

South East LHPA

Function Management Plan 2011-2012

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



Date: 12/08/2011

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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 from diseases in livestock, and threats from 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 the authority faces in both the external and internal environments. These have been risk assessed and will be regularly reviewed to ensure that the strategies being implemented are appropriate or whether any modification of direction is required.

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

- Introduction of Mandatory Property Identification codes (MPIC). Ensuing increase in stakeholders.
- Devolvement of additional NLIS functions without funding or resourcing support i.e. cost shifting.
- Disease outbreaks; exotic and non-exotic.
- Introduction of electronic Livestock Health Management System

Pest Animals

- Pest funding and other public bodies.
- Imposts on Ranger's time and priorities through increased data entry requirements.
- On-going impact of certification requirements for issuing baits.
- Time taken to gain approval to supply baits to Victorian landholders.

Corporate

- NSW State Government Review and changes that may arise including those related to funding.
- Current system of staff progression.

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

Livestock Health

- Potential staff turnover within the current Livestock Health staffing.
- Development of District Veterinarian, Ranger and CSO knowledge and capabilities within the Livestock Health function.
- Improve Landholder awareness and uptake of PIC and NLIS issues.

Pest Animals and Travelling Stock Reserves

- IAB Audit recommendations.
- Co-ordination of community pest control programs.
- Pest numbers (favourable seasonal conditions and the increase in numbers)
- Review process for TSR's and Land Claims received

Corporate

- Financial sustainability.
- Improve Brand image of local Authority within its district.
- Financial Audit recommendations – HR records – Internal Control procedures.
- Ongoing long term HR issues.
- Consistency of Service Delivery between offices.
- Workload balance between offices especially single CSO offices.

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

Livestock Health Objectives:

1. Participation in and actioning the requirements of the NSW Animal Health Plan.
2. Maintenance of preparedness and capability to monitor, manage and respond to emergency animal disease outbreaks.
3. Engagement with key stakeholders including DPI to foster effective working relationships and understanding of respective risks managed.

Strategies	Link to State Objective	Resources	Performance Indicators
Contribute to redefining relationship with DPI.	1 & 2	Senior District Veterinarian (SDV)	Appropriate key performance indicators established, adopted and reported.
Monitor and report compliance with NLIS requirements.	2	SDV, District Veterinarian (DV), and Rangers	Attend at least 50% of cattle and sheep and goat sales.
EAD prevention and preparedness.	2	SDV, DV, and Rangers	Emergency plans and SOP's in place and reviewed for each saleyard in the Authority
Authority participates in NAM program and provides all requested data.	2	SDV, DV, and Rangers	Testing of sentinel herds completed on time as required
Engage stakeholders to improve awareness and to prompt timely reporting of EAD	1 & 2	SDV & DV.	Market research per SMC sample surveys, producer meetings and media releases.

Pest Animal and Insect Objectives:

1. Participation in efforts to establish statewide standardised pest animal management procedures and key performance indicators.
2. Contribution to the further development of the pest module of FARMS as a tool for use by Rangers.
3. Engagement with key stakeholders to foster effective working relationships.

Strategies	Link to State Objective	Resources	Performance Indicators
Nomination of staff and support of them to participate in relevant reviews utilizing their expertise.	2,3 &4	Senior Ranger (SR) and Rangers	Standard procedures are in place statewide for 1080 and Pindone use by 31 Dec 2011. Standard procedures are in place for all other key pest animal management activities by 31 December 2012.
Implement agreed changes.	2 ,3 & 4	SR	FARMS field accessible for field staff by June by 2013.

Implement community engagement initiatives.	1	SR	Assist the community in compliance with pest control strategies. Facilitate and implement seasonal fox/rabbit control programs. Participate review and promote the wild dog management plans in the area. Encourage community based plans for destruction of wild pigs and feral deer.
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Corporate Objectives :

1. Commitment to support and to allocate resources within budgetary limitations toward activities fostering an improved operating framework, standardization and enhancing efficiency.

Strategies	Link to State Objective	Resources	Performance Indicators
Monitor needs and in consideration of own priorities contribute to initiatives	4 & 5	General Manager (GM)	External and internal audit outcomes. Board satisfaction.
Within budgetary limitations introduce agreed changes	4 & 5	GM and Office Co-ordinator	Expenditure within agreed budget. Monitoring of monthly budget variance and investigation of variations.

SECTION D Authority Localised Objectives

Livestock Health

Objective 1:

Potential staff turnover within the current Livestock Health staffing.

Strategies	Resources	Performance Indicators
Expedite the smooth transition of staff into the Authority.	General manager SDV	New staff in place.
Develop DV induction plan	SDV and GM	Plan utilized for new staff.

