



LHPA STRATEGY 2011-2014

Including Organisational State objectives and Authority function management plan 2011-2012

Name: Riverina Livestock Health and Pest Authority
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Contents

1. Who we are.....	3
2. Our mission.....	3
3. Our values	4
4. Our stakeholders.....	4
5. Our planning	4
SECTION A Organisational State objectives	5
SECTION B Environmental Scan	7
SECTION C Riverina LHPA Local Function Plans Focused on Achieving the State Objectives	10
SECTION D Authority Localised Objectives	15
SECTION E Authority Operating Budgets	16

1. Who we are

Livestock Health and Pest Authorities have a 150-year tradition of district-based delivery of livestock health and pest management programs that help safeguard agricultural production valued at over \$8 billion a year. The LHPA delivers expertise and effective service at a local level while forming an integral part of our national biosecurity system.

Every day we work with landholders to deliver a world class disease investigation and advisory service that helps preserve the favourable disease status that secures international market access for Australian producers.

Funded largely by landholders and covering an area of more than 80 million hectares, LHPAs have over 360 local staff in more than 60 locations across NSW and local producers as directors.

The 14 Livestock Health and Pest Authorities were formed in 2009, following the restructure of the former Rural Lands Protection Boards. Their formation continues a tradition of district-based service that began with *The Scab in Sheep Act* of 1863 and has seen us evolve into a modern, responsive and progressive organisation committed to improving service delivery and performance.

As a statutory organisation, we independently set and implement local priorities while remaining accountable to the NSW Minister for Primary Industries for our operations. We have strong partnerships with industry and government, and work in close collaboration with NSW Department of Primary Industries.

While not all landholders may see us on their properties, our work in emergency disease prevention, preparedness and response, advisory and diagnostic services, disease surveillance, residue management, certification, traceability systems such as NLIS, regulation and extension ensures continued market access.

The pest management programs our rangers strategically coordinate with thousands of landholders across NSW reduce the impact of predation on agricultural production. During the spring and summer of 2010–11, the on-ground efforts of the LHPA in locust control helped avoid potential losses to crops of almost half a billion dollars.

The skills, knowledge and experience of 150 years of successful operation underpin our connection to the rural community in which we live and work. The personal contact our customer service staff have with local landholders in areas such as drought assistance, travelling stock reserve access or advice on stock movement has helped build our reputation as the local, 'go to' organisation for producers.

2. Our mission

To be acknowledged by our stakeholders as a dynamic local service organisation that has Safeguarding Agriculture in NSW as its goal. We will focus on protecting and enhancing livestock industries and minimising the risks to agriculture and the environment by pest animals and insects. In partnership with our stakeholders, we will achieve this with the knowledge and skills of our people who deliver local, regional and state initiatives.

3. Our values

- Service delivery: We focus on being in the field. We concentrate our resources on providing advice, information, education, coordination and assistance to our stakeholders. We recognise our role as a regulator and we will utilise these powers in line with our internal policies and procedures.
- Delivering outcomes in our core functions: We take a program focus while maintaining the flexibility to respond to particular issues or events. We recognise the need to address local, regional, state and national priorities.
- Accountability: We review our actions with a view of continual improvement and report to stakeholders on our performance.
- Common purpose: We recognise that our organisation has a common purpose and we respect the role our structure and our people play in achieving that purpose.
- Teamwork: We constructively work and learn together and we value open communication.
- Integrity: We act with integrity at all times and we are honest and truthful in our dealings. We treat people with respect.
- Strong relationships: We have strong meaningful relationships within our organisation and with key stakeholders.

4. Our stakeholders

The people who occupy rural land 10 hectares or more in NSW are our key stakeholders. The rates these landholders pay to their local LHPA are the main source of funding for LHPAs.

Managers of public land, including government departments, catchment authorities and local government bodies are stakeholders. The LHPA works in partnership with NSW DPI and has a responsibility to NSW Government in accordance with the *Rural Lands Protection Act 1998*.

5. Our planning

The LHPA is committed to a plan that delivers a three-year direction for the organisation, resulting in the best possible services to ratepayers, stakeholders and the broader community through a process that:

- identifies the stakeholders and requires their input
- identifies expected achievements and dates
- defines roles and responsibilities providing accountability
- engages the whole organisation in order to achieve commitment to implementation
- is reviewed and updated annually.

