



Local Land
Services
Greater Sydney

Local Strategic Plan 2016-2021



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Greater Sydney Local Strategic Plan

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Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing August 2015. 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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Acknowledgement of Country

Australia has been occupied by Aboriginal people for over 40,000 years. There are many aspects of the landscape remaining today within the Greater Sydney region, which maintain important Aboriginal Cultural Heritage values.

Greater Sydney Local Land Services respects and acknowledges all Traditional Custodians and Aboriginal community members within the Greater Sydney region, and pay respect to Elders past, present and future.

Aboriginal people have cultural and spiritual obligations to care for the natural environment, which includes all fauna and flora, all water sources and land formations. Aboriginal people depended wholly on the natural environment to maintain their daily lives, as we do today.

Greater Sydney Local Land Services recognise that it is vital to develop and continue to maintain strong partnerships with Aboriginal people in our region.

Minister's forward

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

Terry Charlton

Chair of Greater Sydney Local Land Services

Greater Sydney Local Land Services encompasses the largest urban area in NSW and includes an extensive peri-urban environment. The region is the "gateway" by sea and air into Australia. Commercial and residential "footprints" within Greater Sydney Local Land Services are expanding rapidly, setting up land use competition at a time when "local" food production is being increasingly valued. Agricultural productivity is arguably not keeping pace with the shrinking availability and utilisation of appropriate agricultural land.

It is demonstrable that the increasingly valued and valuable critical resource, agricultural land, is an increasingly scarce resource.

The challenge for Greater Sydney Local Land Services is, of course, not to plead for retardation of urban development but to focus on how best to respond to the special and region specific challenges created by this resource scarcity and the concomitant risks of "adjacent" urban densification, urban expansion and community expectations for environmental quality enhancement or at least, protection. These challenges are writ large when commercial and residential development implications are focused on water and waterways; Greater Sydney being part of the catchment for drinking water for 4.2 million people, two major import/export commercial harbours, river systems and wetlands vital for environmental diversity, aquaculture and recreational amenity utilised by the most dense population distribution in Australia.

It needs also to be said that the above mentioned characteristics across Greater Sydney Local Land Services give rise to a range of risks not completely understood nor, perhaps, fully identified. What is clear however is that the funding provided by traditional sources of Federal and State Governments, and a limited rate base are inadequate compared to the resident and visiting population and commercial activity.

Thus the management focus of Greater Sydney Local Land Services in the foreseeable future is on developing commercial disciplines in day to day decision making and prioritisation, removing non-value adding activity and increasing the range and diversity of funding sources.

Key to success will be:

- Timely corporate culture change to further develop outcomes accountability,
- Successful implementation of initiatives to increase productivity in all we do,
- Better resource allocation to increase stakeholder awareness of Greater Sydney Local Land Services to remedy "capital city" population apathy towards a number of the issues referred to above, and;
- Identification of the means to generate income from new stakeholder relationships and/or increase the value proposition within existing relationships.

A solid start to successfully addressing the challenges described above has been made in our first year of operation. The work necessary to make the Local Land Services concept as overtly valued as we all believe it can be, is gaining momentum and fiscal 2015/2016 will see this value demonstrated



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.

The Greater Sydney Local Land Services Strategic Plan (the Local Strategic Plan) provides a shared vision for communities and Government to work together for productive and healthy landscapes. This plan aims to provide a framework for service delivery that can reflect changing community interest and aspirations, support the regional economy, protect the environment and keep pace with innovation and technology.

While this Plan is consistent with the NSW Local Land Services Strategic Plan (the State Strategic Plan), it recognises that the differences in landscapes and communities across the state result in differing local priorities, with different strategic approaches and methods of delivery. The Greater Sydney Local Land Services Strategic Plan is explicit on what needs to be done in our region, how we will work together to achieve it and how we know we are going in the right direction by measuring our success.

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.

Strategic direction

The State Strategic Plan is consistent with the *Local Land Services Act 2013* and 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.

The Greater Sydney Local Land Services Strategic Plan recognises that it operates within a whole of government framework. The plan was developed in line with state priorities and will support delivery of the NSW Local Land Services Strategic Plan, the NSW Invasive Species Plan, the NSW State Biosecurity Strategy and other plans, strategies and legislation that inform improved management of the natural and productive landscapes of the region. Explicit alignment with these plans provides for program delivery consistent with government priorities and identifies opportunities for integration of activities with other stakeholders. This in turn will support the regional economy and the amenity and health of the regional community.

Greater Sydney Local Land Services is dedicated to high quality, customer focused services to individuals, communities and industries, creating sustainable and productive futures.

In a region undergoing continuous change, future challenges will require skills and expertise, investment from all levels of government and the private sector, and input from research organisations and the community in collaborative approaches to deliver environmental, social and economic outcomes that are measurable and affordable.

The Greater Sydney Local Land Services Strategic Plan identifies six strategic objectives which guide how Greater Sydney Local Land Services works with our partners, industry, state and Local Government, and communities to maintain and build increased productivity, economic growth, strong and healthy communities and a valued natural environment. Each strategic objective is to be delivered by a number of long-term plans of action, or strategies. In turn each Strategy will be implemented by high level actions, called Key Actions in this Plan.

The plan includes detail of the timeframes for delivery of these actions, and performance indicators to measure the success of their implementation and the key stakeholders that Greater Sydney Local Land Services will work with to implement the strategies and actions.

6 Greater Sydney Local Strategic Plan

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 which is responsible for corporate governance and oversight of day-to-day operations, the development of a local strategic plan and budgets in line with local and state priorities.

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.



Figure 1: The 11 Local Land Services regions.

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.
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	Performance
Collaboration	Service
Innovation	Trust
Integrity	



The Local Land Services Strategy

The State Strategic Plan and the Greater Sydney 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.

The 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 Greater Sydney 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

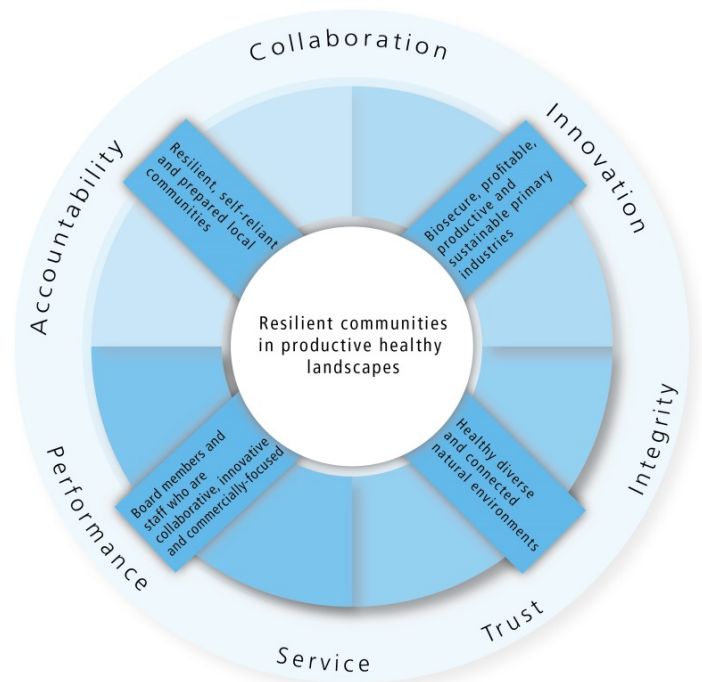


Figure 2: An overview of Local Land Services' vision, goals and values.

The Greater Sydney region

Greater Sydney is the most populous and culturally diverse region in Australia. It has a complex physical and social landscape. It is the largest urban area in NSW and is also one of the fastest growing regions in the country, yet it retains outstanding natural values and important productive agricultural industries.

Greater Sydney is home to 4.6 million people, the largest urban population in Australia and representing 59% of the population of NSW. 36% of residents were born overseas. The Aboriginal and Torres Strait Islander population at the 2011 census was 54,747 or 32% of the total population of Indigenous people in NSW.

The Greater Sydney region continues to grow. The Department of Planning and Environment projects the population of the Central Coast to increase from the 2011 census figure of 322,560 to 386,900 in 2031, while the Sydney metropolitan population is expected to reach 5.6 million, a total for the Greater Sydney region of almost 6 million people by 2031.

This puts pressure on agricultural lands and activities due to demand for new residential areas, higher land values and increasing incompatibility with adjoining land uses. Despite this, the Greater Sydney region is still significant in food production, accounting for 7% of the value of NSW agriculture on only 1.5% of the State's land area, and adding significant value to the NSW economy. The region produces 43% of NSW's poultry, 31% of egg production and 54% of turf production. Additionally 59% of all vegetable farms in NSW are in the Greater Sydney region and deliver 38% of vegetable production value. The highest value agricultural sectors in the region are poultry (meat and eggs), vegetables, nurseries and turf. Commercial fishing and oyster farming occur in the Hawkesbury River, Brisbane Waters and Georges River.

The priorities for the agricultural advisory services delivered by Greater Sydney Local Land Services are therefore focused on maintaining the viability of agriculture within the region by increasing efficiencies in production and resource use.

The region's natural features create a spectacular landscape that provide amenity for residents and act as a draw card for international and domestic tourism. The region is endowed with abundant natural areas in National Parks and reserves. These include the Royal National Park, the second oldest National Park in the world as well as the Greater Blue Mountains World Heritage Area and the extensive reserved lands on the Central Coast.


Greater Sydney's scenic waterways deliver a range of ecosystem services. Water supply is harvested from the Blue Mountains, the Woronora River in Southern Sydney, the Nepean at Richmond and the Central Coast catchments of Mangrove Creek and Wyong Creek. The rivers support agricultural, commercial and recreation uses. The Towra Point wetlands are listed under the international Ramsar Convention, and the coast, beaches and lagoons contribute to Greater Sydney's reputation as one of the most "liveable" regions in the world.

The intense population pressure in the region can lead to the unsustainable use of natural assets while continuing development can result in a reduction in the extent, connectivity and condition of native vegetation and the habitat it provides. Priorities for natural resource management by Greater Sydney Local Land Services are therefore focused on the protection and management of high value assets such as threatened entities, nationally recognised natural areas, connectivity between natural areas, and urban bushland. Improving the condition of the regions rivers and waterways, and Sydney's iconic harbours are also management priorities.

Sydney is a "gateway" for trade and tourism. Sydney Harbour and Botany Bay are working harbours while Sydney's international airport handles more than thirty five million passenger movements and more than half a million tonnes of freight per year.

A September 2014 report by Destination NSW indicated over 8.5 million domestic overnight visitors per year spend over 23 million nights in the region. In the same period nearly 3.0 million international visitors spent more than 63 million nights in the region.

This extraordinary movement of people and trade creates a major biosecurity risk. Despite Australia's strong border controls in recent years the Greater Sydney region has been the entry point for severe biosecurity threats including equine influenza and myrtle rust. As recently as 2014/15 Greater Sydney has experienced incursion of potentially catastrophic



new threats including and Argentinian fire ants and Asian black spined toad. Greater Sydney Local Land Services has an important role in the post-border management of such threats in conjunction with the Department of Primary Industries.

The region also has established and significant pest and disease threats that require on-going management to minimize impacts on agriculture, communities and the environment. These include Bovine Johnes disease, and vertebrate pests such as foxes and rabbits in the metropolitan area, established populations of feral pigs on peri-urban lands, and wild dogs threatening grazing enterprises and increasingly causing social impacts in the south of the region, Blue Mountains and the Central Coast.

The priorities for management of biosecurity are therefore focused on reducing the agricultural, social and environmental impacts of priority vertebrate pests, disease management to maintain market access for grazing enterprises, and responding to new and emerging pest and disease threats.

The beauty of the region's natural features belies their capacity to create risk to life and property. The Hawkesbury valley is considered to be the most flood-prone in NSW. The eucalypt dominated vegetation throughout the region creates a high risk from bushfire. There is high demand for residential areas in close proximity to natural areas increasing the number of individuals exposed to fire and flood risk.

Climate projections indicate that the intensity of these, and other extreme events such as severe storms and coastal impacts, is likely to increase with consequent demand on the supporting role that Greater Sydney Local Land Services will provide in the response and recovery stage of emergency management.

The priorities for emergency management are to increase the capacity of Greater Sydney Local Land Services staff and the community to respond to emergencies and provide support in the recovery phase. In particular, building capacity to respond to bushfires, high level biosecurity threats and flooding are high priorities.

The Greater Sydney region is divided into three sub-regions for delivery of Greater Sydney Local Land Services programs, based on biophysical and social parameters. These are:

- Metropolitan area – the densely populated urban areas of Sydney. This includes urban waterways, estuaries and harbours, and urban bushland.
- Peri-urban areas – the mixed land use area to the south, west and north of the metropolitan area. This is characterized by a mix of new suburbs, towns, agricultural lands with small holdings, and conservation reserves.
- Central Coast – the area north of the Hawkesbury River estuary, containing a mix of lakes and waterways, agricultural lands with small holdings, conservation reserves, and the large towns of Gosford and Wyong.

Strategic direction

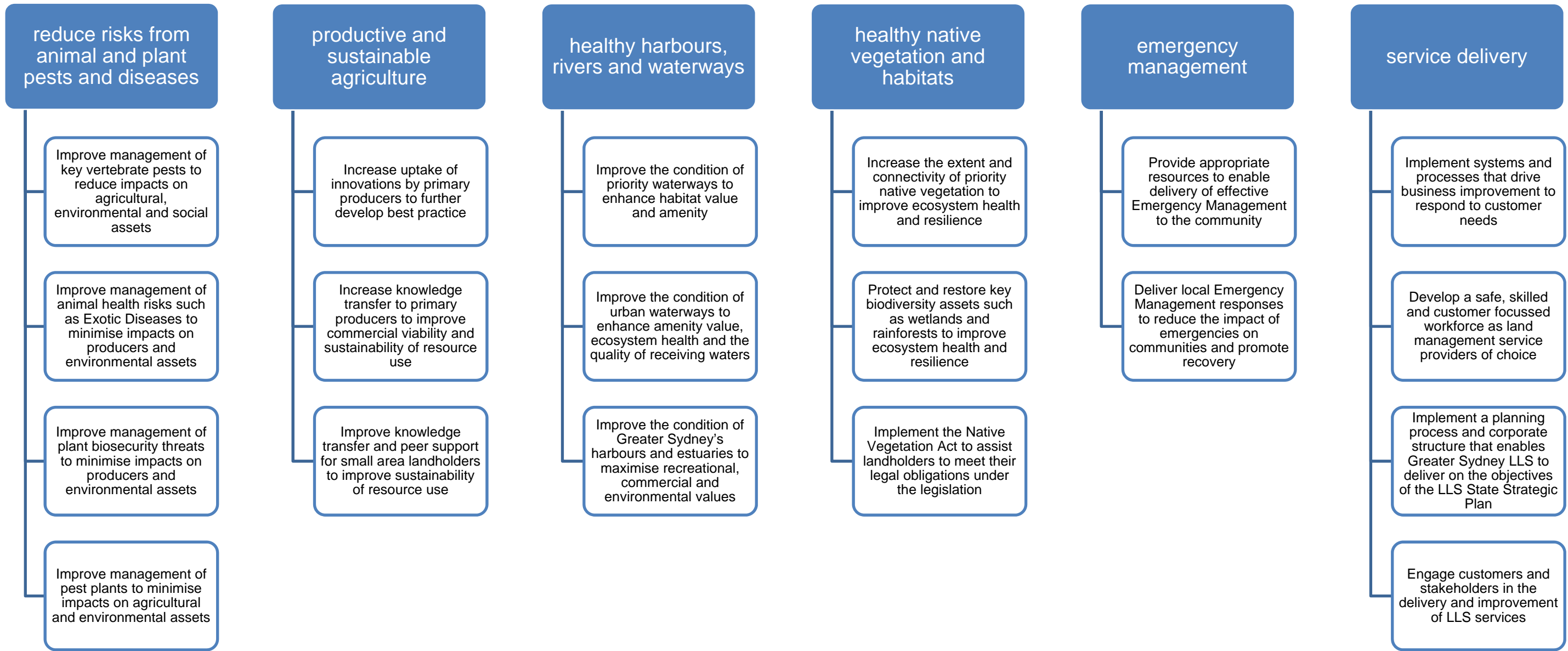
Local Land Services statewide goals and strategies

The following table shows the statewide goals and supporting strategies that all 11 Local Land Services regions will work to deliver. Goals 1 to 3 are supported collectively by Strategies 1 to 9, while Goal 4 is supported by Strategies 10 to 12.

