) holds for the many Aboriginal nations of the North Coast. We recognise the importance of the songlines that travel along the East Coast of Australia and express the many values, beliefs, and traditional ways of nurturing Wajaar. We recognise the continuous connection to the land and the waterways of its traditional custodians and acknowledge the **Yuludarla** (Dreaming) for maintaining this connection.

We pay respects to the Elders of these nations; past, present, and emerging. We acknowledge their ongoing traditions, beliefs and lore's that have maintained the North Coast for tens of thousands of years. We recognise their continued connection to their **Jagun** (homeland) and acknowledge the continued practices of ceremony and language.

North Coast Local Land Services is proud to work with the peoples of these nations to nurture, protect, restore, and maintain the lands and waters of the region. The North Coast Local Land Services Board, Management and Staff have a culture of inclusion and diversity, and we continue to build a culture of listening, understanding and supporting the aspirations of Aboriginal peoples.

Kira Duroux

Gumbaynggirr Nyami of the Taylor and Duroux families from Red Rock, Corindi and Grafton.



A.1 Aboriginal nations of the North Coast region.

1. The North Coast's natural resource management challenge

Declining natural systems

Healthy environments are vital to the productivity of the agricultural sector, the wellbeing of rural and urban communities, and the connection of Aboriginal people to culture and Country.

Yet the health of the North Coast environment is under increasing strain and will be further stretched by the recently experienced, and expected future, increases in droughts, floods, bushfires, and other climatic changes.

On the North Coast, pressures on threatened species and ecological communities are continuing to rise; native vegetation is under increasing stress from increasing population growth, habitat fragmentation, invasive species threat, altered fire regimes, changing land use, overgrazing and climate change. Waterway health is declining from riparian vegetation clearing, diffuse source water and sediment pollution, and invasive species; and the capacity of the land to sustain a range of productive uses and support natural ecosystems in the long term is at risk from declining soil fertility and erosion.

Natural resource management on the North Coast involves the integrated management of the land, water, soil, plants and animals that make up the region's landscapes. It requires recognition that people and their livelihoods rely on the health and productivity of our landscapes, and the actions of the stewards of the land play a critical role in maintaining this health and productivity.

Local Land Services' Natural Resource Management (NRM) services support and enable land managers to better manage these natural resources and their threats - avoiding or reversing their decline, and maintaining land uses that are sustainable and productive.

Natural resources are very expensive, or often impossible, to replace or return to a healthy state. If our natural resources continue on their current path of degradation, there will be significant costs to the economy and socio-ecological wellbeing of the region. Without NRM service intervention, the North Coast will see continued decline in soil health, water quality, and native vegetation condition, resulting in loss of agricultural productivity, tourism and community wellbeing, and loss of species, ecosystems and the ecosystem services we all rely on.

The NSW Government recognises these challenges, as such, North Coast LLS' NRM services are aimed at achieving the State LLS Outcome of "Productive and Sustainable Land Use".

NRM services in a rapidly changing region

North Coast LLS and (and its predecessors) have been instrumental in changing the approaches and standards for NRM delivery on the North Coast that supports productive agriculture and sustainable land use.

As the region enters a more carbon-constrained, rapidly changing and disaster-prone decade, North Coast LLS is reshaping how it provides NRM services to the region (Figure 1.1). This Plan sets the strategic direction and priorities for our NRM services to respond to these challenges and contribute to productive and sustainable land use across the North Coast region.

Figure 1.1. Approaches to reshaping the North Coast LLS business.



Our strategic response

This NRM Plan is a requirement under the North Coast's Regional Land Partnership (RLP) Agreement with the Australian Government's Dept of Agriculture, Water, and the Environment. It aligns to the priorities of the Matters of National Environmental Significance, and Regional Land Partnership Agriculture Program.

The Plan identifies the advisory, collaboration and customer services North Coast Local Land Services (LLS) will provide over the next 5 years, that support maintaining and improving the following priorities:

Native vegetation and habitats, including:

1. The trajectory of State and Federally listed Threatened Species*
2. The condition of State and Federally listed Threatened Ecological Communities*
3. The natural heritage value of World Heritage Areas*
4. Areas of high biodiversity value (including corridors and hotspots)
5. The condition of waterways (rivers, estuaries, wetlands) and coastal environments
6. The condition of on-farm soil, biodiversity, and native vegetation*
7. The capacity of natural and agricultural landscapes to cope with change, including changing climate,* and meet market demand for sustainability credentials*.

** The Plan supports delivery of the Australian Government Matters of National Environmental Significance and RLP Program priorities. Note that while RAMSAR sites are an Australian Government priority, there are no sites in the North Coast LLS region.*

The North Coast's NRM aspirational goal aligns with that of the LLS NRM Framework 2021-2026:

By 2026, 80% of customers receiving our NRM services have adopted improved NRM practices on their properties.

The Plan will implement State and Regional LLS commitments under the North Coast LLS Local Strategic Plan 2021-2026, LLS NRM Framework 2021-2026 and LLS Sustainable Agriculture Framework 2021-2026.

The Plan will deliver actions at two scales: local actions that North Coast LLS has responsibility for, and statewide foundational actions taken from the LLS NRM Framework and LLS Sustainable Agriculture Framework that provide direction and involve multi-region collaboration on their delivery.

The Plan is the outcome of extensive collaboration with community, stakeholders, and primary production industries, and aligns with the collective NRM aspirations of our regional partners. It captures their priorities, identifies roles, responsibilities, gaps and desired outcomes that will enable us to provide more and relevant strategic NRM services to the region's customers.

The development of this Plan is guided by Australian Government criteria, ensuring that sound evidence, stakeholder engagement, and inclusive stakeholder and community consultation processes underpin the Plan (see Appendix I).

To deliver the plan, North Coast LLS will provide information, advisory services, extension services, on ground practice change programs and partnerships that facilitate uptake of best practice NRM by land managers. North Coast LLS works across multiple fronts to secure funding, disseminate knowledge, and produce and distribute resources that facilitate the delivery of on ground and educational NRM programs. The desired outcome of all the Plan's actions is the increased adoption of best practice land management by land managers of the North Coast. The success of these NRM programs will be determined by changes in resource condition, as measured by the area of land under best practice management.

2. A customer focussed natural resource management framework

Planning framework

North Coast Local Strategic Plan

The North Coast Local Strategic Plan defines how LLS will focus its effort and resources over the next five years to ensure our North Coast landscapes are healthy and productive, our primary industries are sustainable, and our communities are prepared for risk and change.

We recognise that to engage in targeted and evidence-based NRM services, partnerships and programs we need to integrate the core LLS services (Landscape Management, Biosecurity, Emergency Management and Primary Production). We do this by connecting all our core service delivery areas through our two flagship programs: Future Ready Farms and Landscape Restoration.

The LLS NRM Framework 2021-2026

The state LLS NRM Framework 2021-2026 sets out the organisation-wide strategic direction for NRM services. It provides our aspirational goal for NRM services - *“By 2026, 80 per cent of our customers receiving our NRM services have adopted improved NRM practices on their properties.”*

Together, the LLS NRM Framework and North Coast Local Strategic Plan provide overarching direction to the North Coast NRM Plan (Figure 2.1). The Framework provides 5 Objectives that frame the actions, priorities, and outcomes of the NRM Plan, where the focus is on:

- Mitigating key threats to achieving healthy, resilient landscapes and catchments
- NRM services that promote widespread adoption of land manager NRM practice change to mitigate these top threats
- NRM services that are customer-centric, utilise innovative economic and social approaches, are delivered in partnership with Aboriginal people, and prioritise the collaboration and engagement activities necessary to support practice change.

The NRM Plan also captures the NRM priorities and directions set by other North Coast core service plans (e.g., Travelling Stock Reserves), driving integration across service areas.

Various partner investment priorities and outcomes, including those of the Australian Government's RLP Phase 2 Program and Matters of National Significance (MNES) provide direction to the North Coast NRM Plan.

Framework objectives

North Coast's NRM services are nested under Dept of Regional NSW outcomes and are framed by the LLS's State NRM Framework Outcomes and 5 Objectives. Our customer focus extends across all Objectives, with a clear emphasis on facilitating land manager uptake of best practice land management. (Figure 2.2).

The LLS Sustainable Agriculture Framework 2021-2026 defines the organisation's approach to providing advisory and extension services that support adoption of improved on-farm land management, productivity, natural asset protection, and preparedness practices for risks associated with climatic and market/business disruptor events. The objectives and outcomes of the NRM and Sustainable Agriculture Frameworks are intentionally linked (primarily through ground cover management), and together they will guide the direction the NRM Plan.

Figure 2.1. Relationship of North Coast LLS NRM Plan to other LLS Plans and Partner investment.

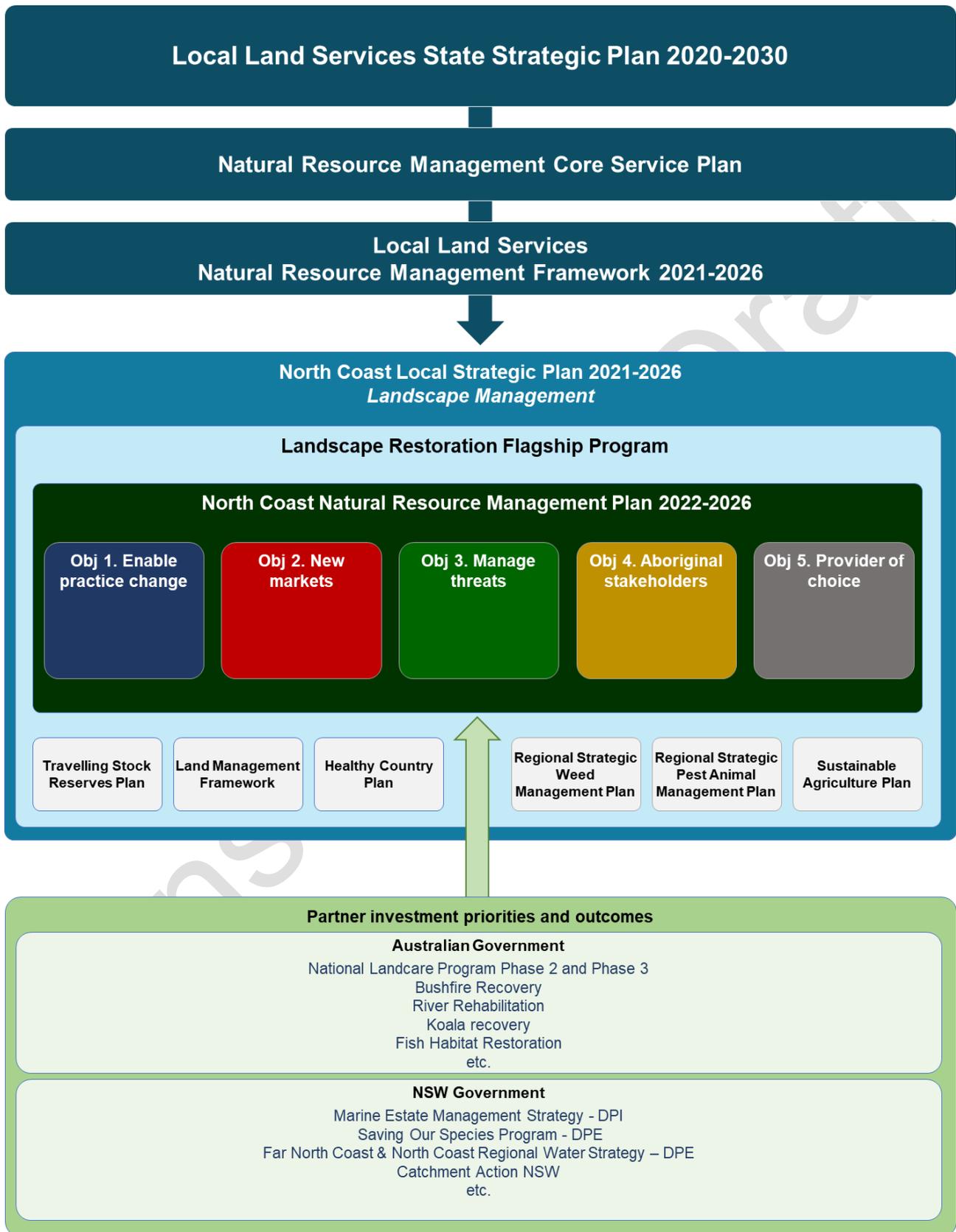


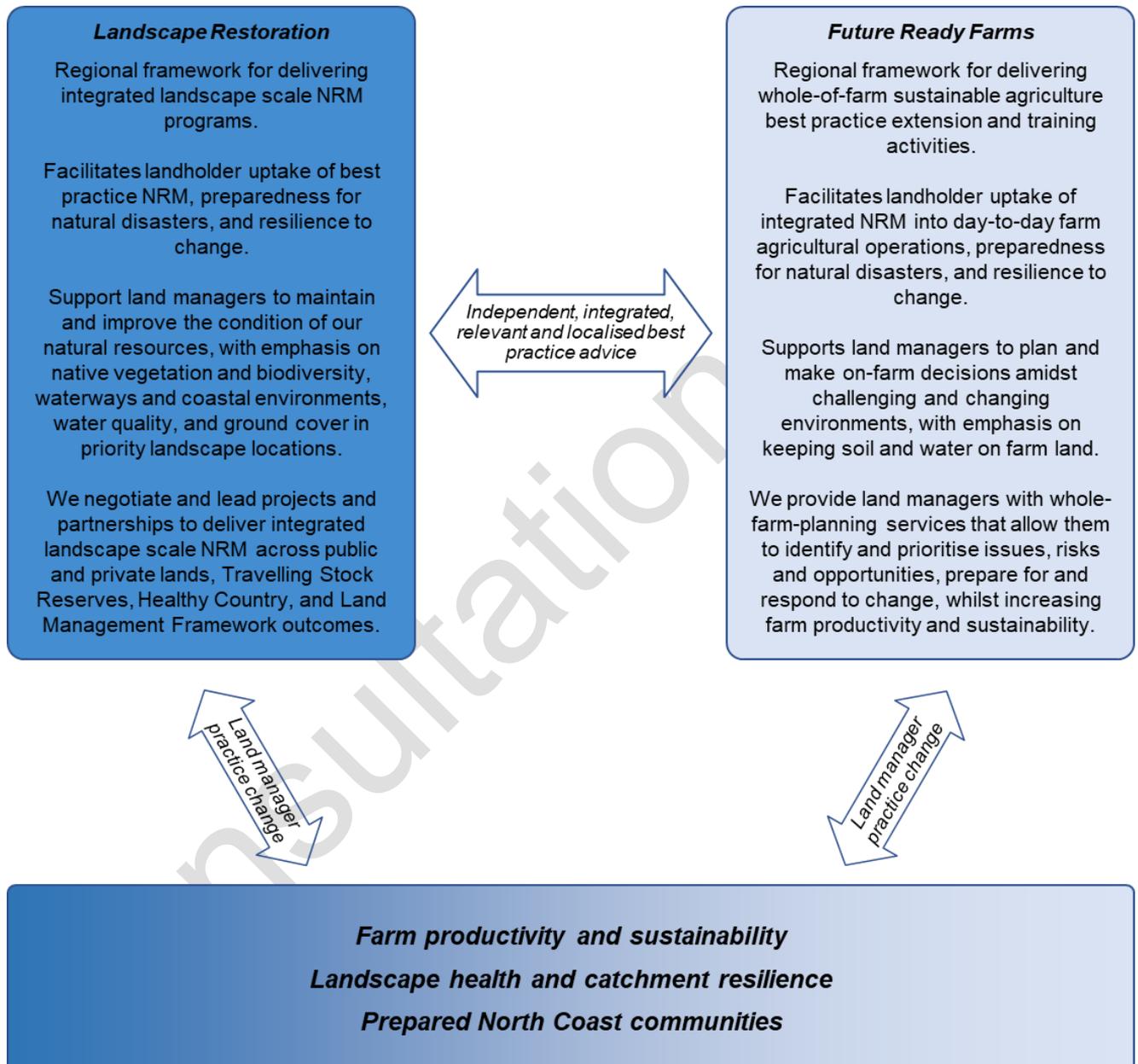
Figure 2.2. LLS NRM Framework objectives and the "services our customers can expect to see."



The Flagships

The Plan provides the strategic NRM framework for the North Coast *Landscape Restoration* and *Future Ready Farms* Flagship Programs (Figure 2.3).

Figure 2.3. The North Coast Landscape Restoration and Future Ready Farms Flagship Programs.



Policy directions and obligations

A suite of policies and legislation will direct the delivery of NRM across our region.

Legislative and policy obligations

- Environmental Protection and Biodiversity Conservation Act 1999
- Quarantine Act 1908
- Water Act 2007
- Australia's Biodiversity Conservation Strategy 2010-2030
- Australian Weeds Strategy 2007
- Close the Gap 2014
- National Plant Biosecurity Strategy 2010
- Agricultural Competitiveness White Paper 2015
- Regional Land Partnerships Program
- Threatened Species Strategy
- National Soil Strategy
- National Guidelines for Ramsar Wetlands
- National Landcare Programme
- International agreements such as:
 - Japan-Australia Migratory Bird Agreement
 - China-Australia Migratory Bird Agreement
 - Republic of Korea-Australia Migratory Bird Agreement.

North Coast LLS addresses market gaps

The land management sector, particularly agricultural, is a complex and dynamic space with many government and non-government organisations contributing to the directions and playing key roles. We recognise the valuable role that private industry plays in supporting the agricultural industry in NSW. To avoid duplication of services and resources and achieve the best outcomes from the NSW Government's investment, LLS distinguishes priority areas where suitable land management services already exist, and where there is a gap or market failure that we can step in and fill.

3. The North Coast region

Our regional values

North Coast LLS was established under the *Local Land Services Act 2013* as one of 11 regional organisations within Local Land Services in New South Wales (NSW).

The region is located in north-eastern NSW it covers an area of 32,051 square kilometres, includes 568 kilometres of coastline, and extends three nautical miles out to sea, but also includes Lord Howe Island (Figure 3.1).

North Coast Landscape Values

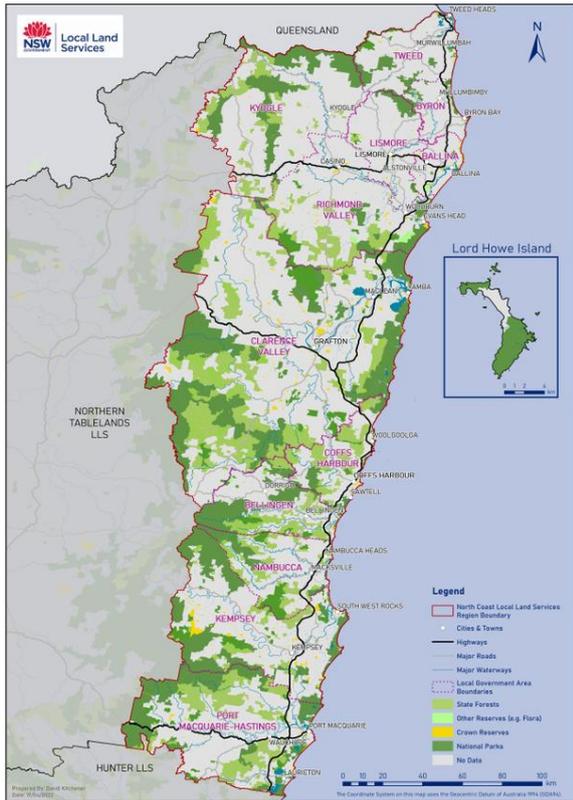
A diversity of natural landscapes and a typically sub-tropical climate provide for nationally recognised biodiversity, wilderness, and wetland areas; combined with complex and diverse soil systems (Figure 3.2). The escarpment ranges and midland hills to the west support the headwaters of the nine large river systems that drain onto extensive coastal alluvial floodplains, which have intricate connections to headland, beach, estuarine and marine environments.

