Draft Local Strategic Plan 2015-2020
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Acknowledgement of Country

North Coast Local Land Services acknowledges and recognises the traditional owners and custodians of Country in the North Coast Region, including Bundjalung (Richmond, Tweed and Northern Clarence valleys), Githabul (Upper Clarence Valley), Yaegl (Lower Clarence Valley), Gumbaynggir (Nambucca, Bellinger and southern Clarence Valleys), Dunghutti (Macleay Valley) and Biripi (Hastings Valley).

We acknowledge the rich diversity in Aboriginal communities including individuals and groups who share a responsibility to care for Country and culture, both now and into the future.

We pay our respects to Elders, both past and present.
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Chair’s foreword

Mr Mark Bulley
Acting Chair of North Coast Local Land Services

Local Land Services is a single statewide organisation charged with the responsibility of ensuring service delivery in the areas of agricultural advisory services, biosecurity, emergency management and natural resource management.

Across the eleven Local Land Services regions, each board is responsible for setting the strategic direction of regional Local Land Services entities to achieve local objectives as outlined in the regional strategic plans.

The North Coast region is unquestionably the most agriculturally and environmentally diverse in the state. North Coast Local Land Services is presented with the challenge of delivering quality services to a broad audience in an effective and efficient manner.

Our response to this challenge has been to develop an integrated approach to service delivery. We seek to partner with public and private organisations to achieve our goals. This collaborative approach best serves the needs of the Region. Local Land Services ratepayers and our state and federal government investors expect and deserve outcomes that demonstrate ‘value for money’ across a range of triple bottom line outcomes.

Local Land Services is a bold, innovative and integrated way of delivering value to our customers, stakeholders and investors. The board and staff of North Coast Local Land Services acknowledge the need to engage with the north coast community. North Coast Local Land Services has a very active and positive Community Advisory Group which has provided excellent feedback on our strategic plan.

As Acting Chair I would like to acknowledge the valued contribution made by my fellow board members. On behalf of the board I also thank our staff for their efforts in the development of our strategic plan and recognise the professional manner in which they have approached the task.

To our stakeholders, land managers and investors in North Coast Local Land Services I commend this inaugural Draft North Coast Local Strategic Plan.
Intent of the plan

Introduction

Local Land Services represents a change in service provision to land managers in agricultural advisory services, biosecurity, emergency management and natural resource management (NRM). These services will be delivered in an integrated way which builds and improves on previous arrangements.

The State Strategic Plan sets the vision and goals for Local Land Services for the next ten years and outlines the strategies through which these goals will be achieved (Local Land Services 2015). A series of key performance indicators provides guidance on what success will look like and how investors and stakeholders will be able to measure performance.

Success will be driven by local decision making and service delivery supported by transparent, responsive and accountable local boards. This will be combined with the benefits of greater consistency, leverage and more effective use of resources stemming from being one organisation.

Previous and future services

Local Land Services consolidates the operations of 27 formerly separate entities. While we respect the history of these organisations and their predecessors, which span over a hundred years, Local Land Services is about a change in customer focus, better and more integrated services and an improved structure and culture.

Reflecting this integrated approach, our strategic goals do not relate to achieving functional excellence in agricultural advisory services, biosecurity, emergency management and natural resource management but rather focus on improved and integrated outcomes for customers and land managers and for the communities and environments across NSW.

Local delivery and decision making

Local Land Services is built on foundations of local service delivery and local strategy. This North Coast Local Land Services Strategic Plan is aligned with and delivers the State Strategic Plan in the North Coast Region. Our strategic approach focuses on community engagement, setting and delivering local priorities, and determining how the priorities for Local Land Services are best achieved at local level.

Local decision making and accountability is fundamental to the North Coast Local Land Services approach. Supporting our customers and stakeholders in their decision making is our strategic priority. Our goals are best achieved when managers, on land and sea, both public and private, make decisions and implement best practices that work towards these goals.

Governance, transparency and reporting

Local Land Services is in the business of creating value for its customers, investors and stakeholders. A key component of our strategic approach is to increase our focus on customer service, and report to investors and stakeholders on performance and customer satisfaction more effectively. Transparent evaluation and reporting underpins the implementation of the strategic approach and is integral to how Local Land Services will work for and with its investors and customers. The North Coast Local Land Services Board has responsibility for the overall development and implementation of this strategic plan, including the monitoring of our performance.

In addition to our own reporting processes, our performance will be independently audited at state and regional levels on a regular basis by the Natural Resources Commission (NRC) through the Performance Standard for Local Land Services (Natural Resources Commission 2015). Reports from this process are made public and this provides
additional assurance that Local Land Services will deliver quality outcomes for investors, stakeholders, customers and communities.

**Strategic direction**

The State Strategic Plan has been developed consistent with the *Local Land Services Act 2013* which requires the development of a state strategic plan. The State Strategic Plan sets the vision, priorities and overarching strategy for Local Land Services with a focus on appropriate economic, social and environmental outcomes.

State and local alignment is an essential part of the Local Land Services model, where strong, highly devolved, local delivery is balanced with the benefits and resources of being part of a single, larger organisation. The North Coast Local Land Services is required to develop a local strategic plan which is closely aligned with the State Strategic Plan, and which must have regard to:

- any state priorities for Local Land Services
- the provisions of any environmental planning instrument under the *Environmental Planning and Assessment Act 1979*
- any other existing natural resource management plans
- sound evidence-based practices to support primary industries, resilient communities and healthy landscapes
- the need for engagement of the community, including the Aboriginal community.

The state and local strategic plans also seek to draw out best practice strategic planning and delivery. For Local Land Services, this means the plans are simple, aspirational and evidence based while addressing investor preferences and the requirements of the Performance Standard for Local Land Services and putting the customer at the centre of the organisation.
About Local Land Services

Local Land Services was established under the *Local Land Services Act 2013* to provide quality, customer-focused services to landholders and the community across NSW.