GOAL 1: Resilient, self-reliant and prepared local communities.	GOAL 2: Biosecure, profitable, productive and sustainable primary industries.	GOAL 3: Healthy, diverse and connected natural environments.	GOAL 4: Board members and staff who are collaborative, innovative and commercially-focused.
STRATEGY 1: Provide data, information and knowledge that supports and enables land managers, customers and government to improve decision making.			STRATEGY 10: Develop engaged and accountable people with a strong customer and stakeholder focus.
STRATEGY 2: Provide products and advisory services that support and enable customers to implement improved practices.			
STRATEGY 3: 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.			
STRATEGY 4: Collaborate with investors, stakeholders and external organisations to deliver improved products and services to customers.			
STRATEGY 5: Ensure local people participate in decision making.			
STRATEGY 6: Connect research and development with advisory services to address priority data, information and knowledge gaps and barriers to improved practice.			
STRATEGY 7: Deliver services that support Aboriginal people to care for Country and share traditional land management knowledge.			
STRATEGY 8: Deliver consent and compliance services that educate and protect communities, landscapes and industries.			
STRATEGY 9: Manage Crown Land vested in Local Land Services for environmental, social, and economic outcomes.			
			STRATEGY 11: Foster a values-based culture which emphasises collaboration, innovation and continual improvement.
			STRATEGY 12: Ensure a safe, efficient, effective and sustainable organisation.

Greater Sydney Local Land Services Strategic Objectives and Strategies

Greater Sydney Local Land Services has identified 6 Strategic Objectives to guide our delivery of the Local Land Services State Plan for the next 5 years. These are shown below, in the blue boxes, with their supporting strategies in the white boxes. The 6 Strategic Objectives incorporate the 4 statewide Goals and localise them to the landscape of the Greater Sydney region. The specific alignment of the Greater Sydney Strategic Objectives to the 4 statewide goals is shown in table on the following page.



Greater Sydney alignment with NSW Local Land Services

Greater Sydney Local Land Service Strategic Objectives	Alignment with NSW Local Land Service Goals
Reduce risks from animal and plant pests and disease	Resilient, self-reliant and prepared local communities. Biosecure, profitable, productive and sustainable primary industries. Healthy, diverse, connected natural environments.
Productive and sustainable agriculture	Resilient, self-reliant and prepared local communities Biosecure, profitable, productive and sustainable primary industries.
Healthy harbours rivers and waterways	Resilient, self-reliant and prepared local communities. Biosecure, profitable, productive and sustainable primary industries. Healthy, diverse, connected natural environments.
Healthy native vegetation and habitats	Resilient, self-reliant and prepared local communities. Biosecure, profitable, productive and sustainable primary industries. Healthy, diverse, connected natural environments.
Emergency management	Resilient, self-reliant and prepared local communities. Biosecure, profitable, productive and sustainable primary industries.
Service delivery	Board members and staff who are collaborative, innovative and commercially-focused.

Strategies, Key actions, timeframes and measures

Time frames for delivery of key actions are expressed as being delivered within 2 years (Short term = S), 2 -5 years (Medium term = M), or longer than 5 years (Long term = L). Where Key Actions will be delivered on an on-going basis this is indicated as delivery in all three time frames ie. SML.

Strategic Objective 1: Reduce risks from animal and plant pests and disease			
Strategy 1.1: Improve management of key vertebrate pests to reduce impacts on agricultural, environmental and social assets			
Key Actions	Timeframes for delivery	Greater Sydney Local Land Services example Key Performance Indicators	Alignment with State Strategies and Key Performance Indicators
1.1.1 Plan and co-ordinate priority regional approaches to vertebrate pest management	S	Reduction of impacts of vertebrate pests on agricultural, environmental and social assets	NSW Local Land Services Strategies 2,4,5,8 Early Indicator: Customer satisfaction: consent, compliance and enforcement services. Longer term Indicator: Customers implementing statutory and industry requirements. Early Indicator: Customer satisfaction - information and knowledge services (natural resource management, biosecurity, agricultural, emergency management). Longer term Indicator: Customer capacity - knowledge. Early Indicator: Customer satisfaction - extension services (natural resource management, biosecurity, agricultural). Longer term Indicators: Customer capacity - knowledge, physical and financial; Customers implementing profitable, productive and sustainable land management practices; Priority pest containment
1.1.2 Raise landholder and community awareness of vertebrate pest issues	SML	Example:	
1.1.3 Provide advice, training and pest control with landholders and groups	SML	<ul style="list-style-type: none">Customer reportsLevel of activity in strategic vertebrate pest management	
1.1.4 Develop and support vertebrate pest management groups	SM	Examples:	
1.1.5 Ensure compliance with legislative requirements	SML	<ul style="list-style-type: none">Number of current registered campaignsNumber of properties involved in campaign	
1.1.6 Provide staff training in the safe and effective use of pest control products, machinery and techniques (SML)	SML	<ul style="list-style-type: none">Number of baits deployedNumber of pest management groups	
1.1.7 Monitor and review vertebrate pest management programs for effectiveness (ML)	ML	Customer satisfaction – using customer survey that includes assessment of service delivery	
Strategy 1.2: Improve management of animal health risks such as Exotic Diseases to minimise impacts on producers			
Key Actions	Timeframes for delivery	Greater Sydney Local Land Services example Key Performance Indicators	Alignment with State Strategies and Key Performance Indicators
1.2.1 Plan priority regional approaches to animal health management	S	Reduction in impacts of diseases of livestock and recreational animals	NSW Local Land Services Strategies 1,2,4,5,6,8 Early Indicator: Customer satisfaction: consent, compliance and enforcement services. Longer term Indicator: Customers implementing statutory and industry requirements; Market access maintained Early Indicator: Customer satisfaction - information and knowledge services (natural resource management, biosecurity, agricultural, emergency management). Longer term Indicator: Customer capacity - knowledge. Early Indicator: Customer satisfaction - extension services (natural resource management, biosecurity, agricultural). Longer term Indicators: Customer capacity - knowledge, physical and financial; Customers implementing profitable, productive and sustainable land management practices.
1.2.2 Undertake regional passive surveillance for significant diseases of animals and residues on land	SML	Example:	
1.2.3 Undertake regional active surveillance for specific stock diseases and risks	SML	<ul style="list-style-type: none">Customer reportsNumber of BJD positive tests	
1.2.4 Participate in state animal health programs including planning and preparedness for animal health/disease risks	SML	Support provided to customers in managing animal health	
1.2.5 Provide support for animal welfare programs	SML	Example:	
1.2.6 Raise stakeholder awareness and knowledge of animal health risks	SML	<ul style="list-style-type: none">Property visits by vets and biosecurity officersGeneral consultations by vets and biosecurity officersNumber of saleyard inspections Customer satisfaction – using customer survey that includes assessment of service delivery	
Strategy 1.3: Improve management of plant biosecurity threats to minimise impacts on producers and environmental assets			
Key Actions	Timeframes for delivery	Greater Sydney Local Land Services example Key Performance Indicators	Alignment with State Strategies and Key Performance Indicators
1.3.1 Minimise plant biosecurity threats from pests and diseases -as per regional Plans	SML	Reduction in impacts of plant diseases	NSW Local Land Services Strategies 1,2,4,5,6 Early Indicator: Customer satisfaction: consent, compliance and enforcement services. Longer term Indicators: Customers implementing statutory and industry requirements; Market access maintained Early Indicator: Customer satisfaction - information and knowledge services (natural resource management, biosecurity, agricultural, emergency management). Longer term Indicator: Customer capacity - knowledge.
1.3.2 Respond to plant pest and disease incursions	SML	Examples: <ul style="list-style-type: none">Customer reports	
1.3.3 Improve compliance with existing plant biosecurity regulations	SML	Level of support and response to minimise plant health risks	
1.3.4 Raise stakeholder awareness and knowledge of plant biosecurity risks	SML	Example: <ul style="list-style-type: none">Number of training sessions or workshops	

		<ul style="list-style-type: none">Number of surveillance events for plant pathogens Customer satisfaction – using customer survey that includes assessment of service delivery	Early Indicator: Customer satisfaction - extension services (natural resource management, biosecurity, agricultural). Longer term Indicators: Customer capacity - knowledge, physical and financial; Customers implementing profitable, productive and sustainable land management practices.
Strategy 1.4: Improve management of pest plants to minimise impacts on agricultural and environmental assets			
Key Actions	Timeframes for delivery	Greater Sydney Local Land Services example Key Performance Indicators	Alignment with State Strategies and Key Performance Indicators
1.4.1 Support and co-ordinate regional approaches to weed management	SM	Reduction of impacts of weeds on agricultural and environmental assets	NSW Local Land Services Strategies 1,2,4,5,6 Early Indicator: Customer satisfaction - information and knowledge services (natural resource management, biosecurity, agricultural, emergency management). Longer term Indicator: Customer capacity - knowledge.
1.4.2 Deliver investment in weed management	SML	Example	
1.4.3 Prevent the further spread of priority weeds	SML	<ul style="list-style-type: none">Outlying populations controlled Assessment of coordinated pest plant campaigns Example: <ul style="list-style-type: none">Number of strategic weed projects supportedArea (ha) of pest plant control measures implementedNumber of activities providing advice / property visits Customer satisfaction – using customer survey that includes assessment of service delivery	
Strategic Objective 2: Productive and sustainable agriculture			
Strategy 2.1 Increase uptake of innovations by primary producers to further develop best practice			
Key Actions	Timeframes for delivery	Greater Sydney Local Land Services example Key Performance Indicators	Alignment with State Strategies and Key Performance Indicators
2.1.1 Perform a knowledge broker function for producers (SML)	SML	Innovative techniques promoted to producers through demonstrations, workshops and training	NSW Local Land Services Strategies 1,2,4,6 Early Indicator: Stakeholder satisfaction – local research and development priorities identified Longer term Indicator: Research and development stakeholders addressing local research and development priorities Early Indicator: Customer satisfaction - information and knowledge services (natural resource management, biosecurity, agricultural, emergency management). Longer term Indicator: Customer capacity - knowledge.
2.1.2 Develop and deliver available incentives to trial and promote advancement in best practices	S	Example: <ul style="list-style-type: none">Number of demonstrations and workshops for producers on new innovations	
2.1.3 Develop and support on-farm demonstration initiatives (SML)	SML	<ul style="list-style-type: none">Number of fact sheets developedNumber of industry groups using on-farm demonstration facilities Customer satisfaction – using customer survey that includes assessment of service delivery	
Strategy 2.2 Increase knowledge transfer to primary producers to improve commercial viability and sustainability of resource use			
Key Actions	Timeframes for delivery	Greater Sydney Local Land Services example Key Performance Indicators	Alignment with State Strategies and Key Performance Indicators
2.2.1 Develop Customer Service Strategies for specific agricultural industries in the Greater Sydney region	S	Provision of knowledge and expertise through local support and networks	NSW Local Land Services Strategies 1,2,4,5,6 Early Indicator: Customer satisfaction - information and knowledge services (natural resource management, biosecurity, agricultural, emergency management). Longer term Indicator: Customer capacity - knowledge.
2.2.2 Implement Action Plans from the Horticulture, Irrigation and Mixed Farming Customer Service Strategies	S	Example: <ul style="list-style-type: none">Number of demonstrations and workshops for producers; and post workshop surveys	
2.2.3 Explore opportunities for fee for service initiatives, including with other Local Land Services regions	SML	<ul style="list-style-type: none">Number of enquiriesNumber of activities providing advice / property visits	
2.2.4 Develop a technology bridge and transfer role, including transferring research and	SML	<ul style="list-style-type: none">Number of fact sheets developed	Longer term Indicator: Customer capacity - knowledge, physical and financial. Customers implementing profitable, productive and sustainable land management

development outcomes to growers and industry			
2.2.5 Provide independent and targeted agricultural extension advice to producers and industry	SML	<ul style="list-style-type: none"> Number of industry groups using on-farm demonstration facilities Customer satisfaction – using customer survey that includes assessment of service delivery	practices.
2.2.6 Participate in & support key industry representative groups and relevant initiatives	SML		

Strategy 2.3 Improve knowledge transfer and peer support for small area landholders to improve sustainability of resource use

Key Actions	Timeframes for delivery	Greater Sydney Local Land Services example Key Performance Indicators	Alignment with State Strategies and Key Performance Indicators
2.3.1 Implement priority recommendations from Mixed Farming Customer Service Strategy for servicing peri-urban clients	SM	Provision of knowledge and expertise through local support and networks	NSW Local Land Services Strategies 1,2,4,5,6 Early Indicator: Customer satisfaction - information and knowledge services (natural resource management, biosecurity, agricultural, emergency management). Longer term Indicator: Customer capacity - knowledge. Early Indicator: Customer satisfaction - extension services (natural resource management, biosecurity, agricultural). Longer term Indicator: Customer capacity - knowledge, physical and financial; Customers implementing profitable, productive and sustainable land management practices.
2.3.2 Support peri-urban Landcare/biosecurity groups and networks	SML	Example: <ul style="list-style-type: none"> Number of demonstrations and workshops for small area landholders; and post workshop surveys Number of enquiries Number of activities providing advice / property visits Number of peri-urban landholder support groups formed 	
2.3.3 Development of a Small Farms network to support small scale enterprises	S	Customer satisfaction – using customer survey that includes assessment of service delivery	

Strategic Objective 3: Healthy harbours, rivers and waterways

Strategy 3.1 Improve the condition of priority waterways to enhance habitat value and amenity

