



North Coast  
Local Strategic  
Plan 2021 – 2026  
*Extended Plan*



NSW  
GOVERNMENT

Local Land  
Services



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North Coast Local Land Services  
[www.lls.nsw.gov.au](http://www.lls.nsw.gov.au)

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

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# Our strategic summary

## Our purpose

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

## Our strategic goals

The North Coast Local Land Services Board has identified three strategic goals, which together with our core services aims and priorities will drive and strengthen our service delivery across the North Coast region:

- Drive collaboration, innovation and excellence in the delivery of landscape management, biosecurity, emergency management and primary production
- Deliver excellence in customer service and increase customer engagement
- Engage communities in targeted, evidence-based services, partnerships and programs that address a changing climate, biodiversity and land use impacts

## Our core services

We deliver these goals through our four core service areas – Landscape Management, Biosecurity, Emergency Management and Primary Production - and their key priorities.

We ensure alignment to the Local Land Services State Strategic Plan 2020-2030 through an evidence-based approach, tracked through our Measures of Success.

Landscape management	Biosecurity	Emergency management	Primary production
<p><b>Core service aims</b></p> <ul style="list-style-type: none"> <li>• Drive investment to deliver long term, prioritised, verifiable on-ground impacts, practices and partnerships that benefit the environment, primary producers and communities</li> <li>• Connect and work with partners to build resilience to changing climate and restore and conserve North Coast landscapes</li> <li>• Empower Aboriginal communities to achieve their aspirations on country</li> </ul>	<p><b>Core service aims</b></p> <ul style="list-style-type: none"> <li>• Increase land manager, stakeholder and community awareness and capacity to achieve their biosecurity responsibilities.</li> <li>• Drive uptake of biosecurity and animal welfare responsibilities in new and small land managers through enhanced collaboration and targeted programs.</li> <li>• Enhance capacity of communities and Local Land Services to effectively respond to current and emerging biosecurity risks</li> </ul>	<p><b>Core service aims</b></p> <ul style="list-style-type: none"> <li>• Drive the resilience of the North Coast community to prepare for, prevent, respond to, and recover from emergencies and emerging risks</li> <li>• Actively resource and deliver community recovery actions</li> <li>• Improve Local Land Services efficiency and effectiveness in responding to emergency events through partnerships and collaboration with key stakeholders</li> </ul>	<p><b>Core service aims</b></p> <ul style="list-style-type: none"> <li>• Provide knowledge to guide and actively support existing, emerging and transitioning enterprises, industries and markets to be healthy, productive and profitable</li> <li>• Increase community's capacity to cope with changing climate and improve soil health, water and land management through knowledge and implementation of best practice</li> <li>• Position Local Land Services to be a leading independent and trusted service provider</li> </ul>
<p><b>Priorities</b></p> <ul style="list-style-type: none"> <li>• Natural resource management and landscape and biodiversity restoration</li> <li>• Native vegetation management advice and approvals</li> <li>• Traditional Owner led Healthy Country</li> <li>• Travelling Stock Reserves management</li> </ul>	<p><b>Priorities</b></p> <ul style="list-style-type: none"> <li>• Pest animal management</li> <li>• Weed management</li> <li>• Animal biosecurity and welfare management</li> <li>• New and small land manager engagement</li> <li>• Plant biosecurity management</li> </ul>	<p><b>Priorities</b></p> <ul style="list-style-type: none"> <li>• NSW and Local Land Services Emergency Management and disaster recovery for Animals and Agriculture implemented</li> </ul>	<p><b>Priorities</b></p> <ul style="list-style-type: none"> <li>• Emerging markets and partners engagement</li> <li>• Future ready farm management: <ul style="list-style-type: none"> <li>- Farm planning, risk and opportunity undertaken</li> <li>- New and small land manager engagement</li> <li>- Futures forecast calendar tool implemented</li> <li>- Integrated farm productivity and sustainability awareness and training provided</li> </ul> </li> </ul>
<p><b>Measures of success</b></p> <ul style="list-style-type: none"> <li>✓ Long term investment streams established and increased</li> <li>✓ Number of people, projects, partnerships, decisions and opportunities identified and supported</li> <li>✓ Area enhanced, rehabilitated or protected</li> <li>✓ Area of Travelling Stock Reserves actively managed</li> <li>✓ Number and area of notifications, certifications and set asides for native vegetation management</li> </ul>	<p><b>Measures of success</b></p> <ul style="list-style-type: none"> <li>✓ Number of advisory services and interactions</li> <li>✓ Number of people, projects, partnerships, decisions and groups supported</li> <li>✓ Area of pest plant, pest animal and disease managed</li> <li>✓ Number of animal disease surveillance and animal welfare investigations</li> <li>✓ Number of training events and participants</li> </ul>	<p><b>Measures of success</b></p> <ul style="list-style-type: none"> <li>✓ Number of regional collaborations on Emergency Management</li> <li>✓ Number of Emergency Management responses attended</li> <li>✓ Number of recovery programs implemented</li> <li>✓ Number of staff trained in Emergency Management</li> </ul>	<p><b>Measures of success</b></p> <ul style="list-style-type: none"> <li>✓ Number of advisory services and interactions</li> <li>✓ Number of projects, partnerships and groups supported</li> <li>✓ Area of land managed for improved agricultural production, groundcover and soil condition</li> <li>✓ Number of people, projects, partnerships, decisions and opportunities identified and supported</li> </ul>

## Our business strategies

North Coast Local Land Services inspires a forward-looking values-based culture that embraces change and adaptation through collaboration, innovation and continual improvement. We are committed to the following strategies:

Services	Engagement	Organisation
<p><b>Priorities</b></p> <ul style="list-style-type: none"> <li>• Organisation improvement processes in place to drive effective and efficient service delivery</li> <li>• Progressive asset, facilities, vehicles and systems management implemented</li> <li>• Strategic planning and governance for change approaches undertaken</li> </ul>	<p><b>Priorities</b></p> <ul style="list-style-type: none"> <li>• Adaptable, multi-media approaches to communications and engagement to increase awareness and uptake of our services</li> </ul>	<p><b>Priorities</b></p> <ul style="list-style-type: none"> <li>• Ongoing commitment to ensuring our people are home safe and well, every day</li> <li>• Ongoing personal and professional development of our people implemented</li> <li>• Compliance and reporting frameworks in place to guide strong organisational performance</li> </ul>
<p><b>Measures of success</b></p> <ul style="list-style-type: none"> <li>✓ No fatalities, serious or lost time injuries</li> <li>✓ Policies and procedures to assess and control risk are effective</li> </ul>	<p><b>Measures of success</b></p> <ul style="list-style-type: none"> <li>✓ High customer satisfaction maintained</li> <li>✓ Recommendation of LLS services to friends or colleagues increased</li> </ul>	<p><b>Measures of success</b></p> <ul style="list-style-type: none"> <li>✓ Accountable stewardship of public resources</li> <li>✓ Staff engagement maintained at or above 75%</li> </ul>

# Chair's foreword

On behalf of my fellow Board members and staff, I am pleased to present the North Coast Local Strategic Plan 2021-2026.

The Plan sets out how North Coast Local Land Services will focus its effort and resources over the next five years. Our priorities include healthy and productive landscapes, sustainable and profitable primary industries and communities that are engaged, prepared and supported in managing the impacts of natural disasters.

The North Coast region produces a broad range of agricultural and horticultural products, with iconic landscapes supporting its reputation as a tourist and lifestyle destination sought by people from all over the world. These attributes support diverse and vibrant communities, industries, and markets and contribute significantly to the NSW economy.

