Local Strategic Plan 2016-2021
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Acknowledgement of Country

The Riverina region broadly aligns with Wiradjuri country. Riverina Local Land Services acknowledges the Aboriginal people residing within the region and takes this opportunity to pay respect to past, present and future Elders of those nations.

Traditional owners and Aboriginal people are one of the key community groups with whom partnerships will be fostered. This is in recognition of their land management practices which ensured sustainable, viable communities over the long-term. Aboriginal people have managed their land for over 40,000 years. Their land management practices were possible because there were treaties amongst nations and within traditional families that allowed for equitable sharing of resources.

A key goal for the Riverina region is connecting people and landscapes and this will be achieved through Ngangaanha – the Wiradjuri word meaning to look after, regard and care for country.
Minister’s foreword

The Hon Niall Blair MLC
Minister for Primary Industries
Minister for Land and Water

The Local Land Services State Strategic Plan was developed in partnership with land managers and the community to set a clear path for assisting rural and regional communities to be resilient, productive, profitable and sustainable.

Together with the 11 local strategic plans nested under it, the 10-year State Strategic Plan sets the long-term agenda for Local Land Services at both the state and local levels.

These plans define the priorities of the organisation and outline the way services will be delivered to build resilient communities, meet local needs and contribute to state-level priorities.

All plans have been developed with extensive community consultation, emphasising the importance of having farmers, land managers and community members at the heart of decision making.

Local Land Services represents a fundamental shift in the way advice, services and assistance are provided. When it comes to decision making, this model is underpinned by local involvement and accountability, with a strong customer focus at its core.

Using the best available science and support, delivered by experienced and knowledgeable staff, the organisation works in partnership with passionate and committed land managers and community members to deliver balanced social, economic and environmental results.

The strategies outlined in this suite of plans provide a clear and consistent direction across NSW to make the most of current opportunities and guide delivery of the most relevant programs and initiatives to support producers and communities across the state.
Chair’s foreword

Sam Archer
Chair Riverina Local Land Services

I am pleased to present the first Riverina Local Land Services Strategic Plan. The plan sets our strategic direction for the next five years – building on our achievements to date and addressing the challenges of our future. Existing planning documents such as the Riverina Local Land Services Strategic Directions in NRM (based on components of the Murrumbidgee, Murray and Lachlan Catchment Action Plans 2013-2023); NSW Biosecurity Strategy 2013-2021; and NSW State Emergency Management Plan have been used as the building blocks for this Strategic Plan. Community input was sought and has informed those plans and will be further incorporated in its implementation.

Local Land Services has been established to deliver efficient and effective services associated with agricultural production, biosecurity, natural resource management and emergency management.

Riverina Local Land Services is one of 11 Local Land Services regions. The Local Land Services State Strategic Plan identifies goals that provide the framework for this plan. These goals include: self-reliant, adaptive and prepared local communities; profitable, productive, biosecure and sustainable primary industries; and healthy, diverse, connected natural environments.

Each of the state goals includes strategies that the regions will use to achieve the goals, and key performance indicators against which to measure outcomes over coming years.

The Riverina Local Land Services Strategic Plan defines a five year approach to delivering on the goals and strategies. This plan identifies areas of focus and defines the way we do business through the identification of core values and business principles that will be applied across all levels of our business. This plan is the road map that unites Riverina Local Land Services with our partners, stakeholders and customers in delivering our vision.

I look forward to working with the Riverina Local Land Services Board, staff and partners in the implementation of this plan.
Intent of the plan

Introduction

Local Land Services represents a change in service provision to land managers in agricultural advisory services, biosecurity, emergency management and natural resource management. These services will be delivered in an integrated way which builds and improves on previous arrangements.

The State Strategic Plan sets the vision and goals for Local Land Services for the next ten years and outlines the strategies through which these goals will be achieved. A series of key performance indicators provides guidance on what success will look like and how investors and stakeholders will be able to measure performance.

Success will be driven by local decision making and service delivery supported by transparent, responsive and accountable local boards. This will be combined with the benefits of greater consistency, leverage and more effective use of resources stemming from being one organisation.

Previous and future services

Local Land Services consolidates the operations of 27 formerly separate entities. While we respect the history of these organisations and their predecessors, which span over a hundred years, Local Land Services is about a change in customer focus, better and more integrated services and an improved structure and culture.

Reflecting this integrated approach, our strategic goals do not relate to achieving functional excellence in agricultural advisory services, biosecurity, emergency management and natural resource management but rather focus on improved and integrated outcomes for customers and land managers and for the communities and environments across NSW.

Local delivery and decision making

The strategy’s foundations are built on the local focus of Local Land Services, underpinned by local decision making and accountability. Each of the 11 local regions is responsible for service delivery and local strategy. As part of strategic planning, these functions include community engagement, setting and delivering local priorities, and determining how the priorities for Local Land Services are best achieved at local level. These priorities are outlined through a regional strategic plan that is closely aligned with the State Strategic Plan.

Governance, transparency and reporting

Local Land Services is in the business of creating value for its customers, investors and stakeholders. A key component of the strategy is to increase our focus on customer service, and report to investors and stakeholders on performance and customer satisfaction more effectively. Transparent evaluation and reporting underpins the implementation of the strategy and is integral to how Local Land Services will work for and with its investors and customers.

