



Greater Sydney

Local Strategic Plan

Supporting Document

2021 - 2026



Local Land
Services

Published by the Local Land Services

Greater Sydney LLS Local Strategic Plan (2021-2026) Supporting Document

First published March 2021

ISBN

More information

www.lls.nsw.gov.au

© State of New South Wales through Local Land Services, 2021.

Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing March 2021. 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.

Contents

Acknowledgment of Country	2
Document Purpose	2
Greater Sydney Regional Profile	3
Local Land Services Core Services	5
Emergency Management	5
Biosecurity	7
Primary Production	10
Landscape Management	13
Enabling	15

Acknowledgment of Country

Greater Sydney LLS would like to acknowledge the Traditional Custodians of the land on which they work and live, and recognise their continuing connection to land, water and community. We pay respect to Elders past, present and emerging. We also recognise the unique, diverse and enduring cultures of First Nations peoples in NSW.

Document Purpose

The current Local Strategic Plan is at the end of its five year period from 2016 until 2021. A new plan is required under the Local Land Services Act, 2013. This new plan is the Greater Sydney Local Strategic Plan on a Page accompanying this document.

The purpose of this supporting document is to describe the collaborative and structured approach used to develop Greater Sydney Local Strategic Plan on a Page. It aims to provide:

- a local context to the delivery of Local Land Services (LLS) core services (emergency management, primary production, biosecurity, landscape management)
- a more detailed examination of the challenges and opportunities specific to the Greater Sydney region, and
- an overview of the prioritisation process undertaken to reach the detail in the Plan on a Page.



Greater Sydney Regional Profile

The Greater Sydney LLS spans 55,000 ha and includes metropolitan Sydney and surrounding areas up to and including the Central Coast, Blue Mountains, Wollondilly and Sutherland regions. Greater Sydney is home to 4.8 million people, the largest urban population in Australia, representing 64 percent of the total population of NSW. The region is culturally diverse with 43 percent of residents born overseas. The Aboriginal and Torres Strait Islander population at the 2016 census was 70,135 or 32 percent of the total population of Indigenous people in NSW.

Greater Sydney is one of the fastest growing regions in the country and includes a sprawling peri-urban zone with over 33,000 individual small holdings (2-10 ha) and an additional 6,300 properties over 10ha (LLS rate-payers).

On-going development, including the Western Sydney Aerotropolis and surrounding precincts, is likely to change the region's demographics in the coming years. Despite this, Greater Sydney still supports highly productive agricultural industries. In 2018–19, the gross value of agriculture in Greater Sydney was \$768 million which is 7 per cent of the total gross value of agricultural production in NSW (\$11.7 billion) on just 1.5 percent of the state's land. The highest value commodities in the region are poultry (\$222 million), nurseries (\$116 million), and mushrooms (\$85 million). Other significant industries include vegetables, fruit and cut flowers. There are some graziers in Greater Sydney, running mostly cattle, although these are usually small-scale and servicing niche markets. Horses are also common.

Greater Sydney LLS' agricultural priorities are therefore focussed on supporting farmers in best practice production and resource use and helping farmers access new innovations and research. The Greater Sydney Local Land Services Demonstration Farm on the Richmond Lowlands is a key tool in meeting these outcomes.

The region's natural features create a spectacular landscape that provides amenity for residents, and is a major tourism draw card. The region is endowed with abundant natural areas in National Parks and reserves, including Royal National Park, the second oldest National Park in the world, and the million-hectare Greater Blue Mountains World Heritage Area.

Greater Sydney's waterways deliver a range of ecosystem services. Water supply is harvested from the Blue Mountains, the Woronora River in Southern Sydney, the Nepean at Richmond and the Central Coast catchments of Mangrove and Wyong Creeks. These waterways also support agriculture, commerce and recreation. The region's large coastal interface including iconic beaches and environmentally significant coastal lagoons and estuaries, contribute to Greater Sydney's reputation as one of the most "liveable" regions in the world. Towra Point Wetland in Botany Bay is listed as a Wetland of International Importance under the Ramsar Convention, and provides significant habitat for migratory shorebirds, some of which have flightpaths crossing both hemispheres. The intense population pressure in the region can lead to the unsustainable use of natural assets while continuing development can result in a reduction in the extent, connectivity and condition of native vegetation and the habitat it supports.

