



Western Local Land Services Operations Plan 2019-20

In 2019-20, Western Local Land Services (Western LLS) continues to work towards its vision of 'strong communities, resilient landscapes and competitive agriculture'. This Operations Plan is an overview of the projects underway that contribute to this goal in the 2019-2020 financial year.



Approximately two thirds of the identified projects have been operational for at least a year or more, and some contracted to run for the next four years. Some projects are embedded as part of our ongoing core business while others are targeted variations on existing work. The strategic focus therefore, is to strengthen relationships with the identified partners, and continue to improve from what we have learned.

This Operations Plan represents the very tip of an iceberg of project development. With the underpinning planning, delivery and monitoring framework in place, Western LLS can track, manage, monitor and report its progress against all projects to a greater degree than ever before. As a result, the organisation can also think more carefully about workforce planning, putting the right people in the right roles and supporting each and every person to get the most from their role and their career. This is reflected in the current cycle of performance development plans, which are not just the backdrop for our work, but identify clear goals to achieve in project delivery, as well as professional and personal development and growth.

Western LLS have a wealth of experience within its staff. The organisation works in threatened species management, native vegetation management, natural resource management, agricultural extension, biosecurity, animal health, emergency management and Aboriginal cultural heritage.

One of the key focus areas of this plan is to share that knowledge across our organisation. Our leaders and specialists extend their knowledge across and between teams and functional areas. In this way, Western LLS improves its overall skill level — and therefore customer service — across all aspects of work.

The operations team in Western LLS are dedicated to being better leaders, providing more support and guidance for their respective teams and staff as a whole across the organisation. Every staff member has made a commitment through their performance development plan to positively contribute to the culture of the organisation, how they relate to each other, and how we function as a team. This commitment is not set-out in a policy or procedure, but it provides a behavioural standard that every staff member strives toward in various aspects of our work. This makes our teams stronger, with a clearer identity for the organisation. It also provides a minimum standard for professional service delivery to our customers and stakeholders.

Over the duration of this Operations Plan, the stakeholder engagement strategy will be used to guide and develop all possible opportunities to increase the strength of our partnerships and networks.

Through targeted engagement with the Western LLS advisory groups, as well as ongoing work with Landcare and pest management groups around the region, we are more focussed on our strategic outcomes, and share that delivery across a wider group of stakeholders.

In summary, through this plan Western LLS will advance the organisation towards stronger partnerships and delivery, and become more adept at our work through knowledge sharing and learning from each other.

Our trust and confidence in ourselves, our partners and stakeholders will increase as we hold ourselves accountable for the standards we set.

Lastly, we will monitor, measure and report our successes more accurately and more consistently than ever before, while also incorporating all learnings into future projects and programs.



