



LHPA STRATEGY 2011-2014

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

Name: New England Livestock Health and Pest Authority
Date: July 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 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 ratepayers and 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 ratepayers and 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

- National and state livestock health programs:
Market access, potential for zoonoses, notification/reporting by producer and private vets, urban interface, impact on profitability, advice, extension, diagnosis
- Ratepayer expectations/awareness:
Varied understanding of biosecurity, varied understanding of LHPA role, changing demographics, absentee landholders, small farms, previous service history, prioritising resources

Pest Animals

- Knowledge/understanding of the LHPA role
- Varied expectations about pest control role of the authority
- Statewide pest issues not always an issue in the district
- Declared species management – balancing resourcing and expectations
- Non declared species – roles and responsibilities of the authority and other community groups

TSRs

- Review into the future role is heavily affected by community expectations, land use and questions around authority role in activities that provide a public benefit

Corporate

- Knowledge/understanding of LHPA role
- External Review into LHPA and the opportunities for the organisation
- Long term financial sustainability of the organisation
- Performance of other authorities impacts on the authority
- Extra and unexpected commitments/expectations by government

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

Livestock Health

- Local Livestock health programs; builds trust and develops a relationship with producer, advisory and diagnostic service
- Staff capacity and capability: Wide locations, varied interest and ability, ageing workforce, livestock health roles not clearly defined, complex mixture of service delivery and roles
- Resource availability: functional areas often compete for the same resource
seasonal peaks, performance of one area has a flow on effect to the other, service delivery model

Pest Animals

- Retention of knowledge and skills of staff due to workforce composition
- Resourcing across geographic locations
- The need to build sustainable programs that attract other funding sources
- FARMS pest module

TSRs

- Determining future role - sustainable management options, impacts on operations,

Corporate

- Workforce composition and locations
- OHS compliance
- Off site financial services
- Financial and asset management impacts on the future viability of the authority
- Compliance with carrying capacity review

SECTION C: New England LHPA Local Function Plans Focused on Achieving the State Objectives

Livestock Health Objectives :

1. Deliver Livestock health programs that underpin the state animal health plan
2. Maintain a functional and effective relationship with DPI NSW regional officers and private vets.
3. Maintain resourcing at a level to achieve the state LHPA vision and objectives
4. LHPA will detect and respond to an EAD incursion at its earliest possible stage.

Strategies	Link to State Objective	Resources	Performance Indicators
Plan and deliver livestock health programs in accordance with the state plan	1,2	SDV, DVs, Rangers SDV	Annual operation plan endorsed by RVO and GM. Quarterly reviews of operations reported to GM in March, June, September, December.
Contribute to the development of and implementation of state wide KPI's for each Livestock Health program	1,2,3,4	SDV	Bi-monthly SDV meetings attended. KPI's adopted for each LH program and incorporated into 2012/13 operation plan
Maintain regular communication with RVO and private vets	1,5	SDV SDV, DVs	Monthly meetings with RVO. Monthly update sent to all private vets within the Authority.
Staff are trained and resourced to respond to disease investigations	1	SDV, DVs, Rangers	Budget reflects the needs of LH service delivery DV's achieve a minimum of 30 CE points annually Rangers attend 2 LH ranger training days annually DV's and Rangers undertake one EAD exercise annually.

Pest Animal and Pest Insect Objectives :

1. Responsive and effective assistance to state wide pest issues
2. Ensure interests of local pest management are reflected in state wide procedures/policies
3. The authority is able to effectively report results and achievements of programs

Strategies	Link to State Objective	Resources	Performance Indicators
Authority facilitate or participate in strategic management planning with other agencies and key stakeholders for relevant species.	1,4	SR, GM, Rangers	Programs are either carried out jointly with stakeholders or co-funded by agencies
Authority representation at regional and state pest management networks	4	SR, Rangers	Staff attendance/participation at events
Participation in development of state procedures	1,2,3,4	SR, Rangers	Number of procedures completed
FARMS Pest module utilised for reporting	3	SR, Rangers	100% implemented at authority
Authority has in place a strategic pest management program focus and consistent program template	2,3,4	SR, Rangers	Raytepayer participation targets met as per operating plan. Pest reduction targets in operating plan met

Travelling Stock Reserves Objective :

1. The future role New England has in the management of Travelling Stock Route network is resolved

Strategies	Link to State Objective	Resources	Performance Indicators
Review conducted and management model determined.	2,	Steering group	Position determined by June 30 2012
Management model implemented	2	GM	Implementation begun by 2013

Corporate Objectives :