Our Local Strategic Plan addresses many of the significant challenges expected to impact the North Coast over the next five years. Land use change driven by shifts in the population and expanding production activities poses a considerable challenge. In addition, the increasing frequency and severity of natural disasters have already impacted our communities, landscapes and industries. Mitigating these impacts and preparing our communities for a changing climate will form a significant part of our focus moving forward. These issues bring with them the increased risk of new biosecurity incursions from plants, pests and diseases.

Working across the breadth of programs and services, our highly skilled staff will deliver beneficial outcomes for the North Coast that directly align with these strategic priorities.

We thank our staff, customers, industry and other stakeholders for engaging in consultation on the Local Strategic Plan, providing us with valuable insights into your priorities and enabling us to truly be *Here When it Matters*. We invite you to continue to engage with us as we move forward with our Local Strategic Plan, delivered by our local teams on the ground and led by a refreshed and energised new Board.

We look forward to working in partnership with you over the next five years to progress the sustainability and productivity of North Coast land and water resources to benefit our communities.

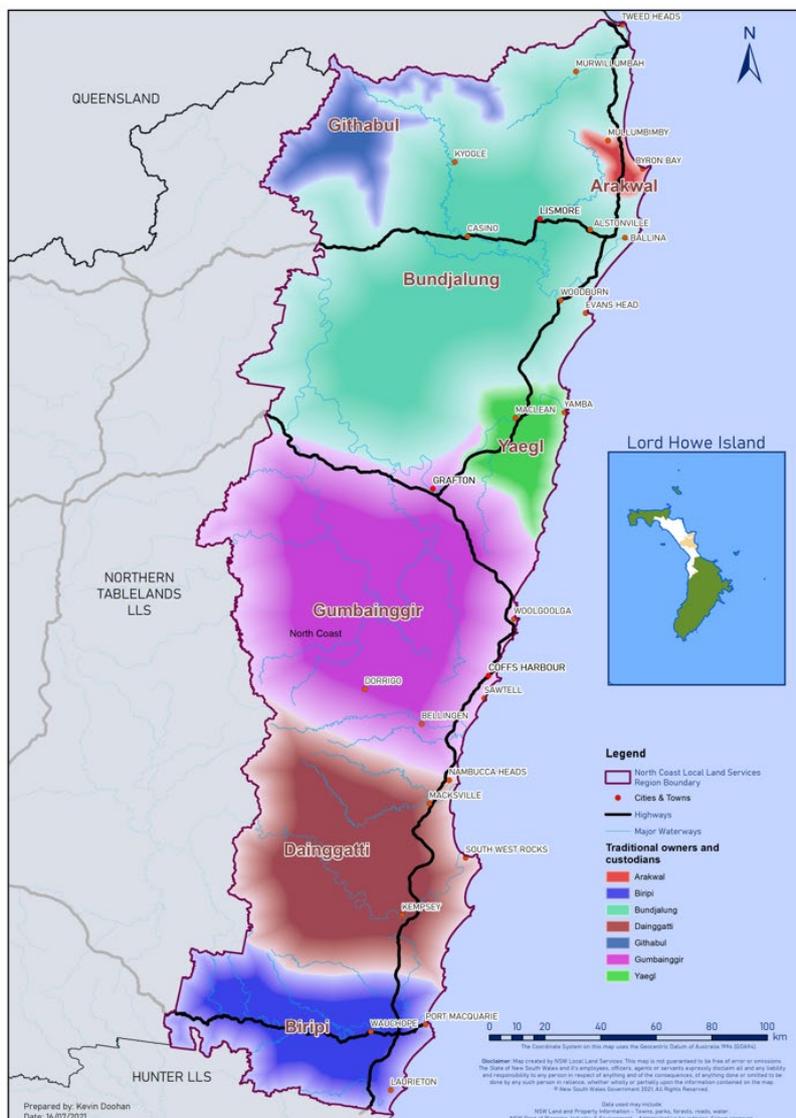
**Bob Smith**  
[picture]

# Acknowledgement of Country

North Coast Local Land Services acknowledges and recognises the traditional owners and custodians of Country in the North Coast Region, including Githabul (Upper Clarence Valley), Bundjalung (Richmond, Tweed and Northern Clarence Valleys), Yaegl (Lower Clarence Valley), Gumbainggir (Nambucca, Bellinger and southern Clarence Valleys), Dunghutti (Macleay Valley), and Biripi (Hastings Valley).

We acknowledge the rich diversity in Aboriginal communities including individuals and groups who share a responsibility to care for Country and culture, both now and into the future and respect the rich and intrinsic connection and responsibility communities have to the land.

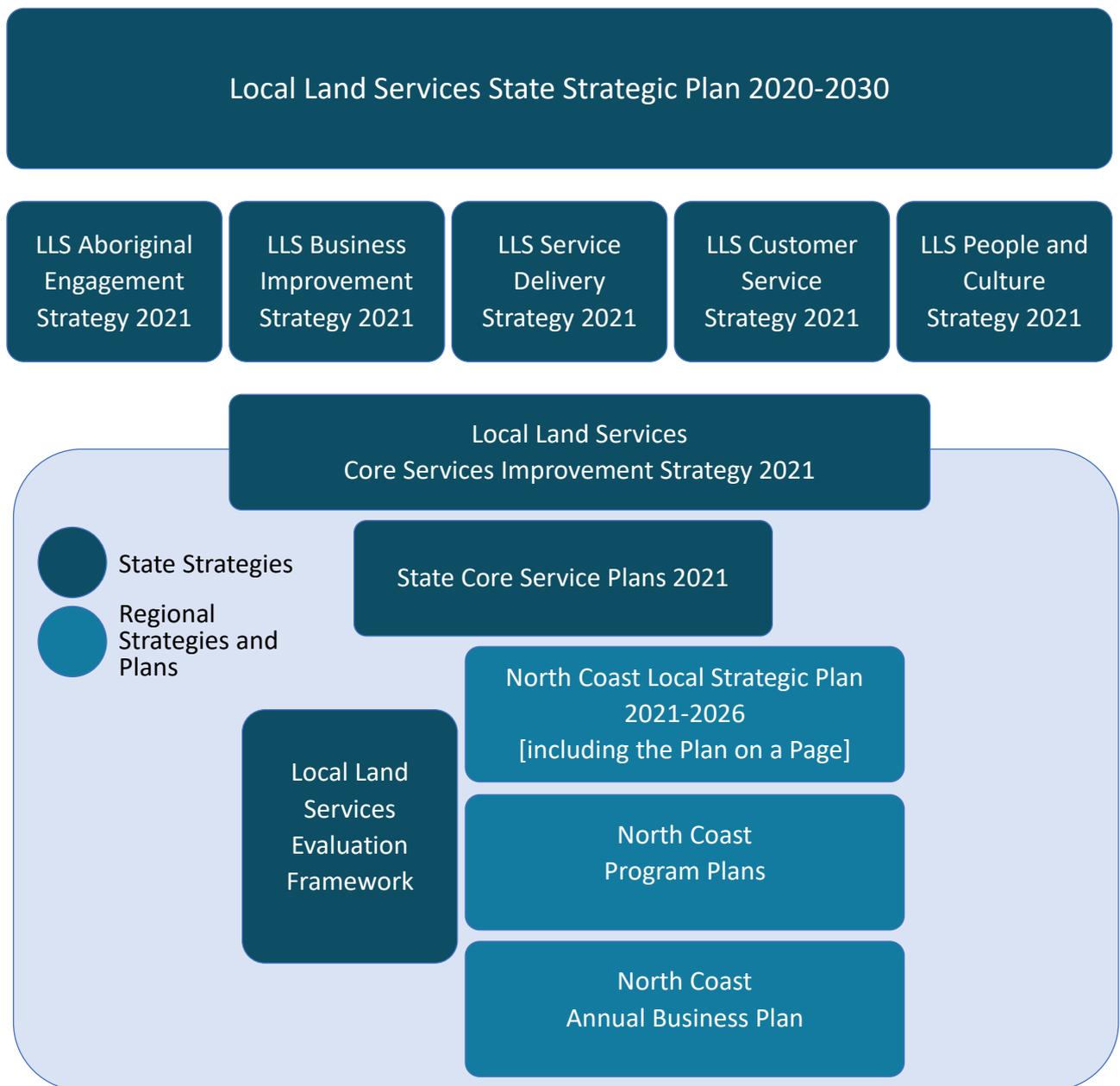
We pay our respects to Elders – past, present and emerging.