In addition to our own reporting processes, our performance will be independently audited on a regular basis by the Natural Resources Commission through the Performance Standard for Local Land Services. Reports from this process are made public and this provides additional assurance that Local Land Services will deliver quality outcomes for investors, stakeholders, customers and communities.

What’s at stake?

Local Land Services is a once-in-a-generation reform, and there are significant expectations of the organisation. There is also a great sense of optimism and a very talented and committed group of board members and staff.
These factors provide the opportunity to create something truly great: an organisation that lives up to its potential, is values based and removes the inefficiencies and inertia of legacy organisations. Achieving this will require a change in direction, ideas and operations, but if not undertaken the ability of the organisation will not meet its long term goals. The organisation cannot miss this once-in-a-generation opportunity and must live up to the expectations of our customers, investors and stakeholders.

The State Strategic Plan sets Local Land Services on the path to deliver on its potential to partner with land managers and communities to improve primary production within healthy landscapes.

Strategic direction

The State Strategic Plan has been developed consistent with the Local Land Services Act 2013 which requires the development of a state strategic plan which sets the vision, priorities and overarching strategy for Local Land Services with a focus on appropriate economic, social and environmental outcomes.

The relevant extract from the legislation is below.

The State Strategic Plan must have regard to:

- any state priorities for Local Land Services
- the provisions of any environmental planning instrument under the Environmental Planning and Assessment Act 1979
- any other existing natural resource management plans
- sound evidence-based practices to support primary industries, resilient communities and healthy landscapes
- the need for engagement of the community, including the Aboriginal community.

The 11 Local Land Services regions are required to develop a local strategic plan which is closely aligned with the State Strategic Plan and which addresses a similar set of matters. State and local alignment is an essential part of the Local Land Services model, where strong, highly devolved, local delivery is balanced with the benefits and resources of being part of a single, larger organisation.

The state and local strategic plans also seek to draw out best practice strategic planning and delivery. For Local Land Services, this means the plans are simple, aspirational and evidence based while addressing investor preferences and the requirements of the Performance Standard for Local Land Services and putting the customer at the centre of the organisation.
About Local Land Services

Local Land Services was established under the *Local Land Services Act 2013* to provide quality, customer-focused services to landholders and the community across New South Wales.

We work with land managers and the community to improve primary production within healthy landscapes and assist rural and regional communities to be profitable and sustainable into the future.

We provide primary production advice, biosecurity, natural resource management and emergency management functions through 11 local regions, around 800 staff and a budget of approximately $175 million.

The State Strategic Plan sets the overarching strategy for the whole organisation.

Local Land Services is governed by the Board of Chairs, which has an independent chair and the chairs of the 11 local boards. The Board of Chairs is responsible for Local Land Services’ strategy, governance and organisational oversight and reports directly to the Minister for Primary Industries.

Local regions are in charge of providing all front line services. Each region has a local board that is responsible for corporate governance, approval of regionally appropriate programs, development of a local strategic plan and budgets in line with local and state priorities, and communications and engagement with their local communities.

Regions vary in geographic and organisational size and approach their local priorities in different ways, which is why it is so important to be locally focused.

Local community advisory groups provide input into the development of plans, projects and services and are an integral link between Local Land Services and the community it serves.
What we do

Local Land Services works with our customers, stakeholders and investors to:

- **enable.** We provide resources, incentives, training, information and advice to build the capacity of our customers and stakeholders.
- **provide assurance.** We actively work to protect NSW from invasive animal and plant species, and livestock and plant diseases that may damage landscapes and production.
- **manage natural resources.** We work with communities to better manage our water, land, soil, vegetation, biodiversity and cultural heritage. This includes managing travelling stock reserves and areas of significance to Aboriginal communities.
- **broker relationships.** We are a bridging organisation, connecting people, organisations, funding and information and facilitating productive collaborations and partnerships.
- **share knowledge.** We provide a hub for the latest scientific and other forms of knowledge about fully functioning and productive landscapes in NSW.
- **play our part.** We work with other agencies to achieve whole of government results for the landscapes and people of NSW.

Customers, stakeholders and investors

**Customers**  any land manager within the state, irrespective of whether they are private or public land managers, ratepayers or non-ratepayers

**Stakeholders**  organisations that collaborate and partner with Local Land Services directly to support customer service delivery eg Landcare and Farmlink

**Investors**  organisations and individuals who invest in Local Land Services and leverage outcomes from this investment
Vision, mission and values

Vision
Resilient communities in productive healthy landscapes

Mission
To be a customer-focused business that enables improved primary production and better management of natural resources

Values
Accountability, Collaboration, Innovation, Integrity, Performance, Service, Trust
The Local Land Services Strategy

The State Strategic Plan and the Riverina Strategic Plan will assist local land services achieve its vision of resilient communities in productive healthy landscapes.

To achieve this vision, Local Land Services needs to align all of its work with its mission of being a customer-focused business that enables improved primary production and better management of natural resources.

This will see four goals pursued:

- Resilient, self-reliant and prepared local communities
- Biosecure, profitable, productive and sustainable primary industries
- Healthy diverse and connected natural environments
- Board members and staff who are collaborative, innovative and commercially focused.

This strategic approach is designed to deliver products and services that achieve triple bottom line results at the property, community, landscape and industry scales through the improved management of biosecurity, natural resources, agricultural productivity and emergency management. These products and services will be tailored to meet local needs.