SECTION A Organisational State objectives

Objective 1:

The LHPA is acknowledged by ratepayers as a dynamic service organisation for livestock health and pest management with productive relationships with the Minister, agencies and stakeholders.

Strategies

1. Build trust and confidence with external stakeholders including the establishment of a functional and effective relationship with DPI through an MOU and other partnership instruments
2. Community engagement and communication planning is an organisational priority

Performance Indicators

- Memorandum of understanding and/or alternate agreements have been renewed between State Management Council and the Department of Primary Industries.
- Community engagement and communication plans exist within Authorities.
- Market research and sample surveys measure progress.

Objective 2:

The LHPA has established clear and agreed objectives for each functional area and has met key performance expectations.

Strategies

1. The Senior Executive Team in partnership with senior staff in the organization will develop clear functional objectives for consideration and adoption through the State Management Council Board and State Policy Council.
2. State wide reporting is consistent and allows for analysis of the performance of the organisation against objectives and authority by authority

Performance Indicators

- Objectives are set by 31 December 2011 for
 - Livestock health
 - Pest Animal and insect management
 - TSRs
 - Emergency response.
- Key performance expectations for the above are defined and reporting against them is in place by 30 June 2012.

Objective 3:

The LHPA has a whole of organisation culture with standardised operating frameworks and practices aimed at enhancing authority performance

Strategies

1. The State Management Council Board of Directors works in collaboration with the Senior Executive Team
2. The State Policy Council works in collaboration with Authority Board of Directors

Performance Indicators

- SET established with key functional groups and performance measures developed and monitored by June 2011
- LHPA policy framework adopted and communicated

Objective 4:

The LHPA recognises and respects the expertise and resources within the organisation in decision making.

Strategies

1. Roles and responsibilities clarified
2. An organisational skills analysis identifies our strengths.
3. Investment continues in improving existing assets and intellectual property

Performance Indicators

- Leadership teams established and utilised
- Skills analysis undertaken through 2012
- Projects contribute to meeting local service delivery objectives

Objective 5:

The LHPA has an effective governance framework enabling the organisation to meet opportunities and challenges to ensure sustainability.

Strategies

1. The Boards of Directors of Authorities and the State Management Council develop a governance framework that provides clarity to roles and responsibilities for oversight of LHPA NSW.
2. The State Policy Council will develop a governance framework providing effective leadership of LHPA NSW.

Performance Indicators

- Governance framework is in place and fully implemented by 31 December 2012.
- State Policy Council governance charter

SECTION B Environmental Scan - Determined by the Board of Directors and management this section describes the key challenges that each authority faces in both their external and internal environments. Reviewed regularly, the environmental scan ensures that the strategies being implemented by the authority are appropriate.

External – what factors outside the authority’s operating environment impact on the authority achieving long term goals or affect success of its programs

Livestock Health

- Expectations and knowledge about livestock health programmes varies across ratepayer base
- Introduction of footrot from higher prevalence areas, in particular Victoria but also eastern NSW
- Lice – expectations of potential regulatory programs effect and what is actually achievable varies
- Lice control - changes to chemical resistance and registration
- Lice –application for external funding of lice eradication project under development
- BJD – Movement of dairy cattle from higher prevalence areas in Victoria to local herds, movement of dairy cattle to beef herds
- Ovine Johne’s Disease - Prevalence data from abattoir surveillance several years behind spread of disease. Vaccine uptake insufficient for long-term disease control. Past program has left a residue of resentment and unwillingness to co-operate.
- Market access implications of failure of various programs e.g. OJD, residue management, TSE surveillance.
- Ovine brucellosis –voluntary and informal nature of program leaves vulnerability for re-infection from outside the district.
- Major stock movement following drought may have long term disease effects

Pest Animals

- Emergency responses to outbreaks may overtake structured programs e.g. locusts, mice
- Extraordinary seasonal conditions render control programs ineffective for some pests
- Lack of producer understanding of responsibility for pest animal control
- Rabbits and Feral Pigs – continued good seasonal conditions poses threat of rapid population increases
- Mice – ongoing shortage of supply of registered poisons reflects poorly on LHPA ability to react to plague and causes land holders to consider using unregistered chemicals thereby risking chemical residue problems, poisoning of non-target species, secondary poisoning and removal of chemical for other purposes
- Lack of myxomatosis