Greater Sydney LLS landscape management priorities are therefore focussed on the protection and management of these high value natural assets and the ecosystem services they provide. The protection and restoration of bushland is a major focus. Greater Sydney LLS works with both private and public landholders, taking a nil tenure approach to maximise biodiversity outcomes. Improving the condition of the region's rivers and waterways, and Sydney's iconic coastal areas are also management priorities.

Sydney is a "gateway" for trade and tourism. Sydney Harbour and Botany Bay are working international ports while Sydney's international airport handles more than 35 million passenger movements and more than half a million tonnes of freight per year. This extraordinary movement of people and trade creates a major biosecurity risk. Despite Australia's strong border controls, in recent years the region has been the entry point for a number of serious biosecurity threats including Red-imported Fire Ants, Yellow Crazy Ants, Argentinian Fire Ants, the Brown

Marmorated Stink Bug, Fall Army Worm, Serpentine Leaf Miner, and Asian Black Spined Toad with sightings of Cane Toads and Red-eared Slider Turtle also regularly reported. The online purchasing of plants and animals is also a significant threat that is difficult to regulate. Greater Sydney LLS has an important role in the post-border management of such threats in conjunction with the NSW Department of Primary Industries.

There are also established and significant pest and disease threats in the region that require on-going management. High priority exotic animal diseases include Foot and Mouth Disease, Lumpy Skin Disease, and High Pathogenic Avian Influenza, with African Swine Fever a potentially devastating future threat. Vertebrate pest threats include foxes, wild dogs, deer, goats, rabbits and feral pigs.

Greater Sydney LLS biosecurity priorities are therefore focussed on reducing the agricultural, social and environmental impacts of priority vertebrate pests, responding to new and emerging pests and diseases, and animal disease management to maintain market access for farmers.

The natural beauty of the region also poses a significant risk of fire and flood. The Hawkesbury valley is the most flood-prone area in NSW and the eucalypt dominated vegetation throughout the region creates a high bushfire risk. Climate projections indicate the intensity of these, and other extreme events such as severe storms and coastal erosion, are likely to increase. This will increase the demand on Greater Sydney LLS and the supporting role that it provides in the response and recovery stages of emergency management.

Greater Sydney LLS emergency management priorities are therefore to increase the capacity of staff and the community to respond to emergencies and to provide support in the recovery phase, in particular, building capacity to respond to future threats.



Local Land Services Core Services

Emergency Management

Regional Summary

Greater Sydney is a complex region with a very large urban population. More than 50 percent of the region is national park which poses a fire risk in summer. The catchments of the Hawkesbury Nepean and Georges River pose a major flood risk to people, their animals as well as agricultural assets.

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

The State Emergency Rescue Management Act 1989 and the State Emergency Management Plan (EMPLAN), provide the state emergency management arrangements for all the combat agencies.

There are two distinctly different roles in emergency management for LLS depending whether there is a natural disaster emergency or a Biosecurity or Food Safety emergency:

- For natural disasters: Greater Sydney LLS as a principle participating organisation is responsible for supporting NSW DPI in its role as functional agency for **Agriculture and Animal Services Functional Area** (AASFA).
- For Biosecurity or Food Safety responses: Greater Sydney LLS provides support to NSW DPI as the **Combat Agency** to Biosecurity (Animal and Plant) and Food Safety emergencies.

LLS and NSW DPI jointly act as support agencies to the State Emergency Service (SES) through the Agriculture and Animals Services Functional Support Area (AASFA) which has roles during the response and recovery phases of any emergency and works with landholders and communities to increase prevention of, and preparedness for emergencies into the future.

Emerging Issues and Opportunities

- Climate-change increasing the likelihood of extreme events
- Large number of small holdings with livestock – need to educate this cohort with regards to preparedness
- Need for on-going partnerships with key Emergency Management stakeholders e.g. local government, RFS, SES, NSW police, animal welfare organisations

Relevant Legislation

- State Emergency and Rescue Management Act 1989
- Animal Diseases and Animal Pests (Emergency Outbreaks) Act 1991
- Rural Fires Act 1997

Key documents

- AASFA (Greater Sydney) Region - Concept of Operations
- NSW Emergency Management Plan, 2018
- NSW Emergency Management Agriculture and Animal Services Supporting Plan
- NSW Emergency Management Sub-plans (Animal Health Emergency (Exotic Animal Disease), Bushfire, Flood, Marine Oil & Chemical Spill and Storm)

Local Priorities

- Maintain partnerships across region to ensure an integrated response during emergencies
- Participate in emergency preparedness exercises and staff training for continuous improvement
- Support landholders before, during and after emergencies especially with a focus on animal welfare

Emergency Management

State Aim: To reduce the impact of natural disasters and biosecurity emergencies on communities, environment and the economy.

