



# LHPA STRATEGY 2011-2014

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

Name: Cumberland 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 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).
- Devolvement of additional NLIS functions without funding or resourcing support ie. cost shifting.
- Disease outbreaks; exotic and non-exotic.

#### Pest Animals

- Wild dogs and politics.
- Further imposts on Ranger’s time and priorities.
- Competition from pest controllers and the loss of contract work.

#### Corporate

- NSW State Government Review and changes that may arise including related to funding or reduction in minimum rateable area.
- Timeliness of change at State Management Council

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

#### Livestock Health

- Corporate knowledge of staff nearing retirement.

#### Pest Animals

- FARMS – adaptability and reliability.
- FARMS – introduction of Pest Module.
- Pest numbers (favourable seasonal conditions and the increase in numbers)

#### Corporate

- Financial sustainability.
- Record keeping (retention of appropriate records and of corporate knowledge).
- Succession.

## SECTION C Cumberland 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.

<b>Strategies</b>	<b>Link to State Objective</b>	<b>Resources</b>	<b>Performance Indicators</b>
Contribute to redefining relationship with DPI.	1 & 2	Senior District Veterinarian (SDV)	Appropriate key performance indicators established with associated reporting.
All cattle & pig sales and 50% sheep and goat sales to be attended	2	SDV, District Veterinarian (DV), and Rangers	Attendance achieved.
Continue piggery and garbage tip audit programs	2	SDV, DV, and Rangers	Programs completed as scheduled
Continue testing of sentinel herds and check test other herds as required.	2	SDV & DV	Testing of sentinel herds completed on time
Engage stakeholders to improve awareness and to prompt timely reporting	1 & 2	SDV & DV.	Market research per SMC sample surveys

### 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.

<b>Strategies</b>	<b>Link to State Objective</b>	<b>Resources</b>	<b>Performance Indicators</b>
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 usage by 31 December 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.
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Implement community engagement initiatives.	1	SR	
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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	

## SECTION D Authority Localised Objectives

**Objective 1:**

Implement the pest module in FARMS together with associated procedures

Strategies	Resources	Performance Indicators
Review protocols and identify any gaps.	Senior Ranger (SR)	Pest Module FARMS utilized 100% by 30.6.12
For gaps develop requirements.	SR & Rangers	
Revise operating procedures to introduce efficiencies.	SR, Rangers & CSO's.	

**Objective 2:**

Develop a Pest Animal Action Plan for Division A

Strategies	Resources	Performance Indicators
Establish stakeholder groups (s), priority 1 wild dogs.	SR & Division A Ranger	Div. A Wild Dog Management Plan by 06.12
Organise and undertake community engagement		
Develop plans		

**Objective 3:**

Continue emphasis toward large group pest control programs utilizing Rangers as facilitators rather than operatives.

<b>Strategies</b>	<b>Resources</b>	<b>Performance Indicators</b>
Identify priority areas, facilitate landholder training. Seek funding support from Govt. and agencies	Rangers	
<b>Objective 4:</b>		
Acknowledging succession and the potential loss of corporate knowledge as an issue within the context of any industry approach review records management needs.		
<b>Strategies</b>	<b>Resources</b>	<b>Performance Indicators</b>
Identify & collate details of records held by key staff Prioritise retention requirements Capture and record including LHMS	GM/SDV/SR/OC	Assessed Risk weighting reduced
<b>Objective 5:</b>		
Pursue additional external funding opportunities		
<b>Strategies</b>	<b>Resources</b>	<b>Performance Indicators</b>
Identify opportunities and funding sources Investigate partnering opportunities	GM/SR/Rangers	Increase in external funding over last year.

## **SECTION E Authority Operating Budget**

Cumberland Livestock Health and Pest Authority will commit \$1,815,012 rate revenue and \$606,000 of other income totaling \$2,421,012 toward achieving the objectives of the function plan 2011/12. In summary the approved budget is as follows

Director	\$104,000
Employee	\$1,143,958
General	\$275,300
Motor vehicle	\$175,525
Office	\$183,300
Property	\$82,000
Service	\$410,352
<b>Total Expenses</b>	<b>\$2,367,435</b>