We work with land managers and the community to improve primary production within healthy landscapes and seascapes and assist rural and regional communities to be profitable and sustainable into the future.

We provide agricultural production advice, biosecurity, natural resource management and emergency management functions through 11 local regions (Figure 1), with around 800 staff and a budget of approximately $175 million.

The State Strategic Plan sets the overarching strategy for the whole organisation.

Local Land Services is governed by the Board of Chairs, which has an independent chair and the chairs of the 11 local boards. The Board of Chairs is responsible for Local Land Services’ strategy, governance and organisational oversight and reports directly to the Minister for Primary Industries.

Local regions are in charge of providing all front line services. Each region has a local board which has overall responsibility for corporate governance and the development of a local strategic plan and budgets in line with local and state priorities.

Regions vary in geographic and organisational size and approach their local priorities in different ways, which is why it is so important to be locally focused.

Local community advisory groups provide input into the development of plans, projects and services and are an integral link between Local Land Services and the community it serves.

![Figure 1: The 11 Local Land Services regions.](image-url)
What we do

Local Land Services works with our customers, stakeholders and investors to:

- **enable.** We provide resources, incentives, training, information and advice to build the capacity of our customers and stakeholders.

- **provide assurance.** We actively work to protect NSW from invasive animal and plant species, and livestock and plant diseases that may damage landscapes and production.

- **manage natural resources.** We work with communities to better manage our water, land, soil, vegetation, biodiversity and cultural heritage. This includes managing travelling stock reserves and areas of significance to Aboriginal communities.

- **broker relationships.** We are a bridging organisation, connecting people, organisations, funding and information and facilitating productive collaborations and partnerships.

- **share knowledge.** We provide a hub for the latest scientific and other forms of knowledge about fully functioning and productive landscapes in NSW.

Customers, stakeholders and investors

**Customers** Any land managers* within the state, irrespective of whether they are private or public land managers, ratepayers or non-ratepayers.

**Stakeholders** Organisations that collaborate and partner with Local Land Services directly to support customer service delivery.

**Investors** Organisations and individuals who invest in Local Land Services and leverage outcomes from this investment.

For North Coast Local Land Services this includes land owners and land holding authorities, and any resource user who works within the Region’s seascapes.
Vision, mission and values

Vision
Resilient communities in productive healthy landscapes

Mission
To be a customer-focused business that enables improved primary production and better management of natural resources

Values
Accountability  Performance
Collaboration  Service
Innovation  Trust
Integrity
The Local Land Services Strategy

The State Strategic Plan and the North Coast Local Strategic Plan will assist Local Land Services to achieve its vision of resilient communities in productive healthy landscapes (Figure 2).

To achieve this vision, Local Land Services needs to align all of its work with its mission of being a customer-focused business that enables improved primary production and better management of natural resources.

This will see four goals pursued:

1. resilient, self-reliant and prepared local communities
2. biosecure, profitable, productive and sustainable primary industries
3. healthy, diverse and connected natural environments
4. board members and staff who are collaborative, innovative and commercially focused.

This strategic approach is designed to deliver products and services that achieve triple bottom line results at the property, community, landscape and industry scales through the improved management of biosecurity, natural resources, agricultural productivity and emergency management. These products and services will be tailored to meet local needs.

The approach also gives North Coast Local Land Services the agility and responsiveness to meet the needs of external investors and other stakeholders and address state and national priorities. This includes the development and implementation of a range of partnerships with key organisations at state and local levels.

Local Land Services will continue to work to develop a values-based culture with people who are engaged, accountable and add value to our customers. In line with the organisation’s commitment to build on the past and implement the Performance Standard for Local Land Services, our strategy will be reinforced by continuous improvement processes which will improve our strategies, culture, products, services, processes and outcomes over time.

Figure 2: An overview of Local Land Services’ vision, goals and values.
The North Coast region

The North Coast Local Land Services Region is located in north-eastern NSW, including Lord Howe Island, and covers an area of 32,051 km². The Region includes 568 km of coastline and extends three nautical miles out to sea (Figure 3). There are approximately 506,000 people who reside on the North Coast, including approximately 21,000 Indigenous Australians. The major population centres are located on the coast and are connected primarily by coastal transport routes — they include Tweed Heads, Lismore, Murwillumbah, Grafton, Coffs Harbour, Nambucca, Kempsey and Port Macquarie.

The North Coast Region supports a diverse and distinct mixture of landscape, livelihood and lifestyle values. We recognise three discrete ‘areas’ within the region (Northern, Central and Southern) as they have differing combinations of social, economic and environmental characteristics (Eco Logical Australia 2015, Ipsos 2014) (see Appendix 1 for further information).

Landscapes

A diversity of natural landscapes and a mix of temperate and sub-tropical climates provides for nationally recognised biodiversity, wilderness and wetland areas; combined with complex and diverse soil systems. The escarpment ranges and midland hills to the west support the headwaters of the nine large river systems that drain onto extensive coastal alluvial floodplains, which have strong connections to headland, beach, estuarine and marine environments.

While a significant proportion of the Region is within terrestrial and marine protected areas, there are many threatened species and ecological communities that occur on private land (NRCMA 2013d).

Livelihoods

The Region has a diverse economy that reflects the provision of services to an ageing population, and the popularity of the North Coast as a tourist destination.

The North Coast supports a range natural resource-based industries which underpin the prosperity of the Region. These include the beef, dairy, blueberry, macadamia, intensive horticulture, fishing and aquaculture, timber production and tourism industries.

The Region has a large and capable natural resources management community and industry base that is actively engaged in the sustainable management of the Region’s natural resources (NRCMA 2013d). While agriculture, forestry and fishing make a significant contribution to employment across the region, there has been a decline in the contribution of this sector to the regional economy in recent years (Eco Logical Australia 2015).