# Our Plan

The Local Land Services planning framework cascades from the State Strategic Plan, to the Local Strategic Plan (including the Plan on a Page) and onto our regional Annual Business Plan. This approach ensures line of sight between state priorities and locally developed and delivered services.

The Local Strategic Plan was developed in consultation with our community, our stakeholders, our Board and our staff. It identifies the opportunities, risks and threats to the North Coast and considers how the State strategies, plans and frameworks will help address and inform the best services and programs to achieve our local purpose, aims and priorities. Importantly, we want to make sure we can monitor and report on what we did and what we achieved.



## Our region

The North Coast is the most diverse region in NSW, from its iconic landscapes that drive its reputation as a tourist destination sought by people from all over the world, to its glorious (and often changeable) climate, to its high value crops and products. These attributes support prosperous and vibrant communities, industries and markets and contribute significantly to the NSW economy.

The North Coast is not without its challenges:

- 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 sea ports is bringing the risk of new incursions of plants, pests and diseases.

The North Coast Local Strategic Plan sets out how North Coast Local Land Services (LLS) aims to 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 engaged and prepared for risk and change.





## Our communities' values

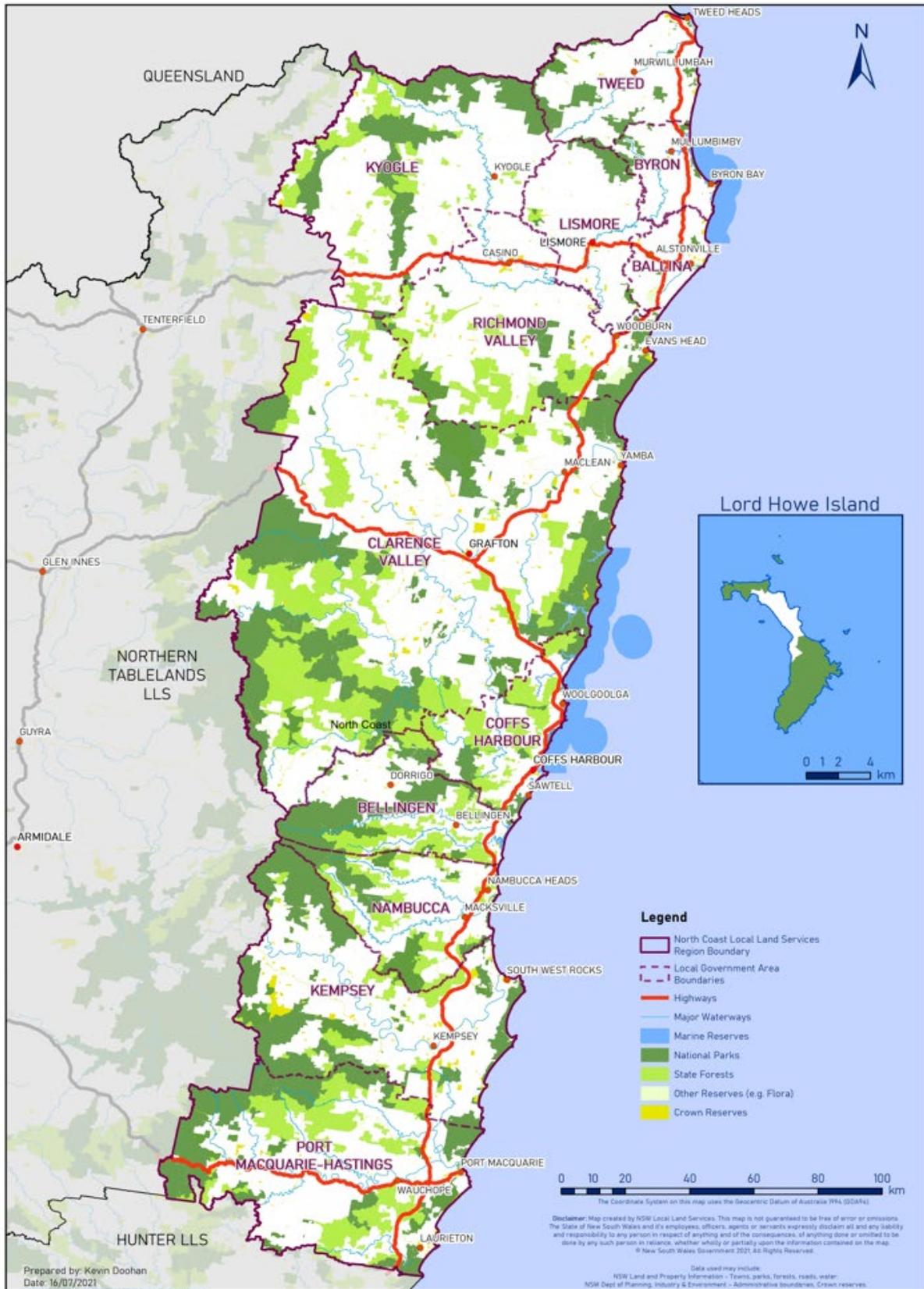
North Coast land managers have told us that they consider managing weeds, soil conservation, improving water quality, sustainable land use practices, protecting their crops and livestock from pests, weeds and diseases, protecting agricultural markets from biosecurity risks and conservation of habitat and wildlife to be important.

Land managers also place high importance on maintaining the following values:

- Carrying on traditions
- Maintaining their lifestyle
- Being your 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, natural and cultural resource health and the natural values of the North Coast region.