It also gives Local Land Services the agility and responsiveness to meet the needs of external investors and other stakeholders and address state and national priorities. This includes the development and implementation of a range of partnerships with key organisations at state and local level.

Local Land Services will continue to work to develop a values-based culture with people who are engaged, accountable and add value to our customers. In line with the organisation’s commitment to build on the past and implement the Performance Standard for Local Land Services, our strategy will be reinforced by continuous improvement processes which will improve our strategies, culture, products, services, processes and outcomes over time.
The Riverina region

Riverina Local Land Services is bounded by Harden in the east, Hay in the west, Hillston in the north and Lockhart in the south. The area covers around 67 000 square kilometres (6.7 million hectares) of land and is serviced by 15 Local Governments with over 166 000 people. Wagga Wagga is the largest centre in the Riverina Local Land Services region with a population of close to 60 000 people.

The Murrumbidgee River winds through the region and is the second largest river of the Murray-Darling system. The word Murrumbidgee means ‘big water’ in the Wiradjuri language.

There are six unique landscapes in the Riverina Local Land Services region which are consistent with how communities relate to their landscape: Rangelands, Irrigation Areas, Riverina Plains, Murrumbidgee, South West Slopes and Riverina Highlands.

Land use in the Riverina Local Land Services area is mainly agricultural with dry land grazing and cereal based cropping accounting for over 80% of land use. Irrigation farming in the region covers over 5% of the area.

The Riverina region has a great diversity of landscapes from the sub alpine to the arid, from pristine natural environments to productive irrigated land, from small remote towns to large inland cities. The Murrumbidgee and Lachlan rivers provide the living linkage between all these landscapes. They are working rivers as well as natural assets with the waters generating energy, providing water and recreation for cities, towns and farms. Communities in the Riverina region see agricultural production as important to the country’s food security and work toward being resilient to climate variability and the changing economy.

Our customers

The customers of Local Land Services include ratepayers, landholders, farmers and other land managers. There are ~12,000 rateable landholdings and several thousand small holdings as well as 86 000Ha of travelling stock routes and reserves, 165 000Ha of state forests and timber reserves and 293 000Ha of national parks and reserves in the Riverina Local Land Services region.

Our landscapes

Riverina Local Land Services region covers six diverse landscapes.

The South West Slopes landscape lies to the north east of the region. It includes high rainfall zone cropping areas around Young, Gundagai, Harden and Cootamundra. The landscape is highly cleared with remnant patches of endangered ecological communities, such as White Box Woodlands.

The South West Highlands lie on the western edge of Kosciuszko National Park, taking in large conservation and floodplain farming areas along the Tumut River and Tarcutta and Kyeamba creeks. Key communities include Tumut, Adelong and Batlow.

The Murrumbidgee landscape covers large floodplain areas of the Murrumbidgee River and broad scale mixed farming areas north to Mirrool Creek. Large urban centres include Wagga Wagga, Lockhart and Temora. The mid Murrumbidgee wetlands are nationally important for supporting threatened species of birds, fish and frogs.

The Riverina Plains landscape is centrally located around Narrandra and West Wyalong with a focus on dry land cropping and grazing and some irrigation from bores and river pumps that support a range of cropping enterprises such as cotton, lucerne, cereals, maize, millet and sorghum for fodder or grain (large-scale irrigation systems are covered in the Irrigation areas landscape).
The *Irrigation* areas landscape was developed into irrigation areas and districts gazetted a century ago and operate today through two private irrigation companies: Coleambally Irrigation Co-operative Limited and Murrumbidgee Irrigation Limited. There are also considerable areas of private irrigation schemes that operate along the river between Darlington Point and Maude. Key cropping systems include rice, cotton, grains, citrus and wine grapes. The Ramsar listed wetlands Fivebough and Tuckerbil are located near Leeton.

The *Rangelands* landscape is in the west of the region around Hay and Hillston, in a semi-arid climatic zone. The landscape comprises a great variety of habitats which support a rich diversity of species and communities, as well as being part of the production systems. The landscape incorporates highly significant Indigenous cultural heritage areas, values and elements.

**Our industry**

The Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) Riverina region of New South Wales somewhat aligns with the Local Land Services region including the major towns of Wagga Wagga and Griffith. The following information is based on 2011-12, the most recent year for which data are available from the ABS for this region. The analysis of ABS data indicates that agricultural land occupies about 79 per cent of the region and areas classified as conservation and natural environments (nature conservation, protected areas and minimal use) occupy about 15 per cent of the region. The most common land use by area is grazing modified pastures, about 41 per cent of the region.

The Riverina region has a diverse agricultural sector, dominated by wheat, livestock and horticulture with the gross value of agricultural production in the Riverina region at $1.7 billion.

Outside of the ABARES defined region there are rangeland farming systems that provide biodiversity and farm production outcomes simultaneously. There is also considerable irrigation development along the Murrumbidgee and Lachlan Rivers associated with licenses to pump water from the river or from bores. The mix of enterprises includes dryland cropping, pastures and irrigated crops such as lucerne, rice, cotton, cereals, maize, millet and sorghum, sometimes marketed as organic.