Key Actions	Timeframes for delivery	Greater Sydney Local Land Services example Key Performance Indicators	Alignment with State Strategies and Key Performance Indicators
3.1.1 Identify priorities for investment	S	Level of activity enhancing habitat values in priority waterways	NSW Local Land Services Strategies 1,2,5,6 Early Indicator: Customer satisfaction - information and knowledge services (natural resource management, biosecurity, agricultural, emergency management). Longer term Indicator: Customer capacity - knowledge. Early Indicator: Customer satisfaction - extension services (natural resource management, biosecurity, agricultural). Longer term Indicator: Customer capacity - knowledge, physical and financial. Customers implementing profitable, productive and sustainable land management practices.
3.1.2 Develop incentive projects for implementation	SML	Example:	
3.1.3 Promote and disseminate educational resources	SM	<ul style="list-style-type: none"> Area (ha) of riparian native vegetation enhanced/rehabilitated 	
3.1.4 Develop targeted strategic cross tenure riparian weed control programs	SM	<ul style="list-style-type: none"> Streambank length(km) of riparian vegetation planted to riparian native species 	
3.1.5 Maintain and develop partnerships with local government and agencies	SML	<ul style="list-style-type: none"> Area (ha) of riparian native vegetation protected by fencing 	

Strategy 3.2 Improve the condition of urban waterways to enhance amenity value, ecosystem health and the quality of receiving waters

Key Actions	Timeframes for delivery	Greater Sydney Local Land Services example Key Performance Indicators	Alignment with State Strategies and Key Performance Indicators
3.2.1 Develop local government and agency partnership projects for priority urban waterways with incentive funding	SM	Level of activity enhancing amenity values and water quality in urban waterways	NSW Local Land Services Strategies 1,2,5,6 Early Indicator: Customer satisfaction - information and knowledge services (natural resource management, biosecurity, agricultural, emergency management). Longer term Indicator: Customer capacity - knowledge. Early Indicator: Customer satisfaction - extension services (natural resource management, biosecurity, agricultural). Longer term Indicator: Customer capacity - knowledge, physical and financial.
3.2.2 Support capacity building initiatives for best practice urban waterway management	SML	Example:	
3.2.3 Support initiatives to minimise adverse landuse and recreation impacts	SML	<ul style="list-style-type: none"> Number of councils supported in using Water Sensitive Urban Design Number of promotional / media activities developed Area (ha) of riparian native vegetation enhanced/rehabilitated 	

			Customers implementing profitable, productive and sustainable land management practices.	
Strategy 3.3 Improve the condition of Greater Sydney’s harbours and estuaries to maximise recreational, commercial and environmental values				
Key Actions		Timeframes for delivery	Greater Sydney Local Land Services example Key Performance Indicators	Alignment with State Strategies and Key Performance Indicators
3.3.1	Develop local government, agency and community partnership projects with incentive funding	SM	Partnership projects developed	NSW Local Land Services Strategies 1,2,4,5,6 Early Indicator: Customer satisfaction - information and knowledge services (natural resource management, biosecurity, agricultural, emergency management). Longer term Indicator: Customer capacity - knowledge.
3.3.2	Support the preparation and implementation of Water Quality Improvement Programs and Coastal Zone Management Plans	S	Sydney Harbour Water Quality Improvement Plan actions included in other relevant plans Examples:	
3.3.3	Support initiatives to minimise adverse landuse and recreational impacts	SML	<ul style="list-style-type: none">• Number of councils supported in using WSUD• Number of promotional / media activities developed• Number of activities providing advice	Early Indicator: Customer satisfaction - extension services (natural resource management, biosecurity, agricultural). Longer term Indicator: Customer capacity - knowledge, physical and financial. Customers implementing profitable, productive and sustainable land management practices.
Strategic Objective 4: Healthy native vegetation and habitats				
Strategy 4.1 Increase the extent and connectivity of priority native vegetation to improve ecosystem health and resilience				
Key Actions		Timeframes for delivery	Greater Sydney Local Land Services example Key Performance Indicators	Alignment with State Strategies and Key Performance Indicators
4.1.1	Identify priority locations for rehabilitation	S	Increase in the area of native vegetation managed for ecosystem health and connectivity	NSW Local Land Services Strategies 1,2,4,5 Early Indicator: Customer satisfaction - information and knowledge services (natural resource management, biosecurity, agricultural, emergency management). Longer term Indicator: Customer capacity - knowledge.
4.1.2	Establish partnerships with key land managers to support strategic rehabilitation projects	SM	Example:	
4.1.3	Deliver strategic rehabilitation projects through partnership and incentive programs	SML	<ul style="list-style-type: none">• Area (ha) planted to native species• Number of multi partner projects initiated• Area of vegetation protected in conservation agreements	Early Indicator: Customer satisfaction - extension services (natural resource management, biosecurity, agricultural). Longer term Indicator: Customer capacity - knowledge, physical and financial; Customers implementing profitable, productive and sustainable land management practices.
4.1.4	Raise awareness of priority vegetation management issue	SM	<ul style="list-style-type: none">• Number of education events or people trained / educated in vegetation management initiatives	
4.1.5	Support and promote Landcare programs which improve vegetation connectivity	SM		
Strategy 4.2 Protect and restore key biodiversity assets such as wetlands and rainforests to improve ecosystem health and resilience				
Key Actions		Timeframes for delivery	Greater Sydney Local Land Services example Key Performance Indicators	Alignment with State Strategies and Key Performance Indicators
4.2.1	Identify key biodiversity assets for management	S	Increase in the area of key biodiversity assets protected or enhanced	NSW Local Land Services Strategies 1,2,4,5,6 Early Indicator: Customer satisfaction - information and knowledge services (natural resource management, biosecurity, agricultural, emergency management). Longer term Indicator: Customer capacity - knowledge.
4.2.2	Identify key threats to priority assets	S	Example:	
4.2.3	Establish partnership projects with key land managers to reduce threats or recover assets	SM	<ul style="list-style-type: none">• Area (ha) of wetland native vegetation enhanced/rehabilitated• Area (ha) protected by fencing specifically for significant species or ecological community protection• Number of annual biodiversity asset priority plans completed	Early Indicator: Customer satisfaction - extension services (natural resource management, biosecurity, agricultural). Longer term Indicators: Customer capacity - knowledge, physical and financial; Customers implementing profitable, productive and sustainable land management practices; Priority pest containment
4.2.4	Deliver incentives to land managers to implement strategic threat management projects	SML		
4.2.5	Support education and awareness initiatives which manage threats to biodiversity	SM		
4.2.6	Support and promote Landcare programs which protect biodiversity assets	SM		

Strategy 4.3 Implement the Native Vegetation Act to assist landholders to meet their legal obligations under the legislation			
Key Actions	Timeframes for delivery	Greater Sydney Local Land Services example Key Performance Indicators	Alignment with State Strategies and Key Performance Indicators
4.3.1 Fulfil Local Land Services obligations under Native Vegetation Act	SML	Level of assistance provided to landholders and other clients	NSW Local Land Services Strategies 1,4,8 Early Indicator: Customer satisfaction: consent, compliance and enforcement services. Longer term Indicator: Customers implementing statutory and industry requirements. Early Indicator: Customer satisfaction - information and knowledge services (natural resource management, biosecurity, agricultural, emergency management). Longer term Indicator: Customer capacity - knowledge.
4.3.2 Maintain the appropriate staff skills and resources to undertake assessments and reviews	SML	Example: <ul style="list-style-type: none">Number of enquiries satisfiedNumber of PVPs developedNumber of native vegetation inquiries	
4.3.3 Respond to requests for comment and assessment on development proposals where the Native Vegetation Act applies	SML	Customer satisfaction – using customer survey that includes assessment of service delivery	
4.3.4 Development of strategic plans, review of planning instruments and tools, where appropriate	SML		
4.3.5 Engage constructively with landholders and respond to native vegetation management inquiries	SML		
Strategic Objective 5: Emergency management			
Strategy 5.1 Provide appropriate resources to enable delivery of effective Emergency Management to the community			
Key Actions	Timeframes for delivery	Greater Sydney Local Land Services example Key Performance Indicators	Alignment with State Strategies and Key Performance Indicators
5.1.1 Key natural disaster and Biosecurity risks identified and planned for in consultation with NSW Department of Primary Industries and key regional groups	SM	Assessment of organisational and staff preparedness and experience in emergency management	NSW Local Land Services Strategies 1,3 Early Indicator: Customer satisfaction - emergency management services. Stakeholder satisfaction - emergency management services. Longer term Indicator: Community capacity -emergency preparedness. Local Land Services emergency response capability/practices implemented.
5.1.2 Identify staff for key local and regional response roles	S	Example: <ul style="list-style-type: none">Number of staff identified for emergency management rolesNumber of hours of emergency management groups engaged with	
5.1.3 Staff training and resource readiness	SML		
5.1.4 Engage with emergency management agencies to build partnerships and identify support needs	SM	Community education in emergency preparation	
5.1.5 Educate ratepayers and community to facilitate preparedness, minimize animal welfare impacts and enhance recovery	SML	Example: <ul style="list-style-type: none">Number of recreational horse owners trained in emergency preparation and response	
Strategy 5.2 Deliver local Emergency Management responses to reduce the impact of emergencies on communities and promote recovery			
Key Actions	Timeframes for delivery	Greater Sydney Local Land Services example Key Performance Indicators	Alignment with State Strategies and Key Performance Indicators
5.2.1 Maintain required emergency response capacity and preparedness	SML	Assessment of organisational response capacity	NSW Local Land Services Strategies 1,3 Early Indicator: Customer satisfaction - emergency management services. Stakeholder satisfaction - emergency management services. Longer term Indicator: Community capacity -emergency preparedness. Local Land Services emergency response capability/practices implemented.
5.2.2 Support NSW Governments emergency responses with a focus on local events and agricultural production	SML	Example: <ul style="list-style-type: none">Number of staff emergency management trainedNumber of hours of staff at emergency management training Staff involvement at Emergency Management activities Example: <ul style="list-style-type: none">Number of staff at emergency eventsNumber of staff hours at emergency events	

Strategic Objective 6: Service delivery				
Strategy 6.1 Develop a safe, skilled and customer focused workforce as land management service providers of choice				
Key Actions		Timeframes for delivery	Greater Sydney Local Land Services example Key Performance Indicators	Alignment with State Strategies and Key Performance Indicators
6.1.1	Implement systems to ensure compliance with workplace health & safety policies and standards, and create a “culture of safety” among all staff	SM	Individual Work Plans developed for all staff Level of workplace health & safety compliance and awareness Example: <ul style="list-style-type: none">Number of Workplace health & Safety meetingsPercentage of staff workplace health & safety trainedNumber of workplace incidents reported	NSW Local Land Services Strategies 10,11 Early Indicator: Staff satisfaction - Employee Matters survey.; Board member satisfaction: Board surveys.; Innovation suggestions Longer term Indicator: Customer satisfaction; Stakeholder satisfaction; Innovation adoption; Implementation of improved practices
6.1.2	Align staff work plans with corporate objectives and strategies	S		
6.1.3	Maintain, improve and adapt staff skills for current and future service delivery requirements	SML		
6.1.4	Embed customer focus as a dominant cultural value	S		
Strategy 6.2 Engage customers and stakeholders in the delivery and improvement of Local Land Services services				
Key Actions		Timeframes for delivery	Greater Sydney Local Land Services example Key Performance Indicators	Alignment with State Strategies and Key Performance Indicators
6.2.1	Develop and implement a Customer and Stakeholder and Community Engagement and Communications Strategy and Action Plans	SM	Communication and Engagement Plans implemented and monitored Customer satisfaction – using customer survey that includes assessment of customer satisfaction- collaboration; and customer participation - group activities	NSW Local Land Services Strategies 2,4,5,7,10,11 Early indicator: Stakeholder satisfaction- collaboration Longer term Indicator: Value of collaboration; Stakeholder participation - group activities; Customer participation - group activities Early Indicator: Customer satisfaction - Aboriginal people engaged. Longer term Indicator: Customers implementing Aboriginal caring for country programs
6.2.2	Maintain and manage relevant stakeholder and community advisory groups	SM		
6.2.3	Develop the extension and marketing skills of program delivery staff	S		
6.2.4	Develop and implement a Landcare Strategy and Action Plan	S		
6.2.5	Activities which support Landcare	SM		
6.2.6	Finalize & implement the Aboriginal Advisory Group Strategic Plan	S		
Strategy 6.3 Implement a planning process and corporate structure that enables Greater Sydney Local Land Services to deliver on the objectives of the Local Land Services State Strategic Plan				
Key Actions		Timeframes for delivery	Greater Sydney Local Land Services example Key Performance Indicators	Alignment with State Strategies and Key Performance Indicators
6.3.1	Develop a Greater Sydney Local Land Services Local Strategic Plan that aligns with local planning needs and the Local Land Services State Strategic Plan	S	Local Strategic Plan prepared, with Positive Audit findings, Ministerial approval	All NSW Strategies (except 9) All State Indicators except for those relating to Crown Land management
6.3.2	Align the corporate structure to facilitate delivery of the Local Strategic Plan outcomes	S		
6.3.3	Work with agency partners to achieve cross function objectives	SM		
Strategy 6.4 Implement systems and processes that drive business improvement to respond to customer needs				
Key Actions		Timeframes for delivery	Greater Sydney Local Land Services example Key Performance Indicators	Alignment with State Strategies and Key Performance Indicators
6.4.1	Maintain systems and processes that comprehensively support audit requirements	SM	Assessment of adherence in system usage and processes leading to business improvement Regional monitoring, evaluation, reporting and improvement Strategy prepared Example: <ul style="list-style-type: none">Number of program evaluations leading to improvementsNumber of data quality issues	NSW Local Land Services Strategies 10,11 Early Indicator: Staff satisfaction - Employee Matters survey. Board member satisfaction: Board surveys. Innovation suggestions Longer term Indicator: Customer satisfaction Stakeholder satisfaction. Innovation adoption Implementation of improved practices
6.4.2	Develop and implement a focused monitoring, evaluation, reporting and improvement Strategy and Plan that covers all areas of service delivery	SM		
6.4.3	Support systems for data collection, storage and analysis to enable reporting and business improvement	SM		
6.4.4	Support processes that identify business improvement opportunities	SM		

Working in Greater Sydney with our partners to deliver the Plan

This section provides supporting detail on the Greater Sydney Local Land Services Strategic Objectives and their associated Strategies, including the relevant legislation and planning instruments they must be consistent with to align with Australian and State Government priorities. This provides a whole of government framework for the integration of service delivery by Greater Sydney Local Land Services with agencies and industry groups. This section also lists the partner and lead organisations for implementation of each Key Action.

Strategic Objective 1: Reduce Risks from Animal and Plant Pests and Disease

As described in Section 4, Sydney is the major portal of entry into NSW by air and sea and is also a hub for road and rail transport from regional and interstate areas. This high level of domestic and international movement of people and goods creates a level of biosecurity risk for the introduction and distribution of plant and animals pests and diseases not seen elsewhere in NSW.

The Greater Sydney region also contains significant aquaculture, livestock and intensive plant and animal industries, providing hosts for the infection and spread of established as well as new and emerging diseases. The region has around 40,000 cattle on 3,000 farms, over 2 million poultry, 20,000 horses, high rates of companion animal ownership and abundant feral animals. It is also a major production and distribution area for garden and nursery products, and as such the potential for new and emerging pests and diseases and pest plants to become established in the region is high. The state government's plans for future development of the region include population growth and an increased international focus. The biosecurity risk in the Greater Sydney region can therefore be expected to increase over time.

The Greater Sydney region includes terrestrial, aquatic, estuarine and marine environments, each of which are susceptible to the impacts of new plant and animals pests and diseases.

