



LHPA STRATEGY 2011-2014

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

Name: North Coast Livestock Health and Pest Authority
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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 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 land use and demographics are increasing the divide between those ratepayers who understand and respect our livestock health programs and those who have no or minimal interest in our livestock health programs. Increasing number of holdings have no livestock and owners see no perceived benefit from our work. There is the potential for services to be regularly utilised only by a constant section of the ratepayer base.
- A growing proportion of the public seeking “entry level” livestock health advice. This includes non-ratepayers who ideally need time consuming advice and property visits. It also comes at a time when other advisory services such as those by NSW DPI are decreasing.
- The increased number of holdings in our region combined with successful profile raising may create unsustainable demand for individual farm service.
- High real estate values and other factors do not justify seeking returns from livestock enterprises. Many property owners work full time off farm with livestock care a secondary activity. Fulfilling responsibilities, Biosecurity and welfare problems can increase.
- Variation in stakeholder expectations about our regulatory duties.
- The resource requirements of State and National programs such as Bovine Johnes Disease and NLIS may prevent the completion of other activities. Aspects of these programs can lead to a negative perception by ratepayers of our organisation.

Pest Animals

- Landholders unaware of responsibilities regarding pest animal control
- Increasing numbers of absentee landholders
- Minimum ratepayer/ small block numbers increasing
- Tree change/ non livestock holdings increasing
- Increasing calls from small acreage landholders
- Increased difficulty to control pest animals in growing semi urban areas.
- Greater expectation that NCLHPA staff will carry out pest animal control for landholders
- Increasing legislative restrictions on compounds used for pest animal control
- Constant media coverage given to people opposed to 1080 and/or LHPA

TSRs

- Managing community expectation about the authority having a continued role in TSRs
- Misuse of TSRs, eg illegal camping, firewood collection, motorbikes etc by general community
- Management requirements imposed by other organisations, eg, weed control, fire control etc

Corporate

- Changing demographics of coastal region due to high land values and changing land use practices (e.g. tree plantations)
- Changing attitudes and expectations of rural and peri-urban community (hobby farmers)
- Uncertainty of the outcome of the external review and the impact that it will have on all stakeholders
- Imposed budgetary constraints restricting service delivery

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

Livestock Health

- Multiple locations of staff, differing workloads between localities and variation in staff motivation and ability provide challenges for work allocation, training, supervision and leadership of staff. Budget may not support projected need for additional field staff.
- Inadequate information management system for livestock health data collection and reporting. Staff in multiple locations cannot access shared data and there are inefficient work flows.

Pest Animals

- Acceptance by staff of organisational changes
- Compliance with standardised pest animal control programs and inputs
- FARMS Pest Module, training of staff
- Provide adequate staff to service ratepayers efficiently as ratepayer base grows
- Changing the approach to pest animal control from reactive to proactive pest control programs
- Compliance and audit of facilities and operations associated with pest animal control
- Increasing Ranger to landholder ratio e.g. 1-3000 now heading towards 1-3500
- Training and development of staff requires resourcing

TSRs

- Deterioration of infrastructure
- Long term maintenance program for reserves into the future
- Increased demand for staff to carry out other functions

Corporate

- The need for strict budget constraints to ensure financial sustainability due to CPI rate fixing
- Acceptance of standardised policies and procedures across the Authority
- OHS management system implementation requires resourcing to ensure authority is compliant
- Relocation of Grafton Office building

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

Livestock Health Objectives :

1. NCLHPA will comply with the requirements of the NSW Animal Health Plan.
2. NCLHPA will maintain a functional and effective relationship with stakeholders, especially DPI NSW regional officers.
3. NCLHPA is an effective and capable public livestock health system.
4. NCLHPA will detect an EAD incursion at its earliest possible stage.
5. NCLHPA will design and implement locally relevant programs.

Strategies	Link to State Objective	Resources	Performance Indicators
A communication and consultation program with a specific program leader coordinates effective internal and external communication	1	SDV as program leader, other staff for specific activities.	Completion of communication task schedule created for the Authority by State Council. Increase in email distribution list size. New website documents 4 targeted field day events. 4 field day events to public.
Operational plan is developed in a consultative way and includes requirements of the NSW Animal Health Plan and local priorities	1, 2, 3, 4 and 5.	SDV organize consultation and review progress.	Approved plan by GM after comments from RVO. Review process by SDV.

A capacity and capability program ensures that the Authority maintains adequate resources and trained staff.	4	Items listed in operational plan.	Completion of activities listed in the operational plan. Ability to respond with service to unplanned requests.
Guidelines are developed and followed for the Surveillance program.	2, and 4	SDV develop in consultation with other staff.	Guidelines made available to staff and are followed.
EAD activities developed by the SDV forum are included in the operational plan and carried out.	2 and 3		
Regular discussion within Management Team as to best way to utilise available staff	4	Management team	Staff feedback that way they are being utilized is effective.