**Our people**

Local Land Services brings together staff with a wealth of locally relevant experience and expertise across the following areas:

- agricultural production
- biosecurity, including animal and plant pest and disease prevention, management, control and eradication
- preparedness, response and recovery for emergencies impacting on primary production or animal health and safety
- animal welfare
- chemical residue prevention, management and control
- natural resource management and planning, ecology, natural sciences and water management
- travelling stock reserves and stock watering places, control and movement of stock
- communications, community engagement and community development
- geographic and information system management
- other related services and programs
Local Land Services has a range of staff well equipped and qualified to provide locally relevant land services, and to work actively within the local community. Roles include:

- coordinating field days and other activities on locally relevant topics
- liaising with technical experts and researchers to receive and disseminate the most up-to-date technical advice
- delivering production, biosecurity and natural resource management education and awareness programs
- helping with farm planning to cover the range of issues in biosecurity, natural resource management, land management and production
- taking an active role in planning for and responding to emergencies such as floods, fires and drought
- focusing on solving local challenges and creating incentive opportunities for farmers and community, production and Landcare groups

Specific expertise includes natural resource management, irrigation, livestock, pastures, cropping and mixed farming. There are also roles for District Veterinarians, biosecurity officers and rangers responsible for ensuring the proper use of travelling stock reserves.
## Strategic direction

Local Land Services statewide goals and strategies

<table>
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<tr>
<th>GOAL 1: Resilient, self-reliant and prepared local communities.</th>
<th>GOAL 2: Biosecure, profitable, productive and sustainable primary industries.</th>
<th>GOAL 3: Healthy, diverse and connected natural environments.</th>
<th>GOAL 4: Board members and staff who are collaborative, innovative and commercially-focused.</th>
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<tr>
<td><strong>STRATEGY 1</strong>: Provide data, information and knowledge that supports and enables land managers and customers to improve decision making.</td>
<td><strong>STRATEGY 2</strong>: Provide products and advisory services that support and enable customers to implement improved practices.</td>
<td><strong>STRATEGY 3</strong>: Provide products and services that support and enable customers, land managers and the community to prevent, prepare, respond and recover from biosecurity and natural disaster events.</td>
<td><strong>STRATEGY 4</strong>: Develop engaged and accountable people with a strong customer and stakeholder focus.</td>
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<td><strong>STRATEGY 5</strong>: Collaborate with investors, stakeholders and external organisations to deliver improved products and services to customers.</td>
<td><strong>STRATEGY 6</strong>: Ensure local people participate in decision making.</td>
<td><strong>STRATEGY 7</strong>: Connect research and development with extension to address priority data, information and knowledge gaps and barriers to improved practice.</td>
<td><strong>STRATEGY 8</strong>: Foster a values-based culture which emphasises collaboration, innovation and continual improvement.</td>
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<td><strong>STRATEGY 9</strong>: Deliver services that support Aboriginal people to care for Country and share traditional land management knowledge.</td>
<td><strong>STRATEGY 10</strong>: Deliver consent and compliance services that educate and protect communities, landscapes and industries.</td>
<td><strong>STRATEGY 11</strong>: Manage Crown Land vested in Local Land Services for environmental, social, and economic outcomes.</td>
<td><strong>STRATEGY 12</strong>: Ensure a safe, efficient, effective and sustainable organisation.</td>
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<th>Riverina LLS Strategic Intent</th>
<th>Riverina LLS Actions</th>
<th>Riverina LLS KPIs</th>
<th>Measurements</th>
<th>State KPIs</th>
<th>State Strategies</th>
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<td><strong>Our Customers</strong>&lt;br&gt;$$ In consultation with customers and communities provide an outstanding professional integrated service&lt;br&gt;$$ Provide critical services covering four service area priorities: biosecurity, natural resource management, emergency management and agricultural advisory services</td>
<td>§ Implement a communications strategy that includes regular updates and communication opportunities using a broad range of communication channels, interactive &quot;go-to&quot; sources for information and dissemination of key operational information&lt;br&gt;$$ Implement, monitor and evaluate a customer, community and stakeholder engagement plan offering different levels of engagement and information, and ensuring continuous improvement of the strategies and approaches&lt;br&gt;$$ Develop a range of service delivery models that match local situation specific needs including the development of a technologically based service delivery model that makes the best use of new and emerging technology&lt;br&gt;$$ Support and build the leadership capacity of the advisory group members and advisory committee members to contribute to the building of the social capital of the region</td>
<td>§ Customer satisfaction - using a customer survey that includes assessment of timeliness of service delivery and multiple service delivery models&lt;br&gt;$$ Partner satisfaction - using a survey of partner organisations and stakeholders&lt;br&gt;$$ Communication and engagement plans implemented and monitored</td>
<td>1. Annual RLLS customer satisfaction surveys show that a minimum of 50% of respondents are happy with services by year three with 75% by year five.&lt;br&gt;2. At least 75% of key stakeholders attend stakeholder meetings/activities and proactively initiate joint projects by year five.&lt;br&gt;3. Adopt a minimum of four technology innovations per year that will improve the efficiency and effectiveness of one or more of the following: a. customer services b. knowledge and information transfer c. advisory services, and d. general operations</td>
<td><strong>Early Indicator</strong>: Customer satisfaction - information and knowledge services (NRM, biosecurity, agricultural, emergency management)&lt;br&gt;<strong>Longer Term Indicator</strong>: Customer capacity - knowledge&lt;br&gt;<strong>Early Indicator</strong>: Stakeholder satisfaction - collaboration&lt;br&gt;<strong>Longer Term Indicator</strong>: Value of collaboration Stakeholder participation - group activities&lt;br&gt;Customer participation - group activities</td>
<td>Deliver information and knowledge services that support and enable customers to improve decision making&lt;br&gt;Collaborate with stakeholders to deliver improved services to customers&lt;br&gt;Enable local people to participate in decision making</td>
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**Early Indicator**: Ratepayer enrolment