Lifestyles and culture

The North Coast has many vibrant towns, villages and communities that support diverse coastal and hinterland lifestyles. An iconic and densely populated coastline provides a focus for recreational pursuits and much sought after sea change lifestyles. The Aboriginal community is a major landholder within the region.

The North Coast region’s Southern, Central and Northern areas with their own unique social, economic and environmental characteristics represent ‘communities of similarity’ (Brunckhorst, Coop & Reeve 2006). We use the uniqueness of these areas to justify tailoring our planning, engagement and delivery of customer services to suit the values and needs of local communities.
Figure 3: The North Coast Local Land Services Region.
Local Land Service offices are located in Kempsey, Coffs Harbour, Grafton, Lismore and Casino.
North Coast Local Land Services contribution to regional sustainability

The North Coast Local Strategic Plan outlines our approach and commitment to building the sustainability of our primary industries, natural environments and local communities in the North Coast Region. How we cope with change will be fundamental to our contribution to regional sustainability.

Our sustainability model highlights the critical functions and services that link with our Local Strategic Plan goals and the services that we provide (Figure 4). This Local Strategic Plan recognises:

- the importance of profitable industries such as agriculture, fisheries and tourism
- the critical role that industry plays in supporting sustainable communities, by providing employment and income to support the wellbeing of individuals and communities
- that industry viability and community wellbeing depends on healthy and resilient landscapes and seascapes and the natural resources and services they provide
- industries and communities need to be supported in contributing to the sustainable use and care of the North Coast's natural resources.

Figure 4: The relationship of the Local Land Services goals to regional sustainability.
The activities of North Coast Local Land Services are important to ensuring our landscapes and seascapes continue to provide amenity, recreational and cultural values, economic opportunities and a cultural connection to Country for Aboriginal people (Ipsos 2014). North Coast Local Land Services will do this by integrated decision making and providing customer services that build sustainability across the Region.

Change in the North Coast region

Drivers of change and shocks are influencers of sustainability that we have little control over in the North Coast Region (Table 1) (Ipsos 2014, NRCMA 2013d).

Drivers of change are unpredictable, slow moving forces, some of which come from outside the Region.

Shocks are a fast-acting form of a driver, with sudden unpredictable impacts.

Changing climate and extreme climatic events are the most challenging and significant ‘drivers of change’ for the Region.

This Plan facilitates continuous learning approaches that allow us to be innovative and adapt to the conditions, threats and opportunities that ‘drivers of change’ create.

These approaches will maintain or improve the resilience of the North Coast Region. That is, the Region’s ability to cope with changes and shocks while retaining essentially the same economic, social and environmental structure and functions (Walker et al. 2014, Jacobs 2013).

Drivers of change

- changing climate and extreme climatic events
- changing population size, age structure, growth rate, density and distribution
- farmer succession and changes in ownership away from traditional ‘family farms’
- farm aggregation brought about by the purchase of land by corporations
- land-use change, diversification and intensification
- market forces and the impact of new technologies
- resource use change and the adequate supply and security of natural resources (e.g. water)
- new and emerging invasive species
- community values and expectations
- changes in government policies
- competing priorities for resources and funding across both the public and private sectors.

Shocks

- natural disasters (e.g. floods, wildfire)
- global financial crises
- disease outbreak (e.g. Hendra virus).

Table 1. Drivers of change and shocks influence the resilience and sustainability of the North Coast Region.
### Strategic direction

#### Local Land Services statewide goals and strategies

This section captures the North Coast Local Strategic Plan priorities, actions and Regional Performance Measures which align with the State Strategic Plan’s four goals and 12 strategies (Figure 5).

<table>
<thead>
<tr>
<th>GOAL 1: Resilient, self-reliant and prepared local communities.</th>
<th>GOAL 2: Biosecure, profitable, productive and sustainable primary industries.</th>
<th>GOAL 3: Healthy, diverse, connected natural environments.</th>
<th>GOAL 4: Board members and staff who are collaborative, innovative and commercially-focused.</th>
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<tbody>
<tr>
<td>STRATEGY 1: Provide data, information and knowledge that supports and enables land managers and customers to improve decision making.</td>
<td>STRATEGY 2: Provide products and advisory services that support and enable customers to implement improved practices.</td>
<td>STRATEGY 10: Develop engaged and accountable people with a strong customer and stakeholder focus.</td>
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<td>STRATEGY 3: Provide products and services that support and enable customers, land managers and the community to prevent, prepare, respond and recover from biosecurity and natural disaster events.</td>
<td>STRATEGY 4: Collaborate with investors, stakeholders and external organisations to deliver improved products and services to customers.</td>
<td>STRATEGY 11: Foster a values-based culture which emphasises collaboration, innovation and continual improvement.</td>
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<td>STRATEGY 5: Ensure local people participate in decision making.</td>
<td>STRATEGY 6: Connect research and development with extension to address priority data, information and knowledge gaps and barriers to improved practice.</td>
<td>STRATEGY 12: Ensure a safe, efficient, effective and sustainable organisation.</td>
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<td>STRATEGY 7: Deliver services that support Aboriginal people to care for Country and share traditional land management knowledge.</td>
<td>STRATEGY 8: Deliver consent and compliance services that educate and protect communities and industries.</td>
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<td>STRATEGY 9: Manage Crown Land vested in Local Land Services for environmental, social, and economic outcomes.</td>
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Figure 5. The goals and strategies of the State Strategic Plan.
Overview of North Coast strategic direction

The goal outcomes, priorities, actions and regional measures of performance that follow are based on the best available information that has direct relevance to the North Coast Region’s natural resources management, biosecurity, agricultural productivity advice and emergency management (see Legislation and guiding influences section).

Goals 1–3 focus on service that guides the efforts of our customers, stakeholders and investors and involves them in decision making, where the emphasis is on:

- delivering evidence-based best practice services that create value
- delivering engagement that reflects need, integrated collaboration and partnership development, and involvement of customers and stakeholders in local decision making
- directing customer efforts toward integrated strategic priorities for improved management of biosecurity, natural resources, agricultural productivity and emergency management.