Pest Animal and Insect Objectives :

1. Standardise procedures.
2. Pest module implementation
3. Development and implementation of pest management programs
4. Develop regional and local wild dog management plans
5. Increase awareness of pest animal programs, particularly wild dogs
6. Ensure LHPA customers are adequately serviced within guidelines
7. Ensure the latest control and monitoring techniques are available to staff

Strategies	Link to State Objective	Resources	Performance Indicators
Produce Policies and SOPs for Authority operations	2,3	Senior Ranger, General Manager, Board	Audits show staff compliance
Ensure compliance with SMC Policies	2,3	Senior Ranger, General Manager	Audits show staff compliance
Implement Pest module and provide Rangers training and support	2,3	SR GM	Audits of Pest module data. Improved recording of pest animal activities
Enhance Pest Module through consultation with staff and utilising the latest technology	4	GM,SR, Rangers	Improved collection of and use of Pest Module information.
Develop regional and local	1	SR, Rangers	Completion of plans by mid 2012

Schedule 2 and other areas wild dog management plans			
Provide integrated and nil tenure control approach to all pest animal programs	1	SR, Rangers	Programs initiated as required
Produce media articles and respond to media on relevant current issues	1	SR, GM	Better informed public and less complaints
Provide relevant accurate information to customers	1	SR, Rangers	No substantiated complaints about information supplied to customers
Provide best practice management strategies for pest animal control	2,3	SR, Rangers	Successful control programs that effectively reduce pest animal numbers
Implement new control and monitoring procedures for pest animals	2	GM, SR, Rangers	Improved recording of pest animal activities

Traveling Stock Reserves Objectives:

1. Apply guidelines issued by SMC regarding future of TSRs
2. Implement the agreed Authority review process to assess viability of TSRs
3. Ensure sufficient resources available to provide adequate maintenance of TSR system

Strategies	Link to State Objective	Resources	Performance Indicators
Comply with SMC guidelines	2,3,5	SR,GM, Rangers, Directors	Compliance with SMC guidelines
Rangers to implement TSR review process	2,3,5	SR, Rangers	Completed review of TSRs
Authority budget capable of meeting TSR requirements	2,5	GM, SR,	Meeting budget restraints

Corporate Objectives:

1. Effective budget strategies to ensure savings with more efficient use of resources
2. Seek opportunities for external funding
3. Develop strategies for improvement in OH&S practices to ensure legislative compliance
4. Ensure compliance with standardised policies and procedures
5. Participate in statewide working groups

Strategies	Link to State Objective	Resources	Performance Indicators
Develop budget process to ensure sustainability and service provision for stakeholders	1,2,4,5	GM and SMT	Budget approved Rates set and approved Capital requirements budgeted for Existing assets maintained
Participate in cooperative funding programs with other agencies (NPWS, CMA, Local Council)	1,2	GM and SR	Continuation of existing cooperative funding programs Development of additional cooperative opportunities
Ensure a safe workplace for staff and visitors by developing and adopting standard OH&S policies and procedures	3,4,5	Senior Management Team Return to Work Coordinator OH&S Liaison Persons	Quarterly Regular meetings of OH&S Committees OH&S Training provided Risk assessments documented Regular reporting to Board RTW Policy developed and implemented
Standard Human Resource policies and procedures developed and implemented across the Authority	2,3,4,5	GM & SMT	Position descriptions completed for all staff positions Skills audit to be undertaken for all staff Training to be provided as required for changing technology and up skilling
Participation of senior staff in statewide working groups for benefit of LHPA organisation	2, 3, 4, 5	GM, SDV, SR and OC	Attendance at SET and Senior Management Forums Participation on additional working groups Development and implementation of statewide policies and procedures

SECTION D Authority Localised Objectives

Livestock Health

Objectives:

1. North Coast LHPA “brand” recognized and respected by majority of North Coast public and our other stakeholders as frontline agency for livestock health in the region. Veterinary community sees us as an outstanding example of a local public livestock health Authority
2. A reduction in the occurrence of preventable significant local diseases
3. Improved surveillance system for our region that better meets the needs of our stakeholders
4. Improved local preparedness for EAD incidents
5. Help meet local community and trade expectations in relation to animal welfare
6. Improve efficiency and accountability by a program and project approach to livestock health functions

Strategies

Increase the number of North Coast LHPA assisted livestock health producer groups on a geographical rather than enterprise basis.