While Greater Sydney Local Land Services has approximately 1% of the state's rateable land it must deal with a large component of the state's biosecurity risk. For Greater Sydney Local Land Services to meet state and regional expectations for service delivery there is a need to prioritise activity and to focus on co-operative programs which share responsibility.

The intent of this Objective is to minimise the impacts on primary industries, the environment and the community of priority vertebrate pests such as wild dogs, pigs and foxes; disease management to maintain market access, and responding to new and emerging pest and disease threats.

The new *NSW Biosecurity Act 2015* will come into effect in 2017 as subordinate legislation is prepared, and will determine the responsibilities and operational practices of Local land Services in managing animal and plant biosecurity issues.

This Strategic Objective must be delivered consistent with NSW state planning for biosecurity management, including the following:

NSW Biosecurity Act 2015 and subordinate legislation

NSW Biosecurity Strategy 2013-2021

http://www.dpi.nsw.gov.au/data/assets/pdf_file/0005/467699/NSW-biosecurity-strategy-2013-2021.pdf

NSW Animal Biosecurity and Welfare Strategic Plan 2015-2018

<http://www.dpi.nsw.gov.au/biosecurity/animal/strategic-plan>

NSW Invasive Species Plan 2008-2015 (a new Plan for 2015-2022 is currently being finalised)

<http://www.dpi.nsw.gov.au/agriculture/pests-weeds/nsw-invasive-species-plan>

NSW State Emergency Management Plan

<http://www.emergency.nsw.gov.au/content.php/476.html>

The following four Strategies and their associated Key Actions detail how Greater Sydney Local Land Services will meet this Strategic Objective over the next five years.

Strategy 1.1:

Improve management of key vertebrate pests to reduce impacts on agricultural, environmental and social assets

Vertebrate pests are present in the Greater Sydney region across rural, urban and peri-urban lands. Although feral pigs have a limited distribution they are a priority concern. In addition to the risk of carriage of livestock and zoonotic disease, feral pigs cause land degradation and have a significant impact on water quality. They are well established in the south western section of the region and also in a small area to the north-west. New incursions are regularly reported throughout the region, with evidence that these may be a result of translocated animals and/or from illegally kept captive feral pigs that have been released. Greater Sydney Local Land Services will be working to ensure that feral pigs are substantially contained in the Greater Sydney region by 2020.

Wild dogs and foxes have a significant impact on agricultural production mostly through livestock predation and there is extensive evidence of this throughout the region. In the Greater Sydney region wild dog distribution overlaps with closely settled rural areas, and peri-urban and urban areas. Impacts on the community are of growing concern. Greater Sydney Local Land Services will be working with landholders and organisations to ensure wild dog programs are effectively actioned in priority areas for asset protection. Fox distribution is widespread including in urban areas, where their control is a priority to reduce impacts on native fauna.

Greater Sydney Local Land Services supports coordinated targeted approaches by State agencies (in particular NPWS), Local Government and landholders to management of all pest species including rabbits, deer and goats.

Greater Sydney Local Land Services assists landholders in controlling pest species by issuing baits, coordinating group control programs, training landholders on effective baiting/trapping methodology and by facilitating regional programs with Local Government and State agencies, such as the annual Rabbit Haemorrhagic Disease Virus (Calicivirus) program.

A challenge for Greater Sydney Local Land Services and Local Government is to continue to find effective and safe methods of controlling feral species in close proximity to densely populated areas.

This Strategy is informed by the following key regional plans:

- Greater Sydney Local Land Services Biosecurity Plan 2015-2018
- GS Invasive Species (animal) Annual Operational Plan
- NPWS Regional Pest Management Strategies

This Strategy will be delivered by implementation of the following Key Actions with the Partners identified:

Key Actions:		Lead	Partners
1.1.1	Plan and co-ordinate priority regional approaches to vertebrate pest management	Greater Sydney Local Land Services	Landholders, Department of Primary Industries, Office of Environment and Heritage
1.1.2	Raise landholder and community awareness of vertebrate pest issues	Greater Sydney Local Land Services	Landholders, Department of Primary Industries, Office of Environment and Heritage
1.1.3	Provide advice, training and pest control with landholders and groups	Greater Sydney Local Land Services	Landholders, Public land managers
1.1.4	Develop and support vertebrate pest management groups	Landholders and Local Government	Greater Sydney Local Land Services, Department of Primary Industries, Public land managers Invasive Animals

			CRC
1.1.5	Ensure compliance with legislative requirements	Greater Sydney Local Land Services	Department of Primary Industries, Councils
1.1.6	Provide staff training in the safe and effective use of pest control products, machinery and techniques	Greater Sydney Local Land Services	Department of Primary Industries
1.1.7	Monitor and review vertebrate pest management programs for effectiveness	Greater Sydney Local Land Services	Landholders, Department of Primary Industries, Office of Environment and Heritage

Strategy 1.2:

Improve management of animal health risks such as Exotic Diseases to minimise impacts on producers

The intent of this strategy is to minimise financial impacts on individual producers caused by outbreaks of disease, and to maintain access to markets for the regions grazing and intensive animal industries.

Greater Sydney veterinarians and biosecurity officers are involved in a large number of programs to protect animal health, including undertaking surveillance for disease outbreaks and assessments, and developing remediation plans for land impacted by chemical residues associated with previous agricultural activities. Surveillance is critical for early detection of pests and diseases, but also plays a key role in demonstrating pest and disease freedom or containment to maintain access to markets. They also work with partners to undertake surveillance, compliance and enforcement in regard to animal welfare and animal movement.

This includes an important role in auditing the management of livestock through saleyards and other key locations where large numbers of animals are gathered (e.g. agricultural shows and other livestock events) as such events pose a greatly increased risk of disease transmission between properties and regions

A particular challenge with animal health in this region is the large number of very small producers who have poor knowledge of biosecurity risks, animal husbandry procedures and legal requirements for animal movements, as well as the diversity of livestock and other animals.

This Strategy is informed by the following legislation and key regional plans:

- Prevention of Cruelty to Animals Act 1979
- Greater Sydney Local Land Services Biosecurity Plan 2015-2016 and Animal Biosecurity Operational Plan

This Strategy will be delivered by implementation of the following Key Actions with the Partners identified:

Key Actions:		Lead	Partners
1.2.1	Plan priority regional approaches to animal health management	Greater Sydney Local Land Services	Department of Primary Industries, AVA branches
1.2.2	Undertake regional passive surveillance for significant diseases of animals and residues on land	Greater Sydney Local Land Services	Department of Primary Industries, NSW Environment Protection Authority, private vets
1.2.3	Undertake regional active surveillance for specific stock diseases	Greater Sydney Local Land Services	Department of Primary Industries, private vets
1.2.4	Participate in state animal health programs including planning and	Department of Primary Industries	Greater Sydney Local Land Services

	preparedness for animal health/disease risks		
1.2.5	Provide support for animal welfare programs	Department of Primary Industries	Greater Sydney Local Land Services, RSPCA
1.2.6	Raise stakeholder awareness and knowledge of animal health risks	Department of Primary Industries	Greater Sydney Local Land Services, NSW Farmers Assoc., landholders, Local Govt.

Strategy 1.3:

Improve management of plant health risks to minimise impacts on producers and environmental assets

The Greater Sydney region is a major producer of horticultural and plant nursery products, with 59% of all vegetable farms in NSW, a significant turf industry, and large scale plant nursery and cut flower producers. Farms are widely dispersed across the region, with many producers from culturally and linguistically diverse communities, and result in the widespread and rapid movement of plant products. This results in a high plant biosecurity risk to both producers and environmental assets.

This is highlighted by the incursion of Myrtle Rust in 2010. This was initially detected in nurseries in the Sydney and Central Coast areas and is now widespread across NSW, impacting on native vegetation communities in National Parks and reserves.

Greater Sydney Local Land Services has an important role in surveillance, monitoring and education on risks to plant health, and this is a key focus for biosecurity in the region. We will continue to work with our partners to support the development of networks and systems which raise awareness of the level of risk, and assist in identification and management of plant disease threats.

This Strategy is informed by the following key regional plans:

- Greater Sydney Local Land Services Biosecurity Plan 2015-18

This Strategy will be delivered by implementation of the following Key Actions with the Partners identified:

Key Actions:		Lead	Partners
1.3.1	Minimise plant biosecurity threats from pests and diseases -as per regional Plans	Greater Sydney Local Land Services	Department of Primary Industries NSW Farmers Assoc., Nursery Industry, cut flower importers and fodder suppliers
1.3.2	Respond to plant pest and disease incursions	Greater Sydney Local Land Services	Department of Primary Industries, Public land Managers, NSW Farmers Assoc., Nursery Industry, cut flower importers and fodder suppliers
1.3.3	Improve compliance with existing plant biosecurity regulations	Greater Sydney Local Land Services	Department of Primary Industries, NSW Farmers Assoc., Nursery Industry, cut flower importers and fodder suppliers
1.3.4	Raise stakeholder awareness and knowledge of plant biosecurity risks	Greater Sydney Local Land Services	Department of Primary Industries, NSW Farmers Assoc., Nursery Industry, Local Govt., bush regenerator contractors

Strategy 1.4:

Improve management of pest plants to minimise impacts on agricultural and environmental assets

While the obligations of landholders to control noxious weeds is defined by the Noxious Weeds Act 1993 effective pest plant management requires a co-operative effort across land tenures and jurisdictional and institutional boundaries. The Greater Sydney region faces challenges with the extensive interface between urban areas and high value bushland, and the extent of peri-urban lands.

Greater Sydney Local Land Services works in collaboration with Local Councils, NPWS, Department of Primary Industries, private landholders and cross boundary and institutional level organisations, such as the Sydney and Lower Hunter Weeds Committees. The aim is to manage priority terrestrial and aquatic weeds threatening both agricultural and environmental assets with strategic control programs in accordance with regional and state plans and strategies.

NSW State Government funding for noxious weed control is delivered through the Weeds Action Plans, and Weeds of National Significance are funded through the Australian Government.

Currently Greater Sydney Local Land Services can apply Australian Government funding to Weeds of National Significance and to weeds which impact on matters of National or International significance.

A review of weed management commissioned by the NSW Government in 2014 recommended that Local Land Services should have a key role in the co-ordination of regional weed management while local control should continue to occur jointly between land managers and Local Government. The NSW government supported the majority of the recommendations, giving Local Land Services the role of forming new Regional Weed Committees for each region. These are intended to provide integrated and tenure blind strategic weed control across the region, commencing with the development of regional strategic weed management plans. Greater Sydney Local Land Services will utilise and expand on existing coordination arrangements of regional weeds committees and the Sydney Weeds Committee, and will assume a high level strategic weed planning role. The details of this are currently under development through a Local Land Services cross regional team. The Greater Sydney Regional Weed Committee is expected to be formed and hold its first meeting in March 2016.

This Strategy is informed by the following key regional plans:

- Sydney region-Regional weed strategies
- Hunter and Central Coast Regional Weed Strategy 2010 – 2015-*Implementation Plan for the Lower Hunter and Central Coast Region*

<http://www.huntercentralcoastweeds.com.au/docs/legislation/Strategies/Implementation%20Plan.pdf>

This Strategy will be delivered by implementation of the following Key Actions with the Partners identified:

Key Actions:		Lead	Partners
1.4.1	Support and co-ordinate regional approaches to weed management	Greater Sydney Local Land Services	Department of Primary Industries, Local Government, NPWS, Hawkesbury River County Council, Sydney Weeds Committee, Public land managers
1.4.2	Deliver investment in weed management	Department of Primary Industries/Local Gov.	Greater Sydney Local Land Services, research orgs.
1.4.3	Prevent the spread of priority weeds	Local Government, private landholders	Greater Sydney Local Land Services, Department of Primary Industries, public landholders, nursery and garden industry

Strategic Objective 2: Productive and Sustainable Agriculture

The Greater Sydney region covers only 1.5 % of NSW's land area, but produces 6% of NSW's agricultural value, valued at \$749 million in 2011. The focus is on products which have a competitive advantage through proximity to a major market, such as highly perishable and difficult to transport goods including eggs, mushrooms, Asian vegetables, poultry meat and flowers.

The visibility of this production to consumers in Sydney is increasing with the popularity of farmer's markets. These provide direct customer access to smaller and niche producers and returns to farmers up to ten times greater than that made from conventional marketing. The agriculturally productive areas of the Greater Sydney region are generally spread across the peri-urban areas.

Traditional agricultural production focuses on areas where soils are fertile and there is ready access to water. These areas can inevitably coincide with areas planned for other land uses, such as commercial, industrial, urban and rural residential developments. It has been estimated that the identified growth areas in Sydney have potential to displace over 50% of the area's vegetable farmers.

Intensive agriculture is less dependent on soil type and landscape constraints and is focussed around access to transport and markets.

The rivers and estuaries of Greater Sydney also support aquaculture, with oyster growing and a prawn trawl industry. They also support recreational fishing, a popular leisure pursuit for many people in the region. These activities make a significant contribution to the economic and social values of the region.

The NSW Climate Impact Profile projects that Sydney's future water shortages and temperature changes are likely to be less extreme than some other parts of NSW, making it particularly important to explore ways to maintain and enhance food production in the Sydney basin.

Planning processes that identify the value of this agricultural production to Sydney and seek to support its sustainability are an important component in achieving balanced outcomes for the region.

The intent of this Strategic Objective is to maintain the presence and viability of agriculture in the region by facilitating the increase in efficiency of production and use of natural resources.

To achieve this Greater Sydney Local Land Services works with horticultural (field, greenhouse and hydroponic vegetables), cut flower, fruit, turf, nursery, poultry, beef, equine and pasture producers and also support initiatives which improve waterway health thereby improving habitat for aquaculture and fisheries

Many owners of properties in rural NSW reside in Sydney. Greater Sydney Local Land Services will support opportunities for training and educating these land managers in Sydney for state-wide benefits.

This Strategic Objective must be delivered consistent with NSW state planning, including the following:

- A Plan for Growing Sydney (DPE) (Dec 2014)
<http://www.strategy.planning.nsw.gov.au/sydney/the-plan/>

The following three Strategies and their associated Key Actions detail how Greater Sydney Local Land Services will meet this Strategic Objective over the next five years.

Strategy 2.1:

Increase uptake of innovations by primary producers to further develop best practice

The high value of land and competing land uses in the Sydney Basin places competitive pressure on agricultural activities and increases the risk of land use conflicts. Similarly, the competing uses of rivers and estuaries places pressure on commercial aquaculture. These industries are also subject to the adverse water quality impacts of land use within the catchment. Increasing the productivity and efficiency of agricultural enterprises will support them in remaining economic and competitive, and assist with retention of primary production in the region

Agricultural enterprises also need to be managed sustainably, use natural resources wisely and adhere to various legislative requirements concerning planning consent, management of waste products, and noise, air and water quality. Continual improvement in best practice resource management is necessary to minimise land use conflicts and build support for ongoing agricultural production within the Sydney basin.

There is significant research being delivered by the region's tertiary institutions and the Greater Sydney Local Land Services is working with researchers to transfer this latest knowledge to early adopting producers to refine best practice.

