

**SOUTH EAST**

*Local Strategic Plan*

**2021-2026**

**Supporting document**



**Local Land  
Services**



Published by Local Land Services

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More information

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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.

# Acknowledgment of Country

South East Local Land Services acknowledges the Traditional Custodians of the land and pays respect to Elders past, present and future. We also recognise the unique, diverse and enduring cultures of First Nations peoples in NSW.

First Nations peoples have a strong ongoing social, spiritual and cultural connection with their traditional lands and waters. Obligations to care for Country remain integral to Aboriginal and Torres Strait Islander law, identity, culture and social and emotional well-being. The way in which traditional lands are being managed is of great interest to First Nations communities and South East Local Land Services understands that Aboriginal people have a significant contribution to make in relation to land management in the region.

First Nations peoples hold special knowledge and rights regarding the management of land and its resources. Aboriginal people occupied all areas of the region with evidence through tangible and intangible sites such as campsites, scarred and carved trees, rock shelters, grinding grooves, rock art, and ceremonial and burial areas present across all landscapes.

Cultural values across the region may also relate to natural resources such as native bush medicines, foods and tradable goods including ochre and stone suitable for tool making. Songlines, spiritual landscape storylines and intellectual property in relation to traditional knowledge is also acknowledged.

The South East region holds many Aboriginal cultural heritage values and the preservation and management of these values is best determined by the traditional custodians of Country.

South East Local Land Services is committed to building strong relationships with First Nations communities, seeks to understand their aspirations and ensure that Aboriginal people have a voice to provide input into land management issues and in particular the management of cultural values.

South East Local Land Services acknowledges the different ways Aboriginal people are identified, e.g. First Nations, Aboriginal, Indigenous and Aboriginal and Torres Strait Islander.

**Artist:** Graham Moore

**Artwork:** Captures the story of the South East region.



# South East Regional Profile

The South East region (Figure 1) is a diverse region supporting a distinct mixture of landscapes, lifestyles and cultural values.

The region covers an area of 55,600 km<sup>2</sup> from Wollongong to the north, Crookwell, Boorowa and Jindabyne in the west and the Victorian border to the south. The region includes the local government areas of Bega Valley, Eurobodalla, Goulburn Mulwaree, Hilltops, Kiama, Queanbeyan-Palerang, Shellharbour, Shoalhaven, Snowy Monaro, Upper Lachlan, Wingecarribee, Wollongong and Yass Valley.

The region extends three nautical miles out to sea to the east, including 673 km of coastline (40 per cent of the NSW coast) and is home to approximately 605,000 people including approximately 17,000 Indigenous Australians (ABS 2011).

The key natural resource assets of the South East region are diverse and range from coastal, estuarine and freshwater environments, and significant flora and fauna. The region is located within the temperate and warm-temperate coastal lowlands, escarpment and undulating highlands and tablelands. These areas are characterised by complex patterns of terrain and geology.

Current economic prosperity of the South East Local Land Services region is dependent upon these natural resources which support a variety of land uses including agriculture (sheep, beef, dairy and cropping), horticulture, aquaculture, water harvesting, commercial and recreational fishing, heavy industry, forestry, mining, urban and lifestyle development, tourism and recreation.



## Challenges faced by the South East

These include (but are not limited to):

- Changing land use caused by shifts in lifestyle, agricultural markets and human populations
- Climate change increasing the likelihood of extreme events as profoundly experienced in recent years
- Proximity to international air and seaports providing a direct pathway for the introduction of pests and disease.

Local Land Services is responsible for providing biosecurity, natural resource management, emergency management and agricultural advisory services in the South East region.

The South East Local Strategic Plan aims to focus our efforts and resources over the next five years to ensure our landscapes are healthy and productive, our primary industries are sustainable, and our communities are engaged and prepared for risk and change.

We do this by working in partnership with our farmers, communities and stakeholders across four core areas: landscape management, biosecurity, emergency management and primary production. These core areas cover almost every aspect of land management; collectively they ensure that we provide a key role in contributing to resilient and healthy landscapes that support biosecure, profitable and sustainable primary industries.