Resources

SDV, DVs and rangers

Performance Indicators

Please refer to “North Coast LHPA operational plan for livestock health” which is reviewed annually. This document provides detail relating to our programs, their resourcing and performance indicators. Most of the objectives listed are medium term objectives in the operational plan.

A local surveillance and disease control program with: clear guidelines, increased reporting of diseases by producers, adequate resources provided for disease investigation and effective reporting to stakeholders.

SDV, DVs and rangers

Effective extension services. This includes but is not limited to: reducing impact of nutritional issues and poisonous plants; reduction in risk of Clostridial deaths, reduced risk of Pestivirus, vibrio and nutritional factors on their reproductive efficiency and appropriate breed selection; increased use of LHPA for unbiased, sustainable and integrated advice on external and internal parasite control.	SDV, DVs and rangers
Improve knowledge of and communication with “beef breeders” and dairy producers in the Authority especially in relation to biosecurity.	DVs
Activities to ensure adequately resourced to initially detect and manage for the first 24 hours an EAD incident, possibly utilizing regional assistance.	SDV, DVs and rangers
Local emergency disease prevention activities that reduce the chance of FMD, a TSE or any other exotic or emerging disease spreading by livestock feeding activities on the North Coast	SDV, DVs and rangers
Improve electronic and paper records for livestock health	SDV
Increase and improve collaboration with commercial, research and tertiary education bodies to generate local research relevant to our ratepayers	SDV, DVs
Use on farm and saleyard activities to meet community and trade expectations in relation to animal welfare.	SDV, DVs and rangers

Pest Animals

Objectives:

1. Facilitate the development of local area wild dog management plans to increase landholder involvement and awareness
2. Up skill landholders to comply with legislation
3. Educate the stakeholder organisations to their responsibilities with regard to pest animal control, particularly wild dogs
4. Undertake a cooperative approach with other agencies for a strategic pest management control plan

Strategies	Resources	Performance Indicators
Facilitate local area stakeholder meetings	Rangers, SR	Development of plans
Promote the VPIT course to landholders and other interested persons	Rangers, SR	All landholders have opportunity for training
Consultation with all stakeholders, other agencies and media to educate landholders with their responsibilities	SR, GM	Reduction of complaints from other organisations regarding pest animal, particularly wild dogs.
Cooperate with other agencies for pest animal control when opportunities exist	Rangers, SR	Development of cooperative management plans

TSRs

Objectives :

1. Interrogate TSRs on an individual basis to comply with Authority policy
2. Maintain TSRs usage with regard to environmental issues

Strategies	Resources	Performance Indicators
Evaluate Travelling Stock Reserves with regard to Authority policy	Rangers, SR	Rationalisation of Authority Travelling Stock Reserves
Manage stock numbers on TSRs to avoid environmental issues	Rangers, SR	Review grazing permits with recommended stock numbers

Corporate

Objectives:

1. Rationalisation of Authority assets to ensure efficient use
2. Provision of regular training to update skills for changing technology
3. Improved communication with stakeholders via Authority newsletters and media releases
4. Improvement of complaint handling procedures
5. Seek alternative funding opportunities
6. Ensure Authority undertakes effective corporate governance procedures

Strategies	Resources	Performance Indicators
Ensure efficient use of Authority resources by undertaking review of assets	GM & SMT	Review and maintain asset register including non capital assets Surplus assets to be disposed
Ensure all staff are adequately trained to attend any emergency disease outbreak	GM, SMT & Budget	Skills audit to identify any training needs Kits regularly upgraded and maintained Undertake skills audit for all Authority staff
Improved communication with community and stakeholders	All Directors, staff & Budget	Regular producer and Authority newsletters and media releases Attendance at local field days and events Introduction of producer group meetings
Implement procedures and protocols for dealing with correspondence and complaints	GM and SMT	Implement Authority policy for complaint handling Timeframes to be set for response to correspondence
Participate in cooperative funding programs with other agencies	GM and SR	Continuation of existing cooperative funding programs Development of additional cooperative opportunities
Implement standardised policies and procedures across Authority	GM and SMT	Implement internal control policy by end of September Implement policy register available to all staff by end of September

SECTION E Authority Operating Budgets

The North Coast Livestock health and Pest Authority will commit \$2,308,982 of rate revenue and \$692,610 of other income totaling \$3,001,592 toward achieving the objectives of the function plan 2011/12. In summary the approved budget is as follows:

Director	\$129,500
Employee	\$1,306,729
General	\$252,358
Motor vehicle	\$97,500
Office	\$311,000
Property	\$170,294
Service	\$686,905
Total Expenses	\$2,954,286