This Strategy is informed by the following key regional plans:

- Strategic plan for sustainable agriculture in the Sydney region (NSW Agriculture 1998)
http://www.dpi.nsw.gov.au/data/assets/pdf_file/0005/189653/strategic-plan-ag-sydney.pdf

This Strategy will be delivered by implementation of the following Key Actions with the Partners identified:

Key Actions:		Lead	Partners
2.1.1	Knowledge broker function for producers	Greater Sydney Local Land Services	Department of Primary Industries, tertiary institutions
2.1.2	Develop and deliver available incentives to trial and promote advancement in best practices	Greater Sydney Local Land Services	Department of Primary Industries
2.1.3	Develop and support on-farm demonstration initiatives	Greater Sydney Local Land Services	Department of Primary Industries

Strategy 2.2:

Increase knowledge transfer to primary producers to improve commercial viability and sustainability of resource use

Greater Sydney Local Land Services has specialist agricultural staff with skills in landholder engagement focused on support of commercial operations of field and greenhouse vegetable, nursery, dairy, poultry, turf and pasture and cropping enterprises across the region.

To ensure that we meet the needs agricultural industries, Greater Sydney Local Land Services has commissioned extensive social research with the production sectors in the region to develop customer support strategies. The research has identified the value which can be supplied by Greater Sydney Local Land Services as a knowledge broker, particularly between research and development organisations, industry and the wider farming community. The strategies also guide extension activities such as advice and training to landholders.

Producers value independent and impartial advice. Greater Sydney Local Land Services will play a key role in dissemination of research and development outcomes to industry and producers through multiple platforms including social media, field days, workshops and partnership projects.

This Strategy is informed by the following key regional plans:

- Strategic plan for sustainable agriculture in the Sydney region (NSW Agriculture 1998)
http://www.dpi.nsw.gov.au/data/assets/pdf_file/0005/189653/strategic-plan-ag-sydney.pdf

This Strategy will be delivered by implementation of the following Key Actions with the Partners identified:

Key Actions:		Lead	Partners
2.2.1	Develop Customer Service Strategies for specific agricultural industries in the Greater Sydney region.	Greater Sydney Local Land Services	Farmers, Industry groups
2.2.2	Implement Action Plans from the Horticulture, Irrigation and Mixed Farming Customer Service Strategies	Greater Sydney Local Land Services	Farmers, Industry groups
2.2.3	Explore opportunities for fee for service initiatives, including with other Local Land Services regions	Greater Sydney Local Land Services	Other State Local Land Services
2.2.4	Develop a technology bridge and transfer role, including transferring research and development outcomes to growers and industry	Greater Sydney Local Land Services	Industry groups, Tertiary institutions
2.2.5	Provide independent and targeted agricultural extension advice to producers and industry	Greater Sydney Local Land Services	Department of Primary Industries, Industry groups
2.2.6	Participate in & support key industry representative groups and relevant initiatives	Greater Sydney Local Land Services	Industry groups

Strategy 2.3:

Improve knowledge transfer and peer support for small area landholders to improve sustainability of resource use

Competing land use priorities has resulted in a loss of land utilised for production in the Greater Sydney region. This has been partially offset by intensification and efficiency gains in management. The Department of Planning and Environment has planned for areas to be retained for agriculture lands. There are initiatives such as the Sydney Peri-Urban Network (SPUN) includes agricultural objectives over twelve Local Government areas. Greater Sydney Local Land Services works with NSW Department of Primary Industries and Local Government to support the retention of agriculture in peri-urban areas.

Many peri-urban landholders manage their land for recreational purposes including the grazing of recreational animals such as horses, or for small scale primary production with lifestyle as the motivator. Sustainable resource use is necessary to prevent off-site impacts and maintain the resource base of the region.

Greater Sydney Local Land Services supports peri-urban enterprises through extension, training and technology transfer, based on landholder consultation through Customer Service Strategies.

This Strategy will be delivered by implementation of the following Key Actions with the Partners identified:

Key Actions:		Lead	Partners
2.3.1	Implement priority recommendations from Mixed Farming Customer Service Strategy for servicing peri-urban clients	Greater Sydney Local Land Services	Industry groups, NSW Farmers, private landholders

2.3.2	Support peri-urban Landcare/biosecurity groups and networks	Greater Sydney Local Land Services (Landcare/Bio teams)	Department of Primary Industries, NSW Farmers, private landholders
2.3.3	Development of a Small Farms network to support small scale enterprises	Greater Sydney Local Land Services (Landcare/Ag teams)	Agricultural, farm gate and tourism businesses, NSW Farmers, private landholders

Strategic Objective 3: Healthy Harbours, Rivers and Waterways

Sydney is internationally recognisable by its harbour. Other waterways including Botany Bay, Broken Bay, Brisbane Waters and Pittwater, and river systems including the Hawkesbury-Nepean, Georges, Cooks, Parramatta, Lane Cove and Hacking are highly valued for habitat, amenity, recreation and aquaculture by millions of residents and visitors.

The numerous coastal lagoons and wetlands are important for habitat and amenity while the coast line has outstanding value for conservation, recreation and visual quality.

Waterways in the region's more natural areas provide the good quality drinking water needed to service Greater Sydney's population and to maintain the productivity and biodiversity of the region.

Waterways in urban areas are valued by the community for recreation, amenity and habitat value and contribute significantly to the "liveability" of the urban environment. They need to be maintained at a quality that allows them to be used and enjoyed by the many people that live nearby. Urban waterways also perform an important function as stormwater infrastructure and how this is managed impacts on the quality of receiving waters such as Botany Bay and Sydney Harbour.

There are a wide range of threats to water quality and ecological health of the regions harbours, rivers and waterways, many of which are outside the scope of Local Land Services to influence. This is recognised in the multi-stakeholder and cross tenure approach taken to management of Botany Bay and Sydney Harbour with the development of integrated Water Quality Improvement Plans. The NSW Government's coastal reforms extend this coordinated framework to the preparation of Coastal Management Programs for the future management of the coastline, and harbours and estuaries.

The management priorities for aquatic ecosystems in the region are influenced by many factors including location, threats and the value of the ecosystem services that they provide.

Priorities for conservation and management of aquatic ecosystems in the Greater Sydney region are applied to:

- Activities that address severe and immediate threats to aquatic ecosystems of high conservation, community or production value (including aquaculture and commercial/recreational fishing)
- Aquatic ecosystems and the habitats they provide for species, of recognised national, state and/or regional significance.

Such important assets require broad collaboration for effective management. Management, particularly when it involves long-term outcomes, should also consider future impacts based on climate projections. Rising sea level has direct implications for waterway and coastal management, while issues such as storm intensity and frequency and rising temperatures should be considered in assessing risks to investment.

The intent of this Strategic Objective is to improve the condition of the regions harbours, rivers and waterways to maximise the broad range of environmental, economic and social values and services they provide for residents and visitors.

Greater Sydney Local Land Services will achieve this by working with stakeholders including Local Government, utilities such as Sydney Water Corporation, non-government and community groups, and the regulatory roles of NSW Fisheries and the NSW Environment Protection Authority to contribute to better outcomes for the region's waterways.

The following three Strategies and their associated Key Actions detail how Greater Sydney Local Land Services will meet this Strategic Objective over the next five years.

Strategy 3.1:

Improve the condition of priority waterways to enhance habitat value and amenity

Waterways across the majority of the region have been assessed and prioritised for management using a number of approaches including the Riverstyles™ Assessment and a River Condition Index Assessment. These assessments and their interpretation support a strategic approach to identification of priorities for protection and restoration.

It is important to direct investment to areas where it will produce the greatest benefit. Maintaining the condition of waterways that are in good condition, healthy and functioning, and supplying high quality ecosystem services such as habitat value and amenity is a priority.

The next priority is to restore waterways which have a high potential to recover ecological health from previous disturbance with limited intervention.

The primary focus of Greater Sydney Local Land Services is on rehabilitation of riparian plant communities through weed management and revegetation, with the aim of establishing healthy and robust riparian zones with resilient ecological health. Aquatic weed control is also an area of focus, with both large and small scale infestations occurring periodically in rivers, lagoons and lakes. Regional scale weed control programs involving entire river reaches or valleys achieve the greatest results.

Incentives, where available, will be directed to priority waterways to undertake on-ground improvements and to promote healthy waterways.

This Strategy is informed by the following key regional plans:

- Hawkesbury Nepean River Health Strategy
- Sydney Metropolitan Waterways Health Strategy
- Riverstyles of the Hawkesbury Nepean Catchment
- River Condition Index Assessment of the Hawkesbury Nepean Catchment Management Authority Area
- Greater Sydney Local Land Services Transition Catchment Action Plan

This Strategy will be delivered by implementation of the following Key Actions with the Partners identified:

Key Actions:		Lead	Partners
3.1.1	Identify priorities for investment	Greater Sydney Local Land Services	Office of Environment and Heritage, NSW Water
3.1.2	Develop incentive projects for implementation	Greater Sydney Local Land Services	Local Government, NPWS, Landcare/Bushcare groups and networks, landholders
3.1.3	Promote and disseminate educational resources	Greater Sydney Local Land Services	Local Government
3.1.4	Develop targeted strategic cross tenure riparian weed control programs	Greater Sydney Local Land Services	Local Government, NPWS, Landcare/Bushcare groups and networks, landholders
3.1.5	Maintain and develop partnerships with Local Government and agencies	Greater Sydney Local Land Services	Local Government, Office of Environment and Heritage, Water NSW (SCA)

Strategy 3.2:

Improve the condition of urban waterways to enhance amenity value, ecosystem health and the quality of receiving waters

Urban waterways are highly valued by residents and visitors for their amenity value. They contribute substantially to the 'liveability' of urban areas by providing scenic and recreational amenity values, and often provide corridors of wildlife habitat through otherwise urbanised landscapes.

Urban waterway management involves assisting stakeholders to:

- Revegetate urban waterway foreshores
- Improve ecological health by restoring riparian and wetland vegetation through bush regeneration, weed management and erosion control
- Build the capacity of communities and Local Government to manage and restore waterways and wetlands.
- Promote best practices through demonstration and media

Greater Sydney Local Land Services supports and promotes a collaborative approach to urban waterway management. The Local Land Services also supports the funding of riparian management and Water Sensitive Urban design works in priority areas as well as supporting key initiatives of 'WSUD in Sydney' program, the Botany Bay Water Quality Improvement Plan and Sydney Harbour Catchment Water Quality Improvement Plan, and the Georges River Coastal Zone Management Plan.

Urban waterways are primarily managed by Local Government. WSUD in Sydney is focussed on supporting Local councils to:

- Implement Water Sensitive Urban Design (WSUD) initiatives and practices
- Implement Stormwater management and litter reduction initiatives
- Build best practice urban water management expertise

This Strategy is informed by the following key regional plans:

- Sydney Metropolitan Waterways Health Strategy
- Hawkesbury Nepean River Health Strategy
- Sydney Metropolitan Wetland Prioritisation

This Strategy will be delivered by implementation of the following Key Actions with the Partners identified:

Key Actions:		Lead	Partners
3.2.1	Develop Local Government and agency partnership projects for priority waterways with incentive funding	Greater Sydney Local Land Services	Local Government, agencies
3.2.2	Support capacity building initiatives for best practice urban waterway management	Local Government	Local Government, Greater Sydney Local Land Services
3.2.3	Support initiatives to minimise adverse land use and recreation impacts	Local Government	Local Government, Greater Sydney Local Land Services

Strategy 3.3:

Improve the condition of Greater Sydney's harbours and estuaries to maximise recreational, commercial and environmental values

The Greater Sydney region is significantly influenced by its association with harbours and estuaries. Sydney Harbour and Botany Bay are working ports for trade, while the cruise industry's use of Sydney Harbour supports Sydney's role as a gateway for NSW and Australia. Sydney Harbour, Botany Bay, Port Hacking and Broken Bay support recreational boating and fishing which make a strong contribution to local lifestyles and economies.

Greater Sydney's estuaries include the Hawkesbury, (largest estuary in NSW), Brisbane Waters, Pittwater, Parramatta and Lane Cove Rivers, Georges River and Hacking River.

Greater Sydney's harbours and estuaries are significant landscape features that add to the visual and recreational amenity of the region. In addition Brisbane Waters and the Hawkesbury estuary support commercial fishing while oyster farming continues in the Brisbane Waters, Georges and Hawkesbury despite the impacts of QX and Pacific Oyster Mortality Syndrome.

These waterways have many stakeholders with an interest in managing the environmental services they provide, as well as stakeholders whose activities directly or indirectly impact on waterway condition. In these highly utilised waterways there is a need and clear opportunities for collaboration to achieve the best social, economic and environmental outcomes.

The Sydney Harbour Water Quality Improvement Plan and Botany Bay Water Quality Improvement Plan aim to improve the water quality and ecological integrity of these waterways and catchments by engaging key land managers and other stakeholders to implement appropriate actions within their catchments to improve the resource. This includes implementing Water Sensitive Urban Design at key locations identified in the Plans, biodiversity management, and community programs including the 'Healthy Boating Healthy Waterways' initiative.

The Broken Bay and Port Hacking estuaries also benefit from the efforts of government and community working to improve the condition of the aquatic environment and their catchments.

This Strategy is informed by the following key regional plans:

- Relevant Estuary Management Plans and Coastal Zone Management Plans
- Relevant Water Quality Improvement Plans (Botany Bay and Sydney Harbour).

This Strategy will be delivered by implementation of the following Key Actions with the Partners identified:

Key Actions:		Lead	Partners
3.3.1	Develop Local Government, agency and community partnership projects with incentive funding	Greater Sydney Local Land Services	Local Government
3.3.2	Support the preparation and implementation of Water Quality Improvement Programs and Coastal Zone Management Plans	Local Government	Sydney Water, Greater Sydney Local Land Services
3.3.3	Support initiatives to minimise adverse landuse and recreational impacts	Local Government	Department of Primary Industries Fisheries, Oceanwatch, Greater Sydney Local Land Services

Strategic Objective 4: Healthy Native Vegetation and Habitats

Despite its historical and ongoing development the Greater Sydney region has more than 65% native vegetation cover including large, high quality areas protected in National Parks.

Native vegetation is the foundation for biodiversity in the region and provides important ecosystems services such as clean air, water and soil protection. In Greater Sydney native vegetation provides key habitat for numerous state and nationally significant species and the varied ecological communities contribute to landscape diversity across the region.

National Parks provide protection for many ecological communities, and typically include large areas of vegetation on sandstone geologies. Other vegetation types, particularly those that occur in urban areas or on more fertile soils, are not well conserved. Vegetation communities under pressure from increasing urban footprints include Swamp Sclerophyll Forest on Coastal Floodplains and Turpentine Ironbark Forest of the Sydney Basin Bioregion. Much of the native vegetation has been cleared from the Cumberland Plain of the western Sydney basin.

Opportunities exist for the protection and enhancement of priority vegetation communities and enhancing connectivity of native vegetation across the region. The Local Land Services is contracted by both the NSW and Australian Governments to actively protect and restore native vegetation of both state and national significance, especially on private lands outside the reserve system.

Landscape scale management across tenures and jurisdictional boundaries is consistent with current planning for the projected impact of climate change on biodiversity. While reserved lands will continue to perform a valuable function in conserving native biodiversity, a connected landscape will allow genetic flow and faunal movement to assist species to adapt to change.