The North Coast Region includes major biodiversity corridors and one of Australia's 15 biodiversity hotspots (the Border Ranges, Figure 3.3). The Border Ranges are considered the most biodiverse area in NSW, supports the greatest number of native plant and animal species of any area in NSW, and includes the greatest number of threatened species (Border Ranges Rainforest Biodiversity Management Plan (DECCW 2010a). The North Coast region also includes Gondwana Rainforest World Heritage Areas and the Lord Howe Island World Heritage Area located 585 kilometres east of Port Macquarie. The main island is 1,455 hectares in area with picturesque natural landscapes and rich biodiversity (Figure 3.4).

Regional land management and tenure includes National Parks and reserved State Forest 6,590 square kilometres (or 21% of the region), and unreserved State Forest 4,036 square kilometres (or 15%), Crown Land, urban and other private land 20,505 square kilometres (or 64%).

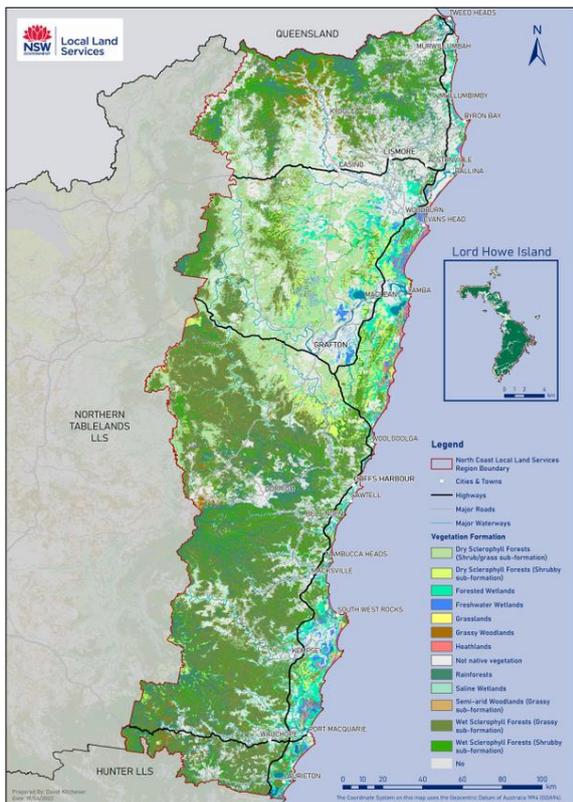
North Coast LLS operates across a diverse and distinct mixture of landscape, livelihood, and lifestyle values. While a significant proportion of the Region is within terrestrial and marine protected areas, there are many threatened species and ecological communities that occur on private land.

Figure 3.1 The North Coast LLS Region.



- Population size = 533,570
- Aboriginal population size = 30,895

Figure 3.2 The natural landscapes of the North Coast Region.



- 9 River systems – Tweed, Brunswick, Richmond, Clarence, Bellinger, Kalang, Nambucca-, Macleay, Hastings
- Border Ranges Biodiversity Hotspot
- 2 World Heritage Areas - Gondwana Rainforests and Lord Howe Island Group
- 3 Marine Parks - Cape Byron, Solitary Islands and Lord Howe Island
- National Parks = 6,653 km²
- State Forests = 4,883 km²

North Coast Cultural Values

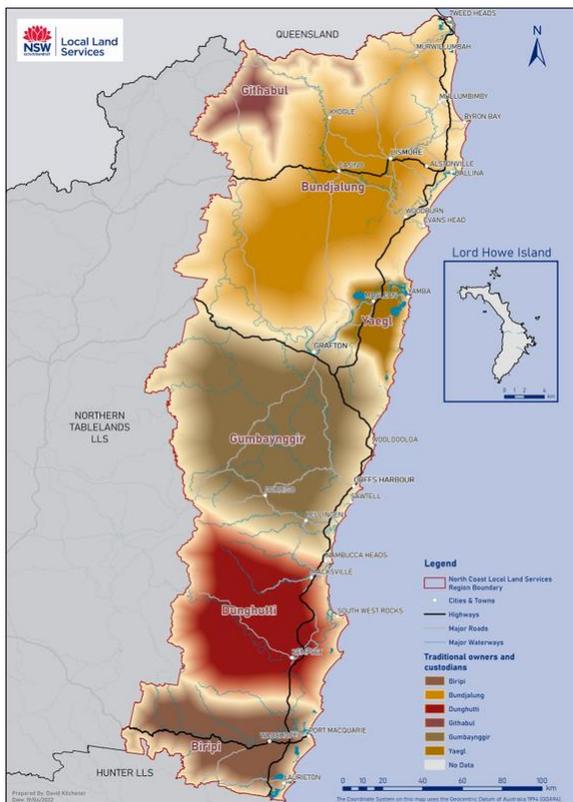
The North Coast Region is the traditional home to six Aboriginal nations (Figure 3.5). Throughout the Region there are cultural sites, special places, and physical evidence of traditional land use. Continued use of wild foods and medicines is an important activity highly valued by Aboriginal people.

There are currently approximately 30,000 Aboriginal people on the North Coast which is 6% of the region's population. There are 23 Local Aboriginal Land Councils in the region, reflecting the diversity of the region's communities.

Four Indigenous Protected Areas containing biodiversity and cultural resource values are in the Region. Almost 6% of the Region is subject to determined (non-exclusive) Native Title and a further 15% is currently under registered claim.

North Coast LLS has a legislatively prescribed Aboriginal Community Advisory Committee (ACAG), whose membership represented key Aboriginal stakeholders and a North Coast LLS Board Director. The ACAG had a pivotal role in determining Aboriginal engagement in projects, as well as full design and implementation of projects undertaken on Local Aboriginal Land Council land. The region is currently working with Aboriginal stakeholders to develop a new consultation structure that suits their needs and assists them to meet their aspirations on Country. Projects currently focus on the rehabilitation of cultural and biodiversity assets, (e.g., using cultural burning, weed control, pest control), and the improvement of land and sea cultural connections.

Figure 3.5 Aboriginal nations of the North Coast region.



Traditional owners include peoples from the following nations:

- Bundjalung
- Yaegi
- Githabul
- Gumbaynggirr
- Dunghutti
- Biripi.

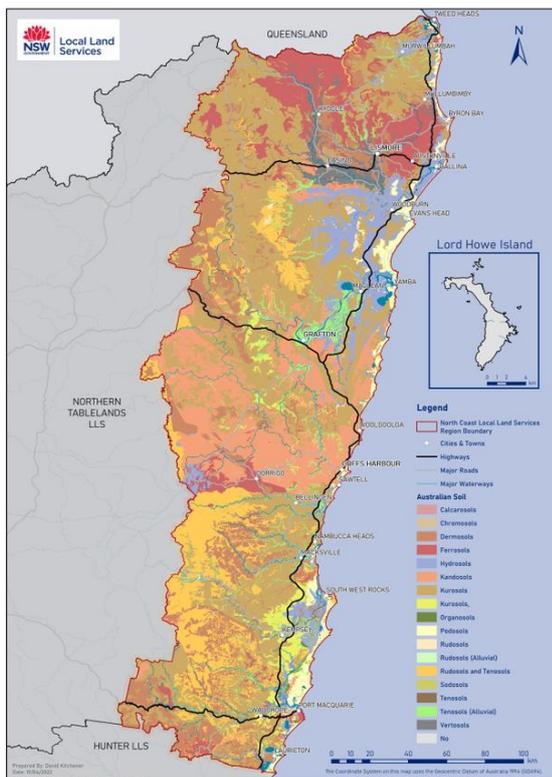
North Coast Livelihood Values

[this section needs updating - out of date?]

The Region has a diverse economy that reflects the provision of services to an ageing population, agricultural production, and the popularity of the North Coast as a tourist destination.

The diverse landscapes, including coastal, riparian, floodplain, hinterland, escarpments, and ranges, provide a range of soil types, many highly fertile and desirable for agriculture (Figure 3.6).

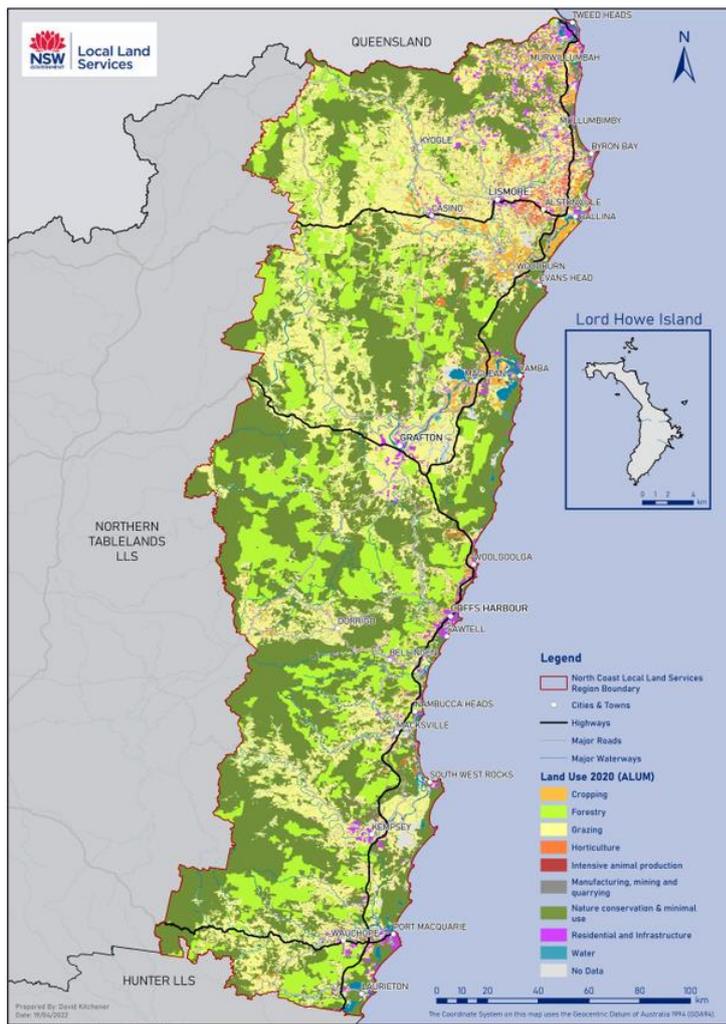
Figure 3.6. The soil types of the North Coast Region.



The North Coast supports a range of natural resource-based industries which underpin the prosperity of the Region. These include the beef, dairy, blueberry, macadamia, sugar, bananas, intensive horticulture; fishing and aquaculture, timber production and tourism industries (Figure 3.7).

The Region has a large and capable NRM community and industry base that is actively engaged in the sustainable resource management. While agriculture, forestry and fishing make a significant contribution to employment across the region, there has been a decline in the contribution of this sector to the regional economy in recent years (ELA 2015).

Figure 3.7. The production landscapes of the North Coast Region.



- Average rainfall = 1,366 mm
- Total area of region = 32,030 km²
- High value North Coast agricultural products = Macadamias, Blueberries, Beef, Sugar, Bananas, Dairy
- Contribution of North Coast Agribusiness to NSW economy (including growing and processing) = A\$2.5B
- Contribution of North Coast fruit and nuts to NSW by gross value = 30%
- Number of holdings = 22,522 [Local Land Services only rates land managers with holdings of 10 hectares or above and therefore we cannot provide an accurate estimate of the number of holdings below 10 hectares. Given the land use transition in the North Coast, our expectation is that this is a significant number.]

Holding size	Number of holdings
10 - 50 ha	14,346
50 - 100 ha	4,214
100 - 150 ha	1,563
150 - 500 ha	1,847
Over 500 ha	552

Agricultural products and sustainability credentials

The North Coast region is experiencing the national and global shift from quantity-oriented agriculture to an emphasis on quality, safety, functionality and sustainability. Meeting these demands is requiring traceable supply chains from farm to consumer. The uptake of tracing systems varies from industry to industry.

Some national and state-wide industry groups have developed a degree of food safety programs to support member’s access to markets. The development and implementation of agricultural products with demonstrable *sustainability credentials* up to the farm gate is not as widespread and where it does exist it is not well adopted. Barriers to the adoption of these systems include their complexity, cost and risk of diminished return on investment.

The macadamia and blueberry industries are examples where the North Coast’s industry groups support their members to implement best management systems with varying degrees of traceability, but the uptake of those systems by producers is low. Across most industries, there are few enterprises that can demonstrate and verify the actual use of best practices on farm.

North Coast LLS will work with industries and individual producers to provide advice and promote the uptake of best practise programs that are supported by sustainability credentials.

North Coast Lifestyle Values

Approximately 533,000 people reside in the many vibrant towns, villages and communities of the North Coast. The natural setting supports diverse coastal and hinterland lifestyles. An iconic and densely populated coastline provides a focus for recreational pursuits and much sought-after sea change lifestyles. The major population centres are located on or near the coast and are connected primarily by coastal transport routes — they include Tweed Heads, Lismore, Murwillumbah, Grafton, Coffs Harbour, Nambucca, Kempsey, and Port Macquarie (Figure 3.1).

There are twelve Local Government areas in the Region. They are Tweed, Byron, Lismore, Ballina, Kyogle, Richmond Valley (comprising the Northern sub-region), Clarence Valley, Coffs Harbour, Bellingen (the Central sub-region), Nambucca, Kempsey, and Port Macquarie-Hastings (the Southern sub-region). The Lord Howe Island Board’s area is also within the Southern subregion region.

North Coast LLS recognises that the region’s southern, central and northern “sub-regions” (also known as socio-ecological landscapes) each have their own suites of unique social, economic and environmental characteristics that require different management actions if local NRM objectives and community aspirations are to be met.

Influence on investment

The North Coast’s southern, central and northern sub-regions and local government areas are two scales that have been successfully used in the past for strategic planning and implementation of the Australian Government’s Investment (e.g., National Landcare Program’s Phase One and Phase Two, for both regional stream and national stream funding).

North Coast LLS has a proven record of accomplishment as the leading regional organisation in terms of:

- Knowledge and understanding of the Australian Government’s Investment Priorities
- Understanding the threats to those Investment Priorities and the management actions required to mitigate threats
- The relationships, collaborations and networks formed by public and private land managers required to address the priorities across the region.

Our land manager values

North Coast land managers have told us that they consider soil conservation, improving water quality, undertaking sustainable land use practices, protecting their crops and livestock from pests, weeds and diseases, and conservation of habitat and wildlife to be important [IPSOS 2021, LSP 2021].

They also place high importance on maintaining a mix of community, personal and business driven values [IPSOS 021, LSP 2021] (Table 3.1).

Table 3.1. Land manager values.

Key land manager values
Carrying on traditions
Maintaining their lifestyle
Being their own boss
Providing for the community
Safeguarding income
Leaving a legacy

We have considered these priorities and values in developing this Plan. There are a range of external factors that influence the ability of land managers to realise these values, and we will work with our customers and stakeholders to collectively enhance productivity, environmental and cultural resource health and the natural state of the North Coast region.

Threats to the region’s landscapes and catchments

The North Coast has a glorious, yet often temperamental, climate, creating challenges for managing the North Coast’s landscapes :

- Climate change is resulting in more frequent and severe weather events, often adversely impacting local communities and economies, landscapes, and biodiversity
- Lifestyle, population, and primary industry shifts are driving land use changes
- Changing climate and land use and the proximity to major air and seaports is bringing the risk of new incursions of plants, pests and diseases

There are key threats (Table 3.2) and opportunities to address threats (Table 3.3) to our region’s landscape, lifestyle, and livelihood values.

Table 3.2. Key regional threats to our landscape, lifestyle and livelihood values.

Our key regional threats to our values
Climate change and associated natural disasters (including cumulative impacts – see Map)
Land use change
Biosecurity
NRM project funding uncertainty
Degradation of natural systems including loss of biodiversity
Ongoing, new and emerging biosecurity risks.
Wildfire and changing fire regimes

Table 3.3. Opportunities to address key regional threats to our landscape, lifestyle and livelihood values.

Opportunities to address key regional threats
Being future focused and taking a risk-based approach
Working with land managers to help them prepare for and respond to ongoing change
Working with new land managers to help them understand and address the threats
Helping our land managers to identify new and emerging markets and diversify their income streams
Strengthening and integrating our core service delivery through our flagship Future Ready Farms program

Changing climate

The North Coast's natural and agricultural landscapes are now experiencing the impacts of changing climate. The management of our natural resources will need to adapt to increases in:

- Temperatures on hot days, frequency of hot days, and duration of hot spells
- Average temperatures in all seasons
- Intensity of extreme rainfall events and drought
- Sea surface temperatures
- Ocean acidification
- Mean sea level and height of extreme sea-level events
- Harsher fire-weather and decreases in frost risk, especially on the western edges of the region.

The Plan identifies the adaptation-based services that North Coast LLS will provide to support land managers to adapt to changing climate conditions, particularly in relation to the recovery from the cumulative impacts of flood and fire impacts.

Most of the region's catchments are subjected to sudden, short, severe flood events resulting in high levels of damage and erosion, and climate change is predicted to exacerbate this. Most catchments have floodplains that contain significant wetland, freshwater and estuarine systems, provide habitat for fish nurseries, and contribute to a nationally recognised biodiversity hotspot, as well as serve as highly productive agricultural lands. Farms on the floodplains are often located within acid sulphate soil priority areas and in medium and high zones of soil carbon capture and retention. Floods can cause leaching of acid into waterways and loss of fertile soils.

The Clarence, Richmond and Wilsons catchments in particular support major regional centres that service diverse agricultural industries, including beef, dairy, sugar, native and plantation forestry, cropping, horticulture (macadamias and blueberries), and bananas.

Recent bushfire events have highlighted how sensitive the region's native vegetation is to wildfire and the impact it can have on biodiversity at a landscape scale. Bushfire impacts to threatened species and ecological communities, landscape connectivity and biodiversity hotspots, vegetative ground cover, riparian vegetation and farm runoff water quality will be addressed by this Plan.

4. Our customers and NRM services

A commitment to delivering value

The North Coast NRM and environment sector is a busy space with many government and non-government organisations contributing.

North Coast LLS is clear about its niche within NRM across our region and within NSW. We believe that we make the greatest impact and have the most unique roles to play in:

Direct Action and Investment - to deliver NRM practice change, through:

- Demonstration and extension services
- Advice and information to land managers
- Implementing on-ground interventions.