TSRs

- Managing community expectation about the authority having a continued role in TSRs
- Reliance on grant funding to supplement income is a risk with ongoing funding not guaranteed beyond terms of contracts
- The decline in demand for use for travelling stock reserves, for a number of reasons, not only poses a risk of financial inability to carry out necessary TSR works but it also jeopardises the ongoing financial stability and viability of the Authority
- Increased fire risk due to bulk of ungrazed vegetation on the TSRs

- Landholder perception of right to carry out unauthorised activities on reserves is too prevalent e.g. construct firebreaks without authority.
- Declaration of previous state forests as national parks and restrictions on firewood collection within the parks have diverted illegal wood cutting activities onto TSRs and the Authority does not have the resources to police this effectively.
- Cost of supply of water for travelling stock may be an issue – Murray Irrigation future costs unknown, Wah Wah scheme conversion to pipeline cost unknown

Corporate

- Restrictions on rating and carrying capacity assessment increases risk to Authority's financial position or ability to provide service to expected levels
- Reduced TSR usage reduces income with only marginal effect on expenditure
- Public expectation of LHPA as service provider may surpass our responsibilities
- Community knowledge of LHPA role is not consistent or well understood
- Constriction of government departments, particularly I & I, places extra burden on LHPA resourcing
- Staff training by DPI no longer available to LHPA's will increase training costs

Internal – what factors within the organisation that can impact on outcomes and should be considered in development of strategies

Livestock Health

- Concentration on mouse plague may impact on Livestock Health programs
- Training and use of GPS initiative and LHMS by staff
- Staff knowledge and expertise varies.
- Resignation / retirement, inexperience or an existing training gap may lead to reduced knowledge of complex and important diseases e.g. footrot, EBL or duties e.g. animal welfare
- Hands on training is limited for footrot infection, leading to loss of knowledge
- OHS – livestock health poses particular risk of zoonotic infection of staff
- Risk of staff being drawn into problems over and above the Authority's role
- Replacement of DV based at Corowa/Jerilderie may take considerable time causing extra workload on remaining DVs and AH Rangers
- Possible funding agreement for lice program with AWI will divert resources away from other programs

Pest Animals

- Succession planning - the need for retention of knowledge and skills of staff in an ageing local workforce
- Concentration on mouse plague may impact on required vertebrate pest programs
- Use of FARMS Pest module and GPS initiative by field staff
- Feral Pigs – experience with large scale/aerial feral pig campaigns is limited to several experienced staff in limited locations
- Rabbits – staff experience in dealing with large scale rabbit eradication programs is limited in newly appointed staff
- Rabbits – no commercial rabbit control contractors in district reduces ability of land holders to conduct programs
- Office locations result in long travel times for staff servicing the very north of the district

TSRs

- Use of GPS initiative by field staff
- Reduced use of TSR's leaves newer staff with little experience in managing travelling mobs
- Office locations result in long travel times for staff servicing the very north of the district
- Long term maintenance program for reserves into the future

Corporate

- Breakdown in standard procedures across locations presents risks to income and fraud prevention
- OHS program requires continual monitoring and adjustment to ensure compliance
- Effectiveness of Board of Directors diminished if individual directors are not engaged in meaningful strategic decision making
- Administrative staff workload increased in supporting the introduction of new systems e.g. Pest module in FARMS, LHMS
- Distance between locations makes unifying staff into cohesive team difficult
- Overall financial position and trading situation of Authority not fully determined due to reporting and budget structure
- Unforeseen changes in SMC costs (Subscriptions and AFU) to Authority presents financial risk.
- OHS management system implementation requires resourcing to ensure authority is compliant

SECTION C Riverina LHPA Local Function Plans Focused on Achieving the State Objectives

Livestock Health Objectives:

1. LHPA will comply with the requirements of the NSW Animal Health Plan.
2. LHPA will aim to minimise adverse affects of livestock disease and chemical residue on the production and market access of livestock and their products in the Riverina district.
3. Establish a functional and effective relationship with DPI NSW regional officers.
4. LHPA is an effective and capable public livestock health system.
5. LHPA will detect an EAD incursion at its earliest possible stage.

