



LHPA STRATEGY 2011-2014

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

Name: Darling Livestock Health and Pest Authority

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Contents

| | |
|---|----|
| 1. Who we are..... | 3 |
| 2. Our mission..... | 4 |
| 3. Our values | 4 |
| 4. Our stakeholders..... | 4 |
| 5. Our planning | 5 |
| SECTION A Organisational State objectives | 5 |
| SECTION B Environmental Scan | 7 |
| SECTION C Name LHPA Local Function Plans Focused on Achieving the State Objectives..... | 9 |
| SECTION D Authority Localised Objectives | 12 |
| SECTION E Authority Operating Budgets | 13 |

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 organisation 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

- Changing demographics with an emergence of investment property purchasers as opposed to traditional family owners within the Darling Authority have presented a challenge to maintaining an acceptance and consistency of service of animal health programmes with varying expectations of the role of the LHPA, understanding the responsibilities of the landholder and degrees of compliance from landholders.
- Lack of understanding from landholders on their responsibility and role of the LHPA generating a propensity towards non compliance of regulatory requirements. (eg Sheep Animal Health Statement returns, NLIS compliance)
- Lack of full time veterinary officer.

Pest Animals

- Lack of producer understanding of Landholder responsibility and LHPA role in pest animal control
- Lack of a National standard of compliance for chemical purchase generating a reluctance in acceptance of chemical accreditation requirements of LHPA
- Large areas of land being purchased by absentee landholders for recreational purposes and carrying no livestock.
- Landholders receiving economic gain from “weekend warriors” who traditionally shoot / hunt large pigs and leave small ones to “breed up”.
- Low staff numbers (3 rangers including the senior ranger to cover 11.8 million hectares)
- Availability of external funding

TSRs

- Cost of maintenance to control weeds and infrastructure.
- Minimal revenue due to minimal usage
- Aboriginal land claims
- Good rainfall over the last two seasons followed by dry conditions have created a fire hazard.

Corporate

- Pockets of landholder resilience to amalgamation and poor understanding of the role and value of LHPAs still exist despite landholder education, pest control campaigns and meetings, generating an inclination towards non / late payment of rates
- Amalgamation of smaller holdings into sustainable large holdings diminishing rate payer base.

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

Livestock Health

- Lack of adequate resources to undertake intensive landholder education.
- Availability, accessibility and relevancy of training.
- Lack of full time veterinary officer impacting on landholder confidence.

Pest Animals

- Availability, accessibility and relevancy of training.
- A drive to implement a national standard for chemical accreditation compliance.

TSRs

- Finalisation of TSR review and implementation
-

Corporate

- Communication at all levels to ensure workflow implementation and LHPA objectives are reached.
- Public relation strategy promoting the significant role of LHPA revised and implemented
- Impact of small rate payer based group on financial sustainability
- Revising of sundry costing structures

SECTION C Darling 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. Establish a functional and effective relationship with DPI NSW regional officers.
3. LHPA is an effective and capable public livestock health system.
4. LHPA will detect an EAD incursion at its earliest possible stage.

| Strategies | Link to State Objective | Resources | Performance Indicators |
|---|-------------------------|---|---|
| <ol style="list-style-type: none"> 1. Maintaining a strong, functional and effective working relationship with internal and external partner organisations including the DPI, other Authority offices, Rural Crime Investigators (RCI), WCMA and local councils. 3. Establishing an effective communication strategy aspiring to educate landholders and develop trust and community awareness of the role of the LHPA as a frontline source of legislative information and practical resources relating to animal health issues and EAD 4. Demonstrate sound judgment based on training, and an understanding of the NSW Animal Health Plan and the ability to source pertinent information. 5. Staff trained in emergency response & regulatory requirements. | Objective 1, 2, 3 & 4 | LHPA Landholder Education Packages. DPI Prime FACTS and website NSW Animal Health Plan Rural Lands Protection Act 1998 Stock Diseases Act 1923 Training Biosirt Bulletins Personal contact LHPA website and intranet MLA website Local council websites Field Days Newsletters Media | <ul style="list-style-type: none"> • Continued investment in joint animal health initiatives between DPI and LHPA. • Commitment between the DPI and LHPA to educate landholders in the relevance of OJD / BJD has resulted in the retention of OJD exclusion zone in the Darling LHPA. • As a consequence of the ongoing development of strategic partnerships with relevant organisations such as the Western Catchment Management Authority (WCMA), DPI, local council and LHPA the Darling Field Day was instigated and was a resounding success in supplying information and resources to the rural community and will continue as a bi annual event. • Continuity of effective staff training to promote trust, staff ability to interpret and implement the NSW Animal Health Plan practicality and reliability of information has proven valuable in promoting the frontline image of the LHPA as an efficient source of information and service and has broken down some barriers of mis trust and non communication. |