Partnership and Connection – to facilitate the delivery of outcomes at landscape-scale, through:

- Trans-boundary partnerships and collaborations across private and public land
- Coordination of effort locally and state-wide
- Connections to our 250,000 customers.

North Coast LLS's NRM services create value for our customers and stakeholders:

Our Customers	Private land managers	Primary producers or farmers Hobby or lifestyle land managers Aboriginal land managers > 10 ha land managers Corporate land managers
	Public land managers	Councils, Crownlands, National Parks, Forestry Corp NSW, etc.
Our Stakeholders	Investors/funding bodies	Organisations for whom we provide services and deliver programs on their behalf e.g., NSW and Australian Government agencies
	Partners	Organisations we work with to provide services and implement programs e.g. Landcare, Local Aboriginal Land Councils
	Beneficiaries	People of NSW, the environment, and its natural and cultural resources

The North Coast's NRM community is diverse and vibrant with a significant history of sourcing investment, developing enduring initiatives, providing a workforce to carry out on ground delivery, and banding together to deal with significant events such as fire and flood. It encompasses:

- Government agencies, including public and private land managers
- Local governments, utilities and councils
- Local and regional networks local and regional networks (e.g., Landcare, Aboriginal Land Councils, conservation consortiums and alliances, fishers, boaters and traditional owner groups)
- Non-government organisations (e.g., EnviTE, Greening Australia, Bush Heritage, Nature Conservation Council)
- Businesses (e.g., Green Teams, environmental consultants, tourism and primary industries)
- Education and research institutions
- Individuals involved in NRM (e.g., private landowners, volunteers, urban dwellers).

Volunteers scattered across the region have for many years played a significant role in maintaining the connectedness and on ground gains from activities delivered across the region.

North Coast LLS is clear about the value it creates for its customers. We believe that our highest customer-value NRM services are as follows:

Highest customer-value NRM services	What our customers will see
Tailored advice	Advice tailored to a customer's values, goals, needs, problems, and land management context – a whole-property approach matching aspirations to land capabilities and ensuring follow-up consultation
Responsive services	Seamless, coordinated, and prompt interactions with our services
Network support	Developing and supporting collaborative social networks that bring about change
Demonstration of benefit	Connecting customers to local examples and contemporary information that demonstrate the environmental, economic, social, and cultural benefits of NRM practices, and where evidence is lacking, partnering with organisations who can generate it
Market connections	Connecting customers to market-based stewardship and certification schemes, that improve the ecological, social, and economic return from NRM
Financial facilitation	The administration of carefully targeted grants, where there is a demonstrated need for financial incentives to catalyse change
Trusted partnerships	Partnerships with customers' trusted advisors and information sources such as agronomists and research and development corporations
Coordinated action	Facilitating coordinated action that informs local, state, and national NRM initiatives and policy.

Our service delivery commitments

North Coast is committed to providing highly valued, well understood service to our customers and stakeholders.

Our service commitment	What our customers will see
Resilience focussed	Delivery focussed on preparing community to prepare for, respond to and recover from change, and seize new opportunities
Customer-focused	Delivery focused on customers and the people of NSW, and the natural resources they depend upon, not process-focused
High impact	Investment in services and issues that deliver the greatest impact on achieving healthy landscapes
Integrated	NRM services linked with all other core LLS services
Partnership based	Partnerships across tenures, groups, and organisations
Accountability	Delivery that inspires confidence through robust governance and transparency
Evidence-based	Confidence that our interventions will work based on scientific evidence or experience. If we are experimenting, we will do it with our eyes open and capture learnings along the way
Adaptive	Our NRM services will change in response to what we learn, and as social, economic, and environmental conditions change

Our enabling business services support delivery

North Coast LLS has business systems that ensure the delivery of this NRM Plan. They embrace change and adaptation through collaboration, innovation and continual improvement, and commit us to having the infrastructure, decision making and business approaches in place that support the delivery of outcomes based and customer focused NRM services.

Strategic planning, governance, investment planning, MERI, partnership and communication and engagement enabling services will underpin delivery of the NRM services that our customers and stakeholders receive.

Planning and governance approaches will ensure that customers, stakeholders and partners are involved in the decision making that underpins delivery of the Plan. MERI systems and adaptation approaches will ensure that “sunrise governance” (governance that proactively seeks to detect and respond to change), new evidence, and risk analysis informs the review and update of NRM projects, as the operating, environmental and investment conditions surrounding the Plan change. Communication and engagement activities will keep stakeholders abreast of NRM issues, aware of opportunities to participate in the delivery of the Plan, and activities that bring people together.

Principles will further guide North Coast’s resilience-based approach to decision making, design of investment approaches and priorities, development of practice change programs, and community engagement.

These enabling business systems and the services they generate will give our customers and investors’ confidence that we can deliver the Plan.

Principles for building resilience

The principles below will guide North Coast’s approach to organisational and communal decision making, developing investment approaches, enabling practice change programs and community engagement programs.

Resilience principle	Guiding influence
Maintain diversity and redundancy	Systems with many different components (e.g. species, stakeholders or sources of knowledge) are generally more resilient than systems with few components. Redundancy provides ‘insurance’ within a system by allowing some components to compensate for the loss or failure of others. Redundancy is even more valuable if the components providing the redundancy also react differently to change and disturbance (response diversity).
Recognise Aboriginal land management practices	Traditional Owners have efficiently managed natural resources through perpetual cycles of droughts, fires, floods, and other natural disturbances for millennia. Reinstating indigenous NRM activities, such as cultural burning, is integral to building resilience to natural catastrophe as well as maintaining and improving biodiversity.
Manage connectivity	Connectivity may enhance or reduce the resilience of social-ecological systems and their ecosystem services. Well-connected systems can overcome and recover from disturbances more quickly, <i>but</i> overly connected systems may lead to the rapid spread of disturbances across the entire system so that all components of the system are impacted.
Manage slow variables and feedbacks	Identify the key slow variables and feedbacks (e.g., soil organic matter) that maintain the social-ecological regimes which produce desired ecosystem services, and identify where the critical thresholds lie that can lead to a reconfiguration of the system
Foster complex adaptive systems thinking	Acknowledge that social-ecological systems are based on a complex and unpredictable web of connections and interdependencies as the first step towards management actions that can foster resilience.
Encourage learning	Learning and experimentation through adaptive and collaborative management is an important mechanism for building resilience in social-ecological systems. It ensures that different types and sources of knowledge are valued and considered when developing solutions and leads to greater willingness to experiment and take risks.
Broaden participation	Broad and well-functioning participation can build trust, create a shared understanding and uncover perspectives that may not be acquired through more traditional scientific processes.
Promote governance involving multiple stakeholders	Collaboration across institutions and scales improves connectivity and learning across cultures. Well-connected governance structures can swiftly deal with change and disturbance because they are addressed by the right people at the right time.
Foster partnerships	Take non-competitive approach; partner with entities who provide those critical knowledge and services that LLS doesn’t possess or provide and that are needed to deliver a mutual outcome
Work across scales	Resilience occurs at multiple scales - local, sub-regional and regional scale
Adopt best practice customer service	Adopt a diversity of novel and proven socioeconomic incentives to facilitate practice change when designing and delivering projects
Adopt best practice	Adopt a blend (diversity) of novel and proven socioeconomic incentives to facilitate practice change when designing and delivering projects

5. Investment priorities

This Plan captures actions (section 6) that deliver 7 priorities, including those of the Australian Government's Regional Land Partnerships Program*.

The priorities include maintaining and improving:

Native vegetation and habitats, including:

1. The trajectory of State and Federally listed Threatened Species*
2. The condition of State and Federally listed Threatened Ecological Communities*
3. The natural heritage value of World Heritage Areas*
4. Areas of high biodiversity value (including corridors and hotspots)
5. The condition of waterways (rivers, estuaries, wetlands) and coastal environments
6. The condition of on-farm soil, biodiversity, and native vegetation*
7. The capacity of natural and agricultural landscapes to cope with change, including changing climate,* and meet market demand for sustainability credentials*.

The Plan's priorities are defined by their audiences and how they contribute to the Plan's outcomes (Table 5.1).

A comment on the Maps:

Maps that support the priorities listed in Table 5.1 can be found in Appendix II.

Threatened species maps are still being developed.

Table 5.1. Audiences and decision making tools that will support the delivery of priorities.
Maps that support the priorities can be found in Appendix II.

Priority for management	Customers	How did we prioritise?	Mapping evidence	Satisfies Plan priority	Contribution to outcomes
1. Driving practice change through customer centred NRM services					
<ul style="list-style-type: none"> Understanding needs and drivers of change Revise practice change programs 	<ul style="list-style-type: none"> All land managers across the region 	<ul style="list-style-type: none"> LLS expert opinion Targeted stakeholder consultation 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> 1, 2, 3, 4, 5, 6, 7 	<ul style="list-style-type: none"> The enablers of best practice uptake will be strengthened so that empowered customers adopt sustainable NRM practices
2. Helping land managers get a return from NRM					
<ul style="list-style-type: none"> Understanding our role in facilitating new market participation and securing financial return for participants Exploring opportunities and promoting new markets 	<ul style="list-style-type: none"> All land managers across the region Emphasis on land managers occupying larger properties 	<ul style="list-style-type: none"> LLS expert opinion Targeted stakeholder consultation 	<ul style="list-style-type: none"> Land holding size Carbon 	<ul style="list-style-type: none"> 6, 7 	<ul style="list-style-type: none"> Awareness and willingness will be increased so that land managers trial new practice and engage in new markets
3. Tackling the priority threats to achieving healthy resilient landscapes					
<p>Threatened species</p> <p>EPBC Act</p> <ul style="list-style-type: none"> Koala Brush-tailed Rock-wallaby Smooth Davidson's Plum Native Guava Mount Lidgbird Caropid Land Snail LHI Little Mountain Palm LHI Phasmid Bellingen River Snapping Turtle Pink Under-wing Moth Green Turtle <p>Fisheries Act</p> <ul style="list-style-type: none"> Eastern Freshwater Cod Oxylean Pygmy Perch <p>Bio Cons Act</p> <ul style="list-style-type: none"> Coastal Emu Hastings River Mouse Fleays Barred Frog Green and Golden Bell Frog 	<ul style="list-style-type: none"> Land managers with known priority TS populations 	<ul style="list-style-type: none"> LLS expert opinion Targeted BCD-DPE consultation SOS prioritisation process Bushfire recovery MCAS MEMS solvability MCAS Lord Howe Island Board consultation On-ground partner consultation River Rehabilitation Flood Scientific Committee Aboriginal community and LALC consultation Mapped priorities 	<ul style="list-style-type: none"> Individual species distributions 	<ul style="list-style-type: none"> 1, 3, 4, 5, 6 	<ul style="list-style-type: none"> The region has 386 threatened species – 174 fauna species and 212 flora species. Of these, 168 are also listed under the EPBC Act; and 378 are listed under the NSW Biodiversity Conservation Act Of the 100 priority species defined in the Australian Government's Threatened Species Strategy 15 exist within the North Coast including 11 fauna species and 4 flora species. Threatened species in NSW have also been prioritised and classified under the Saving Our Species Program Recovery actions will be put in place to improve the trajectory of some of these species.
<p>Threatened ecological communities</p> <p>EPBC Act</p> <ul style="list-style-type: none"> Coastal salt marsh Coastal swamp oak Sub-tropical lowland rainforest <p>BC Act</p> <ul style="list-style-type: none"> Littoral rainforest Coastal saltmarsh 	<ul style="list-style-type: none"> Land managers with known priority TECs 	<ul style="list-style-type: none"> LLS expert opinion Targeted BCD-DPE consultation SOS prioritisation process Bushfire recovery MCAS MEMS solvability MCAS Aboriginal community and LALC consultation On-ground partner consultation 	<ul style="list-style-type: none"> TEC distribution 	<ul style="list-style-type: none"> 1, 2, 3, 4, 5, 6 	<ul style="list-style-type: none"> The region has significant threatened ecological communities, listed under both the EPBC Act and NSW Biodiversity Conservation Act Threatened ecological communities in NSW have also been prioritised and classified under the Saving Our Species Program

Priority for management	Customers	How did we prioritise?	Mapping evidence	Satisfies Plan priority	Contribution to outcomes
		<ul style="list-style-type: none"> • River Rehabilitation Flood Scientific Committee • Mapped priorities 			<ul style="list-style-type: none"> • Recovery actions will be put in place to improve the trajectory of some of these ecological communities.
World Heritage Area values <ul style="list-style-type: none"> • Lord Howe Island Group • Border Ranges component of Gondwana Rainforests of Australia 	<ul style="list-style-type: none"> • Boundary land managers • Lord Howe Is land managers located in priority areas 	<ul style="list-style-type: none"> • LLS expert opinion • Targeted BCD-DPE consultation • SOS prioritisation process • Lord Howe Island Board consultation • Aboriginal community and LALC consultation • Mapped priorities 	<ul style="list-style-type: none"> • WHA 	<ul style="list-style-type: none"> • 3, 6 	<ul style="list-style-type: none"> • Managing fire, BMAD, pests, weeds at the private land manager - WHA boundary will enhance WHA biodiversity and cultural values
Corridors, biodiversity hotspots <ul style="list-style-type: none"> • Jaliigirr corridor • Port to Plateau corridor • Iluka-Coldstream hotspot • Border Ranges corridor 	<ul style="list-style-type: none"> • Public and Private land managers within corridors and hotspots 	<ul style="list-style-type: none"> • LLS expert opinion • Targeted BCD-DPE consultation • SOS prioritisation process • On-ground partner consultation • Aboriginal community and LALC consultation • Mapped priorities 	<ul style="list-style-type: none"> • Fauna climate corridor • Native vegetation extent • Threatened species and EEC maps 	<ul style="list-style-type: none"> • 1, 2, 3, 4, 5, 6 	<ul style="list-style-type: none"> • Managing fire, BMAD, pests, weeds, on-farm ground cover will enhance biodiversity and cultural values • Managing connectivity between habitats increases resilience of natural systems
Travelling Stock Reserves <ul style="list-style-type: none"> • High biodiversity conservation value • High cultural conservation value 	<ul style="list-style-type: none"> • Priority TSRs, • Land managers adjacent to priority TSRs 	<ul style="list-style-type: none"> • TSR conservation assessment • LLS expert opinion • SOS prioritisation process • On-ground land manager consultation • Aboriginal community and LALC consultation • Mapped priorities 	<ul style="list-style-type: none"> • TSR conservation value • Fauna climate corridor • Native vegetation extent • Threatened species and EEC maps 	<ul style="list-style-type: none"> • 1, 2, 4 	<ul style="list-style-type: none"> • Managing fire, BMAD, pests, weeds, on-farm ground cover will enhance biodiversity and cultural values • Managing connectivity between native habitats of TSRs and adjacent lands builds landscape resilience
Waterway and coastal environments <ul style="list-style-type: none"> • Farm run off - water quality and sediment • Ground cover • Soil health 	<ul style="list-style-type: none"> • All land managers; land managers along priority reaches, priority industries 	<ul style="list-style-type: none"> • LLS expert opinion • Targeted BCD-DPE consultation • SOS prioritisation process • Bushfire recovery MCAS • MEMS solvability MCAS • On-ground partner consultation • River Rehabilitation Flood Scientific Committee • Aboriginal community and LALCs consultation • Mapped priorities 	<ul style="list-style-type: none"> • Individual threat. species distribution • Bushfire recovery • MEMS MCAS solvability • River Rehabilitation 	<ul style="list-style-type: none"> • 1, 5 	<ul style="list-style-type: none"> • Managing ground cover, industry chemical use practice, habitat use, and industry practice to improve the quality of farm water runoff
Flood recovery <ul style="list-style-type: none"> • Flood impacted riparian zones • Floodplain agriculture and native habitats • Floodplain acid sulphate soils 	<ul style="list-style-type: none"> • Land managers along priority reaches • Land managers with known populations • Land managers with priority erosion sites 	<ul style="list-style-type: none"> • LLS expert opinion • Targeted BCD-DPE consultation • SOS prioritisation process • Bushfire recovery MCAS • MEMS solvability MCAS • On-ground partner consultation • River Rehabilitation Flood Scientific Committee 	<ul style="list-style-type: none"> • Individual threat. species distribution • Individual threat. Ecological community distribution • Bushfire recovery • MEMS MCAS solvability • River Rehabilitation 	<ul style="list-style-type: none"> • 1, 2, 4, 5, 6 	<ul style="list-style-type: none"> • Targeted on-ground works aimed at rehabilitating flood impacted riparian zones and instream habitats will deliver improvements in biodiversity, native vegetation, and water quality • Managing native vegetation and acid sulphate soils on floodplains will improve

Priority for management	Customers	How did we prioritise?	Mapping evidence	Satisfies Plan priority	Contribution to outcomes
		<ul style="list-style-type: none"> Aboriginal community and LALC consultation Mapped priorities 			on-farm biodiversity, native vegetation, and soil health
Pests and weeds <ul style="list-style-type: none"> Prevention, eradication, containment and asset protection for priority natural assets Establish governance/policy to integrate pest and weed management into NRM projects 	<ul style="list-style-type: none"> All land managers; land managers with known threatened species and ecological community populations Land managers in priority locations in corridors and hotspots Land managers recovering from flood and bushfire events 	<ul style="list-style-type: none"> LLS expert opinion Targeted BCD-DPE consultation SOS prioritisation process Bushfire recovery MCAS On-ground partner consultation River Rehabilitation Flood Scientific Committee Aboriginal community and LALC consultation Mapped priorities 	<ul style="list-style-type: none"> Individual threat. species distribution Individual threat. ecological community distribution Bushfire recovery River Rehabilitation 	<ul style="list-style-type: none"> 1, 2, 3, 4, 5, 6 	<ul style="list-style-type: none"> Targeted pest and weed control aimed at rehabilitating flood and bushfire impacted riparian zones and instream habitats will deliver improvements in biodiversity, native vegetation, and water quality Incorporating pest and weed control into NRM projects increases benefit legacy
Industry networks <ul style="list-style-type: none"> Network where practice change will improve natural resource condition 	<ul style="list-style-type: none"> Berries Grazing Macadamia Land managers adjacent to sensitive water quality areas 	<ul style="list-style-type: none"> LLS Expert opinion North Coast Agricultural Industry Consultative Committee consultation Local Govt advice Mapped priorities 	<ul style="list-style-type: none"> Production Landscapes 	<ul style="list-style-type: none"> 6, 7 	<ul style="list-style-type: none"> Targeting key industry networks that have access member land managers and can communicate on behalf of NCLLS will extend our reach
Land Management Framework <ul style="list-style-type: none"> All biodiversity set-aside areas 	<ul style="list-style-type: none"> Private land managers that make clearing request 	<ul style="list-style-type: none"> LLS expert opinion Targeted BCD-DPE consultation SOS prioritisation process Aboriginal community and LALC consultation National Parks and Wildlife Mapped priorities 	<ul style="list-style-type: none"> Native vegetation extent Corridors Fire Individual threat. species distribution Individual threat. ecological community distribution 	<ul style="list-style-type: none"> 1, 2, 4, 6 	<ul style="list-style-type: none"> Choosing set-aside areas that offer the best biodiversity return will minimise the impacts of native vegetation clearance
On-farm native vegetation <ul style="list-style-type: none"> Bushfire impacted areas Flood impacted riparian zones Floodplain agriculture and native habitats Areas contributing to significant sediment and water pollution mitigation Areas contributing to landscape scale biodiversity recovery 	<ul style="list-style-type: none"> Private land managers in sensitive areas 	<ul style="list-style-type: none"> LLS expert opinion Targeted BCD-DPE consultation SOS prioritisation process Bushfire recovery MCAS Private land managers River Rehabilitation Flood Scientific Committee Aboriginal community and LALC consultation Mapped priorities 	<ul style="list-style-type: none"> Native vegetation extent Corridors Fire Individual threat. species distribution Individual threat. ecological community distribution Bushfire recovery River Rehabilitation 	<ul style="list-style-type: none"> 1, 2, 4, 5, 6, 7 	<ul style="list-style-type: none"> Targeted vegetation improvement will recover native vegetation on-farm recently impacted by natural disaster events
On-farm soil health <ul style="list-style-type: none"> Bushfire impacted areas Flood impacted riparian zones Floodplain agriculture and native habitats Floodplain acid sulphate soils Areas contributing to significant waterway sediment and water pollution 	<ul style="list-style-type: none"> Private land managers in sensitive areas 	<ul style="list-style-type: none"> LLS expert opinion Bushfire recovery MCAS Private land managers River Rehabilitation Flood Scientific Committee Aboriginal community and LALC consultation North Coast Industry Consultative Committee Mapped priorities 	<ul style="list-style-type: none"> Soil organic carbon Hillslope erosion (nutrient loss) Soil acidification Ground cover Bushfire recovery River Rehabilitation 	<ul style="list-style-type: none"> 5, 6, 7 	<ul style="list-style-type: none"> Managing ground cover and acid sulphate soils will enhance on-farm soil health and retention whilst maintaining receiving quality of receiving waters