Goal 4 focuses on governance, business approaches, capable staff and continuous improvement, where the emphasis is on:

- developing the governance, leadership and staff capabilities required to provide quality customer service and support efficient achievement of goals
- developing systems that allow us to deliver our business in a strategic, integrated, effective, efficient and transparent manner
- developing continuous learning approaches, that allow us to be innovative and improve on the services that we offer.

Local Land Services recognises that these goals provide for the triple bottom line outcomes — social, environmental and economic. These outcomes are linked and each goal is directly dependent on the others, and so successful achievement of these goals requires an integrated and holistic strategic approach to customer service delivery. Our actions guide our customer service which will focus on integrated priorities and outcomes for improved management of biosecurity, natural resources, agricultural productivity and emergency management, and so span goals 1, 2 and 3.

Regional measures of performance are provided by indicators that track the progressive impacts of our interventions and investment in priorities. Early indicators, measured every 1-2 years include:

- an increase in governance and organisational performance
- an increase in customer satisfaction.

Long term indicators, measured every 2-5 years include:

- an increase capacity and the adoption of best practice
- a change in ‘resource condition’ (e.g. an increase in native vegetation condition, soil condition, livestock health, water quality; a decrease in pest extent)
- an increase in agricultural productivity.
North Coast Local Land Services goal priorities and outcomes

Goal 1: Resilient, self-reliant and prepared local communities

Outcomes you can expect to see:
Communities are better connected, more self-reliant and resilient, with an increased capacity to:

- understand and take ownership for local social, economic and environmental issues
- make decisions about NRM, biosecurity and agricultural productivity
- undertake locally relevant action
- participate in NRM activities
- take part in biosecurity and emergency management activities
- actively work with Aboriginal people to care for Country
- work with government and industry to develop innovative climate change adaptation approaches.

Regional priorities:

- Increasing community capacity to:
  - contribute to integrated NRM activities using locally relevant approaches
  - contribute to improved biosecurity and emergency preparedness
  - make decisions that allow them to cope with and adapt to change
- increasing awareness of sustainability principles and practices
- supporting Aboriginal people to work on Country
- increasing engagement and collaboration with customers and stakeholders, local networks and leaders including North Coast community advisory groups to develop local priorities.

Area specific priorities include:

Northern, Central and Southern area priorities will be established through engagement and collaboration with existing networks and with the assistance of local community advisory groups.
**Goal 2: Biosecure, profitable, productive and sustainable primary industries**

**Outcomes you can expect to see:**
Primary industries using sustainable practices that increase innovation, competitiveness and commercial performance, where industry members have an increased capacity to:

- share knowledge, skills and experience to enhance the Region’s sustainability
- maintain or improve the natural resource base through a commitment to NRM practices
- manage existing, new and emerging enterprises
- maintain market access through a commitment to biosecurity
- undertake emergency preparedness activities
- include Aboriginal people who are actively caring for Country
- adopt innovative policies and practices
- use TSRs to deliver cost-effective conservation and production outcomes.

**Regional priorities:**

- Increasing the productivity growth and sustainability of key primary industries* (beef, dairy, horticulture) by:
  - understanding productivity drivers
  - supporting primary industry productivity groups in the development, promotion and adoption of innovative sustainable practices
  - making production and sustainability drivers a focus for industry research and development and best practice advice
  - developing industry partnerships and champions that promote innovation and sustainable production.
- increasing support for new and emerging industries (e.g. blueberry)
- ensuring market access by managing livestock health risks (e.g. Hendra, Bovine Johne’s Disease)
- contributing to the cooperative reduction of widespread pests (e.g. pig, wild dog, rabbit), strategic containment of weeds (e.g. Alligator Weed, Bitou Bush, Tropical Soda Apple) and diseases (e.g. Banana freckle), and ensuring, where possible, there are no new incursions (e.g. Parthenium weed, Siam Weed, Banana Panama disease)
- participating in emergency management planning, preparation, response and recovery programs (e.g. flooding, bushfire)
- increasing support for Aboriginal land managers to maintain and develop sustainable industries that adopt traditional land management practices
- implementing best practice traveling stock reserve (TSR) management
- supporting land use planning processes that maintain or improve the availability of land and water resources that support community, landscape, seascape and industry needs now, and into the future.

**Area specific agricultural industry priorities:**
Whilst the beef, dairy and horticultural industries are regional priorities, the priorities below relate to specific areas:

- Northern industries: macadamia
- Central industries: blueberry, protected cropping
- Southern industries: protected cropping, macadamia.

*Those industries that maximise the impact of our investment and resource availability and make a significant contribution to the resilience and sustainability of the North Coast Region.*
Goal 3: Healthy, diverse and connected natural environments

Outcomes you can expect to see:
Landscape and seascape health is maintained or improved in key areas*, where:

- endemic native species loss is minimised
- native vegetation and wildlife corridors are actively managed and better connected
- the natural resource base is continually improved
- the social, environmental and economic value of biodiversity is understood
- the North Coast's natural environment continues to provide amenity and cultural value
- community understands the role that natural resources play in maintaining regional sustainability
- land use is aligned with land capability
- TSR management meets community expectations
- natural resources are managed in a culturally appropriate manner.

Regional priorities:
- Land managers actively protecting, maintaining or improving:
  - soil condition
  - threatened species (e.g. Pied Oystercatcher, Beach Stone Curlew, Eastern Freshwater Cod, Spotted-tailed Quoll, Eastern Bristle Bird) and Endangered Ecological Communities (e.g. coastal littoral rainforest, coastal wetlands, coastal themeda headland grassland)
  - native vegetation extent, corridors and the condition of natural habitats
  - riverine habitat condition and water quality
  - coastal floodplain condition
  - wetland condition
  - estuarine condition
  - coastal and marine habitats
  - targeted management of priority pests (e.g. wild dog, cane toad, feral pig, fox, deer), weeds (e.g. riparian vine weeds) and diseases (e.g. Myrtle Rust) in key areas
  - working collaboratively to address cross-jurisdictional biosecurity issues
  - supporting local-scale NRM planning
  - supporting Aboriginal people to work on Country.