Local Land Services customer services and their aims are provided below:

- Land management, native vegetation and private native forestry – to effectively manage native vegetation to deliver economic and ecological benefits
- Conservation and restoration of natural resource – to conserve and restore valuable natural and cultural assets
- Weed control – to reduce the impact of invasive weed species on natural resources and agriculture
- Pest animal control -to reduce the impact of invasive pest animal species on natural resources and agriculture
- Animal biosecurity and welfare – to reduce the impact of animal diseases on farm profitability and the economy and maintain animal welfare standards
- Plant biosecurity – to reduce the impact of plant diseases on farm profitability and the economy
- Emergency Management – to reduce the impact of natural disasters on people and the economy
- Sustainable agriculture – to grow farm productivity and healthy environments through quality agricultural advisory services
- Travelling stock reserves (TSRs) – to effectively manage travelling stock routes to deliver productive, cultural, and environmental benefits.

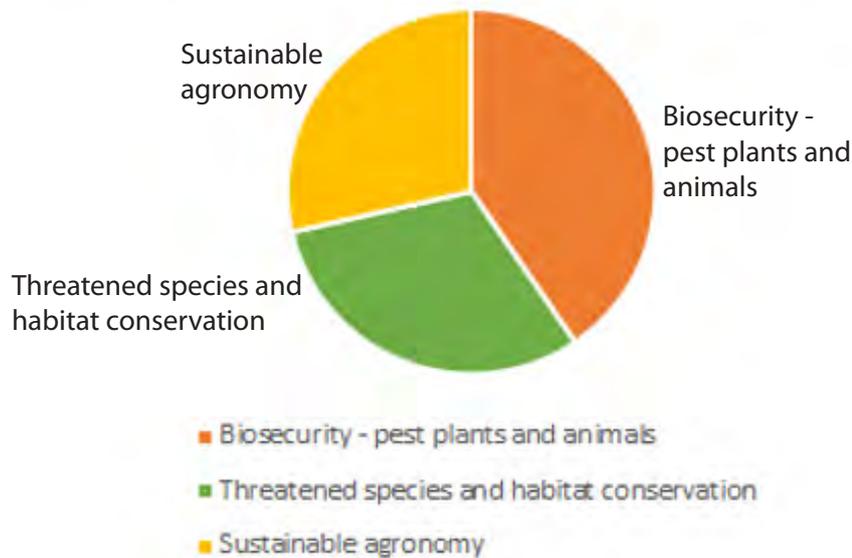
Our customer services are supported by internal services that enable our staff and organisation to deliver across the region.



## What's important to our landholders?

The pie chart below demonstrates the top three priorities within our local communities. This data was captured via the Local Land Service portal, South East Have Your Say NSW engagement platform.

Our Community's top three priorities



## State Strategic Plan

The Local Land Services state outcome is productive and sustainable land use, and this is achieved by providing on-ground and frontline support to land managers to better manage natural resources, respond to biosecurity risks and improve primary production, productivity and output in the State.

The Local Land Services State Outcome of productive and sustainable land use is achieved through two key state programs:

- Protect the economy, environment and community, including from biosecurity risks
- Enabling land managers to better manage our natural resources.



# Land Management

In South East Local Land Services we support and enable land managers to manage our natural resources, TSRs and native vegetation in collaboration with strategic partners. We deliver projects and advice to protect and enhance our natural resources.

South East Local Land Services consider that without our Natural Resource Management (NRM) services, the region will progressively decline in soil health, water quality, and native vegetation condition. This is likely to result in loss of agricultural productivity, tourism, community wellbeing, and loss of species, ecosystems and the ecosystem services we all rely on.

South East Local Land Services work with:

- Our partners and stakeholders to deliver evidence based and targeted advice and on-ground works that tackle the priority threats to achieving healthy resilient landscapes
- Key stakeholders and landholders to manage and protect significant natural resource values found within South East TSRs
- Aboriginal land managers in South East NSW, offering support to care for Country and protect culturally important values
- Our landholders, driving practice change through customer-centred services to provide advice and approvals for management of native vegetation and helping land managers get a return from NRM practices
- Our communities, stakeholders and investors, to facilitate catchment wide solutions to long term environmental change.

## Supporting strategies

- Local Land Services NRM Framework (2021-2026)
- South East Catchment Action Plan 2013-2023
- South East Annual TSR Business Plan
- TSR Statewide Plan of Management

## Priority Programs

### South East Local Land Services is the service provider and funding partner of choice

We develop and maintain positive relationships with investors, stakeholders and customers to ensure we understand their support needs, such as the maintenance of the South East Regional Community of Practice and annual South East Muster.

We actively seek investment opportunities for the protection and enhancement of South East natural resources and designing projects that engage with customers and partners in NSW Government and community.