Pest Animal and Insect Objectives

1. Standardise procedures.
2. Pest module implementation

| Strategies | Link to State Objective | Resources | Performance Indicators |
|---|-------------------------|---|---|
| <p>1 Maintain staff training & resources at an optimum level to ensure prompt and diligent service of the highest standard</p> <p>2 Promote the role and responsibility of landholder participation in pest animal control projects, emphasising the necessity of control programmes as an economic and environmental obligation.</p> <p>3. Staff compliance with Pest Module implementation</p> <p>4. Monitoring and reporting of shifting populations and densities of pest animals and insects with particular attention to areas of low population and absentee landholders.</p> <p>5. Staff being trained in the ability to make sound judgments based on topographical and seasonable conditions on potential breeding areas in an effort to preempt outbreaks of feral animals and insects..</p> <p>6. Developing key strategic partnerships to source funding and resources</p> | 1,2,3 & 4 | <p>Training</p> <p>PCOs</p> <p>Personal and group contact</p> <p>Rural Lands Protection Act 1998</p> <p>Stock Diseases Act 1923</p> <p>Local knowledge</p> <p>Newsletters</p> <p>Media releases</p> <p>Field days</p> | <ul style="list-style-type: none"> • Staff have up to date information on regulatory and legislative requirements. Chemicals are date current held in sufficient quantities. • Retention and growth in group and individual baiting programmes. Landholder awareness of the impact pest animal infestation on economic sustainability and environmental stability. • Staff trained in the implementation of the Pest Module and are aware of the relevancy of accurate data entry and data requirements • Landholder participation in the reporting process supplying trapping, baiting, shooting and activity sightings • Control of pest animals by the use of local knowledge, LHPA and DPI data • The Darling LHPA has received funding from the WCMA for its pig offensive 2010/2011 |

Traveling Stock Reserves Objectives

| Strategies | Link to State Objective | Resources | Performance Indicators |
|--|--------------------------------|------------------|--|
| 1. Manage TSRs to current Legislative requirements | 2,3 & 4 | RLPB Act 1998 | <ul style="list-style-type: none">• Weed control programmesMonitoring for fire hazard potential and misuse. |
| 2. Assist in the compilation of the TSR review | | | |

Corporate Objectives

1.

| Strategies | Link to State Objective | Resources | Performance Indicators |
|---|--------------------------------|---|--|
| 1 Improved knowledge and acceptance by directors of real corporate governance role. | 3, 4 & 5 | RLPB Act 1998 Corporate Governance Charter | Reduced tendency to intrude in operational matters |
| 2 Staff record files improved to comply with suggested standard. | 4 | | Update complete by 30/9/2011 |
| 3 Staff to participate in refresher induction process. | 4 | Standard SMC Induction Programme | Full staff participation by 31.10.2011 |
| 4 Development of comprehensive series of delegations | 5 | | Delegations in place by 31.12.2011 |

SECTION D Authority Localised Objectives

Objective 1

Local disease investigation (LDIs) programmes are promoted widely attracting livestock producers involvement

| Strategies | Resources | Performance Indicators |
|---|---|---|
| 1. To develop a constructive productive relationship between the LHPA and landholders | Media Staff training Staff response | <ul style="list-style-type: none"> • Breaking down of non communication barriers and resentment. |
| 2. To deliver an efficient cost effect service | | <ul style="list-style-type: none"> • Financial sustainability |
| 3. To meet legislative and regulatory requirements | | <ul style="list-style-type: none"> • Staff conversant with requirements under the Act |
| 4. To source external funding for prime objectives in feral animal control | | <ul style="list-style-type: none"> • Funding resources being sourced |
| 5. To promote community awareness in the role and scope of the LHPA | | <ul style="list-style-type: none"> • Darling Field Day and media releases |
| 6. To promote good animal health programmes and retain OJD exclusion status | | <ul style="list-style-type: none"> • Access to veterinary services • OJD survey completed and retention of OJD status preferred |

SECTION E Authority Operating Budgets

The Darling Livestock health and Pest Authority will commit \$474,000 of rate revenue and \$630,476 of other income totaling \$1,104 476 toward achieving the objectives of the function plan 2011/12. In summary the approved budget is as follows:

| | |
|----------------|-------------|
| Director | \$83,000 |
| Employee | \$445,076 |
| General | \$102,000 |
| Motor vehicle | \$93,500 |
| Office | \$64,500 |
| Property | \$45,000 |
| Service | \$271,400 |
| Total Expenses | \$1 104 476 |
