



CENTRAL WEST

Local Strategic Plan

2021-2026



**Local Land
Services**

Central West Local Land Services Local Strategic Plan 2021-2026

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More information

Central West Local Land Services

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Acknowledgments

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

However, because of advances in knowledge, users are reminded of the need to ensure that information upon which they rely is up to date and to check currency of the information with the appropriate officer of Local Land Services or the user's independent adviser.

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Our strategic summary

Our vision:
Resilient communities, in productive, healthy landscapes

Business strategies

- Maintain our network of skilled and reliable staff across the Central West region
- Increase the awareness of and access to the full range of services offered by Central West Local Land Services
- Strengthen the integration of our service delivery to provide whole-farm management advice
- Develop strategic alliances that support our program and service delivery at the local level

Measures of success

- Maintain staff engagement score
- Increase customer satisfaction
- Increase Net Promoter Score
- Increase number of landholders engaged
- Increase area of improved practices
- Increase customer trust
- Increase stakeholder satisfaction
- Meet agreed Net Cost of Service



Our programs and partnerships **grow** primary industries productivity and healthy environments.



Our services and partnerships play a vital role in helping to **protect** against pests, diseases and environmental threats.



We connect with our community and **connect** our customers with the best services, advice and networks.



We play a vital role in helping primary industries prepare for natural disasters and are on the ground to respond and **support** when they occur.

Landscape management

Core service aim

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

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

Conserve and restore valuable natural and cultural assets.

Strategic priorities

Pursue new revenue opportunities to improve the ability to manage TSRs for public and private values.

Ensure staff are skilled and resourced to meet land manager demand for services under the Land Management Framework.

Continue to attract investment to support natural resource management on public and private land.

Measures of success

- Increase in all forms of TSR revenue over the 5-year period
- Maintain or improve processing times for Land Management Services
- Increase funding that supports the provision of advice and incentives for improved natural resource management practices

Biosecurity

Core service aim

Reduce the impact of plant and animal biosecurity on the environment, productivity and economy.

Maintain animal welfare standards.

Strategic priorities

Maintain a network of skilled District Veterinarians and Biosecurity Officers in strategic locations across the Central West region.

Ensure Central West Local Land Services is a trusted provider of biosecurity training and advice.

Facilitate a cooperative and coordinated approach to weed management in the Central West region.

High risk plant biosecurity incursion pathways are understood and monitored to ensure the protection of key assets.

Measures of success

- Service delivery meets regulated requirements
- Maintain number of skilled biosecurity staff by location
- All tenures of land management are represented through membership on the Central West Regional Weeds Committee
- Retain and review the Central West Regional Strategic Weed Management Plan by 2022

Primary production

Core service aim

Grow farm productivity and healthier environments through quality agricultural advisory services.

Strategic priorities

Leverage our advisory capacity to provide value to industry and services providers.

Measures of success

- Maintain number of agricultural advisory staff
- Increase agricultural partnerships and/or revenue

Emergency management

Core service aim

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

Strategic priorities

Maintain a high level of preparedness and staff capacity in emergency management to support incidents, outbreaks and emergency events across the state.

Measures of success

- 90% of staff with foundational skills
- Review Emergency Management organisational structure annually
- Identified training priorities are met

Chair's foreword

On behalf of my fellow board members and staff, I am proud to present the Central West Local Strategic Plan 2021-2026. The Central West of NSW offers a diverse range of primary production and landscapes populated with passionate and inclusive communities. This document provides our strategies and service delivery priorities to help us achieve the Local Land Services vision of 'vibrant communities in productive healthy landscapes' over the coming five years and to ensure our region continues to prosper.

Our Board and Leadership Team embarked on an ambitious internal and external engagement process to develop our Local Strategic Plan. Resultant of this process was an improved understanding of the strengths and weaknesses of our business and the opportunities and threats that exist for primary producers and land managers across our region. The process has emboldened both Board and staff, who are now ready to tackle the identified challenges and leverage our advantages.

Since Local Land Services inception seven years ago, Central West Local Land Services has matured into a highly respected customer focused, frontline service delivery agency. Our local and dedicated staff have consistently demonstrated their professionalism to their communities resulting in increased awareness of our services and the value our communities place in them.

Central West Local Land Services and our community recognised that one of our greatest assets was our local staff with local knowledge. Our local team looks forward to working collaboratively with you to deliver vibrant Central West communities in productive healthy landscapes over the coming five years.

Susan Madden



Acknowledgement of Country

We, the Central West Local Land Services Board, Management and Staff are proud to work and walk with the Traditional Owners and Custodians of this land. We recognise their unique, diverse, enduring Culture and connection to Country.

As an organisation committed to diversity and inclusion amongst all staff and customers, we will continue seeking to listen, understand, support and build strong relationships with Aboriginal Communities of the Central West region.