### Utilise strategic and integrated catchment and landscape planning and management to maintain ecosystem function

We deliver high quality, strategic projects that deliver priorities identified in South East NRM planning such as:

- Regional Land Partnerships (projects that contribute to the Australian Government priorities) including protection of priority threatened species and communities, protection of RAMSAR sites and increasing land manager capacity to understand and implement activities to protect soil health
- Bushfire Recovery Fund – Protecting and enhancing habitat for priority threatened species and vegetation communities recovering from the summer 2019-20 bushfire
- Bushfire Recovery Fund – Building knowledge of koala populations in South East NSW and working with local customers to protect and enhance priority habitat for koalas
- Fisheries Habitat Action, protecting priority fisheries habitat) along the Clyde River
- Investing NSW Government funding to tackle priority threats to achieving healthy landscapes, increasing opportunity for the Aboriginal community to care for Country, supporting land managers to recognise financial gain from NRM activities and build confidence in our ability to broker partnerships and provide NRM services
- Rural Landscapes Program, supporting land managers reduce erosion risk on their properties via erosion control, protection of riparian lands and improved grazing practices to enhance the quality of drinking water in the Sydney drinking water catchments
- Mariner Estate Management Program, supporting the improvement of water quality in coastal areas via strategic erosion management activities.

### Empower landholders to be prepared and resilient to climate variability

We focus on supporting land holders via awareness raising initiatives including property planning and investigation of NRM initiatives that combine improvements to natural resource assets and economic benefits to land managers.

### Ensure TSRs are funded and functional

We focus on increasing understanding of NRM and cultural assets within our TSR network, implementing priority activities for their protection including fencing and weed management activities. We actively seek opportunities to engage with community and Aboriginal groups in the management and protection of these reserves.

### Improve provision of support and advice to stakeholders for land and vegetation management

We provide advice to land managers to understand the impact of their land management decisions on native vegetation resources in south east NSW.

## Measures of success



Business is scalable and adaptable to enable delivery of core services.



Integrated and collaborative catchment and landscape planning and management has been used to support ecosystem function as measured by percent of customers receiving our NRM services adopting improved practices and area (ha) of improved NRM practices, number of partnerships and number of community groups supported.



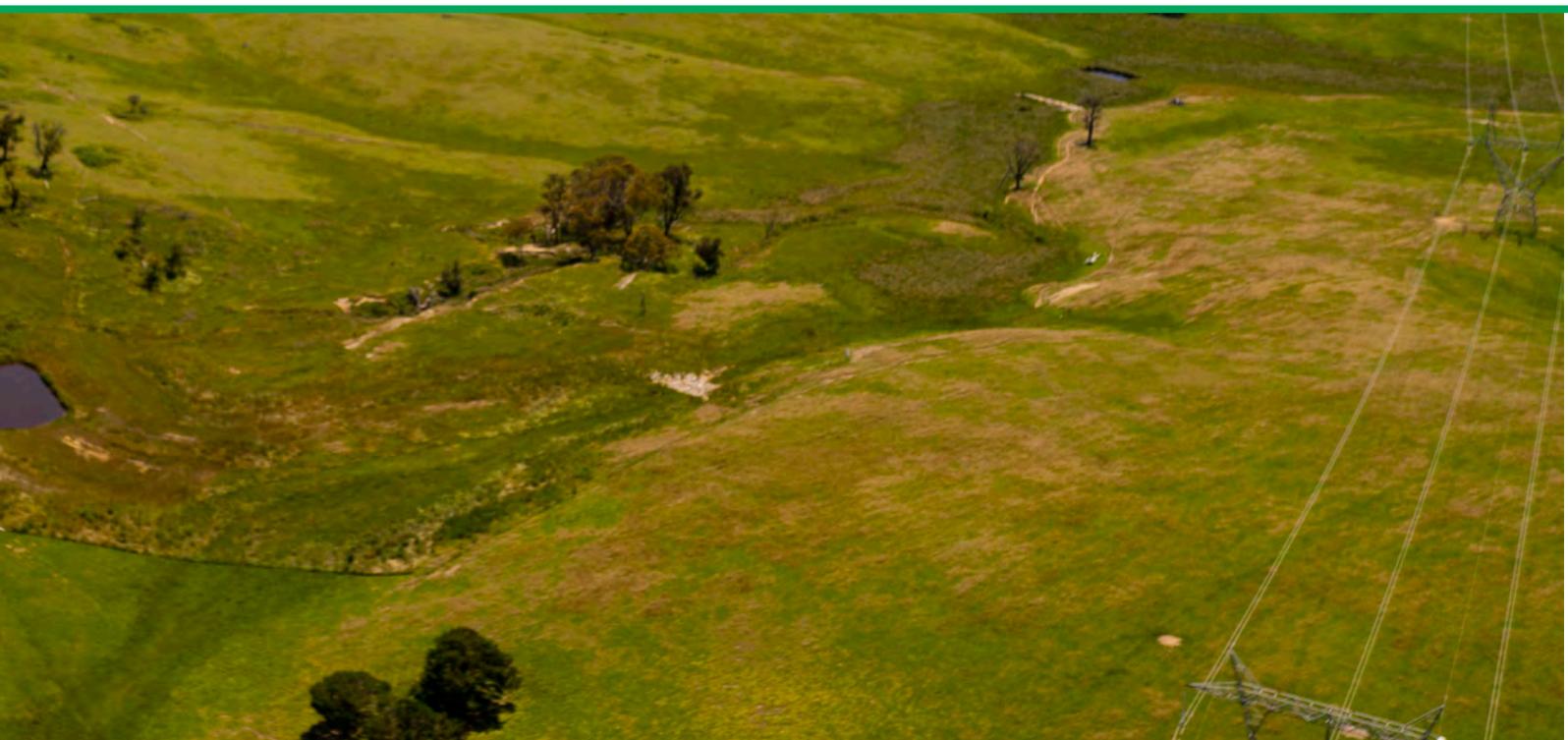
Resources are available to allow landholders to make informed decisions as measured by number of landholder advice consultations and area (ha) of improved NRM practices.