What do we do

- Emergencies - we help land managers in preventing, preparing for, responding to and recovering from emergencies
- Natural disasters - we are on the ground to help manage animals during times of natural disaster

Major Threats

- Complex region with a very large population of 5.3 million people & peri-urban area comprising over 33,000 small holdings (2-10ha)
- Flooding in Hawkesbury-Nepean, Georges River & urban catchments
- Bushfires in areas where natural vegetation is proximate to urban and rural small holdings which threatened people and their animals
- Education of the population in key locations using a mix of social media and traditional communication activities

Major Opportunities

Priority Program	Regional Measure of Success	GS LLS Actions
<ul style="list-style-type: none"> • Maintain partnerships across region to ensure an integrated response to emergencies including on-going Local Emergency Management Committee support • Participate in emergency preparedness exercises and staff training for continuous improvement • Support landholders before, during and after emergencies especially with regards to animal welfare 	<ul style="list-style-type: none"> • Number of staff trained in emergency management • Number of emergency management preparedness exercises / simulations participated in • Number of Local Emergency Management Committees participated in • Number of awareness raising and training events 	<ul style="list-style-type: none"> • Develop and implement an updated flood plan for animals and Agriculture in Hawkesbury and Georges River Catchments • Train staff in key Emergency Management roles including Incident Response, working in Local Emergency Management Committee roles and dealing with significant biosecurity Emergency Management events • Conduct simulation exercises to test GS LLS capacity to respond to major events • Maintain level of participation in Local Emergency Management Committees and Regional Emergency Management Committees

Biosecurity

Regional Summary:

Biosecurity is primarily focused on two areas:

1. Introduction of pests or diseases from outside NSW or Australia
2. Spread of pests/diseases within NSW to new areas, or increased impact if present

This summary addresses four areas of biosecurity:

- Pest plants (weeds)
- Pest animals
- Animal diseases and welfare issues especially with regards to livestock
- Plant pests and diseases

Pest Plants

Management of weeds is a significant challenge facing communities in the Greater Sydney.

The *Greater Sydney Regional Strategic Weed Management Plan 2017-2022* is the key document guiding weed management in the region. It focuses on weed species that pose the greatest risk to animal and plant industries, biodiversity and human health. The plan outlines the priorities for weed management, and outlines strategies and actions to achieve goals that focus on the shared responsibility for weed management, sustainable industries, healthy natural environments and collaborative leadership. Greater Sydney LLS supports the Regional Weed Committee and provides strategic planning and coordination of weed management programs across the region. Greater Sydney LLS also administers the Weeds Action Program (WAP).

Pest Animals

Pest animals negatively impact on biodiversity, agricultural production, the economy and the community. The most significant pests in Greater Sydney include wild dogs, feral pigs, red foxes, wild rabbits, and deer. Goats, pest birds and introduced fish are also significant pests in parts of the region. These listed pests are present in varying distribution and abundance.

Animal Biosecurity & Welfare

LLS District Veterinarians play a key role in preventing, detecting and responding to animal diseases that pose a risk to the economy, environment and community, including notifiable and exotic diseases. District Veterinarians also work with the RSPCA and Animal Welfare League to investigate animal welfare issues.

Plant Biosecurity

NSW DPI has a lead role in preventing, responding to, and overseeing the recovery from plant pests and diseases. NSW DPI works closely with plant industries, other jurisdictions including LLS and the general public to manage biosecurity threats helping to maintain and expand market access for the state's primary producers. LLS undertakes surveillance of certain pests to ensure the maintenance of interstate and international market access.

In recent years, Greater Sydney LLS has responded to a number of plant biosecurity emergencies. Sydney's role as a gateway for freight and people means these threats are likely to continue and will require on-going surveillance to ensure pests are identified and managed.

Emerging Issues and Opportunities

Increased online purchasing means many biosecurity threats are introduced directly via consumers. Products containing soil or biological material may have contact with livestock or the natural environment providing a path for the introduction of new biosecurity threats. Greater Sydney's peri-urban and natural areas are at the highest risk as these areas increase contact between people, animals and agriculture. Ongoing surveillance of these locations is critical for early detection to allow effective eradication or eradication. Specific diseases of highest risk and consequence include African Swine Fever to pigs, Foot and Mouth Disease, and Lumpy Skin

Disease of Cattle. These agents have long survival times outside animals and may be spread by contact with infected products.