Area specific priorities:
Whilst there are landscape and seascape regional priorities (see above), the priorities below relate to specific areas:
- Northern: coastal fringe habitats, landscape corridor connections, estuaries
- Central: floodplains, slopes
- Southern: coastal floodplains, wetlands.

*Those areas that maximise the impact of our investment and resource availability and make a significant contribution to the resilience and sustainability of the North Coast Region.
Goal 4: Board members and staff who are collaborative, innovative and commercially-focused.

Outcomes you can expect to see:
North Coast Local Land Services provides best practice functions and services, where:

- legislative and regulatory responsibilities are met
- staff are safe, capable and engaged
- risk is understood, minimised and proactively managed
- our evidence and knowledge base is a catalyst for innovation
- we have a reputation for strong accountability and inclusiveness
- participatory decision making
- productive and enduring partnerships with customers, stakeholders and investors
- rate payers get ‘value for money’ services
- a high level of customer, stakeholder and investor awareness of, and confidence in, our organisation.

Regional priorities:
North Coast Local Land Services business focuses on:

- developing and maintaining governance and delivery frameworks that allow us to meet our legislative responsibilities and support policy and operational reforms
- facilitating the development of highly trained, capable staff resources that support the Local Land Services customer service culture
- maintaining safe happy staff
- progressive refinement of our investment prioritisation processes and plans
- enhancing our engagement and collaboration framework (which includes our local advisory groups) to facilitate greater involvement of local people in decision making
- building the capacity for Aboriginal people to work on Country
- developing innovative integrated programs that meet our priorities and support investor preferences
- underpinning continuous learning with evidence, review, risk management and audit processes
- increasing awareness of the North Coast Local Land Services brand and our activities
- facilitating integrated decision making across Goals 1, 2 and 3.

All Goal 4 priorities apply to the regional scale.
North Coast Local Land Services actions and performance measures

**Goal 1: Resilient, self-reliant and prepared local communities**

**Goal 2: Biosecure, profitable, productive and sustainable primary industries**

**Goal 3: Healthy, diverse, connected natural environments**

<table>
<thead>
<tr>
<th>Strategy 1</th>
<th>Objective 1</th>
<th>Actions</th>
<th>Performance measures</th>
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</thead>
</table>
| Provide data, information and knowledge that supports and enables land managers and customers to improve decision making. | To deliver information that supports and enables customers to make improved decisions in relation to biosecurity, agricultural productivity advice, NRM and emergency management. | 1.1 Identify, collect and share best available information that meets customer and stakeholder needs.  
1.2 Provide and support reliable and responsive information systems that support decision making.  
1.3 Promote information that underpins advisory, best practice and capacity building services. | • An increase in customer satisfaction - information and knowledge services (NRM, biosecurity, agricultural, emergency management).  
• An increase in customer knowledge and capacity. |

<table>
<thead>
<tr>
<th>Strategy 2</th>
<th>Objective 2</th>
<th>Actions</th>
<th>Performance measures</th>
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</table>
| Provide products and advisory services that support and enable customers to implement improved practices. | To deliver advisory services that support local needs and enable customers to implement improved practices to achieve targeted agricultural, biosecurity or NRM outcomes. | 2.1 Deliver advisory services that promote best practice in agricultural productivity and encourage innovation.  
2.2 Deliver advisory services that build capacity and encourage adoption of best practice in sustainable NRM.  
2.3 Deliver services that promote adoption of best practice in biosecurity to achieve sustainable productivity growth. | • An increase in customer satisfaction in advisory services.  
• An increase in customer capacity.  
• An increase in customers implementing profitable, productive and sustainable land management practices.  
• Priority pest containment. |

<table>
<thead>
<tr>
<th>Strategy 3</th>
<th>Objective 3</th>
<th>Actions</th>
<th>Performance measures</th>
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</table>
| Provide products and services that support and enable customers, land managers and the community to prevent, prepare, respond and recover from biosecurity and natural disaster events. | To increase the capacity of customers to mitigate risks and minimise the impacts of biosecurity incidents and natural disaster emergencies. | 3.1 Develop community capacity in biosecurity management and emergency preparedness, response and recovery.  
3.2 Participate in the development and implementation of statewide emergency preparedness, response and recovery. | • An increase in customer and stakeholder satisfaction in emergency services.  
• An increase in community capacity in emergency planning and preparedness.  
• An increase in the implementation of Local Land Services emergency response capability/practices. |
### Strategy 4: Collaborate with investors, stakeholders and external organisations to deliver improved products and services to customers.

#### Objective 4: To align the North Coast Local Land Services strategic vision with the goals and priorities of stakeholders to offer higher value services.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Performance measures</th>
</tr>
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<tbody>
<tr>
<td>4.1 Work with stakeholders to identify where collaboration can value-add to long-term integrated, productive and viable customer service delivery.</td>
<td>• An increase in stakeholder satisfaction with collaborative practices.</td>
</tr>
<tr>
<td>4.2 Utilise North Coast community advisory groups and other networks to bring local experience and influence to Local Land Services decision making and collaborative activities.</td>
<td>• An increase in collaboration and the number of partnership programs and agreements in place.</td>
</tr>
<tr>
<td>4.3 Identify public-private sector partnerships that create further collaborative activity.</td>
<td>• An increase in stakeholder participation in group activities.</td>
</tr>
</tbody>
</table>

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### Strategy 5: Enable local people to participate in decision making.