Priority for management	Customers	How did we prioritise?	Mapping evidence	Satisfies Plan priority	Contribution to outcomes
On-farm biodiversity <ul style="list-style-type: none"> Threatened species in bushfire and flood impacted areas Threatened ecological communities in bushfire and flood impacted areas Native vegetation management in areas contributing to landscape scale biodiversity recovery (e.g., corridors, hotspots) 	<ul style="list-style-type: none"> Private land managers in sensitive areas 	<ul style="list-style-type: none"> LLS expert opinion Targeted BCD-DPE consultation SOS prioritisation process Bushfire recovery MCAS Private land managers River Rehabilitation Flood Scientific Committee Aboriginal community and LALC consultation Mapped priorities 	<ul style="list-style-type: none"> Native vegetation extent Corridors Fire Individual threat. species distribution Individual threat. ecological community distribution Bushfire recovery River Rehabilitation 	<ul style="list-style-type: none"> 1, 2, 4, 5, 6 	<ul style="list-style-type: none"> Targeted native vegetation improvement will recover biodiversity on-farm
On-farm water quality <ul style="list-style-type: none"> Ground cover Soil health 	<ul style="list-style-type: none"> All land managers; land managers along priority reaches, priority industries 	<ul style="list-style-type: none"> LLS expert opinion Bushfire recovery MCAS MEMS solvability MCAS On-ground partner consultation River Rehabilitation Flood Scientific Committee Aboriginal community and LALCs consultation Mapped priorities 	<ul style="list-style-type: none"> Individual threat. species distribution Bushfire recovery MEMS MCAS solvability River Rehabilitation 	<ul style="list-style-type: none"> 5, 6 	<ul style="list-style-type: none"> Managing ground cover and agricultural application will improve the quality of farm water runoff
Provenance and sustainability credentials <ul style="list-style-type: none"> Berry and hothouse industries 	<ul style="list-style-type: none"> Berry and hothouse private land managers 	<ul style="list-style-type: none"> LLS expert opinion Expert industry opinion North Coast Agricultural Industry Consultative Committee consultation 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> 6, 7 	<ul style="list-style-type: none"> Changing industry practice that allows producers to meet consumer demand for information on provenance and sustainability credentials will improve on-farm soil health and runoff water quality
4. Supporting Aboriginal land managers to care for Country					
<ul style="list-style-type: none"> Securing funding for cultural restoration projects Employment and opportunity for Aboriginal Businesses to Work on Country 	<ul style="list-style-type: none"> All Aboriginal land managers across the North Coast region 	<ul style="list-style-type: none"> Expert consultation 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> 1, 2, 3, 4, 5, 6, 7 	<ul style="list-style-type: none"> Culturally appropriate engagement that increases the involvement of Aboriginal people in NRM
5. Becoming service provider of choice and trusted broker of partnerships					
<ul style="list-style-type: none"> Marketing and communication to promote our value proposition User friendly partnership and collaboration business processes 	<ul style="list-style-type: none"> All private land managers across the region; potential investors (RLP3); industry groups, conservation and land mgmt. groups 	<ul style="list-style-type: none"> Expert consultation 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> 1, 2, 3, 4, 5, 6, 7 	<ul style="list-style-type: none"> Good understanding of our role enables us to transition to be a trusted and sought after broker of NRM partnerships

6. The NRM Action Plan

Actions, priorities and measures of success

Our NRM Action Plan identifies the advisory, collaboration and partnership services North Coast LLS will provide with customers and stakeholders and how we will measure successful delivery of those services (Table 6.1).

Actions are grouped according to the Themes and Short-Term Outcomes from the LLS NRM Framework 2021-2026 and LLS Sustainable Agriculture Framework 2021-2026 and are also linked to the Outcomes of the Local Strategic Plan.

Targets reflect what will be achieved against the Short Term Outcomes (STO) over the Plan's 5-year period, and the Performance Assessment measures (Measures of Success and KPIs) that will articulate achievement of those targets.

Additional detail on the contribution of actions to the LLS NRM Framework, Australian Government RLP Outcomes, North Coast Local Strategic Plan outcomes, delivery partners and funding status, are found in the [Action Plan Supporting Evidence for NCLLS NRM Plan](#) document.

Table 6.1. NRM Plan action plan. [AusGov = action contributes to an Australian Government priority]

THEME 1: Enabling land manager adoption of practice change	
OBJECTIVE 1: To drive widespread NRM practice adoption by understanding and addressing our customers' social and behavioural drivers	
North Coast action	Priority activities
1. Review NCLLS's understanding of customer segmentation and NRM aspirations, and modify NRM advisory services and practice change programs accordingly	<ul style="list-style-type: none"> • Conduct review and map customer segments and NRM aspirations • Update practice change programs so that they allow land managers to implement best practice, and prepare for and respond to natural disasters, changing climate and other disturbances
Performance narrative	
<p>Services will include provision of advice, referrals, and opportunities to acquire funding for topical NRM projects; one on one consultation with individuals and groups; industry and community partnership and group events, project field days.</p> <p>We will measure our success through customer satisfaction with our services, the number of partnerships and programs we have updated to better reflect aspiration and need, and the ensuing projects that achieve hectares of improved land management practice across our customer segments.</p>	
Measures of success	
<ul style="list-style-type: none"> • Customer satisfaction and net promoter scores • Increases in knowledge and skills • Area of improved practices 	
Key delivery partners	
<ul style="list-style-type: none"> • All land managers across the region, LLS NRM Statewide Advisory Group, LLS SusAg Statewide Advisory Group 	

Contribution to outcomes

These actions will contribute to the following outcomes:

Australian Government

Long term outcomes	5-year outcomes
1: The trajectory of species targeted under the Threatened Species Strategy, and other Environment Protection and Biodiversity Conservation Act 1999 priority species, is improved.	By 2023, the trajectory of species targeted under the Threatened Species Strategy, and other Environment Protection and Biodiversity Conservation Act 1999 priority species, is stabilised or improved.
2: The condition of Environment Protection and Biodiversity Conservation Act 1999 listed Threatened Ecological Communities is improved.	By 2023, the implementation of priority actions is leading to an improvement in the condition of Environment Protection and Biodiversity Conservation Act 1999 listed Threatened Ecological Communities.
3: The natural heritage Outstanding Universal Value of World Heritage properties is maintained or improved.	By 2023, invasive species management has reduced threats to the natural heritage Outstanding Universal Value of World Heritage properties through the implementation of priority actions.
6: The conditions of soil, biodiversity and vegetation are improved.	By 2023, there is an increase in awareness and adoption of land management practices that improve and protect the condition of soil, biodiversity and vegetation.
7: Agriculture systems have adapted to significant changes in climate and market demands.	By 2023, there is an increase in capacity of agriculture systems to adapt to significant changes in climate and market demands for information on provenance and sustainable production

LLS NRM Framework

- 1.1 Our NRM services are aimed at reducing the barriers and strengthening the enablers of NRM
- 1.2 Our customers are empowered to seize opportunities arising from change, and to manage natural resources to adapt to change practice adoption, and are tailored to customers' specific needs and desired outcomes
- 1.3 Our customers increasingly adopt sustainable natural resource management practices

Local Strategic Plan Outcomes

Grow: Our programs and partnerships grow primary industry productivity and healthy environments

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

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

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

THEME 2: Realising returns from new opportunities and changing practice

OBJECTIVE 2: To help our customers realise returns from adoption of improved NRM practices

<p>North Coast actions</p> <p>2. Establish an Environmental Markets Extension and Advisory Program, to help our customers identify opportunities from, and participate in, new and emerging environmental markets [AusGov]</p>	<p>Priority activities</p> <ul style="list-style-type: none"> • Provide information and extension services on the economic and landscape health benefits of improving NRM practices
<p>3. Deliver services and programs where NCLLS plays an intermediary role between customers and emerging markets [AusGov]</p>	<ul style="list-style-type: none"> • Act in intermediary role between customers and promote participation in emerging alternative markets • Support emerging local and regional carbon economy initiatives and form strategic partnerships with industry, corporate, NGO and environmental market providers • Develop capacity to participate in the Federal Blue Carbon Accreditation and Accounting Program
<p>Performance narrative</p> <p>Services will include provision of advice, referrals, and opportunities for involvement in emerging environmental markets; one on one consultation with individuals and groups; industry and community partnership and group events; partnerships developed; project field days, etc.</p> <p>We will measure our success through customer satisfaction with our services, increases in land manager knowledge of and participation in environmental market programs, the number of new market partnerships and programs we have developed, and the ensuing projects that allow customers to realise economic returns through hectares of improved land management practice.</p>	
<p>Measures of success</p> <ul style="list-style-type: none"> • Land managers engaged in environmental market programs • Land managers engaged in advisory services • Increases in knowledge and attitudes • Area of improved practices 	
<p>Key delivery partners</p> <ul style="list-style-type: none"> • Private land managers across North Coast Region, Local Govt, Greening Australia, Carbon Market Institute, NSW Dept of Primary Industries Productivity and Abatement Program 	

Contribution to outcomes

These actions will contribute to the following outcomes:

Australian Government

Long term outcomes	5-year outcomes
6: The conditions of soil, biodiversity and vegetation are improved.	By 2023, there is an increase in awareness and adoption of land management practices that improve and protect the condition of soil, biodiversity and vegetation.
7: Agriculture systems have adapted to significant changes in climate and market demands.	By 2023, there is an increase in capacity of agriculture systems to adapt to significant changes in climate and market demands for information on provenance and sustainable production

LLS NRM Framework

- 2.1 Increased engagement of land managers in extension and advisory services that enable customer participation in carbon, biodiversity, or other environmental goods and services markets (and other relevant schemes)
- 2.2 Our customers are increasing their understanding, awareness and willingness to trial or adopt evidence based NRM practices that have both environmental and economic/financial benefits
- 2.3 Our customers increasingly adopt sustainable NRM practices

Local Strategic Plan

Grow: Our programs and partnerships grow primary industry productivity and healthy environments

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

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

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

THEME 3: Healthy and resilient landscapes and catchments

OBJECTIVE 3: To take action on the top threats to the health and resilience of NSW landscapes and catchments

North Coast actions	Priority activities
<p>4. Promote the Landscape Restoration Flagship Program as the region's overarching approach to delivering integrated landscape scale NRM programs that promote land manager uptake of best practice NRM and preparedness for natural disasters and other disturbances and opportunities. [AusGov]</p>	<ul style="list-style-type: none"> • Develop and promote the Landscape Restoration Flagship narrative... <p>Delivery partners:</p> <ul style="list-style-type: none"> • <i>All NRM delivery partners listed in this action table</i>
<p>5. Promote Future Ready Farms Flagship Program, as the region's overarching whole-of-farm extension and training services program that builds land manager capacity to match land use and best practice management to land capability, the integration of NRM into day-to-day farm operations, preparedness for natural disasters, and resilience to change. [AusGov]</p>	<ul style="list-style-type: none"> • Provide proactive extension, training and peer-to-peer support that transitions land managers to whole-of-property best practice management which improves their on-farm soil, native vegetation, and biodiversity, and how they prepare for and cope with major disruptor events including climate change. <p>Delivery partners:</p> <ul style="list-style-type: none"> • <i>All delivery partners listed in this table that deliver sustainable agriculture actions</i>
<p>6. Implement best practice governance and collaboration processes that bring stakeholders together to drive coordinated, strategic resilience-based approaches to NRM across the region. [AusGov]</p>	<ul style="list-style-type: none"> • Establish an NRM Advisory Committee that brings stakeholders together, enabling them to collaborate, source investment, leverage opportunity, coordinate activities, develop projects, and monitor change and opportunity via sunrise governance <p>Delivery partners</p> <ul style="list-style-type: none"> • <i>Local government, government agencies (e.g., Dept of Planning and Environment, Dept of Primary Industries), Public land managers (e.g., National Parks and Wildlife, Crown Lands, Roads and Maritime, Forestry Corp NSW), Farmers Federation, Landcare, Aboriginal stakeholders, Conservation Groups</i>
<p>7. Implement best practice onground threatened species recovery programs that contribute to landscape scale restoration in priority catchments. [AusGov]</p>	<p>Implement best practice recovery activities in priority locations in partnership with the SOS Program for the following EPBC Act listed threatened species</p> <ul style="list-style-type: none"> • Koala • Brush-tailed Rock-wallaby • Smooth Davidson's Plum • Native Guava • Mount Lidgbird Caropid Land Snail • Lord Howe Island Little Mountain Palm • Lord Howe Island Phasmid • Bellinger River Snapping Turtle • Pink Under-wing Moth • Green Turtle • New Holland Mouse <p>Implement best practice recovery activities in priority locations in partnership with the SOS Program for the following State listed threatened species:</p> <ul style="list-style-type: none"> • Eastern Freshwater Cod • Coastal Emu • Hastings River Mouse • Oxylean Pygmy Perch

	<ul style="list-style-type: none"> • Fleays Barred Frog • Green and Golden Bell Frog • Species recovered via the Bushfire Recovery Fund <p>Delivery partners</p> <ul style="list-style-type: none"> • <i>Private land managers, Saving Our Species Dept of Planning and Environment, Northern Eastern Bristlebird Working Group, Queensland Healthy Land and Water, Birdlife Australia, Hastings Bird Observers, Kempsey Shire Council, Currumbin Wildlife Sanctuary, Githabul Rangers, National Parks and Wildlife Service, Lord Howe Island Board, Melbourne Zoo, Australian Museum, Indigenous Ranger groups, Landcare, Private Land managers, NSW DPI – Fisheries, Traditional Indigenous owners, Conservation Groups, Aboriginal stakeholders</i>
<p>8. Implement best practice onground threatened ecological community recovery programs that contribute to landscape scale restoration in priority catchments. [AusGov]</p>	<ul style="list-style-type: none"> • Implement best practice recovery activities in priority locations in partnership with the SOS Program for the following EPBC Act listed threatened ecological communities: <ul style="list-style-type: none"> ○ Coastal salt marsh ○ Coastal swamp oak ○ Sub-tropical lowland rainforest ○ Littoral rainforest • Implement best practice recovery activities in priority locations for the following Biodiversity Conservation Act listed threatened ecological communities: <ul style="list-style-type: none"> ○ Coastal Saltmarsh • Update the Lord Howe Island Biodiversity Management Plan <p>Delivery partners</p> <ul style="list-style-type: none"> • <i>Private land managers, Saving Our Species Dept of Planning and Environment, Local Govt, Lord Howe Island Board, Crown Lands, National Parks, Traditional Indigenous owners, Madhima Gulgan Indigenous Group, OzFish, Volunteer citizen scientists, Landcare, LALCs, Soil Conservation Service, QLD Healthy Land and Water, Dunecare, DPI Fisheries</i>
<p>9. Implement best practice threat mitigation programs that contribute to the conservation of Gondwana Rainforest World Heritage Area values in priority catchments. [AusGov]</p>	<ul style="list-style-type: none"> • Implement best practice habitat management programs (e.g., weed management, cultural burning, and monitoring of Bell Miner populations) <p>Delivery partners</p> <ul style="list-style-type: none"> • <i>Public and private land managers, Landcare, Northern Rivers Fire and Biodiversity Consortium, Lord Howe Island Board, Crown Lands, Essential Energy, Dept of Planning and Environment, National Parks and Wildlife, Local Govt, Private land managers, Aboriginal stakeholders</i>
<p>10. Implement best practice onground native vegetation restoration activities in corridor, biodiversity hotspot and other areas of high biodiversity value in priority catchments. [AusGov]</p>	<ul style="list-style-type: none"> • Implement best practice threatened species and habitat management programs in priority biodiversity corridors and biodiversity hotspots, including: <ul style="list-style-type: none"> ○ Jaliigirr corridor ○ Port to Plateau corridor ○ Iluka-Coldstream hotspot ○ Border Ranges corridor <p>Delivery partners</p> <ul style="list-style-type: none"> • <i>Public and private land managers Landcare, Local Govt, National Parks and Wildlife, Aboriginal</i>