Of existing vertebrate pests in Greater Sydney, deer are a high priority due to the rapid increase in population and risk to public safety via vehicle collisions, however control is both expensive and difficult. There is also increasing evidence of the adverse impacts of deer on agriculture and natural environments.

Pest animal control is also constrained by property size, which is decreasing due to ongoing development, making traditional pest animal campaigns difficult. It is likely finding new and innovative methods to manage pest animals will be necessary into the future.

Greater Sydney LLS has built relationships with key 'gateway' stakeholder such as Sydney Ports, and plays an important role in the post-border management of biosecurity threats in conjunction with NSW DPI.

Gaps in Our Existing Plans or Knowledge

The wide diversity of threats and the complexity of the region makes surveillance difficult, however training in identification of priority pests and diseases in high-risk environments (e.g. adjacent to ports) is underway. Currently plant diseases are not well recognised or their potential impacts widely understood. In addition, for many pests and diseases there is limited information on effective control or eradication options.

Relevant legislation

- Australian Biosecurity Act 2015
- NSW Biosecurity Act 2015
- NSW LLS Act

Key documents

- Greater Sydney Regional Strategic Weed Management Plan
- Greater Sydney Regional Strategic Pest Animal Plan 2018-2023
- NSW Animal Biosecurity and Welfare Strategic Plan 2019-23
- NSW Biosecurity Strategy 2013 –2021
- NSW DPI and LLS Animal Biosecurity and Welfare Business Plan 2019-2023
- Greater Sydney Animal Biosecurity and Welfare Sub-plan 2020-2021

Local Priorities

- Work with 'gateway' partners to identify and respond to new incursion and undertake surveillance
- Implement priority pest animal and plant programs as per the Greater Sydney Regional Weed and Pest Plans
- Respond to and investigate notifiable and exotic plant and animal diseases

Biosecurity

State Aim:	<ul style="list-style-type: none"> To reduce the impact of plant diseases on farm profitability and the economy To reduce the impact of animal diseases on farm profitability and the economy and maintain animal welfare standards To reduce the impact of invasive pest animal species on natural resources and agriculture
What do we do	<ul style="list-style-type: none"> Plant and animal biosecurity - we work to prevent the spread of plant and animal pests and diseases Maintain market access - we strive to enhance the health of animals, plants and their products Animal welfare - we provide advice and information to enhance animal welfare Plant and animal pest incursions - we work to undertake surveillance and control pests
Major Threats	<ul style="list-style-type: none"> Plant disease threats to agricultural industries or environment introduced by urban or peri-urban landholders, nurseries or other industry (e.g. tourism) Serious animal and plant pests and diseases introduced by people and freight and spread by movements within or out of region Serious diseases with spread potential between people and animals (zoonoses) Complex environment impacting pest animal control activities Sydney is a major gateway for people and freight increasing the likelihood of pest incursions in the region
Major Opportunities	<ul style="list-style-type: none"> Excellent partnerships with key stakeholders High numbers of organizations with good capacity (e.g. local government) and a willingness to participate in coordinated programs
Priority Program	<ul style="list-style-type: none"> Implement Biosecurity Gateway activities to identify and respond to new incursions and undertake surveillance Implement priority pest animal and plant programs as per the Greater Sydney Regional Weed and Pest Plans Respond to and investigate notifiable and exotic plant and animal diseases
Regional Measure of Success	<ul style="list-style-type: none"> Maintain number of participants in pest animal campaigns Number of plant and animal disease investigations Number of awareness raising and training events
GS LLS Actions	<ul style="list-style-type: none"> Work with Sydney Ports and other key gateway stakeholders to improve awareness of biosecurity risks entering the country Support coordinated pest animal programs with landholders Rapid investigation of suspect incursion events to confirm presence or absence Provision of high-quality educational material and active engagement through social media, training and awareness raising activities

Primary Production

Regional Summary

Agriculture in Greater Sydney is highly productive with significant areas of fertile land and reliable rain fall. The most significant agricultural industries include vegetables, poultry, nurseries, turf, fruit and cut flowers. Some beef production occurs in South west Sydney and Central Coast but generally caters for niche markets.