**Longer Term Indicator**: Stakeholder and customer participation - decision making Ratepayer enrolment
### Our Industry

§ Support sustainable industry practices which meet current best practice and environmental guidelines

§ Enable and facilitate safe and biosecure practices

§ Deliver timely regulatory functions

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<td>§ Ensure staff and communities are prepared for emergency response and management</td>
<td>§ Assess adoption of practices that improve productivity trends and sustainability of farms</td>
<td>5. 75% of surveyed customers adopt practices that improve productivity and sustainability of farms by year five.</td>
<td>Early Indicator: Customer satisfaction - advisory services (NRM, biosecurity, agricultural) Longer Term Indicator: Customer capacity - knowledge, physical and financial. Customers implementing profitable, productive and sustainable land management practices. Priority pest containment -</td>
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<td>§ Implement the Riverina Biosecurity Operational Plan and ensure appropriate linkages to industry biosecurity and emergency response plans</td>
<td>§ Assessment of emergency preparedness of staff and organisation</td>
<td>6. One trained emergency response team operational by 2015-16.</td>
<td>Long Term Indicator: Community capacity - emergency preparedness LLS emergency response capability/practices implemented</td>
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<td>§ Develop and build strong links and active relationships with key partner organisations with clear roles and responsibilities</td>
<td>§ Government, community and industry awareness of the regional weed plan and their responsibilities for weed management</td>
<td>7. A total of six pop up workshops delivered each year for five years.</td>
<td>Early Indicator: Customer satisfaction - emergency management services Stakeholder satisfaction - emergency management services</td>
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<td>§ Enforce and educate the community on state compliance requirements</td>
<td>§ Greater understanding of the invasive species obligations under the new biosecurity act</td>
<td>8. 100% of stakeholder attendances at each regional workshop are aware of their legal obligations relating to biosecurity and native vegetation.</td>
<td>Longer Term Indicator: Customers implementing statutory and industry requirements Market access maintained</td>
</tr>
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<td>§ Establish the regional weeds committee</td>
<td>§ Implement the Biosecurity Act 2017</td>
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<td>Deliver advisory services that support and enable customers to implement improved practices</td>
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<td>§ Develop a strategic regional weeds plan</td>
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<td>Deliver emergency management services that support and enable customers and the broader community to prevent, prepare, respond and recover from biosecurity and natural disaster events</td>
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<tr>
<td>§ Implement the Biosecurity Act</td>
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<td>Deliver consent, compliance and enforcement services that educate and protect communities, industries and landscape</td>
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Our Landscapes
§ Enhance and protect all our landscapes
§ Promote ecologically sustainable practices

§ Work with individuals, local communities and groups such as Landcare and Indigenous groups, to facilitate change and build capacity to enhance and protect our landscapes
§ Work with Indigenous groups to increase community awareness of regional Cultural Heritage values and local significant sites
§ Implement the Strategic Directions in NRM (based on each of the relevant Catchment Action Plans- Murrumbidgee, Lachlan and Murray)
§ Develop and implement the Travelling Stock Route Plan of Management

§ Landscape change and tangible outcomes achieved on travelling stock routes - monitoring percentage of ground cover, fencing, water availability, and neighbour satisfaction
§ Level of uptake of projects, programs and initiatives that enhance landscapes
§ Level of connection with Local Governments
§ Increase community awareness of regional cultural heritage values and local significant sites
§ Improved trend in the condition of landscapes

9. Over five years, increase number of farming entities managed sustainably for production and ecosystem services.
10. All projects offered align to our Strategic Directions in Natural Resource Management Plan.
11. A minimum of three partnerships established with local government with the focus of NRM delivery.
12 Ten community participants per year trained in Aboriginal Cultural Heritage values.
13. Invest in long term monitoring over five years to understand (or baseline) the condition of Riverina landscapes to guide NRM investment.

Early Indicator: Stakeholder satisfaction – local R&D priorities identified
Longer Term Indicator: R&D stakeholders addressing local R&D priorities

Early Indicator: Customer satisfaction - Aboriginal people engaged.
Longer Term Indicator: Customers implementing Aboriginal caring for country programs

Early Indicator: Stakeholder satisfaction: crown land/TSR care and controls services
Customer satisfaction: crown land/TSR care and control services
Longer Term Indicator: Implementation of best practices for crown land management

Connect research and development with advisory services to address knowledge gaps and barriers to improving practice

Deliver services that support Aboriginal people to care for country and share traditional land management knowledge

Care for, control and manage crown land vested in LLS for environmental, social, and economic outcomes
### Our People