	<i>stakeholders, Landcare, Conservation Groups, LALCs, Dept for Planning and Environment</i>
11. Implement best practice onground threat mitigation programs in Travelling Stock Reserves that contribute to the conservation of natural, cultural and production assets and values in priority catchments. [AusGov]	<ul style="list-style-type: none"> • Use biodiversity, soil and cultural heritage conservation assessments to identify management priorities • Implement best practice management programs in high conservation value TSRs <p>Delivery partners</p> <ul style="list-style-type: none"> • <i>Public and Private land managers, Dept of Planning and Environment, National Parks and Wildlife Service, Crown Lands, Aboriginal stakeholders</i>
12. Implement integrated waterway and coastal environment management practice change programs that deliver landscape scale habitat restoration in priority catchments. [AusGov]	<p>Implement priority programs that include:</p> <ul style="list-style-type: none"> • Richmond catchment water quality and diffuse pollutants • Restoration of high value aquatic areas, including fish habitat, riverbanks (incl. mangroves), riparian corridors • Regionally important Clybucca and Kinchela wetlands • Shellfish reef restoration • Industry based source pollutant management including erosion, sediment and nutrient runoff (incl. bioreactors) • Industries on Estuaries flood plain management agreements • Riparian zone carbon capture • Decision making that support implementation of practice change programs that deliver water quality improvement [Far North Coast and North Coast Regional Water Strategies] • Land manager practice change that supports improvement in water quality in the North Coast and Far North Coast catchments [Far North Coast and North Coast Regional Water Strategies] • Practice change that supports land manager adaptation to changing climate and preparedness for natural disasters [Transition North Coast Climate Change Program] • Apply the MEMS solvability MCAS methodology to setting waterway diffuse pollution priorities across the whole region <p>Delivery partners</p> <ul style="list-style-type: none"> • <i>Dept of Planning and Environment, Public and Private land managers, Macadamia industry, Local Govt, DPI Fisheries, DPI Water, Aboriginal stakeholders, Transition North Coast Adaptation Group, Local timber and earthmover industries, Landcare, Universities, Ozfish, Tree planting volunteers, Oyster and Shellfish Aquaculture Industries, Landcare, Emissions Reduction Fund, Northern Rivers Fire and Biodiversity Consortium, Pappinbarra Land managers Conservation Group, industries (sugarcane, blueberry, hothouse, aquaculture, oyster, beef, dairy industries), Australian Research Council Centre of Excellence for Australian Biodiversity and Heritage, private land managers</i>
13. Implement best practice onground flood recovery activities for impacted communities and waterways in priority catchments. [AusGov]	<ul style="list-style-type: none"> • Implement the RiverBank Rehabilitation Program to manage 2021 and 2022 flood damaged riverbanks including best practice governance, approval processes and onground programs

	<ul style="list-style-type: none"> • Identify and prioritise for action the impacts of the March 2022 floods on the natural, production, social and cultural assets • Design and implement practice change projects that contribute to the recovery of natural, production and cultural assets from the March 2022 floods, and improve the long term resilience of catchments to future natural disaster events • Develop recover programs that contribute to the recovery of communities fatigued by the cumulative impacts of recent flood, fire and drought events, and improve their preparedness to cope with future natural disaster events <p>Delivery partners</p> <ul style="list-style-type: none"> • <i>Public and private land managers, RiverBank Rehabilitation Program, Aust Govt Bushfire Recovery Program, Local Govt, Landcare, Dept of Primary Industries, Resilience NSW, Aboriginal stakeholders, Dept of Planning and Environment</i>
<p>14. Implement integrated pest and weed management practice change programs that mitigate impacts on biodiversity and other environmental and cultural values, in priority catchments, as directed by the <i>North Coast Regional Strategic Pest Animal Management Plan</i> and <i>North Coast Regional Strategic Weed Management Plan</i>. [AusGov]</p>	<ul style="list-style-type: none"> • Coordinate and implement best practice pest animal control programs, including Wild Dog, Wild Deer, and Feral Pig, Cane Toad, Red Fox, Feral Cat • Coordinate and implement best practice weed control programs, including high risk species, sites and pathways; containment of priority weeds; weed incursion rapid response; regional inspection plan; high risk weeds – across priorities that include Tropical Soda Apple, Groundsel Bush, Red Lantana, Cockspur Coral Tree, Giant Devils Fig • Implement best practice monitoring of the impact of pest and weed control on biodiversity and cultural values (e.g., wild dogs on koalas, using land managers and citizen science) • Implement best practice communication and engagement approaches that raise land manager awareness of their general biosecurity duty obligations <p>Delivery partners</p> <ul style="list-style-type: none"> • <i>Public and private land managers, Govt agencies, Local Govt, Community groups, Aboriginal stakeholders, Landcare, Biodiversity Conservation Trust, National Parks and Wildlife Service, Crown Lands, Forestry Corp NSW, NSW Farmers, Transport NSW, Dept of Primary Industries, Dept of Planning and Environment</i>
<p>15. Work with North Coast industry networks to better understand land manager needs and aspirations and the services they need that enable best practice land management. [AusGov]</p>	<ul style="list-style-type: none"> • Consult with industry networks via the North Coast Agricultural Industry Consultative Committee on the development and delivery of practice change programs that meet land manager needs (e.g., macadamia, beef, dairy, blueberry) <p>Delivery partners</p> <ul style="list-style-type: none"> • <i>North Coast Agricultural Industry Consultative Committee, private land managers</i>
<p>16. Implement the Land Management Framework to deliver best practice on-farm native vegetation management. [AusGov]</p>	<ul style="list-style-type: none"> • Respond to notifications and provide certifications for land clearing and offsets • Implement a best practice framework that supports land manager monitoring set aside area condition • Develop partnerships with other native vegetation management and conservation groups that facilitate conservation of priority native vegetation

	<p>Delivery partners</p> <ul style="list-style-type: none"> • <i>Private land managers, Biodiversity Conservation Trust, Dept of Planning and Environment</i>
<p>17. Implement integrated practice change programs that deliver improvements in on-farm soil health (ground cover), native vegetation, water quality and biodiversity. [AusGov]</p>	<ul style="list-style-type: none"> • Provide soil, vegetation and biodiversity health advisory extension services, on-request, guided by priority risk areas: <ul style="list-style-type: none"> • soil organic carbon improvement • hillslope erosion (nutrient loss) risk • wind erosion risk • soil acidification risk • native vegetation extent and biodiversity • Implement soil improvement programs that include: <ul style="list-style-type: none"> • Smart Farms Soil Extension Project - addresses soil organic carbon, soil fertility (retention of soil nutrients), and management of soil acidification across the region • RLP Upper Richmond Vegetation, Erosion and Soil Health Projects – addresses soil organic carbon, erosion, and acidification improvement • MEMS Clean Coastal Catchments Projects – addresses hillslope erosion and nutrient loss with fertiliser management, groundcover and riparian revegetation efforts, erosion control, and bioreactor use in the Coffs Harbour region. • Soil acidification on Macadamia farms • Riparian zone and native vegetation recovery from flood and bushfire impacts, under the Bushfire Recovery Fund • Mitigating floodplain acid sulphate soil drainage impacts, while promoting blue carbon management • A region-wide focus on maintaining and improving the cover of “trees on farms” and “biodiversity on farms” • A region-wide focus on managing soil health (hillslope erosion and nutrient loss) by maintaining and improving ground cover <p>Delivery partners</p> <ul style="list-style-type: none"> • <i>Dept. of Primary Industries – Agriculture, Industries (Beef, Sugarcane, Macadamia, Berry, Hothouse, Dairy), Local Govt, North Coast Agricultural Industry Consultative Committee, Landcare, Crown Lands, National Parks and Wildlife Service, private land managers</i>
<p>18. Develop practice change programs that support the growth of agricultural products with known provenance and sustainability credentials. [AusGov]</p>	<ul style="list-style-type: none"> • Explore the needs, opportunities and requirements of developing credentials and a label for agricultural products that are sustainably produced and certified, focussing on berry and hothouse industries • Develop reward systems that incentivise adoption of best practice that delivers sustainability credentials <p>Delivery partners</p> <ul style="list-style-type: none"> • <i>GrowComm, Hort360, Prograze, Industries (Berry and hothouse), Local Govt, private land managers, North Coast Agricultural Industry Consultative Committee</i>
<p>Performance narrative</p>	

Services will include provision of advice referrals, collation and dissemination of information, and active management of invasive species; one on one consultation with individuals and groups; industry and community partnership and group events; partnerships developed; project field days, etc.

We will measure our success through customer satisfaction with our services, sharing of knowledge with land managers (including how best practice can generate sustainability credentials), land manager participation in the recovery and rehabilitation of landscape and catchment health, and the number of partnerships and programs we have developed, resulting in projects that achieve hectares of best practice on-farm management of native vegetation, threatened species and ecological communities, soil, and biodiversity. The maintenance of World Heritage Area natural heritage values will also contribute to hectares of best practice. Success will also be defined by hectares under best practice for preparation, response and recovery activities for emergency management and disruptor events, natural disasters, and adaptation to climate change.

Measures of success

Improved practices with respect to:

- Area of native vegetation enhanced, rehabilitated, or protected
- Stream length of river/estuary enhanced, rehabilitated or protected
- Area of wetlands enhanced, rehabilitated or protected
- Area of land managed for improved groundcover, and soil condition
- Area of notifications, certificates and set asides
- Customer satisfaction
- Land managers engaged in, and area of, in best practice invasive species management
- Land managers engaged in, and area of, in best practice native vegetation management
- Land managers engaged in, and area of, in best practice soil health management
- Land managers engaged in best practice EM preparation, response and recovery activities, and climate change adaptation activities
- Land manager advice consultations
- Land manager training events and participants
- Land manager of awareness raising events/ capacity building events and participants

Key delivery partners

- *Delivery partners: see above*

Contribution to outcomes

These actions will contribute to the following outcomes:

Australian Government

Long term outcomes	5-year outcomes
1: The trajectory of species targeted under the Threatened Species Strategy, and other Environment Protection and Biodiversity Conservation Act 1999 priority species, is improved.	By 2023, the trajectory of species targeted under the Threatened Species Strategy, and other Environment Protection and Biodiversity Conservation Act 1999 priority species, is stabilised or improved.
2: The condition of Environment Protection and Biodiversity Conservation Act 1999 listed Threatened Ecological Communities is improved.	By 2023, the implementation of priority actions is leading to an improvement in the condition of Environment Protection and Biodiversity Conservation Act 1999 listed Threatened Ecological Communities.
3: The natural heritage Outstanding Universal Value of World Heritage properties is maintained or improved.	By 2023, invasive species management has reduced threats to the natural heritage Outstanding Universal Value of World Heritage properties through the implementation of priority actions.
6: The conditions of soil, biodiversity and vegetation are improved.	By 2023, there is an increase in awareness and adoption of land management practices that improve and protect the condition of soil, biodiversity and vegetation.
7: Agriculture systems have adapted to significant changes in climate and market demands.	By 2023, there is an increase in capacity of agriculture systems to adapt to significant changes in climate and market demands for information on provenance and sustainable production

LLS NRM Framework

- 3.1 Our customers are improving and restoring native vegetation (enhancing habitat quality, connectivity and biodiversity)
- 3.2 Our customers are rehabilitating waterways, their riparian zones and coastal environments
- 3.3 Our customers are maximising vegetative ground cover (as a surrogate for improving soil and waterway health and reducing erosion, flood and drought risk) and maintaining and improving on-farm soil, vegetation, biodiversity
- 3.4 Our customers are managing weeds, pests and disease and their impacts on environmental values
- 3.5 Our land managers are preparing their properties and natural resources for natural disasters and emergencies
- 3.6 Our land managers are adopting sustainable agricultural practices that increase their resilience to changing climate

Local Strategic Plan Outcomes

Grow: Our programs and partnerships grow primary industry productivity and healthy environments

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

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

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

THEME 4: Aboriginal communities caring for healthy and resilient cultural landscapes

OBJECTIVE 4: To champion opportunities for Aboriginal people and communities to care for Country and enhance contemporary land management practices

North Coast actions

19. Undertake respectful and meaningful collaboration with Traditional Owners and Aboriginal stakeholders to co-design and co-deliver engagement, business services and programs that address Healthy Country aspirations, opportunities and priorities.
[AusGov]

20. Develop and establish interagency partnerships with Traditional Owners that enhance capacity, increase capability and provide opportunities to Work on Country.
[AusGov]

Priority activities

- Facilitate establishment of a region-wide Indigenous NRM forum
- Deliver restoration projects and activities to enhance cultural and conservation assets (incl. recovery and protection of threatened species habitat, rainforest refugia, pest animal management and recovery of bushfire impacted areas)
- Develop skills and share knowledge to implement Cultural burning projects and activities with Traditional Owners (incl. Native Title Holders and land managers such as Yaegl RNTFBC and Thungutti LALC)
- Connect Indigenous groups to viable agricultural enterprises and sustainable business opportunities
- Provide education, training and skills assessment that increase capability and provide opportunities for Traditional Owners and Aboriginal stakeholders to deliver conservation and agricultural projects
- Secure employment and opportunities for Aboriginal Businesses to Work on Country and operate commercial enterprises that supports community
- Promote arts, culture and heritage that influence management of Country in particular Traditional lands
- Identify cultural heritage impacted by climate change and options for protection and better management

Performance narrative

Services will centre on the co-design and co-delivery of culturally appropriate engagement, project delivery and involvement of Aboriginal communities and stakeholders in the North Coast LLS business. Working from a base of understanding local cultural needs and Healthy Country aspirations, we will provide services that include advice and referrals; one on one consultation with individuals and groups; industry and community partnerships and projects; group events; ongoing partnership development; participation in decision making and investment priorities; project field days that showcase traditional knowledge and culture, etc

We will measure our success through customer satisfaction with our services; Aboriginal participation within the LLS business – as project partner, provider of NRM services, and participants in capacity building events and cultural heritage advisory forums; with all contributing to hectares of Country being managed with cultural knowledge and under best cultural practice.

Measures of Success:

- Programs that involve Aboriginal people and communities in NRM
- Area of improved practices

Key delivery partners

- *Delivery partners: Aboriginal land managers across the North Coast region LALCs, Native Title Land managers, Indigenous Business Australia, Elders groups, Indigenous Ranger Teams, National Parks and Wildlife Service, Indigenous Protected Area Rangers, Aboriginal Businesses*

Contribution to outcomes

These actions will contribute to the following outcomes:

Australian Government

Long term outcomes	5-year outcomes
1: The trajectory of species targeted under the Threatened Species Strategy, and other Environment Protection and Biodiversity Conservation Act 1999 priority species, is improved.	By 2023, the trajectory of species targeted under the Threatened Species Strategy, and other Environment Protection and Biodiversity Conservation Act 1999 priority species, is stabilised or improved.
2: The condition of Environment Protection and Biodiversity Conservation Act 1999 listed Threatened Ecological Communities is improved.	By 2023, the implementation of priority actions is leading to an improvement in the condition of Environment Protection and Biodiversity Conservation Act 1999 listed Threatened Ecological Communities.
3: The natural heritage Outstanding Universal Value of World Heritage properties is maintained or improved.	By 2023, invasive species management has reduced threats to the natural heritage Outstanding Universal Value of World Heritage properties through the implementation of priority actions.
6: The conditions of soil, biodiversity and vegetation are improved.	By 2023, there is an increase in awareness and adoption of land management practices that improve and protect the condition of soil, biodiversity and vegetation.
7: Agriculture systems have adapted to significant changes in climate and market demands.	By 2023, there is an increase in capacity of agriculture systems to adapt to significant changes in climate and market demands for information on provenance and sustainable production

LLS NRM Framework

- 4.1 Our NRM programs are increasing Aboriginal community partnerships and participation within service delivery and decisions, leading to increased Aboriginal employment and/or Aboriginal-owned business procurement
- 4.2 Increased number of opportunities for Aboriginal people and other land managers to promote, showcase and share traditional and contemporary land management knowledge and practices, including cultural fire practices, while ensuring the protection of cultural rights and knowledge

Local Strategic Plan

Grow: Our programs and partnerships grow primary industry productivity and healthy environments

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

Connect: We connect with our community and connect our customers with the best services, advice and networks
Empower Aboriginal communities to achieve their aspirations on country

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

THEME 5: NRM service provider of choice

OBJECTIVE 5: To be the NRM service provider of choice and a trusted broker of NRM partnerships

<p>North Coast actions</p> <p>21. Enhance NCLLS NRM marketing and communications to include the promotion of NCLLS as the regional NRM service provider of choice</p>	<p>Priority activities</p> <ul style="list-style-type: none"> • Understand customers service needs, our role in providing those services and identify the value proposition we bring to the land management market • Develop and implement evidence-based communication and engagement tools and flagship projects that promote our NRM priorities and services, demonstrate our impact and track record of performance and achievement, and promote our value
<p>22. Enhance NCLLS strategic and operational capacity to be an NRM service provider of choice</p>	<ul style="list-style-type: none"> • Build staff capacity to use contemporary approaches to deliver new focus areas in NRM services (e.g., environmental markets, climate change advice) • Improve partnership and collaboration arrangements so that they are highly valued by customers and investors
<p>Performance narrative</p> <p>Services will include provision of advice and media communications; collaboration and engagement with individuals, industry and community groups, and investors; business partnership development; site visits, field days and promotional products and events that showcase our role and investment achievements in North Coast NRM.</p> <p>We will measure our success through investor and partner satisfaction with LLS as a service provider to the region's NRM customers; an increase in our NRM revenue and the allocation of NRM funds to collaboration and engagement; increased profile and recognition of our investment achievements.</p>	
<p>Measures of success</p> <ul style="list-style-type: none"> • Increase in revenue for NRM services • Increase in investor and partner satisfaction 	
<p>Key delivery partners</p> <ul style="list-style-type: none"> • <i>Delivery partners: Land managers across the North Coast region, LLS Comms and Engagement team, NRM Statewide Advisory Group, SusAg Statewide Advisory Group, Local Govt, Landcare, Industry partners</i> 	

Contribution to outcomes

These actions will contribute to the following outcomes:

Australian Government

Long term outcomes	5-year outcomes
<p>1: The trajectory of species targeted under the Threatened Species Strategy, and other Environment Protection and Biodiversity Conservation Act 1999 priority species, is improved.</p>	<p>By 2023, the trajectory of species targeted under the Threatened Species Strategy, and other Environment Protection and Biodiversity Conservation Act 1999 priority species, is stabilised or improved.</p>
<p>2: The condition of Environment Protection and Biodiversity Conservation Act 1999 listed Threatened Ecological Communities is improved.</p>	<p>By 2023, the implementation of priority actions is leading to an improvement in the condition of Environment Protection and Biodiversity Conservation Act 1999 listed Threatened Ecological Communities.</p>
<p>3: The natural heritage Outstanding Universal Value of World Heritage properties is maintained or improved.</p>	<p>By 2023, invasive species management has reduced threats to the natural heritage Outstanding Universal Value of World Heritage properties through the implementation of priority actions.</p>

6: The conditions of soil, biodiversity and vegetation are improved.	By 2023, there is an increase in awareness and adoption of land management practices that improve and protect the condition of soil, biodiversity and vegetation.
7: Agriculture systems have adapted to significant changes in climate and market demands.	By 2023, there is an increase in capacity of agriculture systems to adapt to significant changes in climate and market demands for information on provenance and sustainable production

LLS NRM Framework

5.1 Our investors and partners are increasingly confident in local land services

5.2 Our enabling functions such as partnership brokering and collaboration are highly valued, and are supporting the delivery of the state outcome

Local Strategic Plan

Grow: Our programs and partnerships grow primary industry productivity and healthy environments

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

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

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

7. NRM Plan Implementation

Coordinated delivery of the Plan

NRM is a core business function for North Coast LLS and the organisation takes responsibility for coordinating the delivery of the Plan's actions. This Plan will be implemented through the NRM services provided by North Coast LLS from available funding sources.

The organisation will also be an active participant in the delivery of the foundational initiatives from the LLS NRM Framework (e.g., whole farm planning) that will be led by the LLS NRM Statewide Advisory Group.

North Coast LLS will engage with agencies, industry and land managers to set priorities, source funds and coordinate the use of investment, to progress implementation of the Plan.

The North Coast NRM Advisory Committee

The North Coast NRM Advisory Committee (a priority within this plan) will provide a whole of government, stakeholder and community approach to overseeing the implementation of this Plan.