The bulk of NSW poultry, both in egg and meat production comes from Greater Sydney. Access to labour and processing factories has been key to the continued longevity these industries.

Fruit production has been declining over the years as traditional fruit growing areas such as The Hills succumb to urban development however, significant apple, stone fruit and persimmon production in Bilpin and South west Sydney remain with citrus, avocados and stone fruit also grown on the Central Coast.

There has been an increase in protected cropping in Greater Sydney over the last 20 years. As a result, the region is home to the largest concentration of cucumbers, herbs, tomatoes, wholesale nurseries and cut flowers in NSW. Many of these growers are from culturally and linguistically diverse backgrounds.

Protected cropping appeals to many farmers because the use of hydroponic production removes the need for quality soil. Protected cropping includes structures such as plastic covered 'igloos' to 'high tech' total environmentally-controlled glasshouses.

Greater Sydney is home to significant numbers of small mixed farms, many of which are owned by 'rural lifestylers'. This is a growing demographic of business owners keen to learn and develop agribusiness opportunities. The increase in farmers' markets, door to door delivery options and online purchasing, has created growing demand for local produce supplied direct from farmers.

With such a large population on its doorstep, areas of Greater Sydney have taken advantage of agri-tourism opportunities, notably around Bilpin and South West Sydney. Enterprises consist of 'pick-your-own' operations and marketing of value-added products from local agricultural produce.

Greater Sydney is at high risk for exotic pest and disease incursions. The regular influx of many new peri-urban landholders and commercial farmers, some of whom have minimal knowledge and/or skill in agriculture and land management, is a constant challenge.

Emerging Issues and Opportunities

- Increase in protected cropping in horticulture
- Development of Western Sydney Aerotropolis Agriprecinct
- Increase in consumer interest to buy 'local' particularly direct from producers.
- Increase in small farmers and opportunity to extend best practice in land management and market development
- Loss of suitable and productive agricultural land to urbanisation and the constant conflict between rural and urban land use in peri-urban areas

Gaps in Our Existing Plans or Knowledge

- Reliable statistical data on agricultural production and trends
- Use of remote sensing to track changes in land-use over time

Relevant legislation

- NSW Local Land Services Act 2013
- NSW Biosecurity Act 2015
- Australian Biosecurity Act 2015

Key documents

- NSW Biosecurity Strategy 2013 –2021
- Agricultural Land Use Planning Strategy (NSW DPI Options paper 2020)
- Coastal Harvestable Rights Review (DPIE 2020)

Local Priorities

- Extending best practice production to growers and other peri-urban landholders, focusing on growing the Greater Sydney Small Farms Network and VegNet.
- Raise awareness of existing and emerging biosecurity threats with farmers to improve on-farm biosecurity and responses to new incursions
- Support and demonstrate innovation, research outcomes and best practice agricultural production in partnership with commercial businesses and research providers such as universities, NSW DPI, etc



Primary Production

State Aim:	<ul style="list-style-type: none"> Farm productivity and healthy environments is improved through quality agricultural advisory services 		
What do we do	<ul style="list-style-type: none"> Productive, profitable and sustainable agriculture – we connect primary producers with the latest advice and information Healthy growth – we connect primary producers with incentive programs to help grow their business whilst contributing to healthy environments Support - we support primary producers to access and adopt innovation 		
Major Threats	<ul style="list-style-type: none"> Loss of suitable agricultural land to urbanisation. Greater Sydney as the gateway to Australia, has the highest risk for incursions of exotic pests and diseases. New landholders may be unaware how to sustainably manage their properties. Potential community conflict between urban and rural land use. 		
Major Opportunities	<ul style="list-style-type: none"> Diversification and intensification of agricultural production. Development of agricultural precinct associated with the Western City Aerotropolis. New landholders prepared to better manage agricultural land. Develop partnerships with agribusiness to extend good agricultural practice to landholders. 		
Priority Program	<p>Regional Measure of Success</p> <ul style="list-style-type: none"> Provision of information and knowledge to landholders on best practice production and irrigation management. Increase in landholder practice change. Number of awareness raising and training events Number of business partnerships with research providers and commercial companies 		
GS LLS Actions	<ul style="list-style-type: none"> GS LLS Demonstration Farm used as centre for best practice agricultural production. Developing partnerships with agricultural businesses and research providers to showcase agricultural and horticultural innovation. Farm walks and workshops for new land holders. Develop communication and engagement channels with landholders to rapidly disseminate information. Further develop land use mapping to determine trends in land use. 		