# Our population

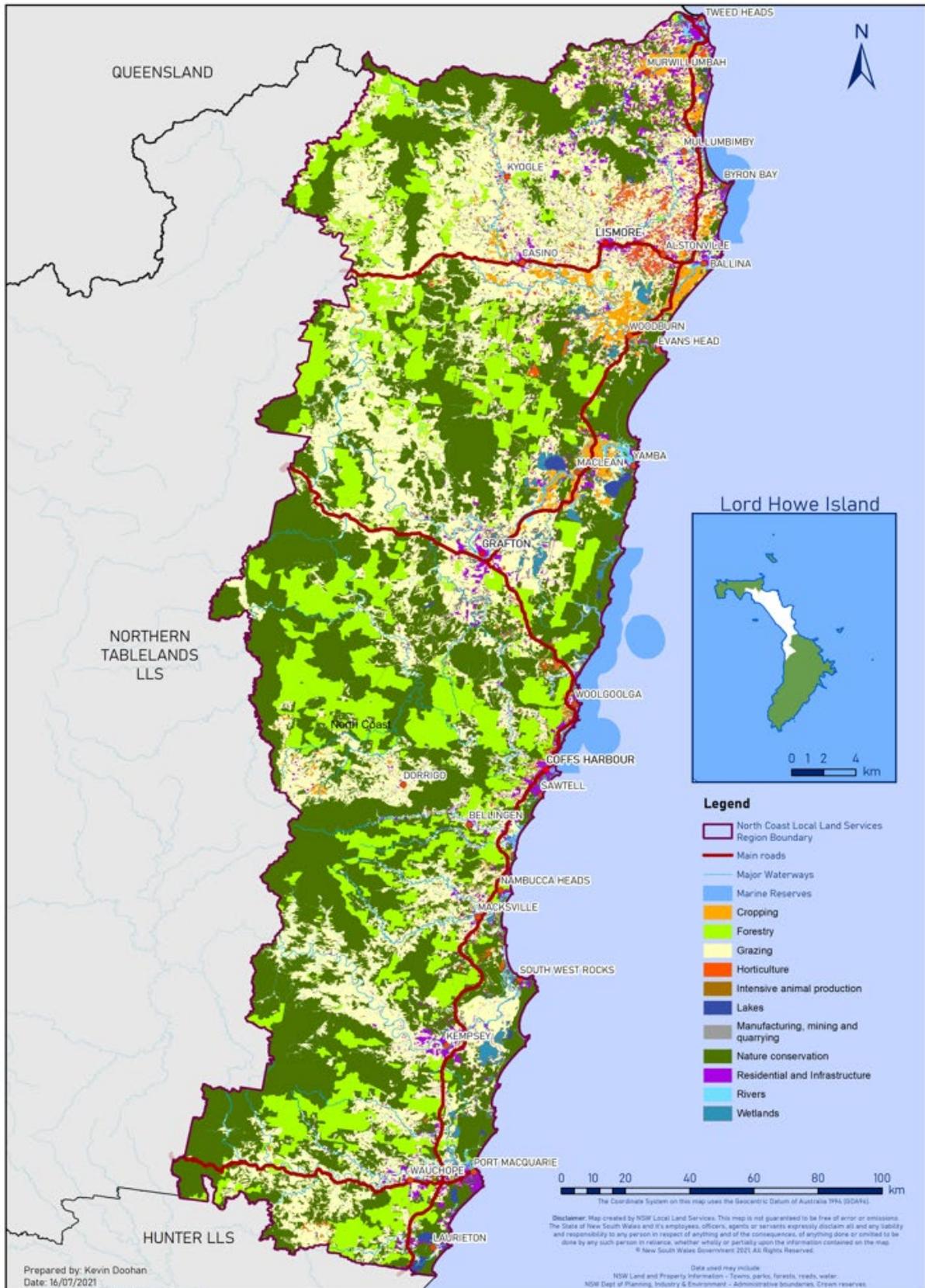


Region Population size = 533,570

Region Aboriginal population size = 30,895



# Our production landscapes



Average rainfall = 1,366 mm

Total area of region = 32,030 square kilometres

Number of holdings = 21,462 rateable and 7,116 non-rateable

Holding size

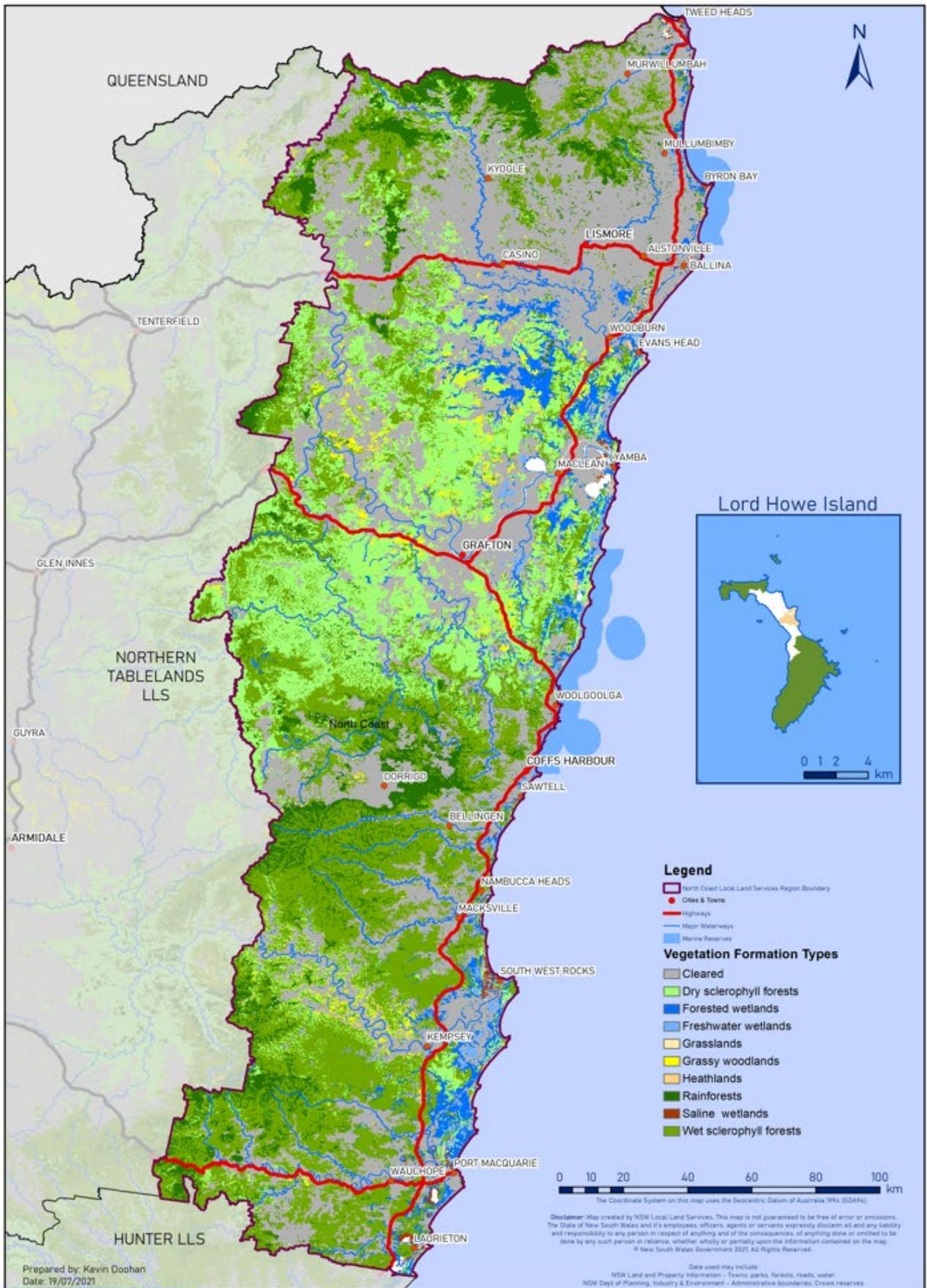
Holding size	Number of holdings
10 ha or less	6,238
10.1 - 50 ha	14,147
50.1 - 100 ha	4,219
100.1 - 150 ha	1,553
150.1 - 500 ha	1,845
Over 500 ha	552

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%

## Our natural landscapes





7 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 = 665,318 hectares

State Forests = 488,306 hectares

# Our people and customers

We value our people. They are locally based, trained professionals who are passionate about living and working in the North Coast. They are committed to working with our customers and other organisations to deliver landscape management, biosecurity, emergency management and primary production to both public and private land managers in the North Coast.

Our strategic goal of *delivering excellence in customer service and increasing our customer engagement* will be delivered through our focus on our people, our culture and our commitment to continuous improvement of the systems and processes we use. Our Communications and Engagement Plan and our Aboriginal Engagement Strategy will guide how we engage with customers, stakeholders and investors in a culturally appropriate manner to ensure that they are informed, aware of our business and integral to our partnerships.

Our local business strategies commit us to having the infrastructure, decision making and business approaches in place that support the delivery of strategic, innovative, outcomes based and customer focused services. Our business is accountable, risk sensitive, situationally aware and responsive to change, and performance driven.