We acknowledge the people of all Aboriginal Nations and pay respect to the journey, wisdom and knowledge of Elders, past and present. Our Elders are custodians of knowledge and lore, the holders (keepers) of the memories, traditions, culture and hopes for both Aboriginal and non-Aboriginal peoples throughout Australia.

Aboriginal Communities of the Central West Region

The Central West region is proudly represented by Wayilwan, Gamilarraay, Wangaaypuwan, Ngiyampaa and Wiradjuri Nations.

Besides the many nations of the region, there are also several Aboriginal organisations which play an integral role in land management decision making. We continue to ensure Aboriginal peoples have an opportunity to share their land management aspirations for incorporation into local service delivery.

As the Traditional Custodians of Country, we aim to work closely with the many Aboriginal communities of the Central West region to ensure the protection, preservation and effective management of public, private and Aboriginal owned land.

Aboriginal people hold a deep connection to Country that extends beyond land management practices such as the cultivation of bush tucker and bush medicines or Cultural burning. Cultural heritage values live deep within the song lines and stories, Cultural traditions and ceremonies, language and dances and the strong bond between people, the animals, the land and waters. This physical and spiritual obligation to Care for Country highlights the unique significance Aboriginal people play in managing land right across our region.

Midnight Brydon, Board Member



Our plan

Local Land Services planning framework cascades from the statewide Local Land Services Strategic Plan right through to the regions Annual Business Plans. This approach ensures line of sight between state priorities and locally developed service delivery.

Development of the Central West Local Land Services Local Strategic Plan considered staff and community input identifying the regions' opportunities and threats in partnership with the organisational strengths and weaknesses. The plan can be broken into four components:

Our regional profile

A snapshot of our region's customer profile, landscapes, community values and past performance.

Our strategic summary

A one-page summary of the high-level strategies which address the strategic drivers for organisational success.

Our business strategies

Business priorities which are embedded across the core service areas of the business.

Our services

Core service area priorities which link state aims and outcomes with detailed operational plans.

Local Land Services State Strategic Plan

Includes the State strategies:

- LLS Aboriginal Engagement Strategy;
- LLS Business Improvement Strategy;
- LLS Service Delivery Strategy;
- LLS Customer Service Strategy;
- LLS People and Culture Strategy (all State strategies);

Local Land Services Core Services Improvement Strategy

Includes the State strategies:

- State Core Service Plans
- Local Land Services Evaluation Framework
- And the regional strategies:
- Local Strategic Plans
- Regional Core Service Plans
- Annual Business Plan

Our region

Top agricultural enterprises

- Wheat: \$634m
- Cattle: \$167m
- Wool: \$188m
- Cotton: \$68m
- Sheep: \$50m
- Barley: \$68m
- Oilseed: \$30m

Area

- Total area of region: 9,441,287 ha
- Total area occupied by agriculture: 7,248,810 ha
- Typical holding size: 990 Ha
- Value of agriculture per hectare of agricultural land: \$219
- Gross value of agriculture production (GVAP): \$1,685,509,633
- Number of agricultural businesses: 5,442
- Average rainfall: 539.67

Top land use

- Grazing / Cropping
- Nature Conservation
- Forestry
- Lakes, rivers, dams

Population

- Total population: 113,527
- Aboriginal population: 16,296
- Number of ratepayers: 14,156
- Average age of landholders: 42
- Unemployment rate: 6%

Systems of concern

- Sodic surface and subsoil
- High fragility river reaches
- Grassy woodlands and grasslands
- Dry sclerophyll forest
- Semi-arid shrubby woodlands

Natural assets

- Macquarie Marshes
- Warrumbungle National Park
- Macquarie River
- Lachlan River
- Goonoo Forest
- Weddin Mountains
- Lake Cowal

Central West Local Land Services office locations

- Condobolin
- Coonabarabran
- Coonamble
- Dubbo
- Forbes
- Gilgandra
- Grenfell
- Nyngan

Data: Central West Local Land Services Regional Profile Snapshot 2018

Our performance 2016-2020

- Over **114,793 ha** of land was protected against regional weeds
- There were **2,651** animal health investigations and **176** residue investigations
- We protected **18,834,059 ha** of land against pest animals through coordinated baiting programs
- There were **300** agreements which helped enhance, rehabilitate, and protect native vegetation over **108,416 ha** in the region
- **13,707 ha** of significant species and endangered ecological communities were enhance, rehabilitated, and protected
- We connected **5,685** participants with advice and networks at **624** training events across the region
- We protected **152,280 ha** of wetlands through rehabilitation and enhancement
- We actively managed **357,277 ha** of TSRs for biodiversity conservation, indigenous culture, and recreation
- More than **160,129 ha** of land was managed for improved soil condition and **388,491 ha** of land was improved for agricultural production
- Our staff helped protect **262 kms** of rivers and estuaries through rehabilitation, enhancement, and protection
- Our biosecurity officers conducted 872 on farm plant pest and disease investigations
- There were **965 activities** undertaken to support community groups
- There were **104 projects** undertaken to protect Aboriginal cultural heritage or ecological communities
- We connected **27,298 participants** with advice and networks at **678** awareness raising and capacity building events

Our landscapes

The Central West Local Land Services region is home to around 110,000 people and covers the area of Grenfell, Forbes and Wellington to the western plains of Nyngan and Coonamble. Mixed farming production of cropping and livestock systems is dominant across the region. Wheat is the main cereal crop produced, with canola the most significant non-cereal crop. Sheep and cattle production are the dominant livestock enterprises. The region produces several horticulture crops and is also home to several natural assets, including the internationally recognised Macquarie Marshes.