**Local Land
Services**

Operations Plan projects overview

Funding partner	Project	Goal	Primary customer / target audience	Project lead
National Landcare Program 2	Willandra Lakes World Heritage Area	Protecting the values of the world heritage listed Willandra Lakes World Heritage Area from key threats.	Landholders in the World Heritage Area, Landcare, Aboriginal community.	Ben Slingsby
	TGP Beyond The Fence	Improving landholders' understanding and capacity in managing erosion risk through best management practice.	Landholders, Landcare.	Gemma Turnbull
	Coolibah-Black Box EEC	Improving the values of the Threatened Ecological Community of Coolibah-Black Box.	Landholders in Darling floodplain area, Landcare.	Mitch Plumbe
Catchment Action NSW	Land Services Program	Working with landholders to improve understanding of property management using a whole farm approach to capacity building and mentoring.	Landholders, specialists, mentors.	Gemma Turnbull
	Creating sustainable, healthy, diverse waterways in the Western region	Streams, wetlands and estuaries are protected or rehabilitated to support ecosystem services.	Local government, Landcare, irrigators, riparian landholders.	Ben Slingsby
	'For The Birds' - improved outcomes for significant species	Raising awareness and habitat improvement actions for four threatened bird species: Thick-Billed Grasswren, Malleefowl, Regent Parrot, Plains Wanderer.	Local government, Landcare, pest management groups, landholders.	Mitch Plumbe
	Improved native vegetation condition in the Western region through targeted weed control	Working with landholders to control weeds of national significance and other priority weed species within the region through small grants and targeted control.	Landholders, Landcare, local government.	Mitch Plumbe
	Preserving Aboriginal cultural heritage	Developing competencies and implementing on-ground works to identify and preserve Aboriginal cultural heritage (ACH) in partnership with private landholders.	Landholders, Aboriginal community, National Parks and Wildlife Service, archaeologists.	Ben Slingsby
Other funding sources	Regent Parrot project	Improving habitat for the threatened species, the Regent Parrot site, in the southern area.	Landholders in Euston/Balranald area, local government, Department of Planning, Industry and Environment.	Ben Slingsby
	Animal health program (brucellosis eradication program)	Eradication of ovine brucellosis in Western NSW.	Sheep producers, stock and station agents and private vets.	Charlotte Cavanagh
	Plant biosecurity	Implementing strategies to ensure plant biosecurity risks are managed in high risk areas.	Horticulturalists, Landholders, NSW DPI, industry groups.	Gemma Turnbull
	Predator program	Working with pest management groups to control the impacts of wild dogs on production.	Pest management groups, Landcare, Australian Wool Innovation, NSW Farmers, National Parks and Wildlife Service, local government.	Tim Wall
	Stock watering places / travelling stock reserves program	Stock watering places (SWP) review and statewide and local travelling stock reserves (TSR) plan of management. Tender evaluations and lease agreement management.	Landholders, Crown Lands, Baakindji Native Title Prescribed Bodies Corporate.	Kerryn Hart
	NSW Landcare and Local Land Services conference	NSW Landcare and LLS conference which highlights the partnership between both organisations held in Broken Hill in October 2019.	Landcare, landholders, LLS regions, LLS Strategy and Engagement team.	Ben Slingsby
	Stakeholder and community engagement	Maintaining engagement with communities through the Western LLS advisory groups. Implementation of community engagement strategy. Regional Agricultural Landcare Facilitator (RALF).	Western LLS Board, Western LLS staff, Western LLS advisory group, general community.	Ben Slingsby
	Emergency management	All staff to be trained to the level required to fulfill EM requirements.	Staff and key stakeholders.	Andrew Hull
	Kangaroo Management Taskforce	Addressing perceptions and practices around sustainable kangaroo management to improve land management outcomes.	Landholders, kangaroo industry stakeholders, Aboriginal community, policy influencers.	Fiona Garland
	Weeds Action Program 1520	Working with local government to deliver priority weed control activities across the region.	Local government, public landholders, NSW DPI, landholders.	Andy McKinnon
	Western Division Shires wild dog program	Working in collaboration with six local government areas to deliver a range of integrated vertebrate pest control measures.	Local government, pest management groups, NSW DPI, Landcare.	Phil Baird
	Reconciliation Action Plan (RAP) implementation	Implementing actions identified in the RAP and incorporating RAP outcomes into all operational activities.	Staff, Aboriginal community, Aboriginal Community Advisory Group.	Erlina Compton
	Aboriginal traineeship	Working with external provider to support two Aboriginal trainees in receiving Cert III qualifications through active participation with Western LLS.	Staff, Aboriginal community, Aboriginal Community Advisory Group.	Ben Slingsby
	Regent Parrot forage habitat	Protecting and enhancing Regent Parrot habitat.	Landholders in Euston and Balranald district.	Ben Slingsby
	Environment Trust Thick Billed Grasswren	Improving habitat for the Thick-Billed Grasswren and managing the impacts of predators.	Landholders in the White Cliffs area, Landcare, pest management groups, Department of Planning, Industry and Environment.	Mitch Plumbe