## Local business strategies

Services	Engagement	Organisation
<p><b>Priorities</b></p> <ul style="list-style-type: none"><li>• Organisation improvement processes in place to drive effective and efficient service delivery</li><li>• Progressive asset, facilities, vehicles and systems management implemented</li><li>• Strategic planning and governance for change approaches undertaken</li></ul>	<p><b>Priorities</b></p> <ul style="list-style-type: none"><li>• Adaptable, multi-media approaches to communications and engagement to increase awareness and uptake of our services</li></ul>	<p><b>Priorities</b></p> <ul style="list-style-type: none"><li>• Ongoing commitment to ensuring our people are home safe and well, every day</li><li>• Ongoing personal and professional development of our people implemented</li><li>• Compliance and reporting frameworks in place to guide strong organisational performance</li></ul>

# Our service and partners

## Connections

North Coast Local Land Services delivers its critical core services across the full portfolio of land management. We partner and work with our customers – land managers, stakeholders and complementary organisations – to meet the challenges and deliver innovation and excellence through our programs. We recognise that to engage in targeted and evidence-based services, partnerships and programs we need to integrate our services as much as possible, whilst still measuring and reporting success across each of our core services and priorities.

We do this by connecting all our core service delivery areas through our two flagship programs: Future Ready Farms and Landscape Restoration. These two flagship programs ensure that our people and our teams work together and with our customers to leverage the best results for all, be a trusted service provider, investor and/or partner, foster innovative approaches wherever possible and continually share knowledge, information and advice.

Our key regional threats are:

- Climate change and associated natural disasters
- Land use change
- Funding uncertainty
- Degradation of natural systems including loss of biodiversity
- New and emerging biosecurity risks.

Our regional opportunities to address these threats include:

- 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
- Developing strategic partnerships to maximise landscape investment and outcomes through our flagship Landscape Restoration program

## Our flagship programs

### Future Ready Farms

Future Ready Farms aims to support land managers to plan and make on-farm decisions amidst challenging and changing environments. Our aim is to provide land managers with independent, integrated, relevant and localised advice across all our core functions of Landscape Management, Biosecurity, Emergency Management and Primary Production.

Future Ready Farms will:

- Identify and prioritise issues, risks and opportunities for farmers, enterprises and sectors over the next five years
- Work in partnership with farmers and industry sectors to identify and prioritise issues, risks and opportunities to prepare for and respond to change
- Deliver knowledge, advice and projects that capitalise on prioritised opportunities and address risk and change.

Key components will include:

- Providing integrated whole of farm training that increases land manager capacity to plan for and cope with change, seize opportunities and increase farm productivity and sustainability
- A New and Small Land Managers Plan that will guide how we work with small property owners and newcomers to the North Coast to better manage their pests and weeds and meet their biosecurity obligations
- A Plant Biosecurity Plan that will guide how we work in partnership with our stakeholders to identify and control new and emerging plant biosecurity risks
- A Futures Forecast – our calendar-based tool that will draw on our knowledge and awareness of forecast risks and opportunities (e.g. drought, floods, bushfires, invasive species, training, resources, etc) shared to land managers through tailored workshops, webinars and information
- How we will prioritise and focus our knowledge, support and agricultural extension and advisory services to our high value industries with emphasis on grazing, broadacre cropping, horticulture and intensive livestock.

Information and resources that support our [Future Ready Farms Programs](#) will be available on the North Coast LLS website as they are released.

## Landscape Restoration

We will work with stakeholders and communities to identify, resource and deliver practice change and priority on-ground works to improve the condition of the natural resources that support the North Coast's natural and production landscapes.

### Landscape restoration will:

- lead, facilitate and negotiate with multiple stakeholders, to listen to their needs, and understand barriers (legislative, societal and environmental)
- use sound engagement, expertise and governance skills to navigate to practices and solutions that have long term benefits for the North Coast.

### Key components

North Coast Local Land Services is a proven and skilled provider of landscape management services and a trusted partner. We work with many partners and stakeholders to deliver prioritised, targeted natural asset works that achieve measurable outcomes.

We are the Lead Service Provider on behalf of the Australian Government Department of Agriculture Environment and Water. Through this contractual arrangement we deliver:

- Regional Land Partnerships (projects with a soil, land, biodiversity and water focus)

- Koala Conservation Program
- Bushfire Recovery – Emergency Response (in both natural and production landscapes)
- Bushfire Recovery – Species and Landscapes Program (in both natural and production landscapes).

We deliver NSW Government funding for the environment and sustainable agriculture sectors. Projects delivered include on-ground works that:

- Protect and enhance native vegetation and communities
- Improve and increase habitat for threatened species
- Promote clean water and riparian health
- Improve sustainable agriculture practices to enhance soil health, ground cover and promote best practice land management.

We are a key delivery partner under the [NSW Marine Estate Management Strategy](#), ensuring that evidence based on ground outcomes for water quality improvements in coastal catchments are achieved. We have a contractual arrangement to lead and coordinate this program in partnership with the NSW Department of Primary Industries, trialling innovative structural in-stream habitat modification works and working with farmers to reduce run off from farms and restore riparian vegetation. Our current program of works includes:

- Structural instream habitat modification works at our Richmond River Emigrant Creek Pilot
- Sealing high sediment producing roads in partnership with Ballina Shire Council
- Working with macadamia farmers to improve orchard drainage
- Working with blueberry farmers to improve on farm water and nutrient management
- Working across multiple properties with multiple partners to restore riparian vegetation.

Information and resources that support our Landscape Restoration approach will be available on the [North Coast LLS website](#) as they are released.

# Our core services

## Landscape Management

Our landscape management programs aim to conserve and restore terrestrial and aquatic natural resources to achieve landscape-scale production, environmental and cultural outcomes. We work with:

- Our partners and stakeholders to deliver evidence based and targeted advice and on-ground works that contribute to conservation and restoration of soils, native vegetation, waterways and native species
- Key stakeholders and land managers to manage North Coast Travelling Stock Reserves
- North Coast traditional owners to help them achieve their aspirations on Country
- Our land managers to provide advice and approvals for management of native vegetation
- Our communities and stakeholders to facilitate catchment wide solutions to long term environmental change.

## Our core service aims

- Drive investment to deliver long term, prioritised, verifiable on-ground impacts, practices and partnerships that benefit the environment, primary producers and communities
- Connect and work with partners to build resilience to changing climate and restore and conserve North Coast landscapes
- Empower Aboriginal communities to achieve their aspirations on country

## Our priorities

### *Natural resource management and landscape and biodiversity restoration*

We work with stakeholders and communities to identify, resource and deliver practice change and priority on-ground works to improve the condition of the natural resources that support the North Coast's natural and production landscapes.

We do this by negotiating and facilitating with multiple stakeholders, listening to their needs, understanding their barriers (legislative, societal and environmental) and using our sound engagement, expertise and governance skills to navigate to practices and solutions that have long term benefits for the North Coast region.

North Coast Local Land Services is also a proven and skilled provider of landscape management services and a trusted partner. We work with many partners and stakeholders to deliver prioritised, targeted natural asset works that achieve measurable outcomes. Our partners include other NSW Government organisations, the Australian Government Department of Agriculture Environment and Water, Landcare, local councils, and others.

We deliver projects through our Landscape Restoration flagship program that:

- Protect and enhance native vegetation and ecological communities
- Improve and increase habitat for threatened species
- Promote clean water and riparian health
- Improve sustainable agriculture practices to enhance soil health, ground cover and promote best practice land management.

*This priority contributes to the LLS Natural Resource Management Framework*

#### *Native vegetation management advice and approvals*

We aim to help land managers manage their native vegetation to achieve outcomes for productivity, communities and the natural environment.

We provide advice and approvals to land managers to ensure that they are aware of their native vegetation management obligations under the legislative regulatory framework and that they have effective support to manage native vegetation on their property in accordance with that framework.