Strategies	Link to State Objective	Resources	Performance Indicators
Biosecurity - Twelve Biosecurity workshops delivered to ratepayers by 30 June 2012	1, 2	SDV, DVs, AH Rangers Consumables, training venues	Workshops attended by ratepayers and delivered on time
Ovine brucellosis - Three more sections of district under test for ovine brucellosis by 30 June 2012	1, 2	SDV, DVs, Rangers	Testing in target areas complete, 100% of sheep owners in area participated (unless accredited)
Footrot – Four or less new cases detected by 30 June 2012 Forty flocks inspected for footrot by 30 June 2012 100% of flocks with known infection in program to eradicate within two summers	1, 2	SDV, DVs, LH Rangers	Four or less detections made Infected flocks in eradication program Inspections completed.
Maintain a passive surveillance program to ensure timely assessment and management of livestock health risks by maintaining contact with stock owners, monitoring changes of diseases patterns which	1,2	SDV, DVs, LH Rangers	2 articles in quarterly newsletter regarding diagnostic services available 100% significant syndromes of herd and flock problems notified by ratepayers investigated within 48 hours

increases the probability of detecting emerging diseases			
Undertake active surveillance and reporting programs including Chlamydia and sheep worm drench resistance	1,2	SDV, DVs, LH Rangers	100% significant syndromes of herd and flock problems notified by ratepayers within 48 hours 2 articles in quarterly newsletter regarding diagnostic services available Survey into the seroprevalence of Chlamydia in lambs in lambs completed by 30 June 2012 (dependant on funding)
OJD awareness – increased vaccination in high prevalence area	1, 2	SDV, DV, LH Rangers	4 or less new cases in low prevalence area by 30 June 2012 50% of replacements in high prevalence area vaccinated by 2015 Notification of changes to exclusion area status advised in newsletter
NLIS – undertake advisory and compliance activities as per policy	1,2	SDV, DVs, Rangers, CSO	25% reduction in P2P letters by 30 June 2011 Zero prosecutions for breaches of NLIS rules in sale yards
Passive surveillance – maintain contact stock owners, monitor changes of diseases patterns, increase probability of detecting emerging diseases	1,2	SDV, DVs, LH Rangers	2 articles in quarterly newsletter regarding diagnostic services available

Pest Animal and Insect Objectives:

1. To provide efficient and strategic management of pest animals and insects to reduce the damage they cause to production and conservation values on all land with the District to a level where the benefits exceed the management costs
2. FARMS Pest module implementation and on-going use

Strategies	Link to State Objective	Resources	Performance Indicators
Inspections – Property inspections to be undertaken in known pest animal prone areas	2, 3	Rangers	50% of pest area inspected bi-annually 100% record of inspection and information gathered and available within 48 hours of inspection FARMS pest module utilized
Establish group or area approach to pest control	1, 2 & 3	SR, Rangers	5% increase in group program participation rates by 30 June 2012
Facility and equipment maintenance and replacement schedule to be developed and adopted	3	GM, SR	Facilities meet safety and legislative standards Maintenance and replacement schedule in place and being followed Excess plant disposed
Pest animal inspection reports to be provided to Landholders from FARMS system.	1, 2	SR, Rangers	100% of inspection reports provided to land holders within 14 days of inspection.
Authority to undertake active response to rapid population increase in pest species (Mice and locusts, in particular, and rabbits and feral pigs have the potential to rapidly increase in population threatening primary production)	1,2,3	SR, Rangers	100% of reports acted upon with 48 hours of receipt. Nil poor publicity on Authority response.

Traveling Stock Reserves Objectives :

1. To provide a financially sustainable system of travelling stock reserves able to sustain necessary movements and provide temporary relief in times of natural disaster

Strategies	Link to State Objective	Resources	Performance Indicators
Review of all aspects of TSR management including financial viability, future use, alternate income options and possible ceding of unviable reserves to be completed by 30 June 2012	1 & 2	GM, SR, Rangers	Current practices reviewed Financial analysis completed Stakeholder shave been consulted; users, ratepayers, other Board of Directors has adopted strategy for future TSR management
Water Supply – Murray Irrigation and Wah Wah Scheme arrangements to be considered and adopted or rejected	2, 5	Board, GM, SR	Proposed water supply arrangements have been received from Murray Irrigation Limited for MIL channel supply and Murrumbidgee irrigation Limited for Wah Wah Private Scheme proposal GM & SR have reviewed and costed proposals with recommendations on each scheme made to Board of Directors. Board of Directors has adopted plan for each scheme.
Statutory obligations for weed control and pests to be met whilst finalization of future management is determined	1,2	SR, Rangers	Zero compliance issues with weed authorities. Pest control is completed as per requirement for private landholders.
Attract alternate source of income from Hay TSR residual logged timber sale.	1,2	GM, SR, Ranger Duryea	Expression of interest called by 15 July 2011, Permits issued by 31 July and income received by 30 June 2012
Investigate commercial timber harvesting option for appropriate TSRs	1,2	GM, SR, Rangers	Relevant TSR's with timber harvesting possibilities identified. State Forests approval received Harvesting underway and income being received by 30 June 2012.