The Committee will put advisory, engagement and governance structures in place that bring people together, so that they can:

- Communicate their needs and aspirations
- Participate in the co-design of partnerships and projects
- Collaborate on the sourcing and leveraging of investment
- Coordinate on-ground program delivery
- Monitor implementation progress of the Plan
- Apply sunrise governance approaches to the monitoring of changes in regional conditions and circumstances, as preparation for the need to adjust to change
- Drive a resilience based approach to implementation, using the Resilience Principles in Section 3.

Monitoring the effectiveness of management actions

Our commitment to measuring and reporting success will allow us to demonstrate accountability to our customers, investors and stakeholders and the effective implementation of this NRM Plan. North Coast LLS will coordinate annual regional monitoring and reporting across our NRM agencies and partners that focuses on the extent that actions under this Plan have been completed.

Detailed Monitoring, Evaluation, Reporting and Improvement Plans will be developed for funded projects in line with the Australian Government's investment requirements. These Plans will detail the indicators and methods for assessing the effectiveness of management actions.

Annual reports and regular Dashboard reports that capture our performance against this Plan will be available to community, stakeholders and investors.

Detecting and responding to change

Sunrise governance

Our continuous improvement of our NRM services and customer experience will be driven by "sunrise governance" approaches that will allow us to:

- Monitor social, economic, environmental and policy signals that detect the need for changes in NRM management approach (including both threats [e.g., drought] and opportunities [e.g., new markets])
- Identify options for changing management

- Change our services and how we work with land managers to respond to change, uncertainty and opportunities.

North Coast LLS will keep the LLS NRM Statewide Advisory Group informed of our progress and seek advice and feedback on key issues, risks and opportunities as they arise.

Adapting to change

Learning and continual improvement

The NRM policy, planning and delivery arena is a dynamic operating environment that will change throughout this Plan's lifespan. For the life of the Plan there is a real risk that unplanned changes, drivers and shocks—be they social, environmental or economic in origin—will influence the Plan and it could quickly lose its relevance as a plan that guides regional NRM activity.

The Plan will need to be in a constant state of update if it is to be adaptive to this change. A whole-of-government approach will facilitate adaptive and continuous refinement of governance, management methods and delivery approaches to integrated catchment management. This will require new strategic approaches and an increase in our capacity to undertake strategic planning.

Ongoing evidence based NRM learning and evaluation of the Plan's performance will ensure that we provide adaptive decision making and delivery approaches responsive to community needs, and a resilience based approach to delivery.

This Plan will take a nested, resilience based approach to responding to change at all levels of the Region's NRM business:

- Policy (overall resilience)
- Program (regional resilience) and
- Project (sub-regional, subcatchments, local resilience).

Our learning and adaption objectives are underpinned by questions that guide our evaluation processes (Figure 7.1).

Plan Review

Reviewing this Plan is an important step in ensuring effective implementation and identifying improvements. North Coast LLS will coordinate reviews of the Plan, at the midpoint and at the end of its implementation period.

The midpoint review will focus on implementation progress and achievement of the Plan's NRM outcomes, including those of the Australian Government, and will make recommendations for improving the Plan.

The Action Plan may be updated throughout the life of the Plan if substantial changes impacting on outcomes, priorities and actions are identified. Triggers for updating sections could include:

- Changes to Australian Government policies, strategies, programs and Investment Priorities
- Natural disasters such as bushfires, drought and floods
- Changing aspirations and capacity of Aboriginal community groups
- Shifting priorities identified by stakeholders and the community
- New research, science or evidence impacting on information
- NRM works described in the Plan.

Figure 7.1 The NRM Plan’s learning and adaptation objectives.

Business improvement scale	Learning objective	Key learning questions
Organisational - Overall resilience	To transform our NRM goals, strategic directions and governance...	Learning for NRM transformation Changes in governance and values <ul style="list-style-type: none"> • Are our processes right for setting objectives? • Do we have the right processes in place to achieve our vision and goals? • Are our governance structures appropriate?
Program - Regional resilience	To reframe our NRM program designs, strategies, targets and assumptions...	Learning for NRM reframing Changes in strategies, targets and underlying assumptions <ul style="list-style-type: none"> • Are our objectives right? • Are we asking the right questions? • Are our strategies and desired outcomes appropriate? • Are our assumptions sound?
Project - Sub-regional / local resilience	To improve our NRM project design...	Learning for incremental NRM change Improvements in project design and practices <ul style="list-style-type: none"> • Are we meeting our objectives? • Are we achieving our desired outcomes? • Are we doing things appropriately? • Are there ways to do things more effectively/ efficiently?

8. Appendices

Appendix I. The Australian Government's NRM Plan development criteria

The Regional Land Partnerships Program (RLP) is a core component of Phase 2 of the Australian Government's National Landcare Program from July 2018 until June 2023.

Government investment under the RLP is being delivered through a regional model that supports a range of projects contributing to four environment and two sustainable agriculture Outcomes.

The Australian Government has engaged the North Coast as a service provider to deliver projects through to 2023.

Under this arrangement, North Coast LLS is required to maintain the currency of natural resource management planning and the prioritisation of management actions. This involves ensuring that the region's Natural Resource Management Plan (i.e., this Plan) is consistent with a set of specific Australian Government requirements. These requirements are:

Australian Government Requirements – Regional Land Partnerships Program

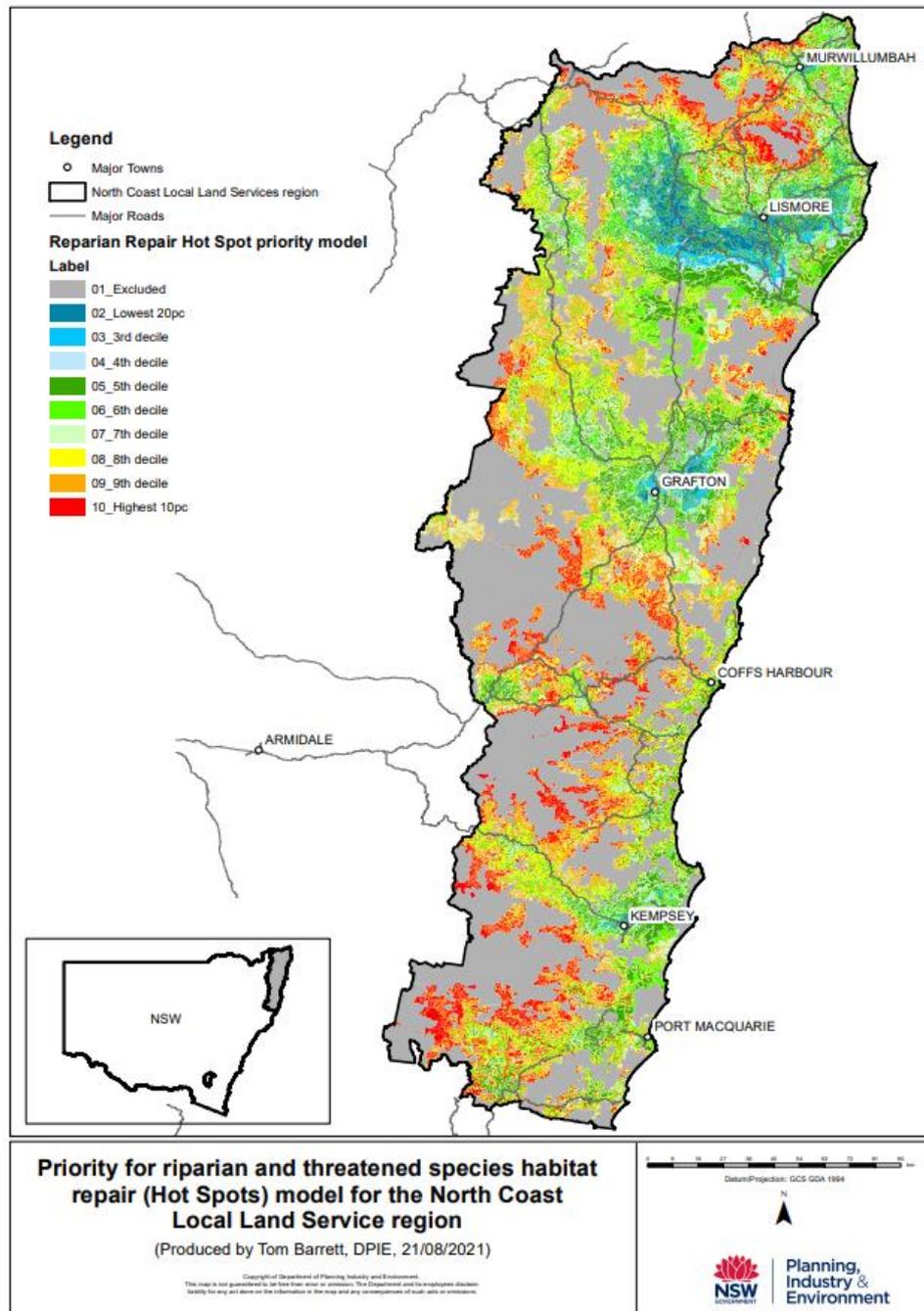
Does the new Natural Resource Management Plan complement, rather than duplicate, any existing Natural Resource Management Plans for the region and address the following requirements:

- (i) identify and describe the 5-year Outcomes and Investment Priorities that are relevant to the region;
- (ii) describe stakeholder aspirations for natural resource management in the region, and where possible, how these align with the 5-year Outcomes and other relevant Australian Government priorities;
- (iii) identify and prioritise natural resource management actions based on knowledge of:
 - (A) location and condition of natural resources, including the Investment Priorities.
 - (B) threats to, or impacts on, natural resources.
 - (C) prioritisation methods for determining the most cost-effective management actions, including decision support and spatial mapping tools; and
 - (D) methodologies for assessing the effectiveness of management actions;
- (iv) identify how the delivery of Projects will contribute to 5-year Outcomes and Investment Priorities for the Management Unit;
- (v) identify how the Natural Resource Management Plan(s) will be implemented with comprehensive Community participation;
- (vi) identify Indigenous peoples' land and sea management aspirations for the relevant Management Unit, including how they relate to 5-year Outcomes, and strategies to prioritise and implement them;
- (vii) incorporate traditional ecological knowledge, where appropriate, in accordance with agreed protocols and with prior approval of the Indigenous custodians of the knowledge;
- (viii) describe key collaborations, for example between the Service Provider, industry and/or Community groups, for delivery of 5-year Outcomes;
- (ix) identify the monitoring and reporting processes in place and how they are utilised to measure the achievements and the effectiveness of the Natural Resource Management Plan(s);
- (x) Include any other content relevant to the Service provider's obligations under clause 4.2(a) include any other relevant content

Appendix II. Maps that support priorities

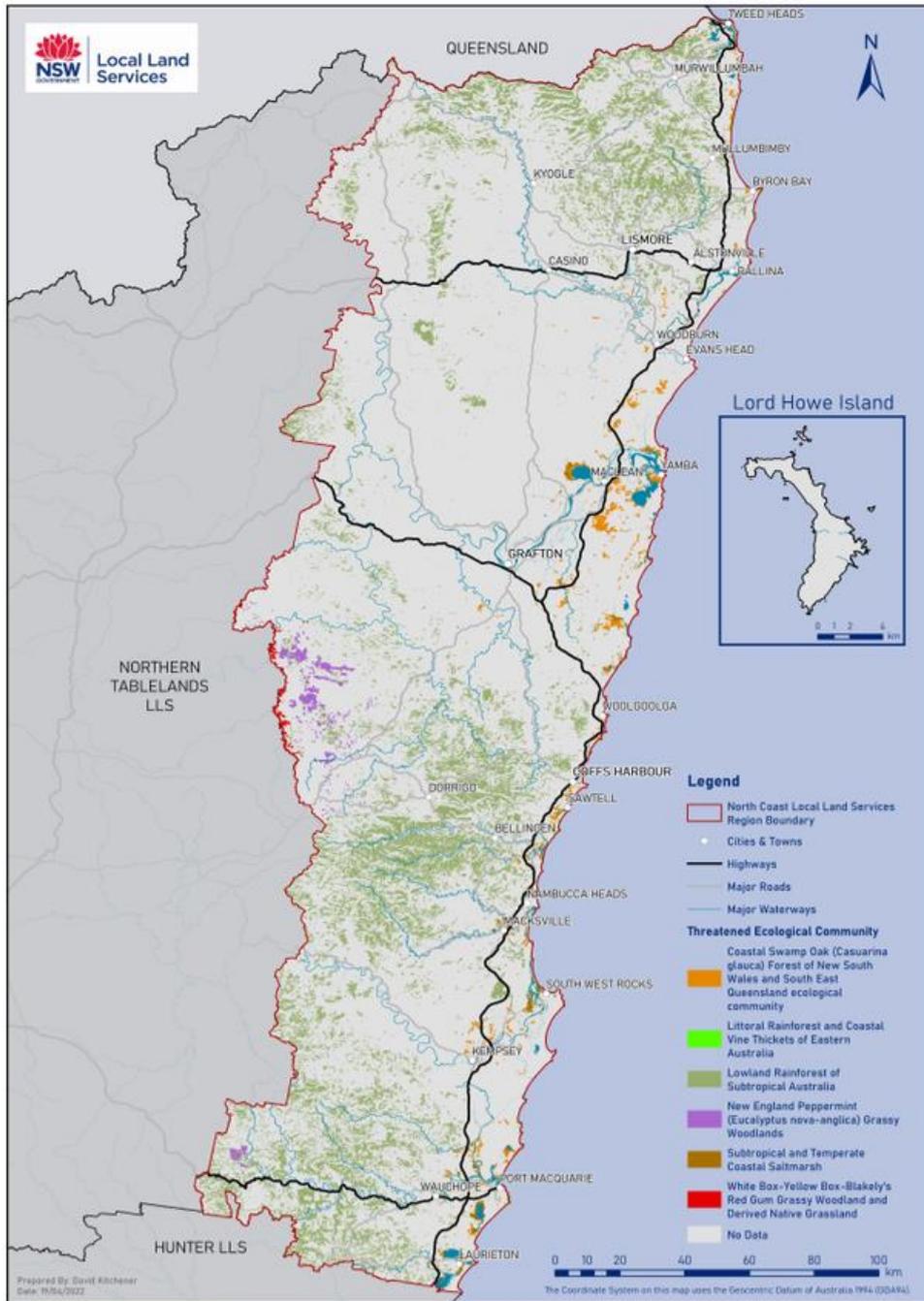
Threatened species

Figure: Priority areas for riparian and threatened species bushfire recovery habitat management.