Our officers provide:

- Approvals and information on native vegetation removal and management
- Advice on options for enhancing production land and alternate land management uses
- Assistance with native vegetation species and threatened ecological community identification
- Connection to further advice, networks and funds to restore native vegetation and help protect threatened species and threatened ecological communities.

We work under the [Land Management and Biodiversity Framework](#) and you can find out more about this at the LLS website.

*This priority contributes to the LLS Land Management Framework*

#### *Traditional Owner led Healthy Country*

The North Coast supports culturally rich and diverse communities of Aboriginal people who are represented by a wide range of organisations and groups including Registered Native Title Prescribed Body Corporates, Local Aboriginal Land Councils and other Traditional Owner groups.

We commit to listening to and working in partnership with these organisations and the people they represent to understand their aspirations on Country and how we are best placed to help in achieving them.

Through our healthy country approach, we hope to create genuine partnerships and opportunities with a focus on:

- Understanding how and where we can adapt our practices to incorporate traditional Aboriginal land management approaches
- Working with organisations to build their capacity to secure funding for land management priorities
- Training on-ground teams to be highly skilled and effective land management service providers
- Providing training that enhances opportunities for LLS service delivery and employment
- Working with land managers to improve our shared capacity to undertake best practice land management
- Protecting sensitive and significant cultural resources, accessing Country and implementing traditional cultural practices

- Considering the implications of Native Title in public land management decision making.

For more information about our Traditional Owner led healthy country approach visit the [Aboriginal Culture and Communities](#) page on the LLS website.

*This priority contributes to the LLS Natural Resource Management Framework and the LLS Aboriginal Engagement Strategy*

#### *Travelling Stock Reserves*

We are guided by the Local Land Services Travelling Stock Reserves (TSR) Statewide Plan of Management which ensures that TSR management aligns with cultural, conservation, livestock, production, recreation and community priorities.

North Coast LLS has an extensive TSR network. Annual management priorities are developed locally to deliver on the TSR State-wide Plan of Management. We will develop an annual TSR Business Plan that sets out our priority activities including permitting, biosecurity management, infrastructure management, community and biodiversity initiatives and collaboration with Aboriginal groups and communities. This will enable us to identify priorities and partners, secure resourcing and deliver a program of works that improves the long-term value of the North Coast TSR network

Our Annual Business Plan will enable us to identify priorities and partners, secure resourcing and deliver a program of works that improves the long-term value of the North Coast Travelling Stock Reserves network.

*This priority contributes to the LLS Travelling Stock Reserves State-Wide Plan of Management*

## Biosecurity

Our 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 North Coast. We work with both public and private land managers 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 diseases and meet their biosecurity obligations.

### Our core service aims

- Increase land manager, stakeholder and community awareness and capacity to achieve their biosecurity responsibilities
- Drive uptake of biosecurity and animal welfare responsibilities in new and small land managers through enhanced collaboration and targeted programs
- Enhance capacity of communities and Local Land Services to effectively respond to current and emerging biosecurity risks

### Our priorities

#### *Pest animal management*

On the North Coast, pest animals have a significant impact on primary production, peri-urban and rural communities, and threatened species and ecological communities. Pest animals like wild dogs can attack livestock, pets and wildlife, feral pigs are vectors for disease, whilst cane toads, foxes and cats have a big impact on our native fauna. Deer and wild horses cause production and environmental damage and have become a risk to human safety.

We address these threats through the Regional Strategic Pest Animal Management Plan 2018-2023 which outlines how Government, industry and the community can work together and share the responsibility to prevent, eradicate or manage pest animals to achieve balanced economic, environmental and social outcomes. The plan supports implementation of the NSW Biosecurity Act 2015 by articulating community expectations for effective and coordinated approaches to pest management in the region.

Guided by the pest plan, we facilitate and deliver coordinated pest control programs across the North Coast region. The North Coast Pests Advisory Committee (with members from state agencies, North Coast Joint Organisations, NSW Farmers and Landcare) provides us with advice to ensure pest animal control programs are both strategic and consistent with the regional plan.

We undertake surveillance and monitoring and engage with stakeholders across public and private lands to facilitate coordinated pest control at a local level. We provide advice and training on best practice pest animal control and increase awareness on the biosecurity duty placed on land managers to control pests.

For more information on our [Pest Plan visit the North Coast LLS website](#).

*This priority contributes to the implementation of the Biosecurity Act 2015 and LLS Biosecurity services*

#### *Weed management*

With its proximity to Queensland, the North Coast region represents a gateway into NSW for new weed incursions. Large volumes of tourists and agricultural activities have the potential to spread new weeds. The North Coast Regional Strategic Weed Management Plan 2017-2022 provides a framework for regional weed management. The plan supports implementation of the NSW Biosecurity Act 2015 by articulating community expectations for effective and coordinated approaches to weed management in the region.

We coordinate the NSW Weeds Action Program (WAP) which provides funding to help Local Control Authorities detect and manage new weed incursions. We also support partnerships in the delivery of weed control programs and promote weed awareness raising activities and deliver on-ground weed control.

The North Coast Weed Advisory Committee (with members from state agencies, North Coast Joint Organisations, NSW Farmers and Landcare) provides us with advice to ensure weed control programs are both strategic and consistent with the regional plan.

For more information on our [Weed Plan visit the North Coast LLS website](#).

*This priority contributes to the implementation of the Biosecurity Act 2015 and LLS Biosecurity services*

#### *Animal biosecurity and welfare management*

The NSW Animal Biosecurity and Welfare Business Plan identifies state and regional priorities that are critical to fulfilling national and international animal health obligations.

Implementation of this plan will result in continued improvement of animal biosecurity risk and hazard practices, enhancement of animal health and safety standards, and control of the spread of animal pests and diseases.

We will work with land managers and the community to:

- Prevent and prepare for animal biosecurity risks by increasing the adoption of best practice animal biosecurity
- Undertake biosecurity surveillance for early detection of animal diseases
- Respond to animal biosecurity hazards that are identified
- Promote the improved welfare of animals
- Ensure compliance with biosecurity legislation.

For more information on our [Animal Welfare Business Plan visit the DPI website](#).

*This priority contributes to the implementation of the Biosecurity Act 2015 and LLS Biosecurity services*

#### *New and Small Land Manager Engagement*

We recognise that the North Coast is changing and that new land managers are flocking to our region, often living and farming on smaller blocks. These land managers may not be aware of the many biosecurity risks we face in the North Coast, or that the changing climate is bringing new and emerging risks to our door, or simply how to manage weeds or encourage habitat for our wildlife.

Our aim is to assist these land managers as much as possible and ensure they are aware of using the services we and our partners can offer. Our New and Small Land Manager Plan will guide how we work with these small property owners and newcomers to the North Coast to better manage their pests and weeds and meet their biosecurity obligations.

*This priority contributes to the implementation of the Biosecurity Act 2015 and LLS Biosecurity services*

#### *Plant biosecurity management*

Our priority approach to Plant Biosecurity will guide how we work in partnership with our stakeholders to identify and control new and emerging plant biosecurity risks to our region. We will respond directly to and be guided by the State wide Plant Biosecurity framework where the emphasis is on:

- Increasing the adoption of best practice plant biosecurity
- Early detection of emerging and/or significant plant pests and diseases
- Appropriate and timely response to plant biosecurity hazards
- Prioritised management response that minimises the impacts of widespread plant pests and diseases
- Increasing staff capability to undertake plant biosecurity services.

*This priority contributes to the implementation of the Biosecurity Act 2015 and LLS Biosecurity services*

## Emergency Management

We provide assistance to communities to plan and prepare for, respond to, and recover from natural disasters and biosecurity emergencies that affect their wellbeing, 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
- 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 land managers 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.