Greater Sydney is also characterised by extensive but fragmented areas of urban bushland across the metropolitan area. These areas provide significant habitat and are highly valued for recreation, environmental values, green space and their contribution to the 'liveability' of Sydney.

The intent of this Strategic Objective is to protect and extend areas of priority native vegetation and other key biodiversity assets including urban bushland so they can provide habitat value and ecosystem functions into the future.

Greater Sydney Local Land Services will primarily achieve this by delivery of incentives to private and public landholders to enhance and protect native vegetation across both the peri-urban and urban areas of the region.

Support for private landholders, Landcare groups and public land managers in peri-urban areas provides a coordinated approach to priority vegetation assets and key threats at a landscape scale. Support to Local Government, and Landcare and Bushcare groups and networks helps to improve urban bushland and green spaces and to manage threats to biodiversity assets in urban areas.

Greater Sydney Local Land Services has a legislative role in implementing the provisions of the *Native Vegetation Act 2003* and *Regulations 2013* and this is consistent with delivering this Objective.

This Strategic Objective must be delivered consistent with Australian and NSW legislation including the following:

- Native Vegetation Act 2003 and Regulation 2013
- Threatened Species Conservation Act 1995
- Environment Protection and Biodiversity Conservation Act 1999
- Environmental Planning and Assessment Act 1979

It is recognised that the NSW legislation regarding native vegetation and the management of biodiversity is under review, with several of the above Acts to be repealed and replaced by a new Biodiversity Act. The delivery of this Strategic Objective will require review for consistency with the new legislation when this is introduced.

The following three Strategies and their associated Key Actions detail how Greater Sydney Local Land Services will meet this Strategic Objective over the next five years.

Strategy 4.1:

Increase the extent and connectivity of priority native vegetation to improve ecosystem health and resilience

Fragmented patches of remnant bushland created by agricultural, urban, and peri urban development often include valuable habitat. However their value is reduced by susceptibility to edge impacts (eg: weed invasion) and limited

opportunities for faunal movement between remnants (eg: for breeding and food supply). Restoring connections and habitat linkages across the landscape is vital for the health of native vegetation and the survival of viable populations of native fauna.

In the Greater Sydney region, management initiatives focus on both the protection of state and/or nationally listed threatened and endangered ecological communities, and on reinforcing the connections between areas of native vegetation, including urban bushland.

Restoration projects aim to manage threats to these communities such as weed invasion and stock damage, and to restore connections across the landscape by protecting and restoring habitat linkages.

These areas can also provide a focus for tourism and recreation, have cultural significance, and enhance the productivity of our farmlands.

This Strategy is informed by the following key regional plans:

- Cumberland Plain Office of Environment and Heritage Biomap (Biodiversity Incentives Opportunity Mapping)
- Office of Environment and Heritage Linking Landscapes Program Priorities
- Greater Sydney Local Land Services Landcare Strategy and Action Plan
- Greater Sydney Local Land Services Transition Catchment Action Plan

This Strategy will be delivered by implementation of the following Key Actions with the Partners identified:

Key Actions:		Lead	Partners
4.1.1	Identify priority locations for rehabilitation	Greater Sydney Local Land Services	Private landholders, Local Government, Office of Environment and Heritage, Department of Planning and Environment
4.1.2	Establish partnerships with key land managers to support rehabilitation projects	Greater Sydney Local Land Services	Private landholders, Local Government, Office of Environment and Heritage
4.1.3	Deliver rehabilitation projects through partnership and incentive programs	Greater Sydney Local Land Services	Private landholders, Local Government, Office of Environment and Heritage, Landcare networks
4.1.4	Raise awareness of priority vegetation management issues	Greater Sydney Local Land Services/Office of Environment and Heritage	Private landholders, Local Government, Landcare networks and groups
4.1.5	Support and promote Landcare programs which improve vegetation connectivity	Local Government/Greater Sydney Local Land Services	Landholders, Local Government, Landcare networks and groups

Strategy 4.2:

Protect and restore key biodiversity assets such as wetlands and rainforests to improve ecosystem health and resilience

Biodiversity assets include individual species, ecological communities, specific habitats, icon species and areas of particular value to local and regional communities, as well as areas of national or international scientific and tourist values. Such assets are valued by the community for their ecosystem function, and aesthetic, economic and recreational values. The Greater Sydney Region has many significant biodiversity assets. The Greater Blue Mountains World Heritage Area and the Towra Point Nature Reserve are examples of internationally listed biodiversity assets.

Over 320 species of threatened flora and fauna are found in the Greater Sydney region and 13% of the world's eucalypt species are protected in the Greater Blue Mountains World Heritage Area (GBMWHa).

Other key assets include lowland rainforest of the Central Coast, peat based swamps on sandstone, coastal saltmarsh and sea grass. National Parks and areas of wilderness and the plants and animals contained in them are also major drawcards for tourism in the region.

While many ecological communities and threatened species are well represented and managed in reserved lands, other communities and species are located on private lands and require co-operative management.

Additionally lands bordering reserves and biodiversity assets are important for buffer protection and to provide linkages across the landscape. Greater Sydney Local Land Services works with both public and private land managers to co-ordinate large cross-tenure initiatives.

Urban bushland is also recognised as a key biodiversity asset, providing refuge for native species and habitat connectivity within the highly developed matrix of suburban Sydney.

Priority vegetation can be protected through legal instruments such as covenants or through physical management of key threats. Weeds and feral animals are significant threats and the ability of pest species to disperse efficiently highlights the need for multi-tenure, multi-jurisdictional management. Urban bushland is particularly subject to threatening processes along extensive perimeters with surrounding suburban and industrial areas.

This Strategy is informed by the following key regional plans:

- Relevant Plans of Management and Strategic Plans for Matters of National Significance (eg. Towra Point Wetlands and Greater Blue Mountains World Heritage Area).
- Threatened Species Recovery Plans and Saving our Species Conservation Projects
- Regional Pest Management Strategies
- Greater Sydney Local Land Services Landcare Strategy and Action Plan
- Greater Sydney Local Land Services Transition Catchment Action Plan

This Strategy will be delivered by implementation of the following Key Actions with the Partners identified:

Key Actions:		Lead	Partners
4.2.1	Identify key biodiversity assets for management	Office of Environment and Heritage	Greater Sydney Local Land Services, Local Government, Landcare networks and groups
4.2.2	Identify key threats to priority assets	Office of Environment and Heritage	Greater Sydney Local Land Services, Local Government, Landholders, Landcare networks and groups
4.2.3	Establish partnership projects with key land managers to reduce threats or recover assets	Greater Sydney Local Land Services	Landholders and Local Government, NPWS (Office of Environment and Heritage), Landcare networks and groups
4.2.4	Deliver incentives to land managers to implement strategic threat management projects	Greater Sydney Local Land Services	Landholders, Local Government, Landcare networks and groups
4.2.5	Support education and awareness initiatives which manage threats to	Greater Sydney Local Land Services	Office of Environment and Heritage, Local Government, Landcare networks

	biodiversity		and groups
4.2.6	Support and promote Landcare programs which protect biodiversity assets	Local Government/Greater Sydney Local Land Services	Landholders, Landcare networks and groups

Strategy 4.3:

Implement the Native Vegetation Act to assist landholders to meet their legal obligations under the legislation

Under the *Native Vegetation Act 2003*, all clearing of remnant native vegetation or protected regrowth may require landholders to seek approval by obtaining a Property Vegetation Plan (PVP) from Local Land Services. Landholders can also voluntarily enter into PVP agreements for the long-term protection and management of high-value native vegetation at their properties.

The recent Biodiversity Review has proposed significant changes to the legislation surrounding conservation and biodiversity, including the Native Vegetation Act and Regulation. The final outcomes of this review may result in a significant change to the statutory requirements and therefore the services to be delivered to customers and stakeholders.

Fulfilling our statutory role and protecting native vegetation across the landscape is a part of the Local Land Services role in contributing to the maintenance of connected vegetation and provision of corridors for movement, breeding and habitat and for reducing the risk of decline or extinction of native species.

This Strategy is informed by the following legislation, plans and reviews:

- *Native Vegetation Act 2003 and Regulations 2013*
- Local Government LEPs
- A review of biodiversity legislation in NSW: Final Report 2014

This Strategy will be delivered by implementation of the following Key Actions with the Partners identified:

Key Actions:		Lead	Partners
4.3.1	Fulfil Local Land Services obligations under Native Vegetation Act	Greater Sydney Local Land Services	Office of Environment and Heritage, Local Government
4.3.2	Maintain the appropriate staff skills and resources to undertake assessments and reviews	Greater Sydney Local Land Services	Office of Environment and Heritage
4.3.3	Respond to requests for comment and assessment on development proposals where the Native Vegetation Act applies	Greater Sydney Local Land Services	Local Government, Department of Planning
4.3.4	Development of strategic plans, review of planning instruments and tools, where appropriate	NSW Local Land Services	Greater Sydney Local Land Services, Office of Environment and Heritage, Local Government
4.3.5	Engage constructively with landholders and respond to native vegetation management inquiries	Greater Sydney Local Land Services	Partners in Local Land Services, private landholders, Office of Environment and Heritage.

Strategic Objective 5: Emergency Management

Emergency management is a key responsibility of Local Land Services. This includes Prevention, Preparedness, Response and Recovery efforts in relation to animal and plant biosecurity events and to natural disasters such as bushfires, marine oil spills and floods.

Greater Sydney Local Land Services acts as the first responder to animal and plant biosecurity events and to natural disasters that are of local significance and confined within a Local Land Services region. Local Land Services also provides a critical supporting role to the NSW Department of Primary Industries in relation to state and nationally significant biosecurity or natural disaster events.

Greater Sydney Local Land Services Services the Sydney Basin, Blue Mountains and Central Coast. In this region it participates in 4 Regional Emergency Management Committees which provide regional cross agency coordination.

This region has experienced many of the most significant incursions of exotic diseases and pathogens in Australia in the last decade including equine influenza which gained entry through Eastern Creek Quarantine Station in Western Sydney, Myrtle Rust which appears to have entered through nurseries in the Sydney basin and or Central Coast and Fire Ants which appear to have entered through the container terminal at Port Botany.

The Greater Sydney region is also subject to significant natural disaster risks that involve threats to animal welfare (both companion animals and livestock) as well as threats to rural communities and agricultural production. This includes flooding in the Hawkesbury-Nepean valley, bushfires in the Blue Mountains or North Western areas and severe storms that affect farming operations and infrastructure.

In emergencies that involve animal welfare concerns or impact on agricultural Local Land Services staff act as the first responders. Local Land Services also has a key role in contributing to rural community preparedness, undertaking agricultural damage assessments and leading agricultural industry recovery efforts.

The intent of this Strategic Objective is to develop and maintain a state of organisational readiness to respond effectively to emergencies, and to then deliver the appropriate responses when emergencies arise.

Greater Sydney Local Land Services will primarily achieve this by identifying and planning for the key regional emergency risks, staff training and readiness including planning and equipment, and developing networks with other emergency management agencies.

This Strategic Objective must be delivered consistent with NSW legislation and plans including the following:

- Emergency Management Strategic Plan 2015-2018
- NSW State Emergency Management Plan <http://www.emergency.nsw.gov.au/content.php/476.html>

The following two Strategies and their associated Key Actions detail how Greater Sydney Local Land Services will meet this Strategic Objective over the next five years.

Strategy 5.1:

Provide appropriate resources to enable delivery of effective Emergency Management to the community

Key Actions:		Lead	Partners
5.1.1	Key natural disaster and Biosecurity risks identified and planned for in consultation with NSW Department of Primary Industries and key regional groups	Greater Sydney Local Land Services	Department of Primary Industries, industry and stakeholder groups
5.1.2	Identify staff for key local and regional response roles	Greater Sydney Local Land Services	Department of Primary Industries

5.1.3	Staff training and resource readiness	Greater Sydney Local Land Services	Department of Primary Industries
5.1.4	Engage with emergency management agencies to build partnerships and identify support needs	Greater Sydney Local Land Services	Department of Primary Industries, Local government,
5.1.5	Educate ratepayers and community to facilitate preparedness, minimize animal welfare impacts and enhance recovery	Greater Sydney Local Land Services	Department of Primary Industries, Local government, industry and community groups

Strategy 5.2:

Deliver local Emergency Management responses to reduce the impact of emergencies on communities and promote recovery

Key Actions:		Lead	Partners
5.2.1	Maintain required emergency response capacity and preparedness	Greater Sydney Local Land Services	Department of Primary Industries
5.2.2	Support NSW Governments emergency responses with a focus on local events and agricultural production	Greater Sydney Local Land Services	Department of Primary Industries, Local government, industry groups

Strategic Objective 6: Service Delivery

This is a broad Objective covering the way in which Greater Sydney Local Land Services manages its workforce and business systems for on-going improvement as a regional body comprising part of a state wide organisation. It also covers how we relate to our customers, stakeholders, investors and regional community to deliver our services.

Greater Sydney Local Land Services delivers services to landholders, land managers and community members that add value to local industries, enhance natural resources, protect industries from pests and disease and help communities respond to emergencies such as flood, fire and drought. These are delivered through a mix of extension and advice, direct issue management, investment to support the management and restoration of strategic assets and working in partnership with institutional and community stakeholders. Greater Sydney Local Land Services maintains effective systems to deliver services in the most cost effective manner, and undertakes on-going system review and improvement.

Service delivery is important to Greater Sydney Local Land Services. Our staff are professional, efficient and innovative. They work collaboratively with our Local Land Services partners, our stakeholders and community to support local plans and projects which contribute to the outcomes of Local land Service delivery across the State.

Linkages have been established with stakeholder and customer groups through the formation of five advisory groups across the region. These provide input into the development of plans, projects and services and are an integral link between Local Land Services and the communities we serve. These are:

- Three Community Advisory Groups (CAGs) that align with the three program delivery sub-regions; Peri urban, Metropolitan Sydney, and Central Coast. Each group is representative of their area based on its community and bio-physical profile, which may include agriculture, natural resource assets, business drivers and demographic factors with their associated challenges and opportunities. The Greater Sydney Local Land Services Team Leader for each sub-region sits on their local group, providing a rapid local response to advice and issues.
- A Local Government Advisory Group, with members invited from each of the 43 Local Governments in the Greater Sydney region, Regional Organisations of Councils, council catchment groups, and a weed control County

Council.

- An Aboriginal Advisory Group, with members appointed to represent the diversity of Aboriginal communities and groups within the region.

The following four Strategies and their associated Key Actions detail how Greater Sydney Local Land Services will meet this Strategic Objective over the next five years.

Strategy 6.1:

Develop a safe, skilled and customer focused workforce as land management service providers of choice

As a service delivery organisation the effectiveness of Greater Sydney Local Land Services is dependent on staff having the required skills knowledge and applying these in a safe and customer focused operating environment. Maintaining a safety and staff skills both require on-going review and improvement, and effective business processes to support this. Customer focus must be an embedded cultural value and paradigm of the organisation to meet the goal of being preferred land management service providers.