<table>
<thead>
<tr>
<th>Objective</th>
<th>Details</th>
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<tbody>
<tr>
<td>§ Build a regional team of highly skilled and engaged staff and Board that are locally known and respected</td>
<td>§ Continue to develop and upskill our staff and Board (technical and people skills) and ensure strong links to research and development organisations with relevant expertise is maintained through participation in research activity to develop scientific knowledge and understanding</td>
</tr>
<tr>
<td>§ Enable and facilitate community capacity building and resilience</td>
<td>§ Continue to embed responsive organisational values and operating principles and develop behaviours to support these values and operating principles</td>
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<tr>
<td>§ Ensure a safe, secure, healthy and productive working environment through the development and implementation of health and wellbeing initiatives</td>
<td>§ Staff engagement - using the People and Culture survey</td>
</tr>
<tr>
<td>§ Staff numbers, knowledge, skills and performance aligned to organisational needs</td>
<td>§ Number of effective community events</td>
</tr>
<tr>
<td>§ Zero harm</td>
<td>14. At least 75% LLS staff participate in well-being survey each year and of the 75%, 90% are happy working for RLLS.</td>
</tr>
<tr>
<td>15. Implementing workforce planning initiatives to support RLLS to become an 'Employer of Choice' and to enhance the ability to obtain the appropriate mix of skills.</td>
<td>16. At least 75% attendance of total number of participants invited to a RLLS facilitated community event.</td>
</tr>
<tr>
<td>17. Continuing to improve workplace safety by applying national benchmarks to our safety practices and supporting efforts to improve safety performance.</td>
<td>18. Financial accountability through “dashboard” reporting published on the website quarterly.</td>
</tr>
<tr>
<td>19. Controlling operating expenditure and introducing improvements to business processes, and introducing a strategic approach to funding expenditure requirements.</td>
<td>18. Financial accountability through “dashboard” reporting published on the website quarterly.</td>
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</table>

### Our Governance

<table>
<thead>
<tr>
<th>Objective</th>
<th>Details</th>
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<tbody>
<tr>
<td>§ Provide responsible governance and effective management</td>
<td>§ Develop governance arrangements and structures to ensure implementation of Natural Resource Commission standards and audits</td>
</tr>
<tr>
<td>§ Provide and report sound financial management</td>
<td>§ Financial accountability through published “dashboard”</td>
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### Results Indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Details</th>
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<tbody>
<tr>
<td>Early Indicator: Staff satisfaction: Employee Matters survey</td>
<td>Board member satisfaction: Board surveys</td>
</tr>
<tr>
<td>Longer Term Indicator: LLS performance standard Investor satisfaction</td>
<td>Innovation suggestions</td>
</tr>
<tr>
<td>Early Indicator: Staff satisfaction - Employee Matters survey Board member satisfaction: Board surveys</td>
<td>Innovation adoption</td>
</tr>
<tr>
<td>Longer Term Indicator: Customer satisfaction Stakeholder satisfaction Innovation adoption</td>
<td>Implementation of improved practices</td>
</tr>
</tbody>
</table>

Develop engaged and accountable people with a strong customer and stakeholder focus

Foster a values-based LLS culture which emphasises collaboration, innovation and continual improvement
Implementation

An effective implementation of the State Strategic Plan will require consistent internal alignment and a robust approach to performance monitoring, evaluating and reporting.

Key components for the implementation of the Riverina Local Land Services plan are based on the guiding principles for key partnerships and collaborations, governance arrangements and adaptive management through the monitoring, evaluation and reporting framework.

The following principles of the resilience approach are applied for implementation of the plan:

- community resilience requires direct action to support diversity, flexibility and capacity building to adapt and change
- landscapes are dynamic systems with interacting social, cultural and ecological components
- collaborative regional planning processes will harness and align coordinated action towards common goals for resilient landscapes and communities
- incorporation of adaptive management and risk assessment approaches will assist in managing risks, identifying opportunities and preparing for uncertainty

There are a range of opportunities for joint planning and delivery of the goals and outcomes through:

- building community and Aboriginal capacity
- promoting land use practices for improved ground cover and soil condition
- improving water resource condition across the catchment for rivers, streams, wetlands and groundwater
- improving habitat connectivity, including remnant vegetation, riparian vegetation and stream habitat
- facilitating integrated weed and pest control
- supporting catchment-wide Landcare networks and partnerships
- integrating monitoring and reporting frameworks to provide a collaborative view of catchment condition

Partners

This plan will rely on facilitated collaboration, consultation and involvement by many levels of the community in planning and delivery in the Riverina region. It establishes ongoing coordinated services within and across landscape boundaries. It aligns with and will effectively deliver the relevant plans, policies and strategies of government agencies for the Riverina region.

Key partners and collaborators include:

- NSW state agencies, such as the Department of Primary Industries, the Office of Environment and Heritage, Aboriginal Affairs, the NSW Office of Water, State Water, the Department of Planning and Infrastructure and NSW Fisheries
- Australian Government agencies, such as the Department of Agriculture, the Department of Environment, Regional Development Australia, Commonwealth Environmental Water Holder and the Murray–Darling Basin Authority (MDBA)
- adjoining Local Land Services
• community groups, Landcare networks, environmental groups and Aboriginal groups
• local governments, water authorities and irrigation companies
• landholders and land managers, such as national parks, land authorities and NSW Forests
• industries and businesses
• universities, TAFE, and research bodies
• traditional owners and Aboriginal communities
Planning framework

The State Strategic Plan is designed to guide local strategic plans, which in turn guide operational/business plans and then personal workplans. The personal workplans align with and contribute to results outlined in each of the planning documents. This provides internal alignment and focus and a single line of sight from day-to-day delivery to strategy.