### Our core service aims

- Drive the resilience of the North Coast community to prepare for, prevent, respond to, and recover from emergencies and emerging risks
- Actively resource and deliver community recovery actions
- Improve Local Land Services efficiency and effectiveness in responding to emergency events through partnerships and collaboration with key stakeholders

### Our priorities

#### *NSW and Local Land Services Emergency Management arrangements and disaster recovery for Animals and Agriculture*

North Coast Local Land Services, together with NSW Department of Primary Industries (DPI), act as the Agriculture and Animal Services Functional Area (AASFA) for natural disaster emergencies such as floods and bushfires. In addition, we provide support to NSW DPI and local government as a combat agency to animal, plant and aquatic disease, and plant pest emergencies within NSW.

We are guided by the [NSW State Emergency Management Plan 2018](#) which is supported by:

- Agriculture and Animal Services Functional Area Supporting Plan 2016
- Biosecurity Animal and Plant Emergency Sub-Plan 2016.

North Coast LLS plays an active role in recovery activities in partnership with Resilience NSW. We are committed to the development, resourcing and implementation of recovery programs that assist North Coast farmers to rebuild their properties and communities to restore scarred landscapes for wildlife.

North Coast LLS utilises existing new and existing contractual and delivery arrangements to provide recovery actions e.g. we are currently delivering Bushfire Recovery for Species and Landscapes in partnership with the Australian Government through our Landscapes Restoration flagship program.



Training our staff to be capable and practiced in emergency preparation, response and recovery will be critical to the successful implementation of the Plan and is a key focus of our business.

For more information on our role in [Emergency and Biosecurity visit the LLS website](#).

*This priority contributes to the NSW State Emergency Management Plan 2018*

## Primary Production

We work with primary producers and industries to improve their productivity, sustainability and ability to respond to change. 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.

### Our core service aims

- Provide knowledge to actively support and guide existing, emerging and transitioning enterprises, industries and markets to be healthy, productive and profitable
- Increase community's capacity to cope with changing climate and improve soil productivity, water and land management through knowledge and implementation of best practice
- Position Local Land Services to be a leading independent and trusted service provider

### Our priorities

#### *Emerging markets and partners engagement*

We will examine opportunities that exist with the emergence of new industries and partners and if and how these can benefit North Coast farmers and communities. A Plan will be developed that investigates climate change and other key risks in the region and identifies opportunities for farmers to become more resilient and sustainable in their agricultural practices and explore new means or sectors of production.

North Coast LLS intends that this will be a collaborative and iterative approach. Actions developed within are aimed to not only inform land managers but can be used by them to implement on-farm behaviour, practice or sector change.

*This priority contributes to the LLS Agricultural Framework*

#### *Future Ready Farm management*

Future Ready Farms aims to support land managers to plan and make on-farm decisions amidst challenging and changing environments. Our aim is to provide land managers with independent, integrated, relevant and localised advice across all our core functions of Landscape Management, Biosecurity, Emergency Management and Primary Production.

Future Ready Farms will:

- Identify and prioritise issues, risks and opportunities for farmers, enterprises and sectors over the next five years

- Work in partnership with farmers and industry sectors to identify and prioritise issues, risks and opportunities to prepare for and respond to change
- Deliver knowledge, advice and projects that capitalise on prioritised opportunities and address risk and change.

Key components will include:

- Providing integrated whole of farm training that increases land manager capacity to plan for and cope with change, seize opportunities and increase farm productivity and sustainability
- A New and Small Land Managers Plan that will guide how we work with small property owners and newcomers to the North Coast to better manage their pests and weeds and meet their biosecurity obligations
- A Plant Biosecurity Plan that will guide how we work in partnership with our stakeholders to identify and control new and emerging plant biosecurity risks
- A Futures Forecast – our calendar-based tool that will draw on our knowledge and awareness of forecast risks and opportunities (e.g. drought, floods, bushfires, invasive species, training, resources, etc) shared to land managers through tailored workshops, webinars and information
- How we will prioritise and focus our knowledge, support and agricultural extension and advisory services to our high value industries with emphasis on grazing, broadacre cropping, horticulture and intensive livestock.

Information and resources that support our [Future Ready Farms Programs](#) will be available on the North Coast LLS website as they are released.

*This priority contributes to the LLS Agricultural Framework*

# Our measurement of success, reporting and continuous improvement

## Learning and continuous improvement

Our commitment to measuring success and reporting will allow us to demonstrate accountability to our customers, investors and stakeholders and the effective implementation of our plan.

Our continuous improvement will be driven by governance that allows us to detect and respond to change, uncertainty and opportunities. Evidence based learning and evaluation of the Plan's performance will ensure that we provide adaptive decision making and delivery approaches responsive to community needs. Evaluation and learning will occur at the following scales:

- Organisational where learning transforms our goals, strategic directions and governance
- Program where learning reframes our program designs, strategies, targets and assumptions
- Project where learning improves our project design and delivery practices.

## Reporting

Annual reports and more regular Dashboard reports that capture our performance against this plan will be available to community, stakeholders and investors. A mid-term review will be undertaken to ensure efficacy of delivery and currency of priorities.

## Measurable outcomes

This Plan identifies strategies and priorities that contribute directly to LLS State Core Service aims and outcomes.

Our regional measures of success will directly inform our regional key performance indicators and together they will allow us to demonstrate our achievements against the State Core Services. Regional baselines will reference the extent of our achievements.

## Our core service measures of success

### Landscape management State Core Service Aims and Outcomes

#### Natural resource management

##### State aim

- Increase the adoption of natural resource management practices that improve the health of NSW landscapes

##### State outcomes

- Threats to healthy landscapes and catchments are declining
- Waterway health is improving
- Habitat quality, connectivity and biodiversity is being enhanced
- Erosion, flood and drought risk are being reduced
- Aboriginal Cultural Heritage is being protected
- Impacts of changing climate on landscapes are being managed

#### Land management

##### State aim

- Effectively manage native vegetation to deliver economic, social and environmental benefits

##### State outcomes

- Conservation of important native vegetation
- Increased flexibility to utilise land for productive purposes
- Increased economic productivity from agriculture and forestry
- Reduce the biodiversity impacts of land development

#### Travelling stock reserves

##### State aim

- Effectively manage travelling stock reserves to deliver productive, cultural and environmental benefits

##### State Outcomes

- Equitable and efficient use of TSRs
- Maintained primary production value of TSRs
- Effective protection and management of natural assets
- Increased drought resilience for graziers
- Maintained cultural and recreational values of TSRs

#### Our regional measures of success

- ✓ Long term investment streams established and increased
- ✓ Number of people, projects, partnerships, decisions and opportunities identified and supported
- ✓ Area enhanced, rehabilitated or protected
- ✓ Area of Travelling Stock Reserves actively managed
- ✓ Number and area of notifications, certifications and set asides

### Biosecurity

#### State Core Service Aims and Outcomes

#### Invasive species – pest animals

##### State aim

- Reduce the impact of invasive animal species on natural resources and agriculture

##### State outcomes

- Reduced economic losses from invasive species
- Reduced ecological losses from invasive species
- Reduced social impact from invasive species

#### Invasive species – weeds

##### State aim:

- Reduce the impact of invasive plant species on natural resources and agriculture

##### State outcomes

- Reduced economic losses from invasive species
- Reduced ecological losses from invasive species
- Reduced social impact from invasive species

#### Animal biosecurity and welfare

##### State aim

- Reduce the impact of animal diseases on farm productivity and the economy, and maintain animal welfare standards

##### State outcome

- Reduced impact of animal diseases on farm profitability and the economy
- Maintenance of animal welfare standards to protect animals and industry
- Safety for human consumption maintained

#### Plant biosecurity

##### State aim

- Reduce the impact of plant animal diseases on farm profitability and the economy

##### State outcomes

- Reduced impact of plant diseases on farm profitability and the economy
- Maintain market access
- Safety for human consumption maintained