#### Objective 5: To enable a broader set of skills, capabilities and perspectives to be utilised in decision making.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Performance measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Empower communities to take a lead role in identifying innovative solutions to problems, setting priorities and partnership development.</td>
<td>• An increase in stakeholder satisfaction with decision making and collaboration arrangements.</td>
</tr>
<tr>
<td>5.2 Capture, share and use local knowledge in decision making.</td>
<td>• An increase in stakeholder and customer participation in decision making.</td>
</tr>
<tr>
<td>5.3 Deliver community engagement and capacity building programs based on local needs.</td>
<td>• An increase in ratepayer enrolment.</td>
</tr>
</tbody>
</table>

---

### Strategy 6: Connect research and development with agriculture advisory services to address priority data, information and knowledge gaps and barriers to improved practice.

#### Objective 6: To advance understanding of local research and development priorities and address knowledge gaps, promote collaboration with research and industry organisations and support innovation and continuous improvement by customers.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Performance measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1 Involve customers, stakeholders and investors in the identification, prioritisation and capture of knowledge gaps, research and development directions, priorities and partnership opportunities that are attractive to investors.</td>
<td>• An increase in stakeholder satisfaction – local research and development priorities identified.</td>
</tr>
<tr>
<td>6.2 Utilise research and development to inform capacity building and advisory services.</td>
<td>• An increase in knowledge and adoption of research and development outcomes.</td>
</tr>
</tbody>
</table>

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### Strategy 7: Deliver services that support Aboriginal people to care for Country and share traditional land management knowledge.

#### Objective 7: To support and enable Aboriginal customers to implement practices that care for Country and adopt traditional land management practices.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Performance measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1 Use Aboriginal contemporary and traditional knowledge of land management to underpin advisory and capacity building programs.</td>
<td>• An increase in customer satisfaction in Aboriginal people engaged.</td>
</tr>
<tr>
<td>7.2 Support networking that facilitates culturally appropriate partnerships for land management.</td>
<td>• An increase in customers implementing Aboriginal caring for Country programs.</td>
</tr>
<tr>
<td>7.3 Support initiatives that contribute to Aboriginal capacity building.</td>
<td>• An increase in customer satisfaction in Aboriginal people engaged.</td>
</tr>
</tbody>
</table>
### Strategy 8

**Objective 8**

To support customers to understand and comply with statutory and industry requirements aimed at protecting industries, communities and landscapes.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Performance measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.1 Deliver native vegetation management programs, advisory services and consent activities.</td>
<td>• An increase in customer satisfaction with consent, compliance and enforcement services.</td>
</tr>
<tr>
<td>8.2 Deliver weed management programs and functions in partnership with key stakeholders.</td>
<td>• An increase in customers implementing statutory and industry requirements.</td>
</tr>
<tr>
<td>8.3 Deliver biosecurity and emergency management programs, advisory services and regulatory activities.</td>
<td>• Market access maintained.</td>
</tr>
<tr>
<td>8.4 Deliver Travelling Stock Reserve advisory services and regulatory activities.</td>
<td></td>
</tr>
<tr>
<td>8.5 Provide assistance and support to other agencies to deliver law enforcement activities.</td>
<td></td>
</tr>
</tbody>
</table>

### Strategy 9

**Objective 9**

To effectively manage Crown lands and Travelling Stock Reserves, consistent with best practice.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Performance measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.1 Identify travelling stock reserve values and determine future land use and management objectives.</td>
<td>• An increase in customer and stakeholder satisfaction with Crown land/TSR care and control services.</td>
</tr>
<tr>
<td>9.2 Deliver targeted best practice land management in key areas.</td>
<td>• Increase in implementation of best practice for Crown land management.</td>
</tr>
<tr>
<td>9.3 Provide a proactive and engaging approach to managing community attitudes, expectations and perceptions with respect to Crown land use.</td>
<td></td>
</tr>
</tbody>
</table>

#### Strategies 1 to 9 collectively influence resource condition across Goals 1, 2 and 3

• An increase in resource condition.

#### Strategies 1 to 9 collectively influence agricultural productivity across Goals 1, 2 and 3

• An increase in agricultural productivity

### Goal 4: Board members and staff who are collaborative, innovative and commercially-focused.

**Strategy 10**

**Objective 10**

To invest in staff as our most critical asset, recognising that a highly capable and results-focussed team is critical to success.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Performance measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.1 Develop a capable, responsive and accountable team focused on Local Land Service values and excellence in customer service delivery.</td>
<td>• An increase in staff satisfaction.</td>
</tr>
<tr>
<td>10.2 Involve staff in transparent and responsive organisational decision making.</td>
<td>• An increase in customer and stakeholder satisfaction.</td>
</tr>
<tr>
<td>10.3 Use customer service feedback and a commitment to training and development to improve staff capabilities.</td>
<td></td>
</tr>
<tr>
<td>Strategy 11</td>
<td>Objective 11</td>
</tr>
<tr>
<td>-------------</td>
<td>--------------</td>
</tr>
</tbody>
</table>
| Foster a values-based culture which emphasises collaboration, innovation and continual improvement. | To ensure that North Coast Local Land Services continues to improve its service delivery and has a strong culture of learning and adaptive management, both within the organisation, and statewide across the Local Land Services organisation. | 11.1 Collaborate and share resources and learning experiences within North Coast Local Land Services and across Local Land Services to support customer service, knowledge and reporting systems.  
11.2 Participate actively in cross-regional Local Land Services forums, networks and communities of practice in the pursuit of innovation and continual improvement.  
11.3 Develop a Local Land Services wide common, inclusive and enduring culture.  
11.4 Promote internal and external collaboration and innovation.  
11.5 Foster innovative integrated service delivery.  
11.6 Collaborate with local advisory groups in the development of partnerships and local delivery. | • An increase in customer, stakeholder and investor satisfaction |