The State Strategic Plan exists as part of an overall framework that links NSW, Australian and Local Government plans and initiatives through all levels of its operations.

Figure 3: Overview of planning framework from the State Strategic Plan to personal work plans and back again.

Measuring success

Local Land Services has a responsibility to demonstrate to its customers, investors and stakeholders that its strategies are sound and effective. All strategies, programs and systems will be required to monitor, evaluate and report on performance.

Measuring and reporting on progress against key performance indicators is particularly important, as are practices that promote reflection and learning to inform decision making.

Local Land Services uses the Monitoring, Evaluation, Reporting and Improvement framework for assessing the state and trend of asset conditions and allows a comparison of results against planned immediate, intermediate and long-term outcomes. This enables a systematic and objective assessment of the appropriateness, effectiveness and efficiency of policies, projects and programs.
The data collected and the results of evaluations are necessary tools for Local Land Service to make informed decisions about our priorities and investment decisions.

Local Land Services is working with the Natural Resource Commission to develop a method of performance evaluation that drives a consistent approach across and between regions. It will rely on a consistent set of metrics to guide internal business performance, direction setting, adaptation and meet multiple investor needs, and promote innovative and commercially-driven transformation over time.

Key components of the framework include:

1. a core set of state-wide key performance indicators, metrics and outcome statements
2. a performance evaluation framework, including indicative tools, systems and practices
3. an overview of opportunities to innovate and transform over time
4. a roadmap to implement the framework

Local Land Services will be reporting publicly on progress against this performance framework, which will be in place by 1 July 2016. Public reporting is in line with legislative requirements under the Local Land Services Act 2013.

Learning and development

Riverina Local Land Services fosters adaptive management and continual improvement across the organisation. In its simplest form, adaptive management is about a three step continuous improvement cycle: ‘plan–do-learn’. This is achieved through strategic planning, implementation and knowledge management and then adapting plans based on key learnings. Each step in the adaptive management cycle is linked, to ensure continuous improvement over time.

A triple loop learning approach is applied to evaluate for adaptive management and drive continuous improvement at different scales of planning: annual plans, business implementation plans and strategic plans and governance. Each loop entails progressing to more specific levels of questioning.

The first loop of evaluation and learning occurs frequently, at least annually, and involves regular monitoring, auditing, evaluating and reporting of actions. This level of learning leads to incremental changes in projects and actions.

The second loop of learning focuses on challenging, and potentially reframing, strategies and objectives, as well as examining evidence and assumptions that underpin our strategic approaches, regional objectives and the projects that underpin them.

The third loop of evaluation and learning focuses on challenging, and potentially transforming governance arrangements, value systems, vision and mission, and other high level processes. This level of learning can lead to changes in our direction and goals (e.g. transforming our business to accommodate climate change adaptation needs).

While learning at the second and third loops typically occurs at longer intervals than at first loop, learning at all levels will occur when the need arises. This approach allows us to review our efforts and strategies on a number of scales by asking key questions and making decisions using best available evidence at each point.

This approach will result in Local Land Services continually improving the way in which it delivers services to its customers, stakeholders and investors.
As knowledge improves, and the world changes, there will be a need to change how things are done. Riverina Local Land Services has an evaluation and adaption strategy to support adaptation of this plan over time. Four main approaches to improvement have been built into the adaptation approach:

- **learning by doing**
- **testing assumptions**
- **treating our Strategic Plan as a ‘living’ document**
- **developing tools to assist our adaptation**

The adaptive management approach is embedded in the planning hierarchy, the key performance indicators, and staff performance and learning plans.
Legislation and guiding influences

The State Strategic Plan exists as part of an overall framework that seeks to link a range of NSW, Australian and Local Government plans and initiatives through all levels of its operations.

As a NSW Government entity, Local Land Services is responsible for contributing to the NSW Premier’s and State Priorities as well as other plans such as the Agricultural Industry Action Plan, the NSW Biosecurity Strategy and the OCHRE: Aboriginal Affairs Plan. Local Land Services also contributes to the strategic objectives and outcomes of the Australian Governments National Landcare Programme.

In addition, a range of NSW and Australian Government legislation, policies and plans have influenced the development of the State Strategic Plan.

When combined, these plans, policies and strategies lay out the overarching goals for NSW and Australia. The actions that contribute to these overarching goals are appropriately reflected at state and local level in the state and local strategic plans and their goals, strategies, objectives, actions and key performance indicators.

National

*Environmental Protection and Biodiversity Conservation Act 1999*

*Quarantine Act 1908*

*Water Act 2007*

International agreements such as:

- Japan-Australia Migratory Bird Agreement
- China-Australia Migratory Bird Agreement
- Republic of Korea-Australia Migratory Bird Agreement
- Ramsar Convention on Wetlands