Central Plains

The Central Plains local landscape follows the Macquarie River from the lower inland slopes of the Great Dividing Range to the open plains around Dubbo. Elevated areas experience relatively higher rainfall and lower evaporation compared to other areas of the Central West. Special features include the fossils and limestone formations at Wellington Caves and Lake Burrendong, which supports more than 10,000 waterbirds.

Central West Slopes

The Southern Slopes is an area of foothills and isolated ranges in the lower inland slopes of the Great Dividing Range, and includes the towns of Peak Hill, Parkes, Trundle and Tullamore. The region is home to open forests and woodlands and is dominated by a sub-humid climate with hot summers.

Floodplains

The Floodplain local landscape has a predominately flat topography, with a semi-arid climate. Access to irrigation flows from Burrendong Dam makes this area popular for citrus orchards in the Narromine area and a strong focus for cotton, particularly around Trangie and Warren. Wheat is a popular crop, accompanied by oats and both cattle and sheep grazing, with the district well regarded for producing quality merino wool.

Lachlan Plains

The Lachlan Plains local landscape has gently sloping plains with intermittent creeks, gullies and grassy woodlands to the east and vast open flat country to the west. The productive capability of the fertile clays, workable rainfall and land values has made this area attractive to large-scale agriculture with the grains industry developing as the major agricultural industry across the landscape. Farms are typically over 1,000 hectares producing crops and livestock in dryland and irrigation systems.

Northern Slopes

The Northern Slopes local landscape is characterised by rolling hills, ridges and slopes with only minor floodplains along the major waterways – mainly the Castlereagh and Talbragar rivers. The Warrumbungle Range is a notable feature popular with tourists. More productive soils in this region are associated with the volcanic and alluvium soil derived from them. These soils support the majority of cropping activities in the local landscape and can be highly productive. Peaks near Coonabarabran and Coolah have been identified as ideal for wind power generation.

Western Plains

The Western Plains local landscape is characterised by rolling downs and flat plains, punctuated by stony ridges and ranges. The region within Australia's hot, persistently dry semi-arid climatic zone, with average evaporation higher than average rainfall throughout the year. Rainfall tends to be summer dominant in the north and winter dominant in the south. Livestock grazing is the main type of agricultural enterprise in this region.

Our communities' values

Our land managers have strongly identified their desire to improve the condition of their property's natural resources to support their lifestyles and those of future generations. These shared values have been considered in the development of this plan and will be a focus of our ongoing service delivery. We acknowledge that there are significant external influences on a land managers ability to support these values but believe that by working in partnership with our customers and stakeholders we will collectively enhance productivity, resource health and the natural beauty of our region.

Central Plains

- 1 Maintaining the lifestyle I/we want
- 2 Being able to pass the property on to others in better condition
- 3 Being able to live in an attractive natural or rural environment
- 4 Sense of accomplishment from building/maintaining a viable business
- 5 Having a great place to raise a family

Lachlan Plains

- 1 Being able to pass the property on to others in better condition
- 2 Having sense of accomplishment from building/maintaining a viable business
- 3 Maintaining the lifestyle I/we want
- 4 Developing a sound long-term economic investment
- 5 Having a great place to raise a family

Central West Slopes

- 1 Being able to live in an attractive natural or rural environment
- 2 Maintaining the lifestyle I/we want
- 3 Providing most of the household income
- 4 Being able to pass the property on to others in better condition
- 5 Having a great place to raise a family

Northern Slopes

- 1 Being able to pass the property on to others in better condition
- 2 Maintaining the lifestyle I/we want
- 3 Sense of accomplishment from building/maintaining a viable business
- 4 Having the freedom of working for myself
- 5 Developing a sound long-term economic investment

Floodplains

- 1 Being able to pass the property on to others in better condition
- 2 Sense of accomplishment from building/maintaining a viable business
- 3 Developing a sound long-term economic investment
- 4 Having a great place to raise a family
- 5 Providing most of the household income

Western Plains

- 1 Being able to pass the property on to others in better condition; Sense of accomplishment from building/ maintaining a viable business; Developing an asset that will fund my retirement
- 2 Having a tax-effective way to build an asset
- 3 Having a sense of accomplishment from producing food or fibre for others
- 4 Having a great place to raise a family; Providing most of the household income
- 5 Maintaining the lifestyle I/we want; Having the freedom of working for myself

Our people and customers

Business Strategies



Business challenges

- Budget Uncertainty
- Stakeholder Engagement
- Service Recognition



Business strengths

- Customer Service
- Independent Advice
- Skilled Staff
- Regionally Located

The Central West Local Land Services Board has identified four over-arching business strategies, which together with the core service strategic drivers, drive the Boards leadership of the region and strengthen our service delivery across all areas of the business.