Landscape Management

Regional Summary

The Greater Sydney landscape is one of contrasts. While approximately 50 percent of the region is natural bushland, the region is also home to Australia's largest city with a growing urban footprint.

Greater Sydney's landscapes provide a range of important economic, social and environmental services. It's rivers supply drinking water for almost five million people and support productive agricultural industries. The waterways, coastlines, bushland and other natural areas also provide valuable recreational and leisure opportunities for a growing population seeking a connection with nature, many of whom reside in high density urban areas. Most of the iconic landscapes, such as Sydney Harbour and the Blue Mountains, also serve as major draw cards for tourists, making a valuable contribution to the NSW economy.

Emerging Issues and Opportunities

Not surprisingly, with population pressure and the growth of Sydney, the region is characterised by rapid land use change and often conflict. Residential and urban development is transforming rural landscapes in Western Sydney. Elsewhere, the subdivision of rural lands into rural residential "lifestyle" properties has resulted in a complex peri-urban landscape characterised by multiple small to medium sized landholdings, many of which support small agricultural enterprises or hobby farms.

The peri-urban landscape presents significant management challenges for issues such as weeds and pests because of its complexity. Greater Sydney LLS works with both private and public landholders to manage threats and issues at a landscape scale to maximise environmental outcomes across the region.

Landscape management priorities for Greater Sydney LLS focus on the protection and management of high value natural assets and the ecosystem services they provide. The protection and restoration of bushland and ecological communities is another key priority. Improving the condition of the region's rivers, waterways and estuaries is also a major focus. Creating opportunities for Aboriginal Communities to Care for Country, protect Cultural Heritage and implement traditional land management practices is also integral to Greater Sydney LLS in managing landscapes.

Gaps in Our Existing Plans or Knowledge

Much of the landscape management work undertaken by Greater Sydney LLS is strongly influenced by the priorities of our investors, which change over time.

LLS is currently developing a Natural Resource Management Framework which defines LLS' role in the Natural Resource Management landscape, broad objectives and values, and approach to engagement and delivery. This Framework will be applied to any landscape management work undertaken, regardless of investor priorities.

Relevant legislation

- NSW Local Land Services Act, 2013
- NSW Biodiversity Conservation Act, 2016
- National Parks and Wildlife Act, 1974 and Due Diligence Code of Practice for the Protection of Aboriginal Objects in New South Wales, 2010
- Environment Protection and Biodiversity Conservation Act (1999)

Key documents

- Greater Sydney Natural Resource Management Strategy 2019-2023
- A review of biodiversity legislation in NSW Final Report, 2014
- Greater Sydney LLS, Indigenous Participation Plan, Greater Sydney Region 2019 – 2023
- Local Land Services Aboriginal Engagement Strategy September 2020

Local Priorities

- Protecting biodiversity assets and improving the condition of bushland, waterways and coastal ecosystems
- Creating opportunities for Aboriginal Communities to Care for Country and protect Cultural Heritage

Landscape Management

State Aim:

- Natural and cultural resources are maintained or improved
- Deliver projects and provide expert advice to assist in the protection and restoration of natural assets and the ecosystem services they provide.
- Conservation and restoration – we deliver projects and provide advice and information
- Partnerships and incentives – we connect land managers with other stakeholders, foster partnerships, and enable change through incentive programs

What do we do

- Urban and rural-residential expansion
- Land use conflict
- Habitat fragmentation
- Nutrient pollution, pest plants and pest animals
- Human access pressures on natural environments
- Extreme weather events (bushfire, drought, floods)

Major Threats

- Engaging and enabling new and diverse participants in landscape management
- Engaging with increasing numbers of small landholdings and peri urban tree-changers
- Connecting Sydney residents to environmental volunteering opportunities

Major Opportunities

Priority Program

- Protecting biodiversity assets and improving the condition of bushland, waterways and coastal ecosystems
- Creating opportunities for Aboriginal Communities to Care for Country and protect Cultural Heritage

Regional Measure of Success

- | GS LLS Actions | Regional Measure of Success |
|--|---|
| <ul style="list-style-type: none">• Assist and enable land managers and community to undertake actions that protect and enhance the environment• Enable actions that manage or address threats degrading local environments, or assist in recovery following disturbance• Implement a landscape scale approach to management to achieve overall environmental improvements | <ul style="list-style-type: none">• Area (ha) of land being managed for environmental outcomes• Numbers of land managers implementing actions that protect and restore the natural environment• Numbers of opportunities for Aboriginal Communities to Care for Country and protect Cultural Heritage |