*Australia’s Biodiversity Conservation Strategy 2010-2030*

*Australian Weeds Strategy 2007*

*Close the Gap 2014*

*National Plant Biosecurity Strategy 2010*

*Agricultural Competitiveness White Paper 2015*

*National Landcare Programme*

State

*Premier’s Priorities*

*State Priorities*

*Local Land Services Act 2013*

*Local Land Services Regulation 2014*

*Local Land Services State Strategic Plan 2016-2021*

*Native Vegetation Act 2003*
Environmental Planning and Assessment Act 1979
Water Management Act 2000
Noxious Weeds Act 1993
Biosecurity Act 2015
NSW Biosecurity Strategy 2013-2021
NSW Animal Biosecurity and Welfare Strategic Plan 2013-15
NSW Invasive Species Plan 2008 -2015
NSW Wild Dog Strategy 2012 – 2015
NSW State Emergency Management Plan 2012
State Agriculture and Animal services Functional Area Supporting Plan 2011
Agricultural Industry Action Plan 2014
Ochre Strategy 2013
NSW State of the Environment 2012
NSW Wetland Policy 2010
Threatened Species Conservation Act 1995
Government Sector Employment Act 2013
Performance Standard for Local Land Services – Natural Resources Commission 2015
Local Land Services (draft), State Strategic Plan 2015-2025, Local Land Services, Dubbo.
Catchment Action Plans

Regional

Environmental planning instruments
Murrumbidgee Water Sharing Plan
Goobragandra Wild Dog Management Plan
Gilmore Wild Dog Management Plan
Advisory Services Strategy
Travelling Stock Reserve Plan of Management (draft)
Murrumbidgee Catchment Management Authority 2013, Murrumbidgee Catchment Action Plan 2013-2023, Murrumbidgee Catchment Management Authority, Wagga Wagga
Glossary

**Aboriginal**: For the purposes of this strategy this includes Aboriginal and Torres Strait Islander people.

**Aboriginal cultural heritage**: Aboriginal cultural heritage consists of places and items that are of significance to Aboriginal people because of their traditions, observances, lore, customs, beliefs and history. It provides evidence of the lives and existence of Aboriginal people before European settlement through to the present. Aboriginal cultural heritage is dynamic and may comprise physical (tangible) or non-physical (intangible) elements.

**Adaptive management**: A management approach based on the science of learning by doing. It involves testing the response of a system then applying this understanding to future decisions.

**Biosecurity**: Means the protection of the economy, environment and community from the negative impact of pests, diseases and weeds.

**Collaboration**: Working together to develop an understanding of all issues and interests to work out alternatives and identify preferred solutions for joint decision making.

**Community wellbeing**: Wellbeing is related to concepts such as ‘quality of life’ (Vernon et al. 2009) and has been described as the stable state of being well, feeling satisfied and contented (Australian Unity 2012). Wellbeing is linked to personal and community health, social justice, security, interpersonal relationships, social networks and connectedness, education, housing and health of the surrounding environment (Vernon et al. 2009).

**Customer**: Any land manager within the state or region, irrespective of whether they are private or public land managers, ratepayers or non-ratepayers.

**Customer service**: Local Land Services exists to create value for its stakeholders and customers. A key component of our strategy is an increased focus on customer services and a preparedness to measure performance and customer satisfaction.

**Corridor**: A landscape element that connects two or more areas of habitat.

**Habitat**: A place suitable for survival and/or reproduction of a particular plant or animal.

**Investor**: Those organisations and individuals that invest in Local Land Services and leverage outcomes from this investment.

**Resilient**: The capacity of a system (or community or person) to absorb disturbance and still retain its basic structure and function.

**Stakeholder**: organisations that collaborate and partner with Local Land Services directly to support customer service delivery

**Travelling stock reserve**: means

- any route or camping place reserved for travelling stock route or camping place under the *Crown Lands Act 1989*
- any reserve for travelling stock, water reserve, reserve for access or crossing (where the reserve is for the purpose of providing travelling stock with access to or a crossing of water, whether expressly notified for that purpose or not), or
- any stock watering place.

**Triple bottom line**: refers to the economic, social (including cultural) and environmental impact and outcomes of government policies and programs (Net Balance Management Group 2013).

**Triple loop learning**: learning that redefines organisational actions, systems and processes as a basis for changes in governance at a range of scales.
List of Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Av</td>
<td>Average</td>
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<tr>
<td>BMP</td>
<td>Biodiversity Management Plan</td>
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<td>CMA</td>
<td>Catchment Management Authority</td>
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<tr>
<td>COAG</td>
<td>Council of Australian Governments</td>
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<td>DPI</td>
<td>NSW Department of Primary Industries</td>
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<td>Ha</td>
<td>hectares</td>
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<td>KPIs</td>
<td>Key performance indicators</td>
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<tr>
<td>LHPA</td>
<td>Livestock Health &amp; Pest Authority</td>
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<tr>
<td>LSP</td>
<td>Local Strategic Plan</td>
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<tr>
<td>MERI</td>
<td>Monitoring, evaluation, reporting and improvement</td>
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<tr>
<td>MOU</td>
<td>Memorandum of understanding</td>
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<tr>
<td>NRC</td>
<td>Natural Resources Commission</td>
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<tr>
<td>NRM</td>
<td>Natural resource management</td>
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<td>NLIS</td>
<td>National Livestock Identification Scheme</td>
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<td>PHA</td>
<td>Plant Health Australia</td>
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<td>R&amp;D</td>
<td>Research and development</td>
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<td>RD&amp;AS</td>
<td>Research, development and advisory services</td>
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<td>TSR</td>
<td>Travelling stock reserve</td>
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<tr>
<td>WH&amp;S</td>
<td>Workplace health and safety</td>
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References


Jacobs, B. (2013). Natural resource manager capacity in the expanded Murray catchment (pp. 30). Sydney: Institute for Sustainable Futures.