Our People and Customers

Our region values having locally based, professional and trained staff across the Central West region. We recognise that we are the only organisation with on-ground staff delivering the breadth of services across landscape management, primary production, biosecurity and emergency management to both public and private land managers in the Central West region.

Improved awareness of the full range of services offered by Central West Local Land Services will increase the effectiveness of our service delivery, furthering our contribution towards local service delivery outcomes and supporting the regions land managers. We will continue to provide information using a variety of communication and engagement approaches to increase awareness of, and access to, our programs and services.

Local Business Strategies

- **Our people** - Maintain our local network of skilled, and relatable staff across the Central West region
- **Our customers** - Increase the awareness of, and access to, the full range of services offered by Local Land Services

State Aligned Local Outcomes by 2026

- Increased customer satisfaction
- Staff engagement score maintained
- Increased number of landholders engaged
- Increased Net Promoter Score (NPS)

Our services and partners

5 year service focus



Regional threats

- Funding
- Biosecurity
- Climate change



Regional opportunities

- Whole farm planning
- Industry sustainability initiatives
- Environmental values including soil and carbon

Supporting whole-of-farm management will assist Central West producers to meet ongoing industry sustainability challenges, including farm profitability, climate adaptation, environmental stewardship, biosecurity, and animal health and welfare. We will look for opportunities to align our service delivery with industry driven programs that are geared toward maintaining and improving market access, recognising global dynamics and consumer demands.

We will engage with a broad range of stakeholders, including other Local Land Services regions, government agencies, research organisations, industry bodies and community groups to look for opportunities to partner and leverage on-ground outcomes across our region.

Local Business Strategies

- **Our services** - Strengthen the integration of our service delivery to provide whole-farm management advice
- **Our partners** - Develop strategic alliances that support our program and service delivery at the local level

State Aligned Local Outcomes by 2026

- Increased customer trust
- Increased area of improved practices
- Increased stakeholder satisfaction
- Net Cost of Service (NCOS) met

Our core services

The Central West Local Land Services Core Service Plans on a Page demonstrate strategic service delivery priorities and are supported by robust Core Services Plans which further detail the priorities for the region. Local Land Services' unique extension and advisory model enables us to engage directly with land managers to encourage the implementation of best practice management to support our region's resource condition, production, and resilience to change through the following service areas.



Landscape management

Travelling stock reserves

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

Land management

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

Natural resource management

Conserve and restore valuable natural and cultural assets



Primary production

Grow farm productivity and healthier environments through quality agricultural advisory services



Biosecurity

Animal biosecurity and welfare

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

Invasive species – pest animals

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

Invasive species – weeds

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

Plant Biosecurity

Reduce the impact of plant biosecurity risks on natural resources and agriculture



Emergency management

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

Travelling stock reserves

Landscape management; 5 year service focus

The Central West Local Land Services region manages one of the largest Travelling Stock Reserves (TSR) networks in NSW, covering an area of more than 105,000 ha, with major drift ways between Victoria and Queensland. The TSR network plays a role in agriculture, providing for stock movements, grazing value and emergency refuge, along with being valued for their remnant vegetation, cultural and historic heritage. Annual management priorities are developed locally to deliver on the TSR State-wide Plan of Management.

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

Core service plan

Central West Local Land Services TSR Annual Business Plan

Local service delivery outcomes by 2026

- **Stock management** – Enable fair and equitable access for stock owners whilst retaining 50-70% groundcover
- **Pest and weed control** – The area of TSRs managed for invasive species is maintained or increased
- **Biodiversity conservation** – There is an improvement in habitat condition at grant funded sites
- **Cultural and recreational management** – There is an increase in the number of collaborative opportunities created with Aboriginal community and recreational users



Identified threats

- Lack of revenue for management and capital improvements
- Seasonal variability
- Climate impacts
- Biosecurity risks
- Illegal use of TSRs



Identified opportunities

- Protection and enhancement of threatened species and vegetation communities
- Collaboration with Traditional Owners
- Alternate revenue streams
- Technology

Strategic driver for success

Increased revenue to manage TSRs for public and private values

Land management

Landscape management; 5 year service focus

The Central West Local Land Services region has a diverse range of landscapes and a wide range of agricultural enterprises resulting in a high demand for vegetation management services utilising most parts of the Land Management Framework. The teams focus is largely landholder driven. Engagement with other government agencies, Local Government and other private industries is also required.