<table>
<thead>
<tr>
<th>Strategy 12</th>
<th>Objective 12</th>
<th>Actions</th>
<th>Performance measures</th>
</tr>
</thead>
</table>
| Ensure a safe, efficient, effective and sustainable organisation. | To develop a safe and enduring organisation with high sustainable performance. | 12.1 Implement an efficient governance and decision making framework for Board and Management.  
12.2 Manage our business using systems and risk management approaches that facilitate innovation.  
12.3 Ensure the organisation’s workforce structure and resources support the achievement of key organisation objectives.  
12.4 Implement contemporary strategic and investment planning processes that integrate service delivery and create value for customers, stakeholders and investors.  
12.5 Implement resilience and systems-based MERI systems that provide for benchmarking, continuous improvement, customer feedback and innovation.  
12.6 Deliver strategic marketing communications targeted at customer needs that build the North Coast Local Land Service brand.  
12.7 Implement a work health and safety strategy. | • Continuous improvement in governance and organisational performance.  
• An increase in customer, stakeholder and investor satisfaction.  
• An increase in staff and board member capacity / capability and satisfaction.  
• Work health safety near misses.  
• Zero harm. |
Implementation

An effective implementation of the State Strategic Plan will require consistent internal alignment and a robust approach to performance monitoring, evaluating and reporting. The North Coast Local Land Services Board has responsibility for ensuring effective implementation of the North Coast Local Strategic Plan. This responsibility extends to:

- ensuring we meet our legislative and regulatory responsibilities
- setting directions and linking our goals and strategies to those of others
- engaging with community, including the North Coast Local Land Service community advisory groups
- monitoring our performance and compliance
- managing risk and working with transparency and accountability
- delivering value through collaboration and partnerships
- providing customers, stakeholders and investors with quality assurance
- continuous improvement.

Tailoring our services to meet customer, stakeholder and investor needs will underpin collaboration and the development of enduring partnerships. North Coast Local Land Services will work with community advisory groups to identify the actions and services that best address local priorities and how best to devolve partner decision making (e.g. North Coast Local Land Services Community Advisory Group, North Coast Primary Producers Consultative Committee, North Coast Landcare Network, Aboriginal groups, industry productivity groups etc.).

Investment principles

North Coast Local Land Services will use principles to guide our investment and how we achieve and measure organisational performance (Appendix 2). The principles span the following aspects of decision making:

- governance
- leadership
- customer satisfaction
- community ownership
- understanding scale
- collaboration
- risk management
- evidence based decisions.

The principles are linked to the Natural Resources Commission’s (NRC) Performance Standard for Local Land Services (Natural Resources Commission 2015). North Coast Local Land Service’s commitment to these principles will provide our customers, stakeholders and investors with assurance that our services and investments are being appropriately delivered, managed and reported on.
Planning framework

The State Strategic Plan exists as part of an overall framework that links NSW, Australian and Local Government plans and initiatives through all levels of its operations (see Legislation and guiding influences section).

The State Strategic Plan is designed to guide local strategic plans, which in turn guide operational/business plans and then personal workplans (Figure 6). The personal workplans align with and contribute to results outlined in each of the planning documents. This provides internal alignment and focus and a single line of sight from day-to-day delivery to strategy.

Figure 6: Overview of planning framework from the State Strategic Plan to personal work plans and back again.

The North Coast Local Land Services business plan will outline our activities to deliver our local strategic plan.

Our operational plans will translate these business plan activities into the Northern, Central and Southern local area priorities, actions, collaboration and partnerships that will integrate our services across our four goals.
Successful implementation of this plan requires us to develop the following business foundations as a priority within 6-12 months of the approval of this Plan:

- systems that ensure that we can meet our legislative and regulatory responsibilities
- the governance and leadership required to guide the evolution of our organisation
- a highly capable staff base that supports the Local Land Services customer service culture
- capacity of our community advisory groups
- business, planning and customer service systems
- benchmarking and regional measures of performance
- knowledge building and continuous learning systems
- our customer, stakeholder and investor engagement and collaboration framework.
Measuring success

Local Land Services has a responsibility to demonstrate to its customers, investors and stakeholders that its strategies are sound and effective. All strategies, programs and systems will be required to monitor, evaluate and report on performance.

Measuring and reporting on progress against key performance indicators is particularly important, as are practices that promote reflection and learning to inform decision making.

Local Land Services uses the Monitoring, Evaluation, Reporting and Improvement (MERI) framework for assessing the state and trend of asset conditions which allows a comparison of results against planned immediate, intermediate and long-term outcomes. This enables a systematic and objective assessment of the appropriateness, effectiveness and efficiency of policies, projects and programs.

The data collected and the results of evaluations are necessary tools for Local Land Service to make informed decisions about our priorities and investment decisions.

Our approach to measuring success is still evolving but will focus on a series of scorecards that build a common understanding of Local Land Services’ performance. These will be developed collaboratively and will:

- represent best practice
- cover our obligations to customers, investors and stakeholders, including compliance with statutory obligations
- be fit-for-purpose and institution-wide and cost effective
- capitalise on existing or emerging technologies, innovations and practices.

The North Coast Local Strategic Plan uses regional performance measures to track the progressive impacts of our interventions and investment in priorities. These measures are our regional interpretation of the State Strategic Plan key performance indicators, and they support monitoring of performance over 2 time periods:

- **Early indicators** that have an output focus measured every 1–2 years. They provide a more immediate measure of performance and include governance and organisational performance and customer satisfaction.
- **Long term indicators** that have an outcome focus measured every 2–5 years. They focus on progress towards our goals and include changes in customer capacity, adoption of best practice, resource condition (e.g. an increase in native vegetation condition, soil condition, livestock health, water quality; a decrease in pest extent) and agricultural productivity.

Governance and organisational performance is identified as an early indicator. Having key decision making processes and systems in place will ensure that we have an efficient and effective business that can deliver quality customer service.

Customer and stakeholder satisfaction are identified as early indicators. Satisfied customers and stakeholders will be more confident in our services, leading to better capacity building and adoption of best practices (Jacobs 2013). This in turn will lead to maintaining or improving resource condition, and increasing agricultural productivity.