#### Our regional measures of success

- ✓ Number of advisory services and interactions
- ✓ Number of people, projects, partnerships, decisions and groups supported
- ✓ Area of pest plant, pest animal and disease managed
- ✓ Number of animal disease surveillance and animal welfare investigations
- ✓ Number of training events and participants

## Our core service measures of success

### Emergency management State Core Service Aims and Outcomes

#### Emergency management

##### State aim

- Reduce the impact of natural disasters and biosecurity emergencies on communities, environment and the economy

##### State outcomes

- Industries and communities engaged and prepared for emergencies
- Sufficient capability to rapidly respond and manage emergencies
- LLS and DPI have a joint approach and shared culture in emergencies
- Effective and efficient response to emergencies
- Risks are managed

##### Our regional measures of success

- ✓ Number of regional collaborations on Emergency Management
- ✓ Number of Emergency Management responses attended
- ✓ Number of recovery programs implemented
- ✓ Number of staff trained in Emergency Management

### Primary production State Core Service Aims and Outcomes

#### Primary production

##### State aim

- Increase on-farm productivity and resilience to climate variability while enhancing the condition of natural assets and food quality

##### State outcomes

- Improved productivity
- Enhanced natural asset condition
- Improved food quality
- Increased carbon storage
- Enhanced preparedness for major events
- Enhanced recovery from major events
- Improved strategic partnerships
- Increased innovation adoption

##### Our regional measures of success

- ✓ Number of advisory services and interactions
- ✓ Number of projects, partnerships and groups supported
- ✓ Area of land managed for improved agricultural production, groundcover and soil condition
- ✓ Number of people, projects, partnerships, decisions and opportunities identified and supported

## Our enabling service measures of success

Services	Engagement	Organisation
<b>Priorities</b> <ul style="list-style-type: none"> <li>• Organisation improvement processes in place to drive effective and efficient service delivery</li> <li>• Progressive asset, facilities, vehicles and systems management implemented</li> <li>• Strategic planning and governance for change approaches undertaken</li> </ul>	<b>Priorities</b> <ul style="list-style-type: none"> <li>• Adaptable, multi-media approaches to communications and engagement to increase awareness and uptake of our services</li> </ul>	<b>Priorities</b> <ul style="list-style-type: none"> <li>• Ongoing commitment to ensuring our people are home safe and well, every day</li> <li>• Ongoing personal and professional development of our people implemented</li> <li>• Compliance and reporting frameworks in place to guide strong organisational performance</li> </ul>
<b>Our regional measures of success</b> <ul style="list-style-type: none"> <li>✓ No fatalities, serious or lost time injuries</li> <li>✓ Policies and procedures to assess and control risk are effective</li> </ul>	<b>Our regional measures of success</b> <ul style="list-style-type: none"> <li>✓ High customer satisfaction maintained</li> <li>✓ Recommendation of LLS services to friends or colleagues increased</li> </ul>	<b>Our regional measures of success</b> <ul style="list-style-type: none"> <li>✓ Accountable stewardship of public resources</li> <li>✓ Staff engagement maintained at or above 75%</li> </ul>

# Our Plan on a Page

## LOCAL STRATEGIC PLAN NORTH COAST | July 2021- June 2026

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

### 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

**North Coast Local Land Services provides services and products to achieve integrated outcomes consistent with the Local Land Services**

**State Strategic Plan 2020-2030 across the following core areas**

## Landscape MANAGEMENT

### CORE SERVICES AIM

- Drive investment to deliver long term, prioritised, verifiable on-ground impacts, practices and partnerships that benefit the environment, primary producers and communities
- Connect and work with partners to build resilience to changing climate and restore and conserve North Coast landscapes
- Empower Aboriginal communities to achieve their aspirations on country

### PRIORITIES

- Natural resource management and landscape and biodiversity restoration
- Native vegetation management advice and approvals
- Traditional Owner led Healthy Country
- Travelling Stock Reserves management

## BIOSECURITY

### CORE SERVICES AIM

- Increase land manager, stakeholder and community awareness and capacity to achieve their biosecurity responsibilities
- Drive uptake of biosecurity and animal welfare responsibilities in new and small land managers through enhanced collaboration and targeted programs
- Enhance capacity of communities and Local Land Services to effectively respond to current and emerging biosecurity risks

### PRIORITIES

- Pest animal management
- Weed management
- Animal biosecurity and welfare management
- New and small land manager engagement
- Plant biosecurity management

## EMERGENCY MANAGEMENT

### CORE SERVICES AIM

- Drive the resilience of the North Coast community to prepare for, prevent, respond to, and recover from emergencies and emerging risks
- Actively resource and deliver community recovery actions
- Improve Local Land Services efficiency and effectiveness in responding to emergency events through partnerships and collaboration with key stakeholders

### PRIORITIES

- NSW and Local Land Services Emergency Management arrangements and disaster recovery for Animals and Agriculture implemented

## PRIMARY PRODUCTION

### CORE SERVICES AIM

- Provide knowledge to actively support and guide existing, emerging and transitioning enterprises, industries and markets to be healthy, productive and profitable
- Increase community's capacity to cope with changing climate and improve soil health, water and land management through knowledge and implementation of best practice
- Position Local Land Services to be a leading independent and trusted service provider

### PRIORITIES

- Emerging markets and partners engagement
- Future ready farm management:
  - Farm planning, risk and opportunity undertaken
  - New and small land manager engagement
  - Futures forecast calendar tool implemented
  - Integrated whole of farm productivity and sustainability

awareness and training provided

#### MEASURES OF SUCCESS

- ✓ Long term investment streams established and increased
- ✓ Number of people, projects, partnerships, decisions and opportunities identified and supported
- ✓ Area enhanced, rehabilitated or protected
- ✓ Area of Travelling Stock Reserve actively managed
- ✓ Number and area of notifications, certifications and set asides for native vegetation management

#### MEASURES OF SUCCESS

- ✓ Number of advisory services and interactions
- ✓ Number of people, projects, partnerships, decisions and groups supported
- ✓ Area of pest plant, pest animal and disease managed
- ✓ Number of animal disease surveillance and animal welfare investigations
- ✓ Number of training events and participants

#### MEASURES OF SUCCESS

- ✓ Number of regional collaborations on Emergency Management
- ✓ Number of Emergency Management responses attended
- ✓ Number of recovery programs implemented
- ✓ Number of staff trained in Emergency Management

#### MEASURES OF SUCCESS

- ✓ Number of advisory services and interactions
- ✓ Number of projects, partnerships and groups supported
- ✓ Area of land managed for improved agricultural production, groundcover and soil condition
- ✓ Number of people, projects, partnerships, decisions and opportunities identified and supported

## ENABLING

North Coast Local Land Services inspires a forward-looking values-based culture that embraces change and adaptation through collaboration, innovation and continual improvement.

#### SERVICES

- Organisation improvement processes in place to drive effective and efficient service delivery
- Progressive asset, facilities, vehicles and systems management implemented
- Strategic planning and governance for change approaches undertaken

- ✓ No fatalities, serious or lost time injuries
- ✓ Policies and procedures to assess and control risk are effective

#### ENGAGEMENT

- Adaptable, multi-media approaches to communications and engagement implemented to increase awareness and uptake of our services

- #### MEASURES OF SUCCESS
- ✓ High customer satisfaction maintained
  - ✓ Recommendation of LLS services to friends or colleagues increased

#### ORGANISATION

- Ongoing commitment to ensuring our people are home safe and well, every day
- Ongoing personal and professional development of our people implemented
- Compliance and reporting frameworks in place to guide strong organisational performance

- ✓ Accountable stewardship of public resources
- ✓ Staff engagement maintained at or above 75%