State aim

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

State outcomes

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

Core service plan

NSW Land Management Framework

Local service delivery outcomes by 2026

- **Notification** – Incoming notifications are processed within five business days
- **Voluntary and mandatory certification** – There is an annual reduction in the completion time of certifications
- **Biodiversity conservation** – Provide land management advice which balances biodiversity conservation and production
- **Collaboration** – There is an increase in engagement with other agencies to support the delivery of the Land Management Framework



Identified threats

- Loss of biodiversity
- Economic pressure for production
- Low understanding of regional context



Identified opportunities

- Increased use of technology
- Valuing environmental assets – either through conservation agreements or the Biodiversity Banking and Offsets Scheme

Strategic driver for success

Skilled staff and resources to meet landholder demand

Natural resource management

Landscape management; 5 year service focus

The Central West Local Land Services region supports a diverse array of natural and cultural assets that sustain our agricultural and environmental systems. Our natural resources and landscapes provide ecosystem services and primary production benefits and enhance our sense of place and cultural identity. Healthy landscapes are recognised as also having co-benefits such as creating social and economic resilience within communities.

State aim

Conserve and restore valuable natural and cultural assets

State outcomes

- Functionally diverse and resilient ecosystems
- Conserved cultural assets
- Improved trajectory of target significant species
- Community takes responsibility for maintenance and improvement of natural and cultural resources

Core service plan

Central West Local Land Services NRM Plan

Local service delivery outcomes by 2026

- **Community capacity** – There is an increase in awareness and capacity of land managers and Aboriginal communities to manage natural resources and cultural assets
- **Resource management** – There is an improvement in management practices of priority natural resources and cultural assets driven by on-ground investment
- **Program delivery** – Investor contractual obligations are delivered to a high standard



Identified threats

- Reduced funding
- Loss of biodiversity
- Decline of natural resource base
- Climate impacts
- Loss of cultural knowledge and assets



Identified opportunities

- Whole-farm management
- Carbon farming
- Industry sustainability frameworks and initiatives
- Adoption of technology

Strategic driver for success

Investment to support on ground natural resource management projects and advice

Animal biosecurity and welfare

Biosecurity; 5 year service focus

Home to two large livestock selling centres, the Central West Local Land Services region has significant animal production volumes ranging from extensive cattle and sheep enterprises to intensive livestock industries such as dairy, poultry and pigs. Central West Local Land Services supports these industries to minimise the impact of disease, residues and welfare, providing market assurance that our region produces a safe and ethical product.

State aim

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

State outcomes

- 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

Core service plan

NSW DPI and Local Land Services Animal Biosecurity and Animal Welfare Joint Strategic Plan 2019-2023

Local service delivery outcomes by 2026

- **Biosecurity surveillance** – Surveillance activities are undertaken to identify and exclude notifiable and emergency animal diseases and residues in line with policy and procedure
- **Prevention, preparedness, response and recovery** – High risk industries and industry groups are supported to develop biosecurity plans
- **Shared responsibility** – Agreed training targets are met to improve internal capacity to support industry and producers to deliver on animal biosecurity, NLIS and animal welfare regulatory requirements



Identified threats

- Emergency animal disease
- Recurring extended dry periods
- Maintaining service delivery capacity



Identified opportunities

- Targeted communications
- New markets
- Collaboration between agencies
- Technology

Strategic driver for success

Trained staff in strategic regional locations to support local land managers

Invasive species – pest animals

Biosecurity; 5 year service focus

The economic impact of wild rabbits, carp, pigs, foxes, dogs, goats and introduced birds in NSW has been estimated at \$170 million. Of these, the Central West Local Land Services region predominately deals with feral pigs, foxes, rabbits, locusts and in recent times, wild dogs. The impact of pest species is not only evident in agricultural production, but also on environmental assets. Examples include feral pigs in the Ramsar listed Macquarie Marshes site and foxes on Malleefowl in the Goonoo National Park Community Conservation Area.

State aim

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

State outcomes

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

Core service plan

Central West Regional Strategic Pest Animal Management Plan 2018-2023

Local service delivery outcomes by 2026

- **Containment** – There is an increase in the number of stakeholders participating in broad scale control programs to minimise agricultural impact and movement of pest animal populations
- **Prevention and eradication** – There are actions in place to prevent the movement, or establishment of new or emerging pest populations
- **Asset based protection** – There is a reduction in impact of widespread pest animals on key assets with high, economic, environmental and social value as identified within the Regional Strategic Pest Animal Management Plan



Identified threats

- Increasing pest populations
- Deer population
- Resource capacity to meet service demand



Identified opportunities

- Increased participation in coordinated control programs
- Biosecurity Farm Planning
- Increased education of pest control best practice

Strategic driver for success

Trained staff in strategic locations to support group-based control programs

Invasive species – weeds

Biosecurity; 5 year service focus

The potential impact of invasive plants in the Central West Local Land Services area is greatest on large areas of grazing land, rangeland, and broad acre cropping areas, wetlands and waterways. Inspection priority is given to roads, railways, travelling stock reserves and rivers as known high risk pathways. The highest potential sources for new incursions comes from travelling stock, vehicles, contaminated produce (such as hay), plant nurseries and aquarium suppliers. Central West Local Land Services plays a coordination role in the management of priority weeds as identified within the Regional Strategic Weed Management Plan.