Objective 2:

Development of District Veterinarian, Ranger and CSO knowledge and capabilities within the Livestock Health function.

Strategies	Resources	Performance Indicators
Develop list of required L/H knowledge and capabilities based on procedural KPI list from SDV forum.	SDV SR and OC	List developed within three months of KPI list being provided by SDV group.
Continue program of L/H development meetings.	SDV	Development meetings held at least every six months.

Objective 3:

Improve Landholder awareness and uptake of PIC and NLIS issues.

Strategies	Resources	Performance Indicators
Development of PIC PAC SOP's developed for each sale-yard.	SDV and OC SDV and DV and Rangers	PIC PAC developed. Ongoing development
NLIS compliance issues are identified and action taken as per sale-yard SOP developed	GM/SDV/SR/OC	SOP for Cooma cattle, Bega, Braidwood and Moruya developed and utilised.

Pest Animal and Travelling Stock Reserves

Objective 1:

IAB Audit recommendations.

Strategies	Resources	Performance Indicators
Comply with all audit recommendations	Senior Ranger (SR)	All recommendations for SE LHPA auctioned by 31 August 2011
Participate in internal audit program	SR & Rangers and GM	Program to be advised

Objective 2:

Imposts on Ranger's time and priorities through increased data entry requirements.

Strategies	Resources	Performance Indicators
Monitor ranger compliance with Pest Module data entry requirements.	SR	Reports from Pest Module are seen to be useful and relevant.
Ranger workload allocation made through contract days.	SR	
Ranger computer skills developed through courses offered	SR	25% of rangers attend development course during 2011/12

Objective 3:

Pest numbers (favourable seasonal conditions and the increase in numbers)

Strategies	Resources	Performance Indicators
Increase participation on pest control programs	SR	As reported by Pest Module
Continue 1080/Pindone training courses	SR and Rangers	
Assist in development of RHD component to 1080/Pindone training package.	SR and GM	Course developed by 31 st Dec 2011

Objective 4:

Ability to provide 1080 baits into Victoria

Strategies	Resources	Performance Indicators
Drive for PCO modification	GM and DPI	Changes implemented
Drive for MOU finalisation with DPI	GM Tim Seears	Changes implemented

Objective 5:
Review process for TSR's and Land Claims received

Review all TSR's within the Authority	SR	Make recommendation for retention or cede back to Lands Dept
Review all Land Claims for defence or other	SR	All land claims dealt with or actioned

Corporate
Objective 1:
Financial sustainability.

Strategies	Resources	Performance Indicators
Approve surplus budget and monitor for adherence	Board, GM and OC	Surplus recorded for 2011/12 year
Develop internal audit strategy	GM and Finance Committee	By Dec 2011
		Income & expenditure reviewed on a monthly basis.
		Rate & Sundry Debtors referred for further action as per Debt Recovery Plan.
		Variation with budget investigated and reported on a monthly basis. On all line items with greater than 5% variance

Objective 2:
Improve Brand image of local Authority within its district.

Strategies	Resources	Performance Indicators
Participate in community engagement relating to LHPA Review process	GM and Chairman	Interviews conducted, promote in local media.
Continue program of media releases	Senior Team	20 media releases per annum locally.

Objective 3:

Financial Audit recommendations – HR records – Internal Control Procedures

Strategies	Resources	Performance Indicators
Comply with all audit recommendations	GM	Ensure HR files are audit compliant
Meet all timing targets for 2010/11 audit process	GM and OC	Audit submission completed on time
Develop internal control policy and procedure	GM and Finance Committee	Policy developed by Dec 2011 Procedures in place by Mar 2012

Objective 4:

Ongoing long term HR issues.

Strategies	Resources	Performance Indicators
Engage appropriate resources to resolve HR issues	GM	Current issues are resolved

Objective 5:

Consistency of Service Delivery between offices.

Strategies	Resources	Performance Indicators
Assess service tasks between offices	OC and GM	Action commenced by Dec 2011
Develop program for consistent operation	OC and GM	

Objective 6:

Workload balance between offices especially single CSO offices.

Strategies	Resources	Performance Indicators
Assess workloads between offices and make appropriate balances		

SECTION E Authority Operating Budget

The South East Livestock Health and Pest Authority will commit \$2,471,000 rate revenue and \$872,000 of other income totaling \$3,343,800 toward achieving the objectives of the function plan 2011/12. In summary the approved budget is as follows

Director	\$105,000
Employee	\$1,960,000
General	\$287,000
Motor vehicle	\$236,000
Office	\$295,000
Property	\$90,000
Service	\$370,000
Total Expenses	\$3,343,000