GS LLS Actions

- | GS LLS Actions |
|--|
| <ul style="list-style-type: none">• Assist and enable land managers and community to undertake actions that protect and enhance the environment• Enable actions that manage or address threats degrading local environments, or assist in recovery following disturbance• Implement a landscape scale approach to management to achieve overall environmental improvements |

Enabling

Regional Summary:

The Greater Sydney region is the most populous and complex region in NSW. It encompasses culturally and economically diverse metropolitan, peri-urban and rural populations. It contains 34 Local Government Areas, and has the largest Landcare population in Australia with more than 960 groups and over 8,000 regular volunteers. The region also has the largest Aboriginal population in NSW, including six Local Aboriginal Land Councils and a range of other Aboriginal groups and stakeholders.

As per the State Strategic Plan 2020-2030, Greater Sydney LLS aims to service the community under the following priorities:

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

A key challenge for Greater Sydney LLS is its very low rating base of only 6,400 rate payers, combined with approximately 33,000 peri-urban landholders on 2-10 hectares, who require services but do not pay rates. These landholders pose a high biosecurity risk, and the cumulative impact of their actions is significant.

Much of the work undertaken by Greater Sydney LLS is also strongly influenced by the priorities of our investors, which change over time. This uncertainty around funding has made it difficult to undertake long-term planning.

Emerging Issues and Opportunities

- Dynamic and changing landscape with high numbers of stakeholders
- Budget uncertainty impacting service delivery

Gaps in Our Existing Plans or Knowledge

- Social benchmarking research (underway) will give us greater visibility on our landholders (both rate payers and those under 10ha), their values, drivers and needs.

Relevant legislation

- NSW Local Land Services Act, 2013

Key Documents

- Greater Sydney Aboriginal Engagement Strategy (in preparation)
- Greater Sydney Community Engagement Strategy (in preparation)
- Greater Sydney Landcare Strategy 2021-2026
- Greater Sydney Biennial Landcare Bushcare Survey (2019/20)
- NSW LLS Aboriginal Engagement Strategy, 2020
- NSW LLS Customer Service Strategy 2018 – 2021
- NSW LLS Service Delivery Strategy 2018 – 2021
- NSW LLS Business Improvement Strategy 2018 – 2021
- NSW LLS People and Culture Strategy 2018 – 2021