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

Core service plan

Central West Regional Strategic Weed Management Plan 2017-2022

Local service delivery outcomes by 2026

- **Shared responsibility** – The Regional Weeds Committee collaboratively develops approaches to stakeholder engagement and contributes towards the extension of research and other best practice weed management tools
- **Sustainable landscapes** – High priority pathways are inspected and managed accordingly to minimise the economic and environmental impacts
- **Collaborative leadership and innovation** – The Regional Weeds Committee regularly reviews the regions' priority weed listing to ensure currency and adaptation as required



Identified threats

- New incursions
- Climate change
- Plant biosecurity
- Weed resistance
- Movement of fodder
- Peri-urban land management
- Minimal groundcover



Identified opportunities

- Cross-regional collaboration
- Influencing and educating landholders
- Communication channels
- Streamlining investor reporting
- Research and trials

Strategic driver for success

A cooperative and coordinated approach to weed management

Plant biosecurity

Plant biosecurity; 5 year service focus

The highly productive Central West region must address plant biosecurity risks to protect our agricultural and natural systems. Our plant-based industries represent approximately 75% of Central West region's annual gross agricultural production. Awareness and early-detection of incursions are key to protecting our region. Central West Local Land Services prioritises surveillance of high-risk activities and pathways, up-skilling staff and landholders to detect and manage incursions and implementing programs to protect important assets.

State aim

Reduce the impact of plant biosecurity risks on natural resources and agriculture

State outcomes

- Reduced economic losses from plant biosecurity threats
- Reduced ecological threats from plant biosecurity
- Maintain market access

Core service plan

Central West Local Land Services Plant Biosecurity Plan

Local service delivery outcomes by 2026

- **Asset Based Protection** – Protection of targeted industries and assets with high economic, environmental and social value has reduced the potential of widespread plant pests on key assets
- **Surveillance** – The threat of plant biosecurity incursion is mitigated through planned and regular surveillance activities
- **Preparedness, response and recovery** – CW LLS has the capacity to identify risks, plan and prepare for a pest incursion, and respond effectively to an emergency incursion



Identified threats

- Climate variability
- Increased freight and vehicle movements
- Social licence and consumer perception
- Increased agritourism
- Peri-urban encroachment
- Border security and illegal trade



Identified opportunities

- Increased participation in surveillance activities
- Biosecurity Farm Planning
- Increased adoption of plant biosecurity best practice

Strategic driver for success

A collaborative and targeted approach to plant biosecurity surveillance and management

Primary production

5 year service focus

The Central West region supports a diverse range of agricultural industries, including broadacre cereal, oilseed and pulse production, irrigated food and fibre, intensive and extensive livestock production and horticulture. Agriculture is a significant industry supporting the many communities of the Central West through employment, income and land management. Central West Local Land Services staff provide science-based advice, support innovation and foster active collaboration to support enterprise viability through the achievement of production, economical and environmental outcomes.

State aim

Grow farm productivity and healthier environments through quality agricultural advisory services

State outcomes

- Improved productivity, profitability and sustainability
- Greater enterprise and farming system resilience to climate change
- Increased levels of independent landholder innovation for improved land management, productivity and profitability

Core service plan

Central West Local Land Services Agriculture Services Plan 2021-2025

Local service delivery outcomes by 2026

- **Business optimisation** – There is an increase in the number of land managers utilising data drive decision making
- **Resource resilience** – There is an increase in the adoption of management practices treating soil health, climate adaptation and farming resilience



Identified threats

- Biosecurity
- Consumer demand
- Climate variability
- Market access
- Financial stability



Identified opportunities

- Technology advances
- Adaptive systems
- Increased productivity

Strategic driver for success

Maintenance and leverage of advisory capacity to provide valued services to land managers and industry

Emergency management

5 year service focus

Central West 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 as a combat agency to animal, plant and aquatic disease, and plant pest emergencies within NSW.

State aim

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

State outcomes

- Reduced economic losses
- Improved animal welfare
- Reduced risk to human life
- Improved community capacity to recover

Core service plan

Central West Local Land Services Emergency Management Plan 2019-2021

Local service delivery outcomes by 2026

- **Response capacity** – There is an annual average of 90% of staff trained in Emergency Management foundational training and no less than 25% of staff participate in annual emergency management exercises
- **Community resilience** – There is 100% completion of identified actions within seasonal concept of operations reports to promote preparedness activities within at-risk communities
- **Agriculture preparedness and response** – Advice supports regional preparedness and surveillance to minimise plant biosecurity risks



Identified threats

- Increased severity of weather patterns
- Increased animal disease biosecurity risks such as African Swine Fever
- Increased plant pest biosecurity risks



Identified opportunities

- Promote community resilience and preparedness
- Increased recognition of the importance of on farm preparedness

Strategic driver for success

Maintenance of organisational preparedness and staff capacity to support response

Reporting

The Central West Local Land Services Local Service Strategic Plan is underpinned by rigorous Core Service Plans and specific operational targets which are reported on quarterly to our Board. Annual operational reviews identify program level learnings and achievements, and a mid-term review will be undertaken to ensure efficacy of delivery and currency of priorities.

