



# LHPA STRATEGY 2011-2014

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

Name: Central West Livestock Health and Pest Authority  
Date: 29/07/2011

## 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 Name LHPA Local Function Plans Focused on Achieving the State Objectives.....	9
SECTION D Authority Localised Objectives .....	13
SECTION E Authority Operating Budgets .....	15

## 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. This work is carried out by our district veterinarians, rangers and customer service officers.

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

- Expectations and knowledge about LH programs varies across ratepayer base.
- Increase in lifestyle blocks with a corresponding reduction in local producer LH knowledge base may result in a resources drain on the authority.
- Small holdings clustered around Dubbo, high numbers of stock transported along the Newell Highway, and the volume and source of stock sold through Dubbo saleyards are all sources of concern for potential exotic disease outbreaks.
- Cost shifting of programs (eg NLIS) and training to LHPAs.

#### Pest Animals

- Lack of producer understanding of responsibility for pest animal control – knowledge varies amongst different categories of landholders.
- Increasing pest problems on land owned by absentee landholders.
- Government funds squeeze may reduce ability to source external program funding.
- Other species are increasing in numbers and likely to become pests (eg canetoads, deer, African Honeybee).

#### TSRs

- Managing community expectations about the authority having a continued role in TSRs.
- External funding required to manage weeds, firebreaks, pest control and infrastructure to adequate levels of compliance.

#### Corporate

- Changing landholder demographics, changes to rating system and centralisation of admin services impacting on landholder confidence.
- Steadily regaining the faith of Coonamble landholders. Momentum needs to be maintained through service delivery and regular contact.
- Poor understanding of organisation by small landholders and wider community.
- Impact of NSW Government review.

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

Livestock Health

- Training and development of staff requires intensive resourcing.
- Changes within DPI has reduced training opportunities for DVs in EAD, regulatory and professional knowledge.
- Development and implementation of LHMS required urgently to improve management of LH records in the authority.

Pest Animals

- Sharing of knowledge and skills of individual staff to improve performance of all.
- Development of pest animal control programs to a consistently high level across the authority.
- Training and development of staff requires intensive resourcing.
- Implementation of FARMS Pest Module.

TSRs

- Resourcing (money and people) of reserves into the future to adequately ensure the health of TSRs.
- TSR review process finalised and undertaken.
- Consistent approach to programs and regulatory functions across the authority.

Corporate

- Financial Sustainability.
- OHS management system implementation requires resourcing to ensure authority is compliant.
- Internal controls revised and implemented consistently across all offices.
- Resourcing and workflow issues identified and addressed.
- Resuming land administration functions at authority level.

## SECTION C: Central West LHPA Local Function Plans Focused on Achieving the State Objectives

### Livestock Health Objectives:

1. Be an active partner in delivering the requirements of the NSW Animal Health Plan.
2. Maintain a functional and effective relationship with DPI NSW and Regional Veterinary Officers.
3. Be actively vigilant to detect and respond to any emergency animal disease (EAD) incursion at its earliest possible stage.

Strategies	Link to State Objective	Resources	Performance Indicators
LH programs will be undertaken locally which support the NSW AH Plan.	2,3	Directors Senior Staff RVO SDV group	LH Plan developed in consultation with directors, senior staff and RVO. Policies and procedures reviewed through SDV group Monthly reports to Board and DPI
Local LH issues will be identified and/or reviewed and addressed.	1, 2, 3	SDV DVs	Surveillance programs designed to address local issues implemented. Research programs designed to address local issues funded and implemented.
Encourage an even stronger working relationship with DPI, private veterinary practitioners and other authorities	1	SDV DVs Senior Staff	Involvement of RVO in programs, issues and events Regular SDV meetings Strong reporting structure maintained
Staff trained to undertake all required surveillance and regulatory functions.	2, 3, 4	SDV DVs Rangers	Training undertaken in: <ul style="list-style-type: none"> <li>• Tracing</li> <li>• Surveillance</li> <li>• Programs</li> <li>• Emergency Animal Disease response</li> </ul>
Engage stakeholders in the LH programs of the authority	1, 2	SDV DVs	Regular newsletters Feedback from producer groups Provide training and support for local Stock Care Groups

**Pest Animal and Insect Objectives:**

1. Comply with National and State pest animal strategies.
2. Implement pest module across the authority.
3. Identify priority areas, engage stakeholders and deliver control programs for pest animals.
4. Deliver cost effective and efficient emergency pest animal and insect response/support.

<b>Strategies</b>	<b>Link to State Objective</b>	<b>Resources</b>	<b>Performance Indicators</b>
Design and undertake programs locally which support national and state objectives.	1, 2, 3	SMT Rangers Directors	Monthly surveillance and monitoring reports from rangers Develop positive and proactive approach organisationally and with landholders.
All rangers using Pest Module of FARMS to capacity	2, 3	SR Rangers	All rangers fully trained in Pest Module. Consistent application of business rules
Prioritise local pest animal species in the authority	1, 2	SR / SMT Rangers	Develop a prioritised plan and justification for allocation of resources Develop positive and proactive approach with landholders Regular information to landholders through newsletters and fliers Feedback from producer groups Camera surveillance and spotlight counts undertaken with programs Mapping of species reports undertaken.
Allocate people and financial resources to best effect during emergency response situations	1, 2, 3, 4	GM SR Rangers DPI Other LHPAs	Fast response to emergency situations. All systems in place quickly to support landholders. Rangers trained in Emergency Management. All chemical and other accreditations maintained. Authority staff move efficiently between offices to respond to situations.