TSR network is fit for purpose and aligns with the State TSR Plan of Management as measured by area (ha) of TSRs actively managed, revenue raised from TSRs and number of permits issued.



Customers and stakeholders have been provided with quality land and vegetation management services and advice as measured by number and area of land management notifications and certificates issues, area of set asides and number and area of private native forestry plans.





## Biosecurity

South East Local Land Services support the community and industry to fulfil their responsibilities to manage pest, weeds and diseases under Australian and NSW biosecurity legislation and achieve environmental and economic benefits.

South East Local Land Services' biosecurity programs aim to prevent the spread of plant and animal pests and diseases and contribute to the health, well-being and prosperity of the South East region. South East Local Land Service work with both public and private landholders and stakeholders to:

- Maintain market access by enhancing the health of animals, plants and their products
- Provide advice and information to enhance animal welfare and plant health
- Undertake surveillance and control of pests, weeds and diseases
- Increase their capacity to manage pests, weeds and disease and meet their biosecurity responsibilities.

### Supporting strategies

- South East Regional Strategic Pest Animal Management Plan (RSPAMP) 2018-2023
- NSW Animal Biosecurity and Welfare Strategic Plan 2019-2023
- South East Regional Strategic Weed Management Plan 2017-2022
- NSW Department of Primary Industries and Local Land Services Plant Biosecurity Action Plan (in development)

## Priority programs

### To be the regional leader in active community participation, awareness, surveillance and communication

This is achieved through programs such as Feral Fighters, vertebrate pest induction training, pest and weed management and education, community pest groups (i.e. wild dog, feral deer), development of pest plans, stock yard audits, district vet operations (including critical national and international animal health obligations), biosecurity surveillance (including aerial operations).

Important biosecurity messages are conveyed to key stakeholders through community meetings, written articles (South East Local Land Services' monthly newsletter, the Circular), videos and media releases.

### Development of staff capability to support customers to manage their biosecurity and fulfil their regulatory obligations

This is achieved through:

- Staff training and accreditation such as Authorised Control Officer, vertebrate pest management and Authorised Officer training
- Development of Vertebrate Pest Risk Base Model to support customers and biosecurity staff
- Animal health awareness and education programs through local district veterinarians.

### Forge new and foster existing partnerships with other government agencies, industry bodies and research organisations

We facilitate a coordinated approach to regional weed management through the Weeds Action Plan which provides funding to help local control authorities detect and manage new weeds incursions. South East Pest Levy Fund facilitates a coordinated approach to regional vertebrate pest management through the RSPAMP. In partnership with NSW Department of Primary Industries, South East Local Land Services are currently developing a Plant Biosecurity Plan.

## Measures of success



Development of relationships has led to a nil tenure approach to managing biosecurity in the South East as measured by the number of opportunities for people to support Local Land Services decision making, number of community groups supported and number of biosecurity capacity building events.



Organisational capacity and capability is appropriate to manage biosecurity risks across the South East as measured by area of pest and weed control, number of investigations into plant pests/disease and residues and number of animal health investigations.