Strategic Priority (overarching)	Board KPI	2021 Baseline
Maintain our local network of skilled, and reliable staff across the Central West region; increase the awareness of, and access to, the full range of services offered by Local Land Services	Maintain staff engagement score	71%
	Increase customer satisfaction	75% private land managers
	Increase net promoter score (NPS)	NPS 18
	Increase number of landholders engaged	Annual average of 1,100 landholders engaged
Strengthen the integration of our service delivery to provide whole-farm management advice; develop strategic alliances that support our program and service delivery at the local level	Increase in customer trust	53%
	Increase area of improved practices	Annual average of 77,000 hectares
	Meet agreed net cost of service (NCOS)	Agreed variance to Net Cost Of Service is not exceeded
	Increase stakeholder satisfaction	Stakeholder satisfaction with services 57%; Intention for ongoing partnerships 83%

Strategic Priority (Landscape Management)	Board KPI	2021 Baseline
Pursue new opportunities to improve the ability to manage TSRs for public and private values	Increase in all forms of TSR revenue from five year rolling average	\$0
Ensure staff are skilled and resourced to meet land manager demand for services under the Land Management Framework	Maintain or improve processing times for Land Management Services	Notifications 8 days; Certificates 50 days
Continue to attract investment to support Natural resource management on public and private land	Increase funding that supports the provision of advice and incentives for improved natural resource management practices	\$3,371,942 average excluding recurrent funding

Strategic Priority (Biosecurity)	Board KPI	2021 Baseline
Maintain a network of skilled District Veterinarians and Biosecurity Officers in strategic locations across the Central West region	Service delivery meets regulated requirements	AB&W Business plan requirements are delivered on time
Ensure Central West Local Land Services is a trusted provider of biosecurity training and advice	Maintain number of skilled biosecurity staff by location	1 x Team Leader; 3 x Senior Biosecurity Officers; 9 x Biosecurity Officers; Across 6 locations
Facilitate a cooperative and coordinated approach to weed management in the Central West region	All tenures of land management are represented through membership on the Central West Regional Weeds Committee; Retain and review the Central West Regional Strategic Weed Management Plan by 2022	N/A

Strategic Priority (Primary Production)	Board KPI	2021 Baseline
Leverage our agricultural advisory capacity to provide value to industry and service providers	Maintain number of agricultural advisory staff Increase agricultural partnerships and/or revenue	1 x Team Leader; 4 x Senior Land Service Officers; 1 x NLP funded Project officer (0.4 FTE); 1 x NLP funded RALF

Strategic Priority (Emergency Management)	Board KPI	2021 Baseline
Maintain a high level of preparedness and staff capacity in emergency management to support incidents, outbreaks and emergency events across the state	90% of staff with foundational skills Land Services	86% Staff have completed foundational training
	Review EM organisational structure annually	N/A
	Identified training priorities are met	38% of identified staff undertaken required training

Operational performance measures

Landscape Management

Travelling Stock Reserves

Service delivery outcome	Target	2021 Baseline
Stock management - Enable fair and equitable access for stock owners whilst retaining 50-70% groundcover	Annual Average 70% groundcover across eastern reserves; Annual Average 50% groundcover across western reserves	N/A
	Number of permits	Annual average of 635 permits
Pest and weed control - The area of TSRs managed for invasive species is maintained or increased	10% increase in area (ha) of weed management	Annual average of 24,589 hectares
	New incursions are eradicated	N/A
Biodiversity conservation - There is an improvement in habitat condition at grant-funded sites	Increase in number of projects that conserve native vegetation for habitat, through grant funding	Annual average of 509 hectares; Annual average of 3 projects
Cultural and recreational - There is an increase in the number of collaborative opportunities created with Aboriginal community and recreational users	20% increase in number of projects collaborating with First Nations People and recreational users	Annual average of 1 project; Annual average of 12 permits

Land Management

Service delivery outcome	Target	2021 Baseline
Notification - incoming notifications are processed within five business days	90% completion of notifications within five business day	Annual average 8 business days
Voluntary and mandatory certification - There is an annual reduction in the completion time of certifications	20% decline in completion time for certificates (days)	Annual average 50 business days
Biodiversity conservation - Provide land management advice which balances biodiversity conservation and production	Number of 1:1 landholder advice consultations (100)	Annual average of 80 referrals or advice
Collaboration - There is an increase in engagement with other agencies to support the delivery of the Land Management Framework	Number of awareness raising events/capacity building events which include other agencies or private enterprise groups (5)	0