Threatened ecological communities

Figure: North Coast threatened ecological communities

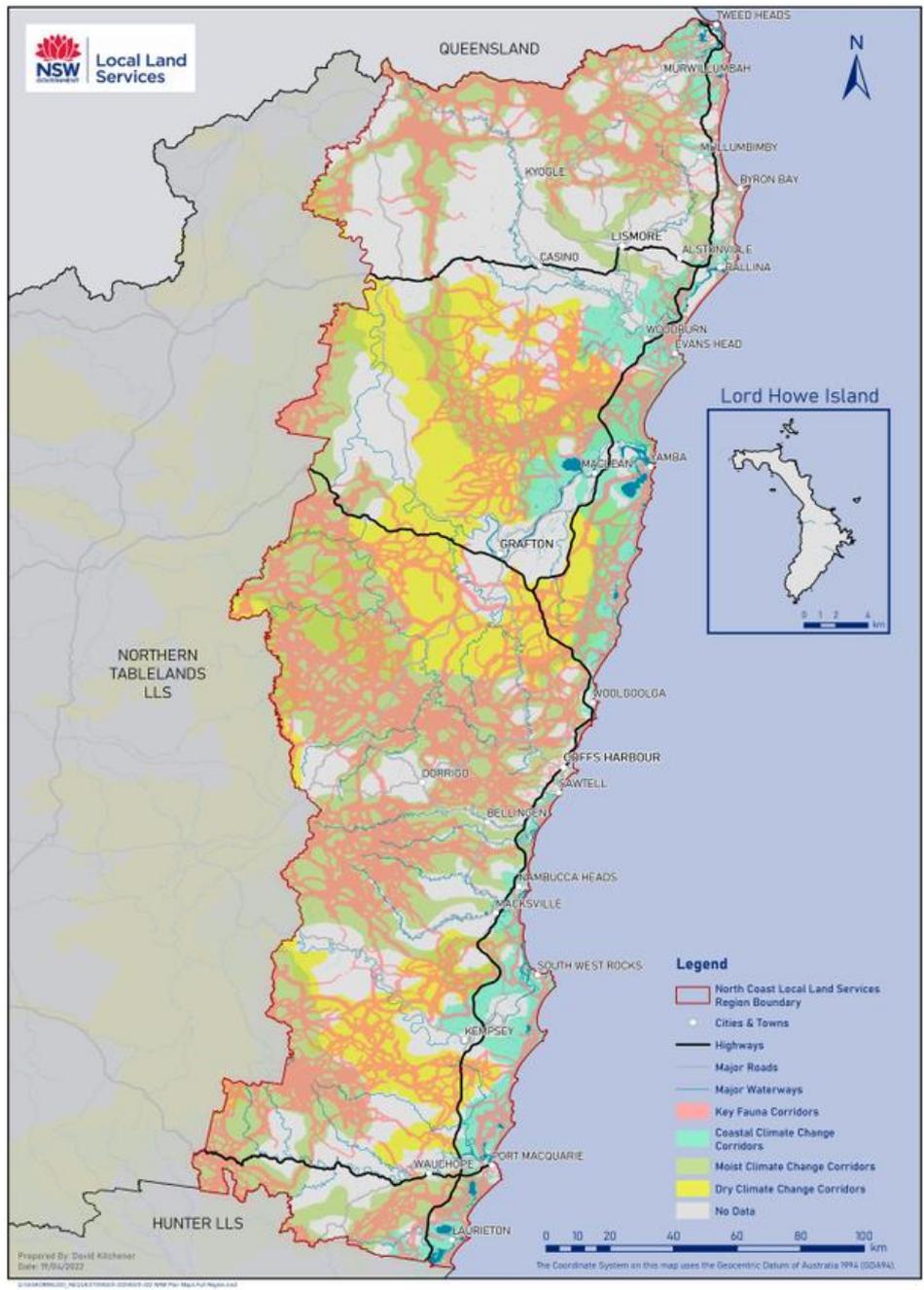


Corridors and biodiversity hotspots

Figure: North Coast native vegetation extent



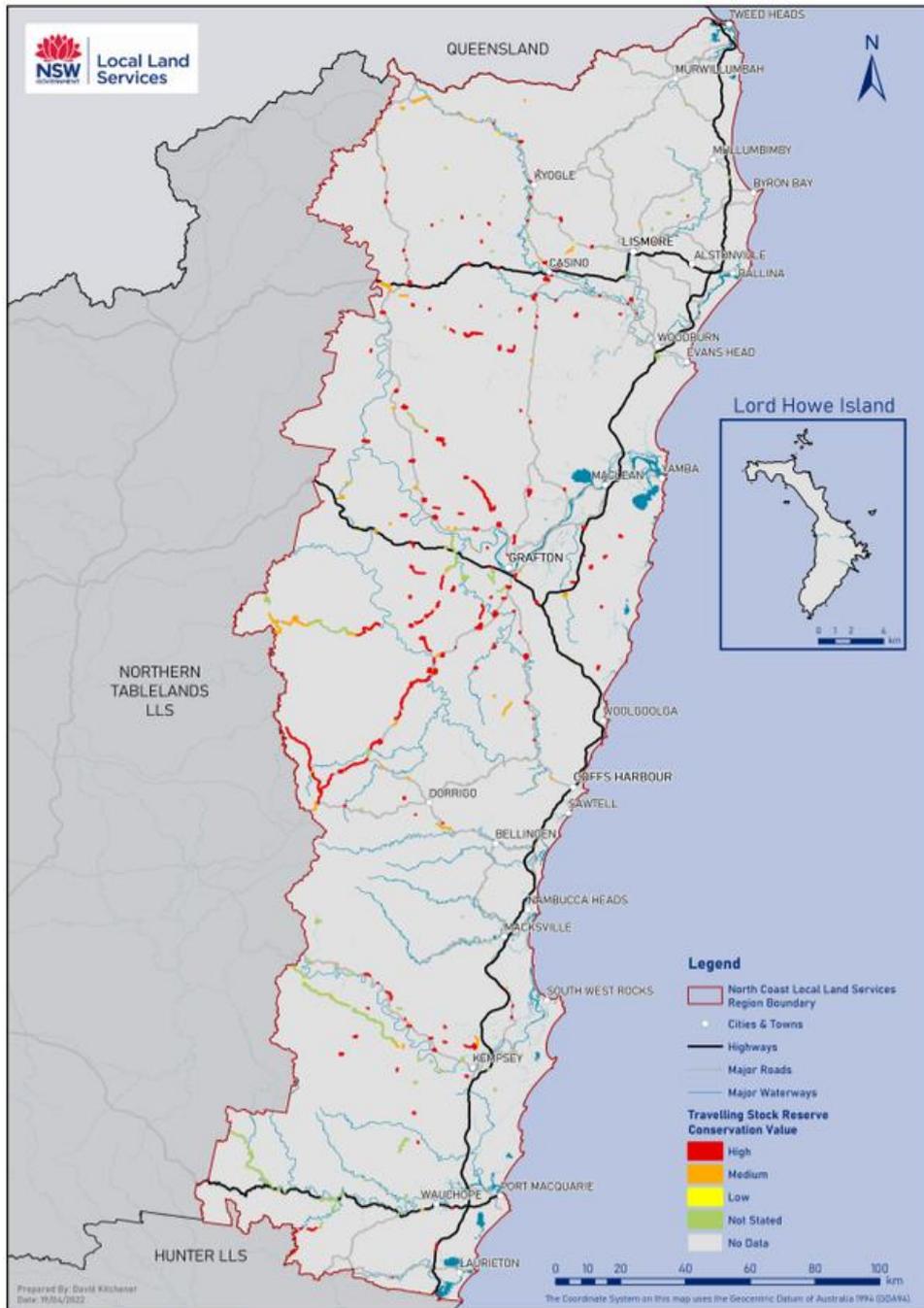
Figure: North Coast fauna climate corridors



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Travelling Stock Reserves

Figure: Travelling Stock Reserve conservation status



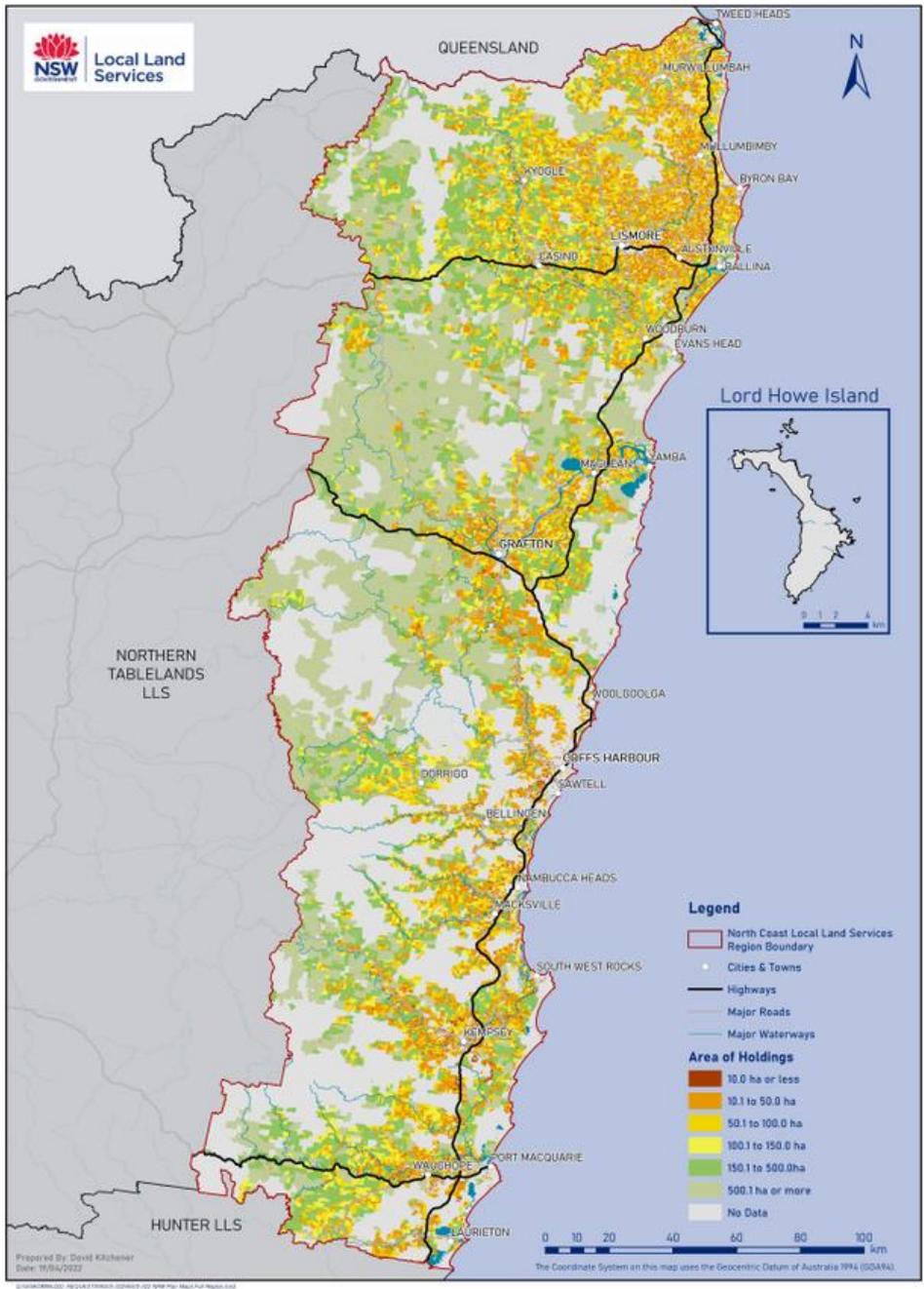
Waterways and coastal environments

Figure: North Coast wetlands and estuaries



On-farm soil health and native vegetation

Figure: North Coast land holdings by size



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Figure: North Coast LLS Soil Carbon Potential.

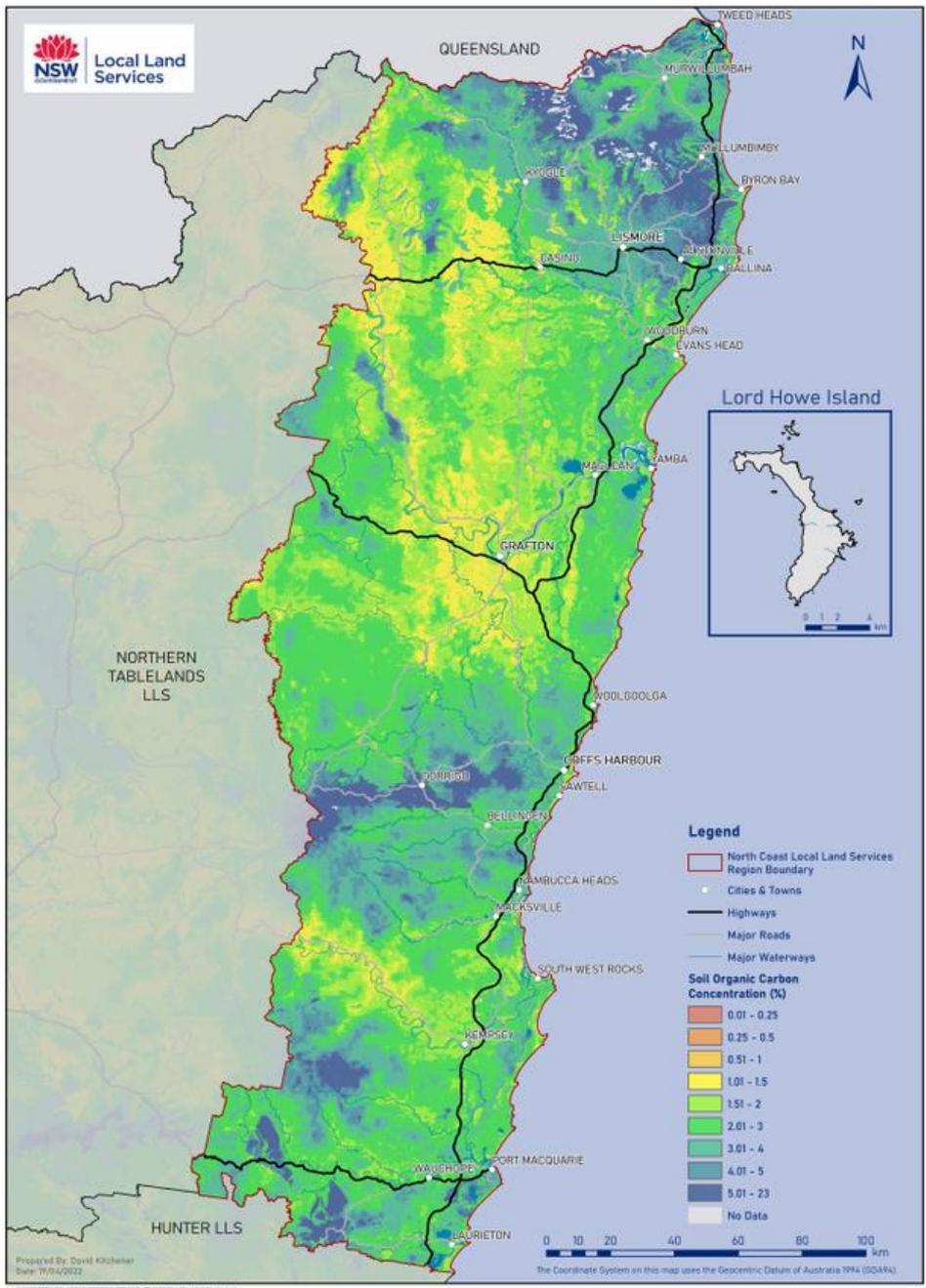


Figure: North Coast LLS Hillslope Erosion (Nutrient Loss Rate)

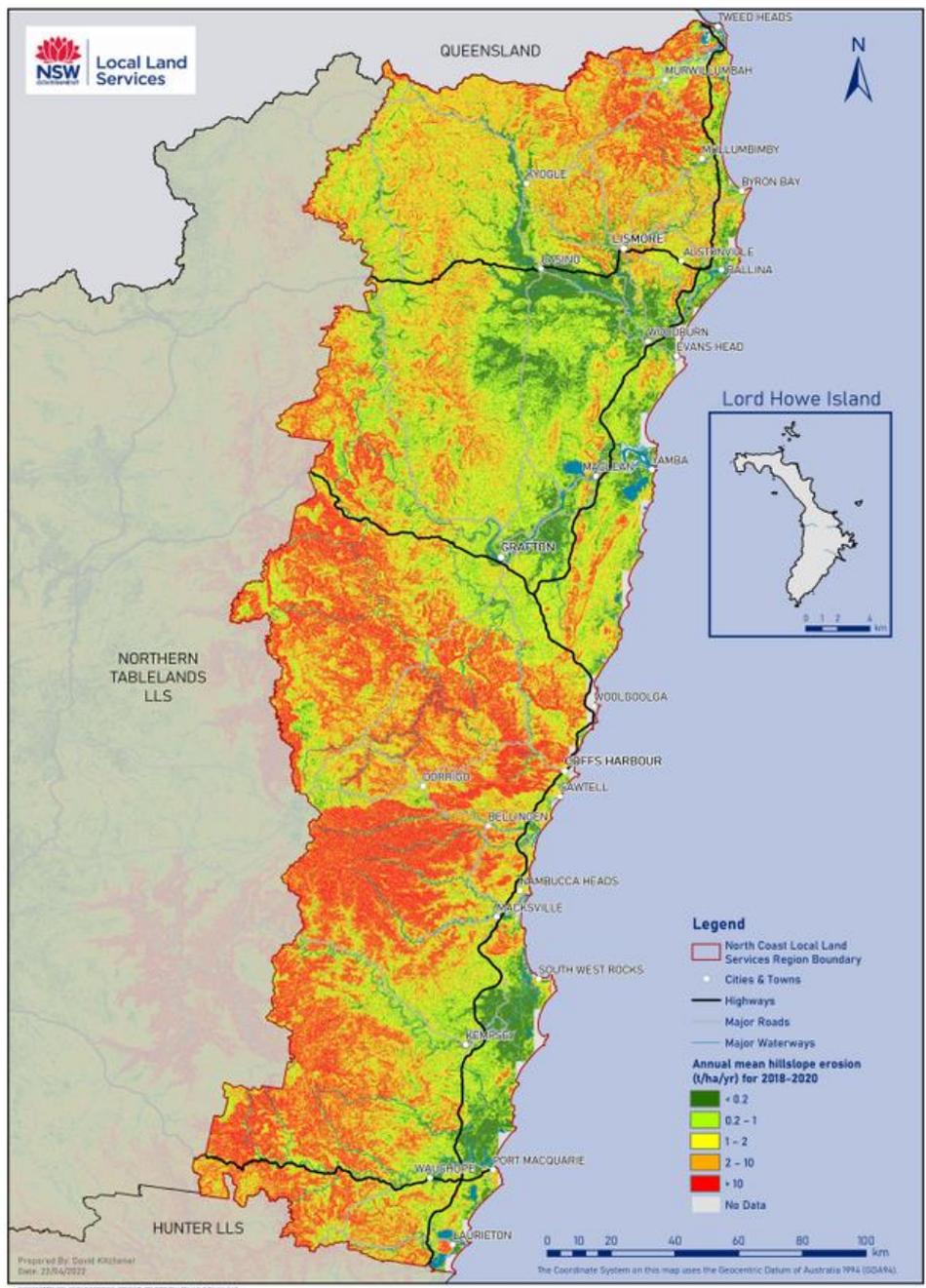
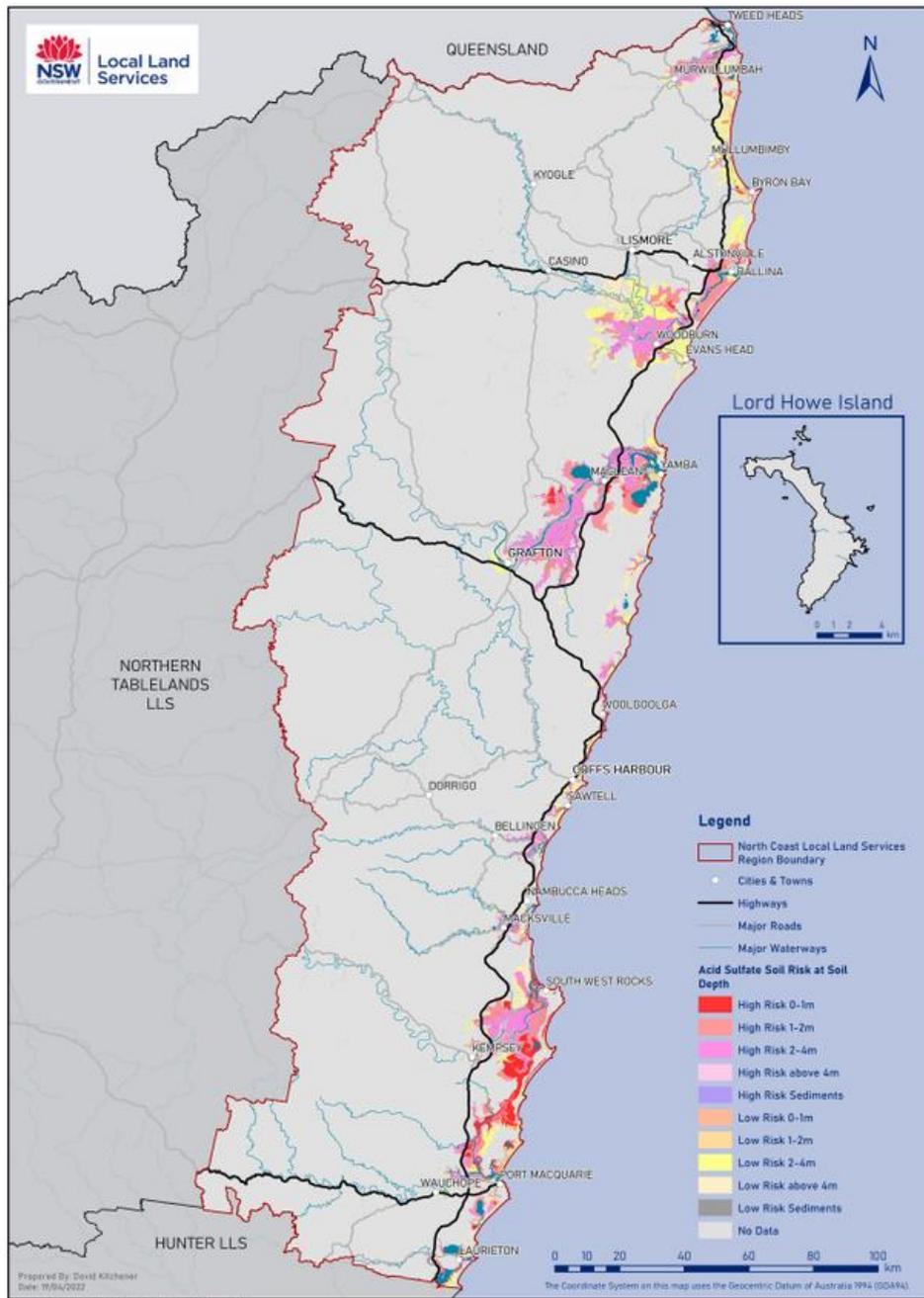


Figure: North Coast LLS Soil Acidification Risk



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Figure: North Coast LLS Soil capability