New and existing partnerships are effective as measured by number of stakeholder partnerships, number of projects supported and area (ha) of pest and weed control.



# Emergency Management

South East Local Land Services provide the skills, training and resources required to support and enable customers, land managers and the community to prevent, plan, prepare for, respond to, and recover from natural disasters and biosecurity emergencies that affect agriculture, the natural environment and the NSW economy. We do this by:

- Working with the NSW Department of Primary Industries to coordinate vital support on the ground during natural disasters or other emergencies through Agriculture and Animals Services Functional Support Area (AASFA)
- Assisting farmers and communities to keep their pets, livestock and wildlife safe during floods, bushfires and other natural disasters
- Operating animal safer places and animal feed points during natural disasters
- Assisting landholders and communities to prepare for and respond to outbreaks of pests, weeds and diseases
- Working with communities and stakeholders to identify, resource and deliver multi-million dollar recovery programs that help farmers rebuild their properties and restore scarred landscapes for wildlife.

## Supporting strategies

- NSW emergency plans (state, regional and local) and sub plans
- Animal and Agricultural Services Functional Area Supporting Plan 2016
- National Strategy for Disaster Resilience
- Emergency management animal disease response

## Priority programs

### Continually identify the South East region's unique risks in preparing, preventing, responding and recovering from emergencies

We have representation on relevant state, regional and local emergency management coordination structures such as Local Emergency Management Committees. We monitor and maintain a risk register to identify potential threats relating to animal disease, invasive species, plant biosecurity and natural disasters. South East Local Land Services also responds to animal transport accidents, and assists at marine pollution responses.

### Enhance communication and engagement with customers and stakeholders to help them prevent and prepare for emergencies and to respond and recover when they do occur

We undertake stakeholder engagement and participation in emergency planning, support recovery initiatives, programs and delivery of advice to land managers and stakeholders. We facilitate development of resilience and recovery programs that are targeted, resourced and can be implemented.

### Development of emergency management capability through training and resource provision

We conduct local incident management exercises in conjunction with the NSW Department of Primary Industries emergency management operation, and by ensures staff training and development includes mandatory online and field based training.

## Measures of success



The South East Emergency Management Plan is in place and actionable.



Tailored and targeted communication systems appropriate to our role are in place to support our customers and stakeholders so that they can effectively prepare, prevent, respond and recover from emergencies.



Business and staff capability is prepared and equipped to deal with emergency situations as they arise as measured by the number of emergency management



## Primary Production

South East Local Land Services assist primary producers and regional communities and industries within South East to be productive, profitable, sustainable and resilient. Our services support producers to consider and adopt improved agricultural management practices that lead to increased farm productivity, protection of natural assets, improvement to agricultural products and animal wellbeing. These outcomes will not only increase on farm productivity but also contribute to industries meeting sustainability goals. We do this by:

- Providing advice, knowledge and support to existing, emerging and transitioning farmers, enterprises and sectors
- Identifying and working with high value and high impact industries, sectors and markets to resource and deliver evidence based and targeted advice and on-ground works that improve soil health and water and land management
- Identifying and providing innovative solutions and services that help our farmers to build resilience to change, risk and uncertainty.

### Supporting strategies

- Local Land Services Agricultural Services Strategy (2021-2026)
- Agriculture Industry Action Plan
- Australian Government Drought Plan
- Response, Resilience and Preparedness Plan
- Regional Ag Strategy
- National Soil Strategy

## Priority programs

### Support and empower landholders to improve farm ecosystem function

We will continue to provide best practice information on methods to enhance farm productivity and sustainability through the management, protection and enhancement of natural assets, production processes and use of technology.

### Support and empower landholders to plan and prepare for productivity risk and build resilience to climate and seasonal variability

We will develop programs and provide advisory services to land managers on seasonal and climatic risks, and aim to empower them to be prepared and resilient to climate variability and take advantage of production and market based opportunities for agriculture. In addition, we will support land managers to manage risks such as weeds, pests, disease and animal welfare.

### To be recognised as the provider of quality and objective information and advice to support landholders in achieving their goals

We will provide balanced and evidence-based agriculture extension and advisory services that promote the adoption of leading practices. We will collaborate with land managers, industry and producer groups and stakeholders to develop strategic partnerships that drive solutions to industry issues and lead to adoption of new technologies, techniques, and innovation. In addition, we will provide agricultural programs and advisory services to land managers including capacity building through field days, workshops, training and media.