Natural Resources Management

Service delivery outcome	Target	2021 Baseline
Community capacity - There is an increase in awareness and capacity of land managers and Aboriginal communities to manage natural resources and cultural assets	75% of attendees with improved awareness/skills; Number of 1:1 landholder advice consultations (annual 250)	N/A
Resource Management - There is an improvement in management practices of priority natural resources and cultural assets driven by on-ground investment	75% of funded on-ground improved practice change is within priority areas	N/A
Program delivery - Investor contractual obligations are delivered to a high standard	100% On time and on budget delivery	100%

Biosecurity

Animal Biosecurity and Welfare

Service delivery outcome	Target	2021 Baseline
Biosecurity surveillance - Surveillance activities are undertaken to identify and exclude notifiable and emergency animal diseases and residues in line with policy and procedure	400 property visit to investigate disease in livestock per annum	Annual average of 400 inspections
Prevention - High risk industries and industry groups are supported to develop biosecurity plans	5 biosecurity plans developed or reviewed per annum	0
Shared responsibility - Agreed training targets are met to improve internal capacity to support industry and producers to deliver on animal biosecurity, NLIS and animal welfare regulatory requirements	New staff complete Mandatory Emergency Management training, Certificate IV in Government Investigation, NLIS eLearning, Animal Welfare Training and Induction Training with 12 months of commencing.	N/A

Invasive Species – Pest Animals

Service delivery outcome	Target	2021 Baseline
Containment - There is an increase in the number of stakeholders participating in broad scale control programs to minimise agricultural impact and movement of pest animal populations	5% increase of individual land managers participating in group control activities	Annual average of 863 participants
Prevention - There are actions in place to prevent the movement, or establishment of new or emerging pest populations	Maintain pest control program group sizes to ensure adequate regional coverage	Annual average of 76 community groups
Asset based protection - There is a reduction in impact of widespread pest animals on key assets with high, economic, environmental and social value as identified within the Regional Strategic Pest Animal Management Plan	Reduction of impact on key assets through prioritised control programs (ground and aerial baiting)	Annual average of 4,260,377 hectares of ground baiting Annual average of holdings participating in aerial shooting -N/A Annual average of 84 helicopter hours Annual average of 80 kms of bait lines

Invasive Species – Weeds

Service delivery outcome	Target	2021 Baseline
Shared responsibility - The Regional Weeds Committee collaboratively develops approaches to stakeholder engagement and contributes towards the extension of research and other best practice weed management tools	5% increase in number of WAP funded stakeholder engagement activities	Annual average of 2023 stakeholder engagement activities
Sustainable landscapes - High priority pathways are inspected and managed accordingly to minimise the economic and environmental impacts	Number of inspections maintained	Annual average of 71,362 inspections
Collaborative leadership - The Regional Weeds Committee regularly reviews the regions' priority weed listing to ensure currency and adaptation as required	Annual review and updating of priority weed listing	Annual average of 8 reviews

Plant Biosecurity

Service delivery outcome	Target	2021 Baseline
Asset based protection - Priority maps of high value economic, environmental and social assets are reviewed annually	Completion of annual review (1)	No mapping or review in place
Surveillance – Surveillance monitoring of high risk incursion pathways is being carried out annually	Two planned surveillance monitoring activities per year	Zero
Preparedness, response and recover – Sustain the number of CW LLS staff trained in plant biosecurity preparedness and response	20	20

Primary Production

Service delivery outcome	Target	2021 Baseline
Business optimisation - There is an increase in land managers utilising data driven decision making	25% Annual increase in the number of people utilising data for decision making	Annual average of 65 landholders
Resource resilience - There is an increase in skills and awareness of management practices supporting soil health, climate adaptation and farming resilience	75% of attendees with improved knowledge and skills	Annual average of 295 participants; Knowledge and skills N/A
	Annual one on one landholder advice activities (350)	Annual average of 434 landholders

Emergency Management

Service delivery outcome	Target	2021 Baseline
Response capacity - There is an annual average of 90% of staff trained in Emergency Management foundational training and no less than 25% of staff participate in annual emergency management exercises	90% staff with EM foundational qualifications	86% of staff
	25% staff in at least one annual EM exercise	Annual average of 22%
	50% of staff have participate in at least one EM exercise over the five year period	39% of staff
Community resilience - Concept of operations identifies regional hazards and informs operational and community preparedness	Six monthly reviews identify risks and ensure capacity to support community during response	N/A
	% of staff within Incident Management and Operations Team Organisational Structure who have undertaking required training	38%
Agriculture preparedness and response - Advice supports regional preparedness and surveillance to minimise plant biosecurity risks	Surveillance and preparedness activities meet situational requirements (number of investigations and communication activities)	Annual average of 20 surveillance inspections; Annual average number of communications activities -N/A

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