This Strategy will be delivered by implementation of the following Key Actions with the Partners identified:

Key Actions:		Lead	Partners
6.1.1	Implement systems to ensure compliance with workplace health & safety policies and standards, and create a "culture of safety" among all staff.	Greater Sydney Local Land Services	NSW Local Land Services, Workcover
6.1.2	Align staff work plans with corporate objectives and strategies	Greater Sydney Local Land Services	NSW Local Land Services
6.1.3	Maintain, improve and adapt staff skills for current and future service delivery requirements	Greater Sydney Local Land Services	NSW Local Land Services
6.1.4	Embed customer focus as a dominant cultural value	Greater Sydney Local Land Services	NSW Local Land Services

Strategy 6.2:

Engage customers and stakeholders in the delivery and improvement of Local Land Services Services

Customer and stakeholder engagement is fundamental to a customer focused organisation seeking to be informed on customer values and preferences. ,

Greater Sydney Local Land Services engages with our customers and stakeholders through a range of processes including.

- media and promotions,
- client/stakeholder interactions during program delivery,
- proactive involvement with representatives
- community advisory groups and
- extensive involvement with community groups and networks through Landcare.

All Greater Sydney Local Land Services objectives across all of our functional areas include roles of communication, community education and capacity building.

This Strategy will be delivered by implementation of the following Key Actions with the Partners identified:

Key Actions:		Lead	Partners
6.2.1	Develop and implement a Customer and Stakeholder and Community Engagement and Communications Strategy and Action Plans.	Greater Sydney Local Land Services	NSW Local Land Services, Community networks,
6.2.2	Maintain and manage relevant stakeholder and community advisory groups	Greater Sydney Local Land Services	CAG members, partner organisations
6.2.3	Develop the extension and marketing skills of program delivery staff	Greater Sydney Local Land Services	NSW Local Land Services
6.2.4	Develop and implement a Landcare Strategy and Action Plan	Greater Sydney Local Land Services	Landcare Networks and groups, Volunteer consultation
6.2.5	Activities which support Landcare	Greater Sydney Local Land Services	Greater Sydney Landcare Networks and groups
6.2.6	Finalise and implement the Aboriginal Advisory Group Strategic Plan	Greater Sydney Local Land Services AAG	Aboriginal communities, LALCs, Traditional Owner Groups, Office of Environment and Heritage

Strategy 6.3:

Implement a planning process and corporate structure that enables Greater Sydney Local Land Services to deliver on the objectives of the Local Land Services State Strategic Plan

As one of eleven regions comprising NSW Local Land Services Greater Sydney Local Land Services is responsible for delivering the objectives of the Local Land Services State Strategic Plan, which sets out the vision, priorities and strategy for Local Land Services across the State.

The State Plan is delivered to the Greater Sydney region through the Greater Sydney Local Land Services Local Strategic Plan. The Strategic Objectives of the Greater Sydney Local Land Services Plan are explicitly aligned to the State Goals and the Strategies in the Greater Sydney Local Land Services Plan support the delivery of these Goals.

Development of the Greater Sydney Local Land Services Local Strategic Plan is a key component of this strategy, and once the Plan is finalised and approved Greater Sydney Local Land Services will progress to align our corporate structure and work planning processes with the Plan to provide integrated and cost effective delivery.

This Strategy is informed by the following plans:

- NSW Local land Services Strategic Plan

This Strategy will be delivered by implementation of the following Key Actions with the Partners identified:

Key Actions:		Lead	Partners
6.3.1	Develop a Greater Sydney Local Land Services Local Strategic Plan that aligns with local planning needs and the Local Land Services State Strategic Plan	Greater Sydney Local Land Services	NSW Local Land Services

6.3.2	Align the corporate structure to facilitate delivery of the Local Strategic Plan outcomes	Greater Sydney Local Land Services	NSW Local Land Services
6.3.3	Work with agency partners to achieve cross function objectives	Greater Sydney Local Land Services	NSW Local Land Services

Strategy 6.4:

Implement systems and processes that drive business improvement to respond to customer needs

Business systems must comply with Australian Accounting Standards, NSW government accounting and audit and community privacy requirements, and provide external investors with transparent accountability and timely reporting. Maintaining the confidence of funding providers and project partners is essential to the future of the organisation and rigorous, responsive business systems are fundamental in achieving this.

The Monitoring – Evaluation – Reporting – Improvement cycle is used to review service delivery programs to clients, ensuring best practice techniques and cost effective delivery methodologies are used. Data collection, analysis and reporting are embedded in program delivery systems, with on-going review identifying opportunities for improvement in delivery and technique.

Processes for identifying opportunities for value adding to existing services and developing new products drive innovation and business improvement by responding to customer needs.

This Strategy will be delivered by implementation of the following Key Actions with the Partners identified:

Key Actions:		Lead	Partners
6.4.1	Maintain systems and processes that comprehensively support audit requirements.	Greater Sydney Local Land Services	NSW Local Land Services
6.4.2	Develop and implement a focused monitoring, evaluation, reporting and improvement Strategy and Plan that covers all areas of service delivery.	Greater Sydney Local Land Services	NSW Local Land Services
6.4.3	Support systems for data collection, storage and analysis to enable reporting and business improvement.	Greater Sydney Local Land Services	NSW Local Land Services
6.4.4	Support processes that identify business improvement opportunities.	Greater Sydney Local Land Services	NSW Local Land Services

Consultation on the Greater Sydney Local Land Services Strategic Plan

Section 33 of the *Local Land Services Act 2013* requires each local board to establish one or more local community advisory groups for their region that can suitably represent the interests of the local community and stakeholders. The complexity of the Greater Sydney region necessitated that five advisory groups be established to adequately represent the diverse interests of Australia's most populous and economically vibrant region. The sectors represented on these advisory groups are listed in Table 1.

Three sub-regional Community Advisory Groups:

These represent the Sydney Metropolitan, Peri-urban and Central Coast sub-regions. Membership of each of these advisory groups represents the key agricultural industries, community environmental groups, relevant key agencies and local government in each sub-region.

Aboriginal Advisory Group:

The Aboriginal Advisory Group has membership drawn from the three sub-regions to provide representation for Aboriginal communities across the Greater Sydney region. Each member has extensive links to community and/or statutory networks.

Local Government Advisory Group:

The Greater Sydney region includes 43 Local Governments who are key stakeholders in the regional delivery of biosecurity, emergency management, sustainable agricultural production and environmental management. The Local Government Advisory Group invites representation from all councils in the region, as well as County Councils, Regional Organisations of Councils and other alliances of councils.

Consultation on the Greater Sydney Local Land Services Strategic Plan was conducted in several stages. The planning process was presented for discussion at the September 2014 meeting of the Local Government Advisory Group. Workshops were held in October 2014 with the Metropolitan, Peri-urban and Central Coast Community Advisory Groups to identify sub-regional priorities for this plan. A similar workshop was held with the Aboriginal Advisory Group in November 2014 to document priorities for the Aboriginal community.

The management priorities identified by the three sub-regional Community Advisory Groups and the Aboriginal Advisory Group are summarised in Table 2.

A second round of consultation was held with the advisory groups in February/March 2015 where feedback on the draft Strategic Objectives, Strategies and Actions was invited. Comment of the plan was recorded at each meeting and a significant range of feedback was forwarded subsequent to the meetings. This process resulted in many valuable additions to the plan and resulted in more explicit recognition of:

- maintenance and enhancement of landscape connectivity across tenures;
- building community self-reliance and responsibility through education and training;
- the value of specific ecosystems and bio-physical assets based on the local knowledge of the groups;
- agriculture and productivity in the peri urban fringe
- collaborators who will be involved in delivering the plan

Finally, the statewide consultation period from 12 October to 22 November 2015 for regional Local Strategic Plans and the State Plan was promoted to the Community Advisory Groups at meetings prior and during the consultation period, and feedback invited. This resulted in 14 submissions from local government, agencies, members of the advisory groups, community groups and members of the public. This has been reviewed and considerable amendments made to many areas of the Plan, providing additional clarity on assets, Key Actions and partners, and strategic focus.

Table 1: Stakeholder representation on Greater Sydney Community Advisory Groups

Metropolitan Community Advisory Group	Peri-urban Community Advisory Group	Central Coast Community Advisory Group	Aboriginal Advisory Group	Local Government Advisory Group
Parramatta River Catchment Group	Western Sydney Regional Organisation of Councils	Gosford City Council	Aboriginal Culture & Heritage, Forest Corporation NSW	Elected councillors and/or technical staff of 43 councils in the Greater Sydney Local Land Services region (Voting rights)
Georges River Combined Councils Committee	Blue Mountains City Council	Wyong Shire Council	Aboriginal Heritage and Joint Management Team, NPWS	Representatives of ROCs, County Councils and other Local Government alliances (Observer status)
Cooks River Alliance	Community (World Heritage Advisory Committee)	Hornsby Shire Council	Deerubbin LALC	
OceanWatch Australia	Farmer (Turf, vegetable and cattle)	Oysters Australia Research Committee	Tocomwall Cultural Heritage Consultants	
Volunteer Coordinators' Network, Bushcare	NSW Farmers	Farmer (Poultry Industry)	NSW Juvenile Justice	
Storm Water Industry	Nursery and Garden Industry Association	Producer (Horticulture)	Aboriginal Cultural Heritage Advisory Committee (NSW Cabinet); Gully Traditional Owners	
Australian Water Association	Community (Landcare)	Community Environment Network	Gully Traditional Owners Aboriginal Advisory Committee (to Blue Mountains City Council)	
Sydney Weeds Committee	Community (Landcare and Aboriginal)	Industry (Bush regeneration)		
Ethnic Communities' Council of NSW	Community (Hawkesbury Environment Network)	Community (Bushcare)		
National Parks & Wildlife Service	National Parks & Wildlife Service	Community (natural resource management on public lands)		
Sydney Water	Department of Primary Industries (Resource Manager)	Regional Development Australia (Central Coast)		
Landcare Australia	Department of Primary Industries (Regional Director)	National Parks & Wildlife Service		

Table 2: Regional and sectoral priorities identified by Greater Sydney Community Advisory Groups

Metropolitan Community Advisory Group	Peri-urban Community Advisory Group	Central Coast Community Advisory Group	Aboriginal Advisory Group
Improving riparian vegetation and stream/river health	Improve native vegetation extent and condition	Improve native vegetation extent and condition	Protection of threatened plant and animal species and communities
Improving estuarine and coastal biodiversity and water quality	Nil-tenure approach to managing pest plant and animal impacts on priority assets, including natural assets and agriculture	Improving estuarine and coastal biodiversity and water quality	Improving riparian vegetation and stream/river health
Maintain and extend biodiversity corridors	Controlling invasive environmental weeds	Protection of threatened plant and animal species and communities	Controlling invasive environmental weeds
Planning pest animal control programs	Planning pest animal control programs	Planning pest animal control programs	Planning pest animal control programs
Surveillance for exotic plant pests and diseases	Surveillance for exotic plant pests and diseases	Surveillance for exotic plant pests and diseases	Detection and control of infectious animal diseases
Surveillance for notifiable animal diseases and chemical residues	Raising community capacity to reduce the risk of animal disease transmission	Surveillance for notifiable animal diseases and chemical residues	Surveillance for notifiable animal diseases and chemical residues
Linking research programs to producers	Running production improvement programs e.g. trials, demonstrations	Linking research programs to producers	Providing extension services to producers
Providing extension services to producers	Linking research programs to producers	Advice to producers on climate change adaption and mitigation	Making new technology available to producers
Advice to producers on climate change adaption and mitigation	Delivering training courses for agricultural productivity	Providing extension services to producers	Advice to producers on climate change adaption and mitigation
Supporting community environmental action, e.g. Landcare, Bushcare and Coastcare	Supporting community environmental action, e.g. Landcare, Bushcare and Coastcare	Supporting community environmental action, e.g. Landcare, Bushcare and Coastcare	Increasing participation of Aboriginal communities in natural resource management and identifying opportunities for employment
Increasing participation of Aboriginal communities in natural resource management and identifying opportunities for employment	Increasing participation of Aboriginal communities in natural resource management and identifying opportunities for employment	Evaluating community vulnerability to extreme events (e.g. fire, storm, flood) and building capacity and resilience	Supporting community environmental action, e.g. Landcare, Bushcare and Coastcare
Evaluating community vulnerability to extreme events (e.g. fire, storm, flood) and building capacity and resilience	Evaluating community vulnerability to extreme events (e.g. fire, storm, flood) and building capacity and resilience	Increasing participation of Aboriginal communities in natural resource management and identifying opportunities for employment	Evaluating community vulnerability to extreme events (e.g. fire, storm, flood) and building capacity and resilience

Table 3: Sub-regional priorities for the Greater Sydney region

Strategic Objectives	Greater Sydney sub-regions		
	Metropolitan	Peri-urban	Central Coast
Reduce risks from animal and plant pests & disease	Priority pest species: European red fox	Priority pest species: Feral pigs	Priority pest species: Wild dogs
Productive and sustainable agriculture	<i>Priorities are:</i> Supply chain efficiencies; Security of food supply	<i>Priorities are:</i> Retention of agriculture; Energy, nutrient and water use efficiency; Innovation to increase productivity	<i>Priorities are:</i> Retention of agriculture; Energy, nutrient and water use efficiency; Innovation to increase productivity
Healthy harbours rivers and waterways	Priority waterways for management: Sydney Harbour, Botany Bay estuary, Georges River, Port Hacking and Pittwater; Coastal beaches, lagoons and headlands from Barrenjoey to Bundeena	Priority waterways for management: Nepean-Hawkesbury, Colo, Macdonald, Mangrove and upper reaches of the Georges Rivers.	Priority waterways for management: Tuggerah Lake and Brisbane Waters
Healthy native vegetation and habitats	Management Priorities are: Threatened ecological communities; Towra Point Ramsar Wetland; Ecosystem services provided by remnant urban bushland.	Management Priorities are: Threatened ecological Communities of the Cumberland Plain and lower Blue Mountains; The World Heritage estate of the Greater Blue Mountains.	Management Priorities are: Threatened ecological communities of the Central Coast; Building connectivity between the Great Eastern Ranges and coastal reserves
Emergency management	Priorities are: Building community capacity to extreme events such as East Coast Low storm impacts; Provide trained staff in response to emergencies; Assistance with response to high level biosecurity threats such as Argentinian Fire Ants	Priorities are: Building community capacity to extreme events such as flooding and bushfire; Provide trained staff in response to emergencies; Assistance with response to high level biosecurity threats such as Hendra and Equine Influenza	Priorities are: Building community capacity to extreme events such as flooding and bushfire; Provide trained staff in response to emergencies; Assistance with response to high level biosecurity threats such as Hendra and Avian Influenza
Service delivery	Priorities are: Work to high standards of governance and accountability; Support Landcare and Bushcare to build community capacity to manage the environment; Engage with Aboriginal communities to increase participation in managing significant environments and to build skills for employment	Priorities are: Work to high standards of governance and accountability; Support Landcare and Bushcare to build community capacity to manage the environment; Engage with Aboriginal communities to increase participation in managing significant environments and to build skills for employment	Priorities are: Work to high standards of governance and accountability; Support Landcare and Bushcare to build community capacity to manage the environment; Engage with Aboriginal communities to increase participation in managing significant environments and to build skills for employment

Implementation

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

Investment principles

Greater Sydney Local Land Services is required to make decisions in an environment where:

- our region is complex - there are large and competing interests
- we are required to undertake various functions as part of our legislated role
- our activities are limited by the constraints of revenue from ratepayers and funding programs

Given these constraints and constant change, we recognize the need to be adaptable while making decisions based on consistent criteria guided by our longer term objectives. The following criteria are utilized at various scales in decision making at every level of the organisation. They reflect our commitment to our customers, on ground outcomes and the future of the region.