## Measures of success



Evidence of collaboration with landholders as measured by advisory services to land holders, number of stakeholder partnerships, number of community groups supported and opportunities for people to contribute to Local Land Services decision making.



Land managers are acting on Local Land Services and partner's advice as measured via area (ha) managed for improved agricultural production.



## Enabling Services

Business operations support our teams delivering services to customers and stakeholders. These functions include customer service, finance, Aboriginal community engagement, strategic services, communication, senior management and Board support.

South East Local Land Services is committed to effective, efficient and integrated enabling services to achieve the goals of the South East Local Land Services Local Strategic Plan across agricultural production, biosecurity, natural resource management and emergency management.

Through our enabling services, South East Local Land Services maintains connections with priority partners and enhances the quality of our services for customers, such as:

- Maintaining positive relationships with investors, ensuring they have confidence in our service
- Building and maintaining working relationships with other government organisations to enhance project planning and delivery of outcomes across our functional areas
- Building and maintaining community partnerships with organisations such as South East Landcare, South East Regional Community of Practice and various small farms networks ensuring that we stay in touch with the priorities of our partners
- Coordinating the collection of information across tenure to increase confidence in our customers such as wild dog management activities
- Building capacity in Aboriginal communities to support their participation in activities that care for Country
- Increasing staff capacity to deliver effective services by increasing cultural awareness, coordinating capacity to respond to emergencies and increasing quality and quantity of communication products.

## Supporting strategies

- Local Land Services State Strategic Plan
- South East Local Land Services local operational plans
- Annual budget
- Stakeholder Engagement Plan (National Landcare Program)
- Aboriginal Engagement Plan (National Landcare Program)
- Local Land Services Aboriginal Engagement Strategy
- Communications Strategy Work Health and Safety Plans
- Statewide Natural Resource Management Framework
- Local Strategic Plan Integrated Strategy

## Priority programs

### Increase engagement with and collaboration between the South East Local Land Services and the Aboriginal community, small landholders, governments, industry and land managers, and community groups

We seek opportunities to build and support community networks and increase opportunities for community to participate in Local Land Services activities. We build capacity in staff to identify opportunities to develop partnerships that enhance the quality of the services provided by Local Land Services.

### Responsible governance and business planning systems that deliver effective integration of strategy, operation and funding

We aim to deliver best practice financial management, reporting, business and safety systems to deliver Local Land Services programs and services. This includes implementing sound, consistent and transparent corporate governance procedures that meet government and legislative and stakeholder expectations.

We ensure that our staff and customers are provided with a safe and productive working environment that at the same time meeting legislative requirements.

### Sourcing funding and managing relations with investors such as Australian Government

We ensure high standards in the delivery, promotion and reporting of projects, ensuring that the needs of our investors are achieved.

Monthly meetings of functional internal teams (FIT) to address operational and planning matters. FIT teams include ag, NRM, district veterinarians, and biosecurity

Supporting the introduction of new systems such as MyLLS and MyOutcomes

## Measures of success



There has been active two-way engagement between South East Local Land Services and key groups as measured by number of opportunities for community to support Local Land Services decision making, number of partnerships, number of community groups supported, and number of projects undertaken to protect Aboriginal cultural heritage or traditional ecological knowledge.



South East Local Land Services achieves its strategic plan, including staff wellbeing and satisfaction as measured by staff retention rates and surveys.



Digital and communication platforms deliver communication objectives as measured by customer satisfaction rating.



Provide digital and interpersonal platforms for effective two-way communication as measured by proportion of staff using business systems and technology.



Provide an environment where our staff are safe, can develop professionally and are valued as measured by work health safety reports, professional development opportunities and People Matters Survey results.



# Monitoring, Evaluation, Reporting and Improvement

Local Land Services has a responsibility to demonstrate to its customers, investors and stakeholders that its strategies and programs are sound and effective. The performance of programs will be monitored and evaluated to provide transparency and facilitate improvement.

Measuring and reporting on key performance indicators under the pillars of landscape management, biosecurity, emergency management and primary production will provide evidence of achievements towards the Local Land Services state outcome of productive and sustainable land use.

South East Local Land Services will provide evidence against the KPI's which show our progress towards achieving productive and sustainable land use:

- Increased engagement of land managers in Local Land Services programs relating to agricultural productivity and natural resource management (lead)
- Increased land manager recommendation of Local Local Services for services relating to agricultural productivity and natural resource management (lead)
- Increased area of improved land manager practices relating to agricultural productivity and natural resource management (over four years) (lag).





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