Corporate Objectives :

1. To ensure future service provision by the Authority at a level that provides value to ratepayers whilst ensuring ongoing viability of the organisation
2. To provide a safe workplace for employees, contractors and visitors
3. To minimize risk to the ongoing viability of the organisation

Strategies	Link to State Objective	Resources	Performance Indicators
Viability – Finance committee to undertake a complete review of financial position, identify risk factors and operation of the Authority and recommend strategies to the Board	5	Finance Committee, GM, SDV, SR, OC	Draft review completed with recommendations made to the Board of Directors by 31 December 2011 Board considers and adopts recommendations, as amended, by 31 March 2012
Board to review Audit management letter and GM to address issues raised	3 & 5	Board, GM , OC	Board has considered management letter within one month of receipt and provided reply to Auditor All items identified as requiring action have been addressed within one month of Board consideration of management letter.
Engage stakeholders through quarterly newsletter, diverse information sessions at fox baiting days and weekly press releases.	1	Board, Staff	100% of articles and press releases taken up by media. Newsletters issued quarterly.
Staff training provided to ensure improved service delivery	1, 4	Staff	Staff have completed their planned progression training courses annually and progress through grades in a timely manner. Service delivery is maintained during staff absences.
Board of Directors to self review performance, improvements and effectiveness	1, 5	Board of Directors	Review completed and improvements implemented.

SECTION D Authority Localised Objectives

Objective 1:

Reduce reliance on rate and TSR generated income by pursuing external funding

Strategies	Resources	Performance Indicators
Increase in external funding investigated	GM, SDV, SR, OC	Funding opportunities explored, applications lodged, additional funding obtained compared to previous year.

Objective 2:

Protect and Maintain corporate knowledge within Authority

Strategies	Resources	Performance Indicators
Record keeping	OC, CSO	Compliance with State Records Management Act Authority records are secure and easily located
LHMS	SDV, DV, CSO	LHMs implementation supported, program in place and being utilised

Objective 3

Ensure satellite office administrative staff continue to add value to Authority operations

Strategies	Resources	Performance Indicators
Review current administrative task load across the Authority's offices	OC, CSO	Workload is evenly spread. Administrative tasks are completed accurately, in accordance with policy and on time regardless of location
Office staff are to be trained to a uniform level	OC, CSO	CSO's within each office are able to undertake multiple tasks across each office

Objective 4

Commence lice eradication project (5 year project subject to AWI funding)

Strategies	Resources	Performance Indicators
Undertake funded lice eradication trial program	DV, SDV	Funding approved by AWI Lice eradicated from trial groups Trial expanded from initial two groups with ongoing AWI funding

Objective 5

Use of Juno's by staff to report on PEST programs (possible import to FARMS)

Strategies	Resources	Performance Indicators
Download PEST reports from hand held units to excel	SR, Rangers	Reports successfully downloaded into excel file and provided to SMC for appraisal
Volunteer as trial Authority to upload auto reporting from hand held units	SR, Rangers	Testing of automatic data entry undertaken in conjunction with SMC IT Unit.

SECTION E Riverina Authority Operating Budget

The *insert name* Livestock health and pest Authority will commit \$2,870,000 *total rate income* of rate revenue and \$1,212,250 of other income totaling \$4,082,250 toward achieving the objectives of the function plan 2011/12. In summary the approved budget is as follows;

Director	\$ 111,000
Employee	\$ 1,949,470
General	\$ 277,900
Motor vehicle	\$ 409,000
Office	\$ 351,300
Property	\$ 323,100
Service	\$ 885,000
Total Expenses	\$ 4,305,770