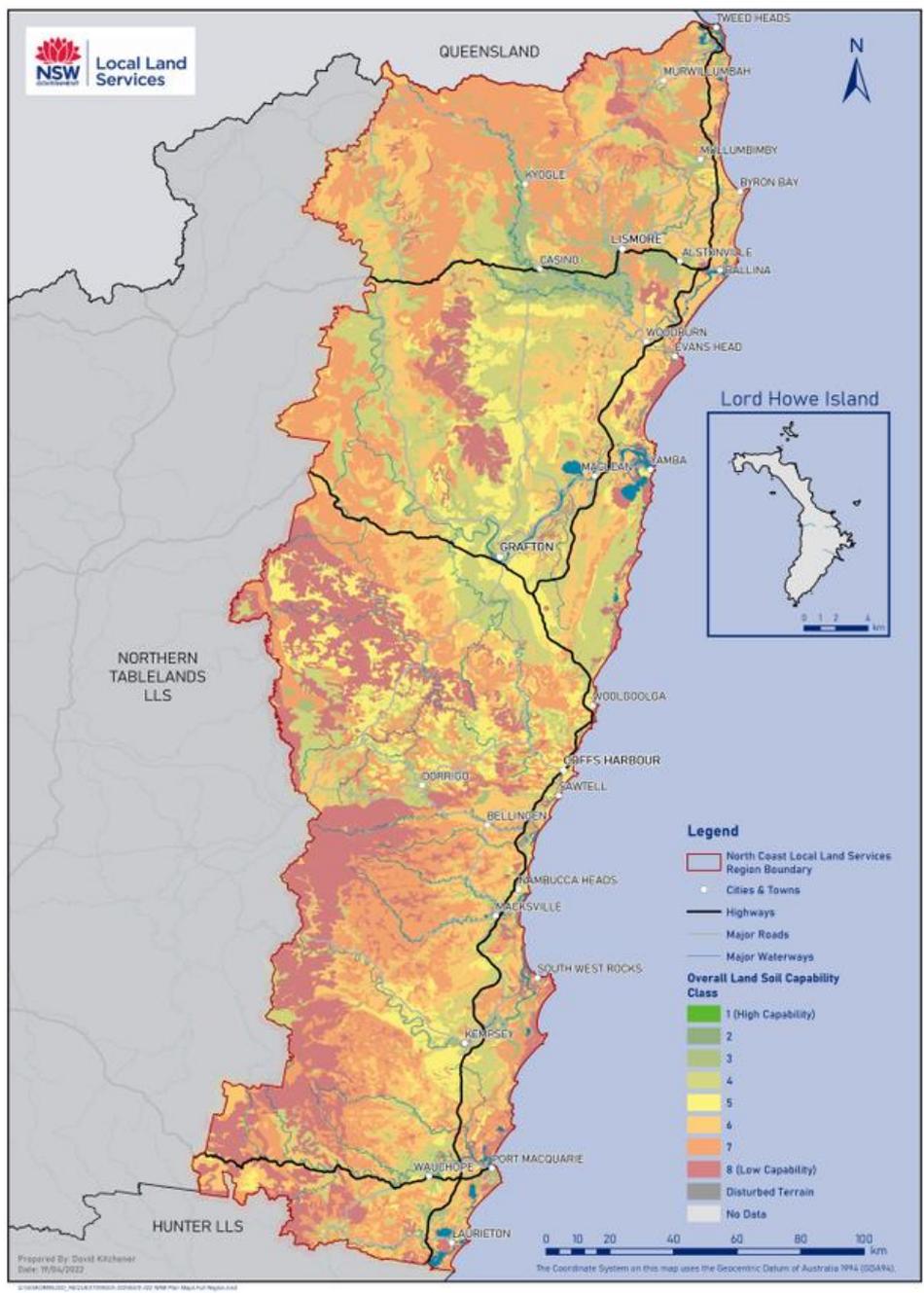
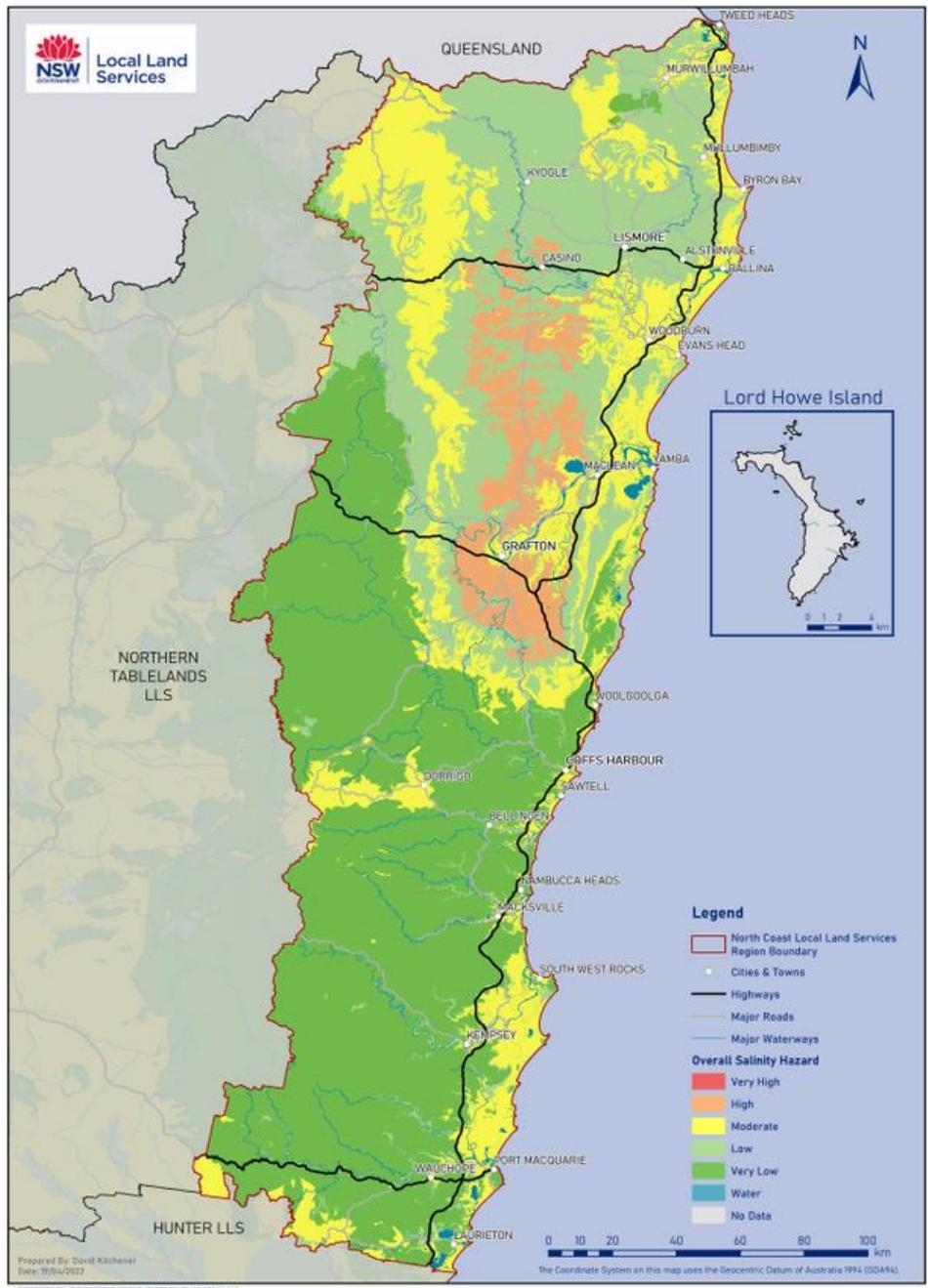


Figure: North Coast LLS Soil Salinity Risk



Bushfire and flood impacts

Figure: North Coast LLS Wildfire history 2017-2022

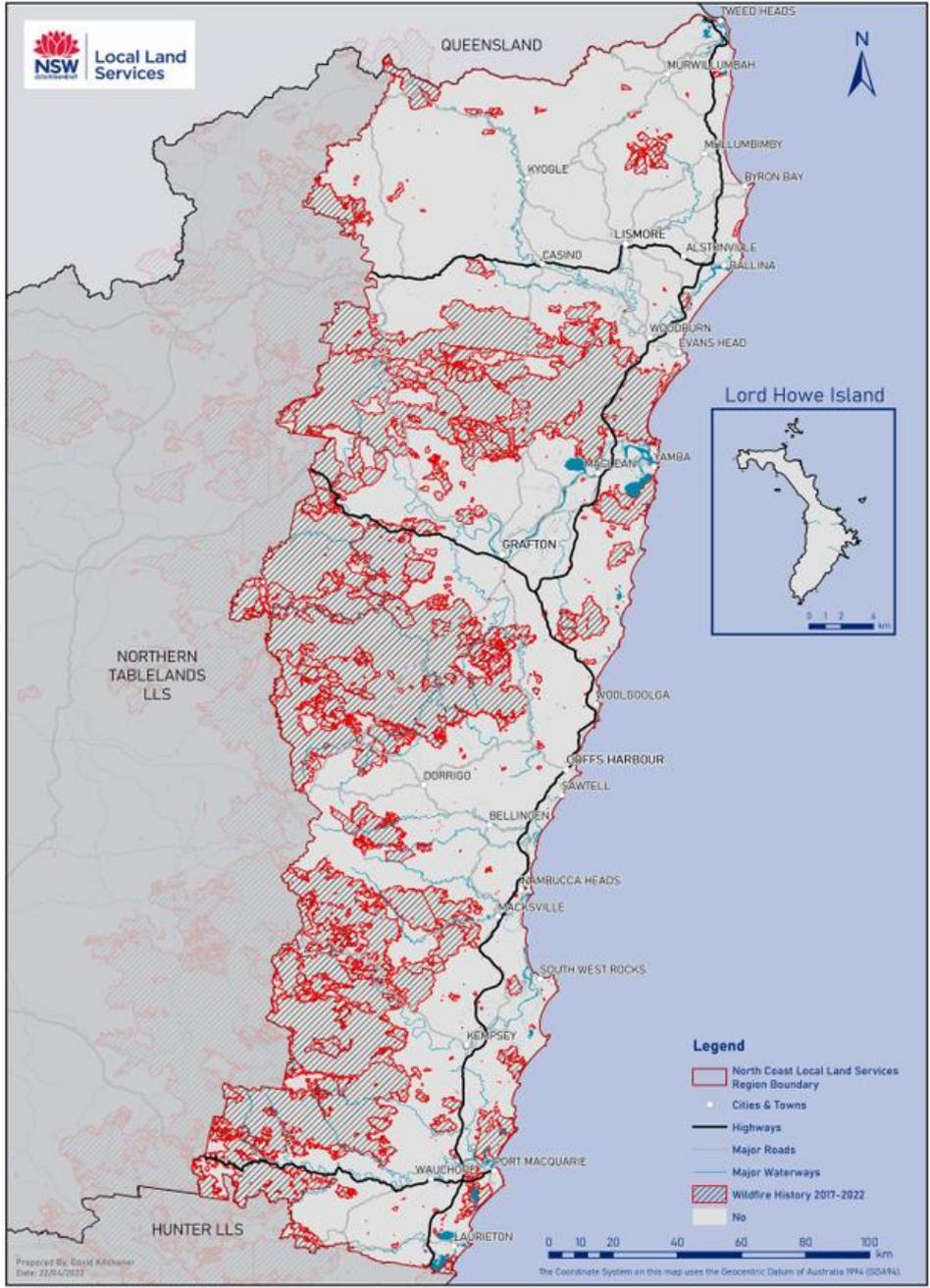


Figure: North Coast Wildfire severity 2019-2020

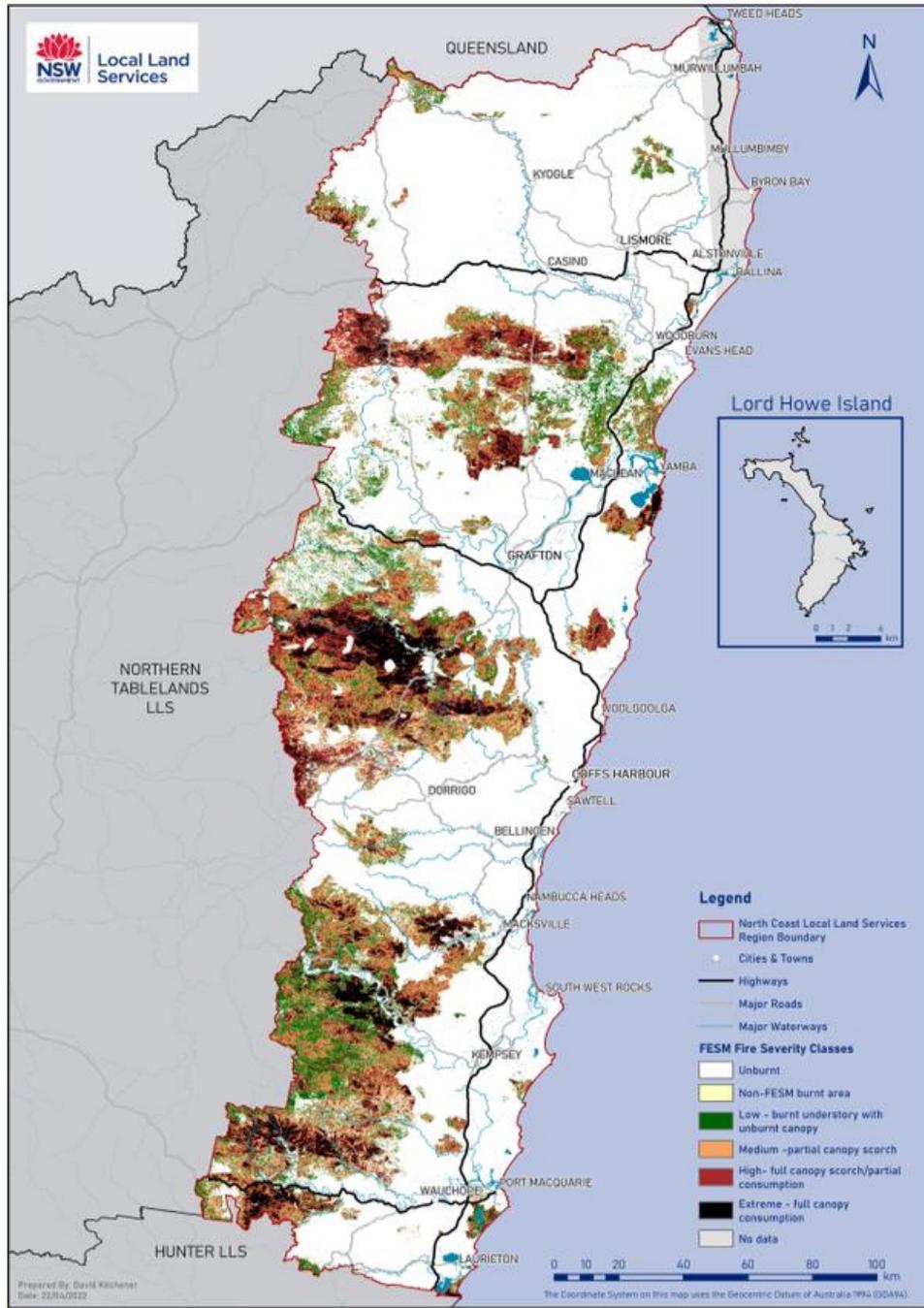
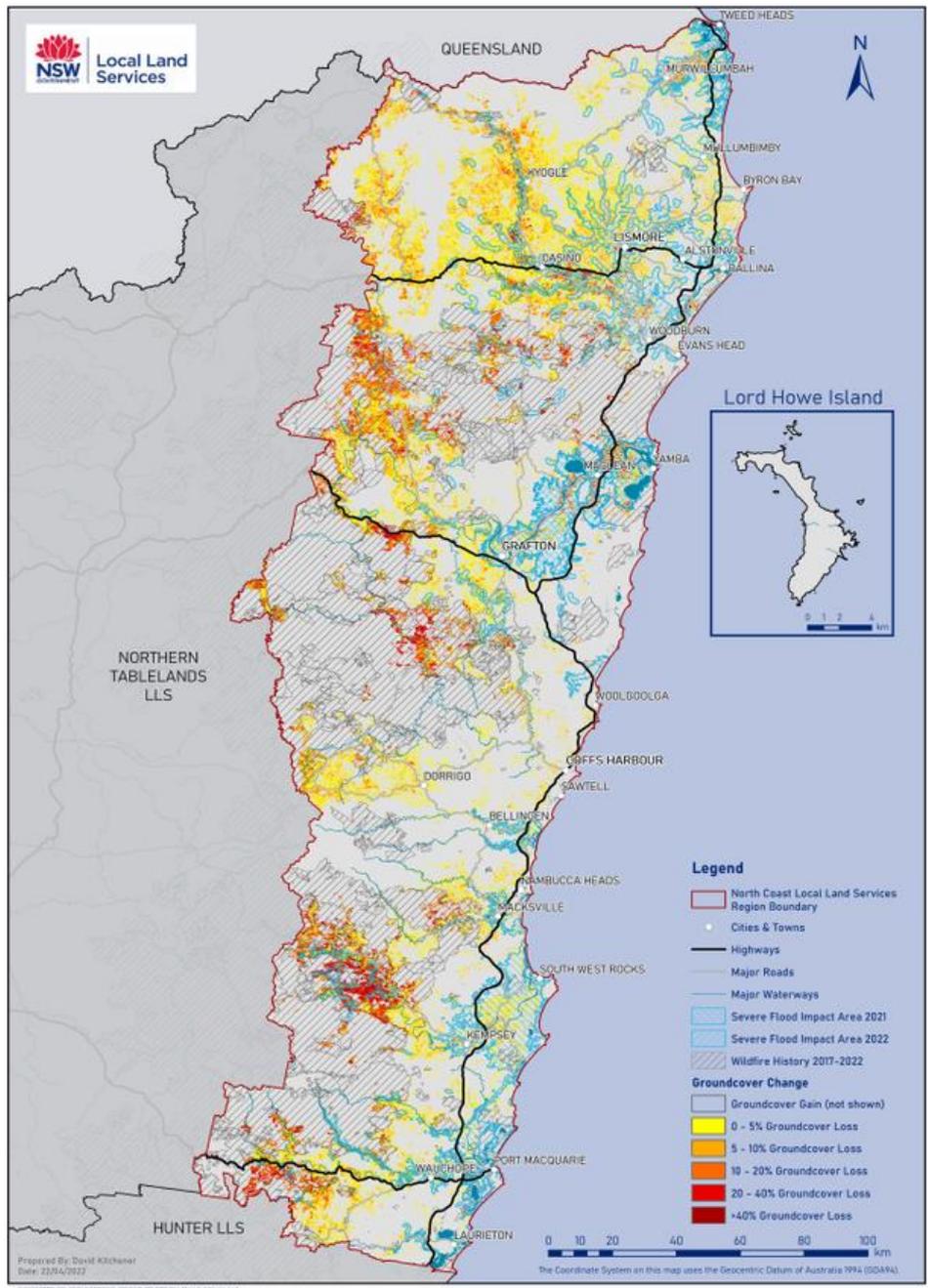


Figure: North Coast LLS Wildfire and flood history cumulative impact 2017-2022



END

Consultation Draft