- NSW LLS Aboriginal Engagement Strategy
- NSW LLS Stakeholder Engagement Plan

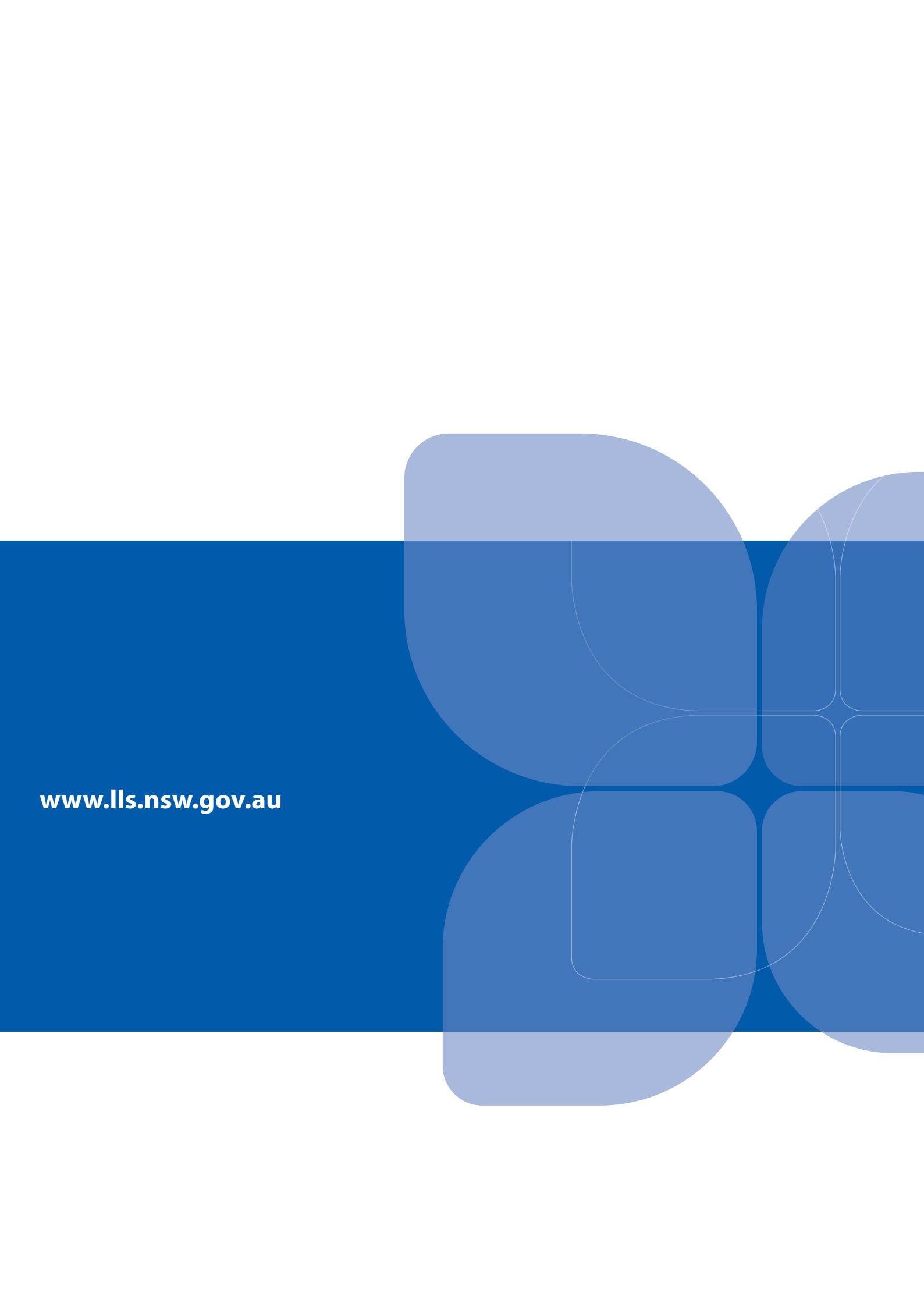
Local Priorities

- Deliver products and services to meet customer needs and expectations
- Maintain partnerships with key stakeholders including Landcare
- Deliver our Aboriginal Engagement program
- Supporting our staff so we can better support our customers



Enabling

<p>State Aim:</p> <ul style="list-style-type: none"> We are a customer focused business that achieves customer outcomes 	<p>What do we do</p> <ul style="list-style-type: none"> Service delivery – to achieve customer outcomes and deliver a healthy landscape and sustainable primary industries Innovation and Business Sustainability – to deliver our services with a focus on innovation and recognition of the need for change and adaptation Customer service - We are a customer focused business that achieves customer outcomes Aboriginal Engagement - to develop relationships of engagement and inclusivity with the Aboriginal people in our regions 	<p>Major Threats</p> <ul style="list-style-type: none"> Low rating base of 6,300 rate payers Large population of over 33,000 landholders on 2-10 ha who require services but do not pay rates. Budget uncertainty 	<p>Major Opportunities</p> <ul style="list-style-type: none"> Large number of high-capacity stakeholders e.g., local government, landcare, other state-govt agencies
<p>Priority Program</p> <ul style="list-style-type: none"> Deliver products and services to meet customer needs and expectations Maintain partnerships with key stakeholders including Landcare Deliver our Aboriginal Engagement program Supporting our staff so we can better support our customers 	<p>Regional Measure of Success</p> <ul style="list-style-type: none"> Landholder engagement as measured by customer enquiries, newsletter subscriptions and social media interactions Customer and stakeholder satisfaction score Number of projects supporting Aboriginal communities Staff engagement and WHS scores 	<p>GS LLS Actions</p> <ul style="list-style-type: none"> Maintain EHS committee Continue to support the Greater Sydney Aboriginal Advisory Committee and update related plans Develop fit-for-purpose spatial data and information portals to support Greater Sydney staff for better supporting LLS customers 	

The background features a large, abstract graphic design in shades of blue. It consists of several overlapping shapes: a large central circle, a smaller circle to its right, and a rectangle positioned above the central circle. The shapes are rendered in different tones of blue, from light lavender to deep navy, creating a sense of depth and overlap.

www.lls.nsw.gov.au