1. The authority aims to have well informed ratepayers who understand the value of and gain benefit from the LHPA
2. The authority contributes positively to optimum performance of the LHPA statewide
3. The authority has an effective governance and financial management framework in place

Strategies	Link to State Objective	Resources	Performance Indicators
Communication and engagement strategy implemented	1,	Directors and Staff	Reports demonstrate increased activity
Contribute to and participate in opportunities to share knowledge and expertise with other authorities	All	Directors & SMT	Active participation in authority alliance, SET, SPC and SMC, external Review
Realistic budget development and monitoring	5	Directors & GM	Surplus operating budget met
Governance structure & committees utilised	5	Directors	Committees meet & report monthly
Internal and external audit program implemented	3,4,5	Finance & Risk Committee	External audit completed on time 2-3 internal audits conducted annually
Monitoring and reporting structure in place locally and to state	4,5	GM, F&R Committee	Reports completed locally at Board meetings and to SMC
Capital development plan completed	5	Directors & SMT	Completed by June 30 2012
Risk assessment & risk management in place	5	Directors & SMT	Completed and reviewed annually
Annual agenda implemented	5	Chairman & GM	Completed and followed annually

SECTION D: Authority Localised Objectives

Objective 1 : The authority effectively represents the views of New England ratepayers in the external review

Strategies	Resources	Performance Indicators
Development of a submission for external review into LHPA includes consultation and information from ratepayers	Directors, GM/ project manager	Completed December 31 st 2011

Objective 2: Improve the productivity of local producers by promoting best practice biosecurity

Strategies	Resources	Performance Indicators
Plan and implement a livestock health service to ratepayers within the confines of the RLP Act.	SDV, DVs, Rangers	Diagnostic and advisory service provided, recorded and reported monthly.
Develop a Beef producers guide for ratepayers	SDV, DVs, Rangers, CSO	Guide printed and ready for distribution by June 2012
Biosecurity workshops delivered	SDV, DVs	5 biosecurity workshops delivered by June 2012
Identify and undertake relevant livestock health projects which benefit New England livestock producers	SDV, DVs	Projects are managed using project management principles, timely and within budget.

Objective 3: People are recognised as the key resource in the authority and are trained and supported accordingly

Strategies	Resources	Performance Indicators
OHS Management system in place	GM & SMT	Fully implemented by June 30 2012 Zero workplace injuries
Authority sucession plan implemented	GM & SMT	Ongoing on an annual basis and as training and development priority
Senior staff performance appraisal program implemented	Chairman and GM	Completed and reported Annually
Operational & work plans in place for LH, PA and Corporate functions are in place.	SMT	Plans approved annually

Objective 4 : A sustainable management model for future role in TSR's is completed

Strategies	Resources	Performance Indicators
Consultation process established with the community	Project Manager, Directors, GM, SR and steering committee.	Completed by December 31 st 2011
Development of appropriate Terms of Reference	As above	Completed by December 31 st 2011
Development of management model	As above	June 30 2012
Ongoing public relations process and effective communication of outcomes	As above	June 30 2012
Management model approved and implemented	GM	Completed by 2013

Objective 5 : Landholder services and data are prioritised

Strategies	Resources	Performance Indicators
Reassessment of all holdings carrying capacity is completed	GM	Completed by June 30 2012
Improvements to land administration and allocation of duties implemented	OC/GM	As determined in agreement with SET

Objective 6: Pest Animal control programs for both declared and non declared species will achieve increased ratepayer participation and pest reduction

Strategies	Resources	Performance Indicators
Implementation of a consistent template for managing pest programs both declared and non declared species: <ul style="list-style-type: none"> - Awareness - Surveillance - Extension - Program delivery - Monitor & Report 	SR, Rangers	3 newsletters, 24 media articles, 2 surveys Property inspections increased as per operating plan 6 demonstration/field days/technical days Programs increased/participation increased as per operating plan Results reported, improvements made
External funding sourced to build sustainable programs	SR/GM	% of non rateable income increased

SECTION E Authority Operating Budgets

The New England Livestock Health and Pest Authority will commit \$2,923,389 of rate revenue and \$1,154,500 of other income totaling \$4,077,889 toward achieving the objectives of the function plan 2011/12.

The authority has historically returned an operating profit annually. The 2011/2012 budget reflects an austere prediction about services income such as grazing and agistment permits which are heavily influenced by seasonal conditions, and grant funding income is forecast at minimum levels.

In summary the approved budget is as follows:

Director	\$ 130,000
Employee	\$ 2,059,838
General	\$ 290,700
Motor vehicle	\$ 273,200
Office	\$ 321,500
Property	\$ 281,250
Service	<u>\$ 891,500</u>
Total Expenses	\$ 4,247,988