**Travelling Stock Reserves Objectives:**

1. Fully document/photograph all TSR assets.
2. Maintain the value of TSRs by effective management.
3. Rationalise TSRs kept by authority so that they are sustainably self-funding.

<b>Strategies</b>	<b>Link to State Objective</b>	<b>Resources</b>	<b>Performance Indicators</b>
Documentary evidence of all TSRs and assets recorded.	2, 3	SR Rangers	Develop Trimble program for data collection. Photograph all fences, dams, tanks, troughs, etc.
Ensure TSRs are sustainably managed by effective grazing and monitoring	2, 3	SR Rangers	TSRs not overgrazed Good seed set Effective weed control of major weeds
Maintain main statewide TSR linkages	2, 3	Directors SMT Other authorities	Main TSR passages remain open for travelling stock
Obtain external funding for TSR projects	4, 5	SR / GM Rangers	Adequate funding received to ensure TSRs are revenue neutral or profitable
Cede to LPMA isolated parcels of TSR wherever possible	1, 4, 5	Directors SR / GM	Non-profitable TSRs ceded back to LPMA by approved method Wider community engaged in the process

**Corporate Objectives:**

1. Deliver excellence in customer service.
2. Implement good governance.
3. Improve the efficiency and operating strategies of the organisation within budgetary limits.

<b>Strategies</b>	<b>Link to State Objective</b>	<b>Resources</b>	<b>Performance Indicators</b>
Staff trained in all relevant programs, compliance and procedures to undertake their multiskilled roles	2, 3, 5	GM OC CSOs SMC Training	Skills analysis of CSOs Reduction in customer complaints Increase in customer compliments Increase in staff satisfaction
Review and improve internal control systems	2, 3, 5	GM OC Corporate Committee	LHPA operating within budget All staff operating within organisational policies and procedures Review suppliers for best deals
Review workflows to increase efficiencies	3	GM OC CSOs	Rationalise roles and responsibilities Train for multiskilling Consistent work practices in place across the authority, in line with SMC
Restore local land admin services to Central West	1, 2, 3	OC CSOs	All transfers completed within 5 working days All transfers complete prior to rating and L&S Data integrity restored
Timely completion of audit and statutory requirements	2, 3	GM OC Auditor Financial Services SMC	Audit milestones completed on time Financial practices in line with audit requirements Audit completed, management letter recommendations implemented. All statutory submissions completed on time

## SECTION D: Authority Localised Objectives

### Objective 1:

Local disease investigation (LDIs) programs are promoted widely attracting livestock producer involvement.

<b>Strategies</b>	<b>Resources</b>	<b>Performance Indicators</b>
Brucellosis testing encouraged and conducted upon request	DVs Rangers	100 investigations conducted annually
Research (externally funded) conducted into diseases identified as being of significant local importance	Research DV DVs Rangers	1) Ovine Brucellosis Survey conducted – 120 investigations 2) Pfizer drench trial conducted 3) PEM (Thiamine deficiency) research 4) Queensland University of Technology (QUT) Chlamydial Survey conducted (SBE in cattle, arthritis in sheep) 5) MLA Reproductive Inefficiency in Merinos Research 6) Fletcher/MLA survey on sheep measles and hydatids
Stock Care Groups Formed	DVs Rangers Directors	Wuuluman group maintained 1 new group formed

### Objective 2:

Pursue additional external funding opportunities.

<b>Strategies</b>	<b>Resources</b>	<b>Performance Indicators</b>
Identify new opportunities and funding sources, and make application for funding	SMT Rangers DVs	Minimum 5% increase in grant funding dollars
Utilise the LHPA network and partnering opportunities to attract funding		

**Objective 3:**

Expand community group pest control programs model across the authority.

<b>Strategies</b>	<b>Resources</b>	<b>Performance Indicators</b>
Promote effectiveness of group pest control programs in new areas of the Central West	SR Rangers	New groups formed
Target problem areas (eg satellite subdivisions) for control programs	SR Rangers	Target areas identified Communities engaged Programs conducted

**Objective 4:**

Local policies, strategies and procedures developed to reflect the authority structure and needs.

<b>Strategies</b>	<b>Resources</b>	<b>Performance Indicators</b>
Develop a sound policy framework	Corporate Committee	Policy framework established. Policies developed to meet authority requirements
Procedure Manual updated for all key functions and systems	OC CSOs	Specific areas defined and developed Procedures revised or written All staff consistently compliant

**Objective 5:**

Maximise service delivery, multiskilling and increase staff job satisfaction.

<b>Strategies</b>	<b>Resources</b>	<b>Performance Indicators</b>
Revise job descriptions	GM SMT	JDs revised and signed off by staff Performance reviews conducted
Staff trained in multiple tasks/specialties	GM SMT	More than one staff member trained to carry out each key function

## SECTION E: Authority Operating Budgets

---

The Central West Livestock Health and Pest Authority will commit \$2,592,989 of rate revenue and \$1,113,700 of other income totalling \$3,706,689 toward achieving the objectives of the function plan 2011/12. In summary the approved budget expenses are as follows:

Director	\$109,000
Employee	\$2,051,295
General	\$280,906
Motor vehicle	\$367,000
Office	\$378,575
Property	\$188,610
Service	\$603,240
<b>Total Expenses</b>	<b>\$3,978,626</b>

---