Greater Sydney Local Land Services makes decisions based on 5 broad criteria:

Alignment with our customer's needs and aspirations

- alignment with Government planning
- contribution to assets
- consultation
- trust

Our strategic objectives and commitments, including

- political priorities
- investor preferences
- community capacity building

Feasibility

- available resources
- freedom from constraints
- confidence in outcomes based on risk analysis

Innovation level

- looking to the future, for the future (including climate ready outcomes)
- inspiration and imagination to motivate success

Efficiency/effectiveness/measurability

- appropriate levels of evidence
- maximize potential outcomes through value adding and leverage
- measurable outcomes
- building solutions which spread through connected community networks

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. See Legislation and guiding influences on page 57.

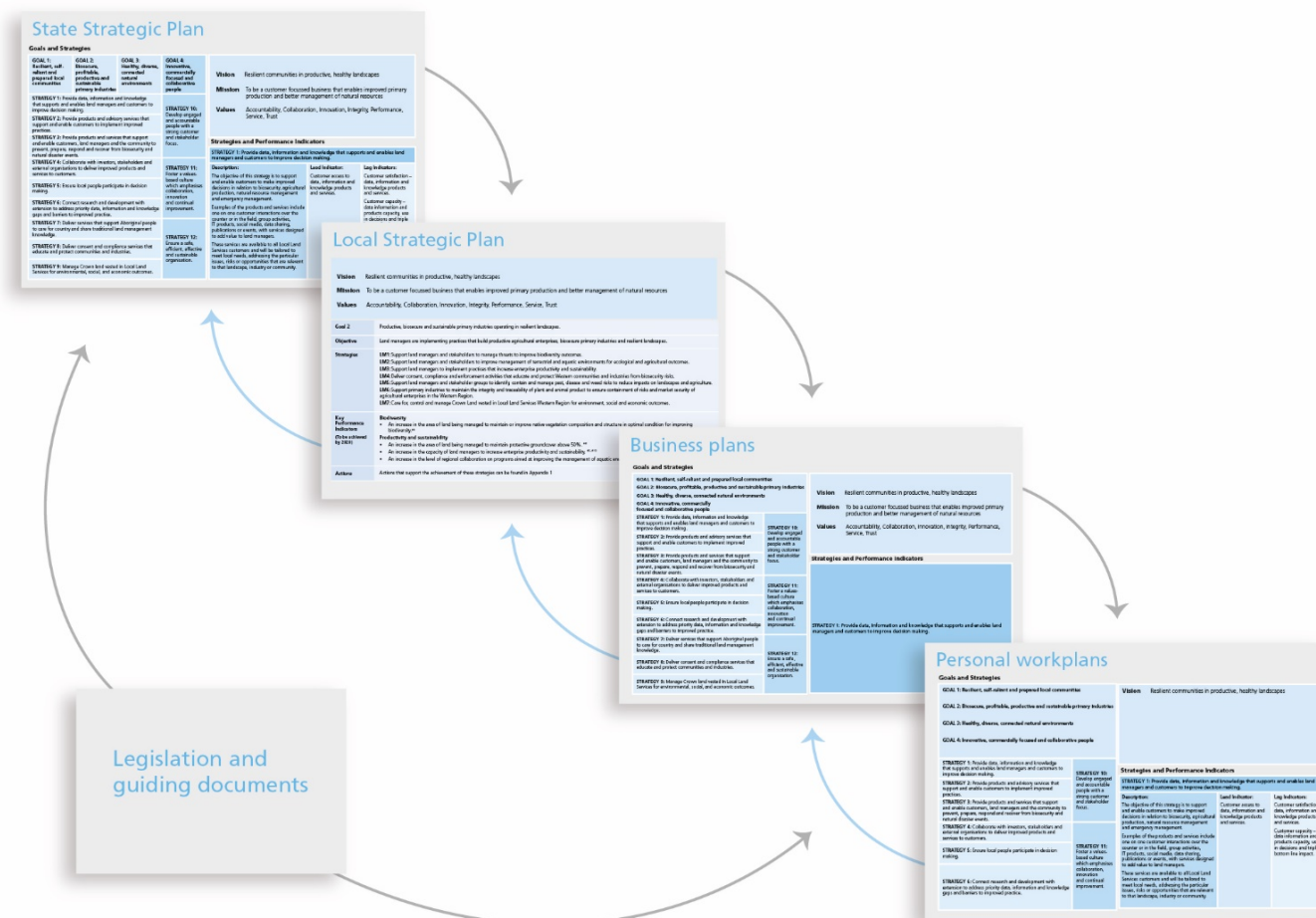


Figure 3: Overview of planning framework from the State Strategic Plan to personal workplans and back again.

The Greater Sydney Local Land Services Strategic Plan is part of a framework employed by the Greater Sydney Local Land Services Board linking the objectives and operation of the Greater Sydney Local Land Services in our local region, with the Vision, Mission and Values of the NSW Local Land Services, the NSW Government and Australian Government.

Greater Sydney Local Land Services maintains consistency with relevant State and Commonwealth legislation and policies, and specific strategies including those listed below. Greater Sydney Local Land Services also works with Government and community to implement regional strategies such as NPWS pest animal management strategies and Local Government Plans for outcomes such as biodiversity management.

Local Planning framework and processes:

The direction and delivery of Local Land Services functions in the Greater Sydney region is based on the Greater Sydney Local Land Services Local Strategic Plan (5 years), the Greater Sydney Local Land Services Corporate Plan (3 years) and the Greater Sydney Local Land Services Business Plan (annual).

To ensure quality of service delivery, alignment with stakeholder preferences and community expectations, and to foster a culture of continuous improvement, Greater Sydney Local Land Services has specific organisational strategies including:

- Communication and engagement
- Monitoring, Evaluation, Reporting and Improvement
- Risk Management

The Greater Sydney Local Land Services Strategic Plan builds on the knowledge base and community input used to develop the Greater Sydney Local Land Service (Transition) Catchment Action Plan. It also includes elements from the previous Livestock Health and Pest Authority operational plans, and previous plans for sustainable agriculture in the Greater Sydney region. These are key documents which guide implementation of Greater Sydney Local Land Services programs from a spatial perspective.

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. The data and information collected will be integrated into statewide data sets wherever possible; will be fully accessible through open government; and will contribute to whole-of-NSW reporting on the state and trend of asset conditions.

Our approach to measuring success is still evolving but will focus on a series of scorecards that build a common understanding of Local Land Services' performance. These will be developed collaboratively and will:

- represent best practice
- cover our obligations to customers, investors and stakeholders, including compliance with statutory obligations
- be fit-for-purpose and institution-wide and cost effective
- capitalise on existing or emerging technologies, innovations and practices.

Greater Sydney Local Land Services is committed to delivering the best possible outcomes across all the Strategic Objectives in this Plan through integrated service delivery tailored for our region. The success of both NSW and Greater Sydney Local Land Services will be measured by the level of satisfaction of our customers, stakeholders and investors.

Longer term success will be evident through increased customer participation in Local Land Services programs and activities, and an increased capacity of our customers and communities to manage natural resources and risks associated with pests, weeds and disease.



Reporting

The Greater Sydney Local Land Services reporting program is multi-faceted to meet a range of needs, including:

- Annual Reports
- financial and output reports for investors
- reporting to stakeholders on progress against milestones and services available
- reporting to ratepayers on use of rate funds and services available
- reporting to community advisory groups
- reporting to community on Local Land Services services and achievements

Our reporting program allows us to:

- Report progress against this Strategic Plan to the Greater Sydney Local Land Services Board and our stakeholders, customers and community
- Satisfy our statutory and investor reporting requirements, including financial accountability and delivery of outcomes
- Review our approaches and delivery for effectiveness, impact and appropriateness to feedback into our systems for continual improvement
- Engage and educate our customers, stakeholders and community

Learning and development

Greater Sydney 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.

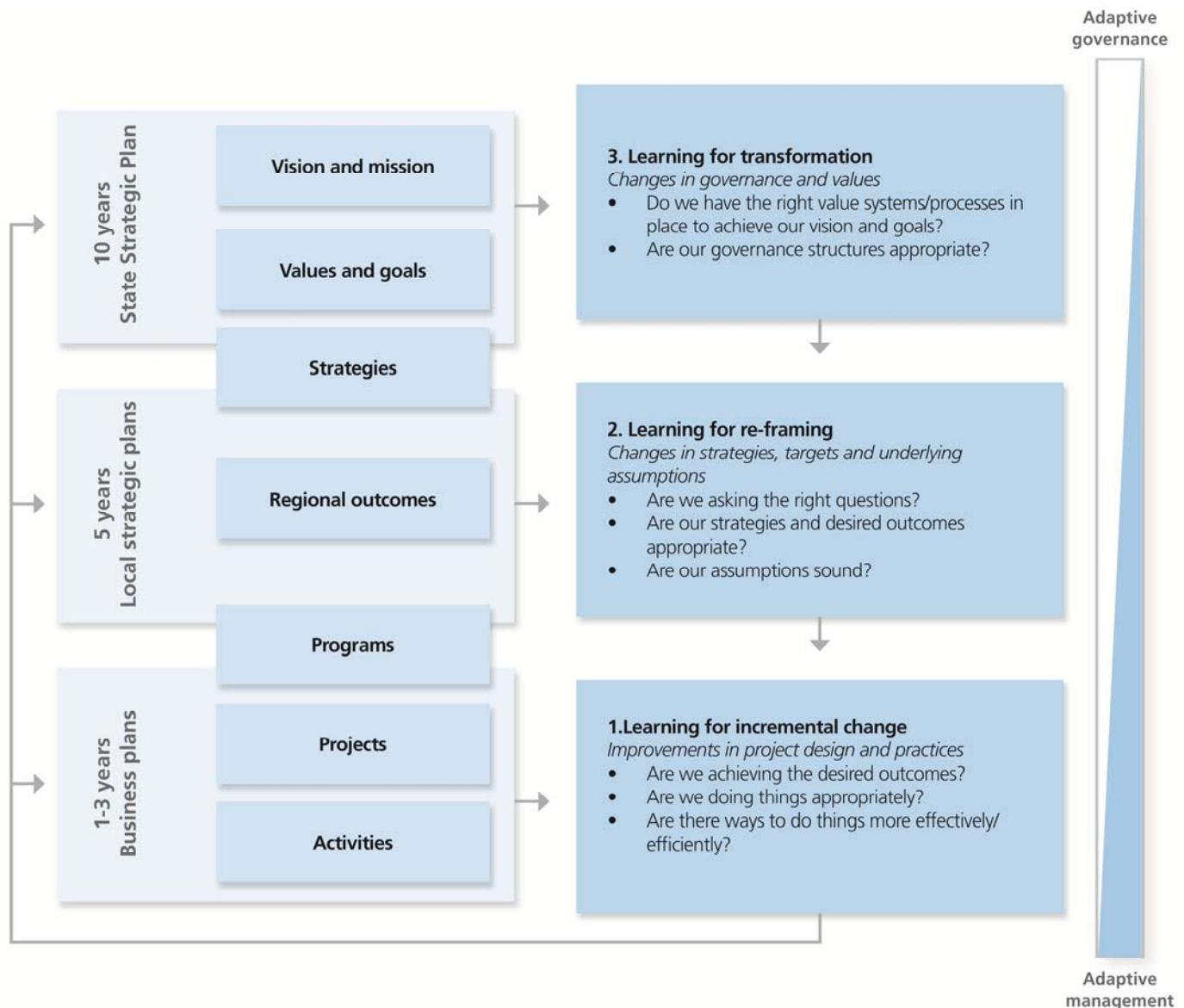


Figure 4: Triple loop learning applied to the Local Land Services planning framework (adapted from Murray Catchment Action Plan 2013).

Greater Sydney Local Land Services has established and robust systems of evaluation and feedback to:

- Improve our processes to make sure we maintain high levels of efficiency
- Make sure we are doing the right things in the right way to be effective
- Ensure our activities are appropriate to the needs of our customers and community
- Ensure that our activities are delivered to have maximum effectiveness
- Consider the short and long term outcomes to understand the legacy of our work.

Greater Sydney Local Land Services monitoring, evaluation, reporting and improvement Plans will incorporate learnings across these areas at a number of planning and time scales to continuously improve our service delivery.

The use of an adaptive management approach is incorporated into all Greater Sydney Local Land Services organisational strategies including risk management and customer communication and engagement to ensure that our Local Strategic Plan continues to be safely implemented in line with changing community and investor preferences.

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 state 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

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

Environmental Protection and Biodiversity Conservation Act 1999

Quarantine Act 1908

Water Act 2007 Australia's Biodiversity Conservation Strategy 2010-2030

Australian Weeds Strategy 2007

Weeds of National Significance Strategies

Close the Gap 2014

National Plant Biosecurity Strategy 2010

Agricultural Competitiveness White Paper 2015

National Landcare Programme

National Wildlife Corridors Plan

Australian Pest Animal Strategy 2007

State

NSW making it happen: Premier's Priorities and State Priorities

Portfolio commitments and priorities

Local Land Services Act 2013

Local Land Services Regulation 2014

Local Land Services State Strategic Plan 2016-2026

Native Vegetation Act 2003

Environmental Planning and Assessment Act 1979

Water Management Act 2000

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

Department of Planning and Environment Regional Plans

Ochre Strategy 2013

NSW State of the Environment 2012

NSW Wetland Policy 2010

Threatened Conservation Act 1995

Government Sector Employment Act 2013

Performance Standard for Local Land Services – Natural Resources Commission 2015

Regional

Central Coast Regional Plan (once approved)

Greater Sydney Local Land Services Transition Catchment Action Plan 2013

NPWS pest animal management strategies

Local Government Plans eg: biodiversity management

Greater Sydney Local Land Services Corporate Plan and Greater Sydney Local Land Services Business Plan

A Plan for Growing Sydney (2014)

Water Sharing Plan Greater Metropolitan Region (Groundwater and surface) 2011

Glossary

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.

Asset: An environmental, economic or social attribute regarded as being of significant value. It includes physical entities such as a vegetation community or processing facility for agricultural products, as well as attributes such as the ecological health of an ecosystem or the capacity of a community group to work together effectively.

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.

Landcare: any community-based group operating in the sphere of sustainable agriculture and natural resource management including:

- a) Identified Landcare groups and other 'care' groups such as bushcare, coastcare, rivercare etc.
- b) 'friends of' groups and other community environment groups
- c) Farmer/producer groups
- d) Indigenous communities and organisations


Landscapes: For the purpose of this publication, the term landscapes refers to any section of land or coast and its natural features, including rivers and other water bodies.

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

Stakeholder: Those organisations that collaborate and partner with Local Land Services to deliver services to customers.

Travelling stock reserve: means

- a) any route or camping place reserved for travelling stock route or camping place under the *Crown Lands Act 1989*

- 
- b) 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
 - c) 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.

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