Deliverables

Project outputs

Rabbit control, warren destruction, landholder training, GIS mapping, mapping training, grazing management advice, engage with landholders, hold workshops and provide Aboriginal cultural heritage training.	15,000 hectares of rabbit control across 10 properties; two workshops with landholders.
Small grants for landholders utilising the Ecosystem Management Understanding (EMU) process, EMU field day, soils workshops, field day, on-farm demonstration, capacity building Dustwatch, school workshop and contract management.	Four landholder workshops and two community field days; one field demonstration site established; four new monitoring regimes established.
Weed control, desktop modelling, land condition assessment, weed control, best practice workshops, field day, small grants and contract management.	2,500 hectares of Coolibah-Black Box EEC protected or enhanced; 11 landholders and two community groups entered into agreements.
Landholder engagement and support, community engagement, project coordination, negotiation and implementation.	Four landholder workshops and training sessions delivered to 20 participants.
Landholder engagement and support, community engagement, project coordination, negotiation and implementation.	Two community workshop/training sessions delivered to 40 participants; 150 hectares riparian environment protected or enhanced.
Landholder engagement and support, community engagement, project coordination, negotiation and implementation.	Four community workshop/training sessions delivered to 20 participants; 250 hectares of threatened species habitat protected or enhanced.
Landholder engagement and support, community engagement, project coordination, negotiation and implementation.	2,000 hectares of native vegetation protected through weed management.
Developing competency and landholder support, community engagement, project coordination, negotiation and implementation.	Four community workshop/training session delivered to 20 participants; five Aboriginal sites managed.
On-ground works, grazing management advice, community engagement and Aboriginal cultural heritage.	10 hectares of priority Regent Parrot habitat rehabilitated and protected.
Producer education, production advice, coordinate producer meetings, testing and reporting.	100 landholders provided specialist advice through property visits, workshops and dissemination of information.
Monitoring and surveillance.	50 landholders provided specialist advice through property visits, workshops and dissemination of information.
Baiting with groups, landholder training, aerial and ground baiting, group support and communications.	280,000 baits laid across 400 properties administered through 16 pest management groups across nine million hectares of land.
SWP lease tenders for 06/2019 to 09/2023, site assessments and monitoring.	250 SWP across 80,000 hectares actively managed and administered; two training/workshop sessions delivered to 10 staff.
Demonstration sites, planning, coordination and support.	250 participants attending NSW Landcare and LLS conference in Broken Hill.
Support of the Agricultural Services and Natural Resource Management advisory group and Aboriginal Community Advisory Group.	Five community stakeholder groups supported; 10 field days connecting 350 participants.
Emergency management training and coordination.	100% of staff trained to respond to emergency situations.
Project support and event coordination.	Two workshops/meetings held with 50 landholders and kangaroo industry stakeholders.
Local Government Area liaison, monitoring and surveillance.	Six pest plant management agreements with local councils established.
Landholder liaison, technical advice, community event planning and delivery.	Six councils, four industry specialists and 250 landholders engaged in a coordinated wild dog control program.
Participation.	100% of staff culturally aware through participation in training/workshop events.
Coordination, participation and recruitment.	Two Aboriginal trainees working with Western LLS in natural resource management.
Delivery, on-ground works, grazing management advice, community engagement and Aboriginal cultural heritage support.	30 hectares of Regent Parrot forage habitat protected by fencing and pest management.
Participation, delivery, on-ground works and Aboriginal cultural heritage support.	2,300 hectares of Thick Billed Grasswren habitat protected by fencing and grazing management.

Operations Plan outputs

This table provides an overview of the cumulative total of expected outputs during the term of this Operations Plan. Every action undertaken is counted and reported. Collectively, we achieve a significant amount of work across teams, stakeholders and partners and we hold ourselves accountable for these achievements.

Description	Type	Total
Number of awareness raising events such as demonstrations, field days or study tours conducted	Capacity building	31
Number of participants at awareness raising events	Capacity building	1,100
Number of Aboriginal participants at awareness raising events	Capacity building	29
Number of written products such as brochures, newsletters, posters or fact sheets developed	Capacity building	55
Estimated number of recipients	Capacity building	520
Number of media releases written	Capacity building	88
Number of media clippings resulting from a media release	Capacity building	1
Number of training sessions, workshops, seminars or skills training events conducted	Capacity building	57
Number of participants at training events	Capacity building	532
Number of Aboriginal participants at training events	Capacity building	2
Number of collaborative agreements developed and formally documented	Capacity building	18
Number of activities undertaken to support community groups	Capacity building	2
Number of potential sites identified	Capacity building	14
Number of one-on-one technical advice interactions	Capacity building	417
Number of farming entities assisted	Capacity building	1,139
Number of farming entities adopting sustainable practice change	Capacity building	4
Number of negotiations with groups or individuals	Capacity building	218
Number of Aboriginal people participating in NRM	Capacity building	5
Number of Aboriginal people employed in NRM	Capacity building	2
Number of management plans developed or updated	Capacity building	17
Number of management plans developed or updated with Aboriginal input and/or involvement	Capacity building	1
Number of community groups or projects assisted	Capacity building	66
Number of land management agreements off title	On-ground	43
Area (ha) protected (off title agreements)	On-ground	10
Area (ha) of riparian native vegetation enhanced/rehabilitated	On-ground	150
Area (ha) of terrestrial native vegetation enhanced/rehabilitated	On-ground	2,050
Area (ha) protected by fencing specifically for significant species or ecological community protection	On-ground	30
Area (ha) managed for significant species and/or ecological communities	On-ground	250
Area (ha) of pest plant control measures implemented	On-ground	2,250
Area (ha) of this pest plant control that represent initial treatment	On-ground	2,000
Area (ha) of this pest control that represent initial treatment	On-ground	5,000
Area (ha) of pest animal control (vertebrates) measures implemented	On-ground	9,010,250
Area (ha) of land treated and/or protected from soil erosion by engineering works	On-ground	1,500
Number of sites treated with soil erosion engineering works	On-ground	4
Number of Aboriginal sites managed	On-ground	105
World Heritage - number of outstanding values have been enhanced or maintained	On-ground	1
Number of farm/project/site plans developed	On-ground	219
Total area (ha) of the project	On-ground	9,000,000

Description	Type	Total
Number of other resource management plans completed	On-ground	11
Area (ha) covered by farm/project/site plan	On-ground	240,000
Number of monitoring regimes established	Resource assessment	23
Number of biophysical surveys completed	Resource assessment	10
Number of skills and knowledge surveys conducted	Resource assessment	1
Number of people completing survey	Resource assessment	50
Number of reports completed	Resource assessment	27
Number of baseline data sets collected and/or synthesised	Resource assessment	33
Area (ha) of TSR actively managed	Service delivery statewide metrics	80,000
Revenue raised from TSRs	Service delivery statewide metrics	70,000
Number of staff trained in emergency management	Service delivery statewide metrics	50
Number of baits laid	Service delivery statewide metrics	280,000
EM preparatory exercises	Service delivery statewide metrics	1

Core business

Western LLS recognises there will be a number of factors such as varying seasonal conditions, politics and changing personal circumstances will have a direct impact on what the organisation can accomplish within the time frame of this Operations Plan. Regardless of variables, Western LLS has a constant focus on core service delivery. This includes:

- communications with the community
- responses to enquiries
- visits to properties
- arranging community events
- providing advice and support.

Western LLS are engaged in monitoring and surveillance, project management, emergency management, drought support and production advice. We are engaged in our customer's enterprises, present at field days and events, provide training for the community and manage our assets. We are members of community groups, sporting teams and social gatherings. Every task undertaken is with work health and safety at the front of mind. The clear goal of 'every person home safe and well every day' applies to every single member of staff and all of the partners with whom we work.

We encourage staff, partners and stakeholders to reflect on successes and failures. What can be improved on, and what are we proud of? Most of all, we want feedback on how we can work together to set expectations and accountabilities that will ensure we are being the best version of ourselves, and that Western NSW has a thriving, healthy and secure agricultural and environmental sector.

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