Early and long term indicators have not been quantified in this Local Strategic Plan. This will occur as a priority after baseline benchmarks have been established. Our benchmarking approaches will align with those at the state level to ensure that our data can be used to inform progress towards State Strategic Plan targets.
Our regional performance measures will enable us to demonstrate the following:

- how we meet our legislative and regulatory responsibilities
- open, accountable and transparent approaches to working with customers, stakeholders and investors
- progress towards priorities, outcomes and goals
- our contribution towards the Local Land Services State Strategic Plan and the NSW Premier’s and State Priorities
- how our Plan aligns and is integrated with the efforts of the other Local Land Services regions
- progress towards implementing the North Coast Local Strategic Plan relative to the NRC Performance Standard for Local Land Services
- our organisational performance within the NRC’s auditing and assurance reporting framework.

Learning and development

The North Coast Region provides a complex and dynamic operating environment which will change throughout the life of this Plan. Understanding, learning from, and adapting to this dynamic environment is fundamental to how North Coast Local Land Services will approach business activities and service delivery.

North Coast Local Land Services fosters adaptive management and continual improvement across the organisation. In its simplest form, adaptive management is about a three step continuous improvement cycle: ‘plan–do-learn’. This is achieved through strategic planning, implementation and knowledge management and then adapting plans based on key learnings. Each step in the adaptive management cycle is linked, to ensure continuous improvement over time.

A triple loop learning approach is applied to evaluate for adaptive management and drive continuous improvement at different scales of planning: annual plans, business implementation plans and strategic plans (Figure 7). This approach allows us to review our efforts and strategies on a number of scales by asking key questions and making decisions using best available evidence at each point.
3. Learning for transformation
Changes in governance and values
- Do we have the right value systems/processes in place to achieve our vision and goals?
- Are our governance structures appropriate?

2. Learning for re-framing
Changes in strategies, targets and underlying assumptions
- Are we asking the right questions?
- Are our strategies and desired outcomes appropriate?
- Are our assumptions sound?

1. Learning for incremental change
Improvements in project design and practices
- Are we achieving the desired outcomes?
- Are we doing things appropriately?
- Are there ways to do things more effectively/efficiently?

Figure 7: Triple loop learning applied to the Local Land Services planning framework (adapted from Murray Catchment Action Plan 2013).
Legislation and guiding influences

State Strategic Plan

The State Strategic Plan exists as part of an overall framework that seeks to link a range of NSW, Australian and Local Government plans and initiatives through all levels of its operations.

As a NSW Government entity, Local Land Services is responsible for contributing to the NSW Premier’s and State Priorities as well as other state plans such as the Agricultural Industry Action Plan, the NSW Biosecurity Strategy and the OCHRE: Aboriginal Affairs Plan. Local Land Services also contributes to the strategic objectives and outcomes of the National Landcare Programme.

In addition, a range of NSW and Australian Government legislation, policies and plans have influenced the development of the State Strategic Plan (Table 2).

When combined, these plans, policies and strategies lay out the overarching goals for NSW and Australia. The actions that contribute to these overarching goals are appropriately reflected at state and local level in the state and local strategic plans and their goals, strategies, objectives, actions and key performance indicators.

North Coast Local Strategic Plan

A number of evidence sources have contributed to the development of the North Coast Local Strategic Plan (Table 3). They align with the goals of this Local Strategic Plan and include:

- legislative frameworks, policies, plans and obligations at national, state and regional levels
- consultation and collaboration with customers, stakeholders and investors
- science and technical input from previous planning efforts
- MERI, audit and assurance approaches. New information will be incorporated into all decision making and planning as it becomes available.

We will build on this evidence base by incorporating new information into all decision making and planning as it becomes available.
### National

- Environmental Protection and Biodiversity Conservation Act 1999
- Quarantine Act 1908
- Water Act 2007
- Australia’s Biodiversity Conservation Strategy 2010-2030
- Australian Weeds Strategy 2007
- Close the Gap 2014
- National Plant Biosecurity Strategy 2010
- Agricultural Competitiveness White Paper 2015
- National Landcare Programme

### Regional

- Environmental planning instruments
  - Water sharing plans (Alstonville Plateau Groundwater, Apsley River, Bellinger River Area Unregulated and Alluvial, Coffs Harbour Area Unregulated and Alluvial, Coopers Creek, Dorrigo Plateau Surface Water Source and Dorrigo Basalt Groundwater, Richmond River Area Unregulated, Regulated and Alluvial, Stuarts Point Groundwater, Toorumbee Creek, Tweed River Area Unregulated and Alluvial, Upper Brunswick River)
- Northern Rivers Catchment Action Plan 2013–2023 (CAP2)
- North Coast Local Land Services Biosecurity Operational Plan 2015
- Northern Rivers Catchment Action Plan 2013-2023

### State

- Premier’s Priorities
- State Priorities
- Local Land Services Act 2013
- Local Land Services Regulation 2014
- Local Land Services State Strategic Plan 2015-2025
- Native Vegetation Act 2003
- Environmental Planning and Assessment Act 1979
- Water Management Act 2000
- NSW Biosecurity Strategy 2013–2021
- NSW Animal Biosecurity and Welfare Strategic Plan 2013-15
- NSW Invasive Species Plan 2008 -2015
- NSW Wild Dog Strategy 2012 – 2015
- NSW State Emergency Management Plan 2012
- State Agriculture and Animal services Functional Area Supporting Plan 2011
- Agricultural Industry Action Plan 2014
- OCHRE Strategy 2013
- NSW State of the Environment 2012
- NSW Wetland Policy 2010
- Threatened Conservation Act 1995
- Government Sector Employment Act 2013
- Performance Standard for Local Land Services – Natural Resources Commission 2015

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<p>| Table 2. Legislation and guiding influences on the State Strategic Plan. |</p>
<table>
<thead>
<tr>
<th>Goal</th>
<th>Key legislation, policies, plans, reports and expert consultation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 1: Resilient, self-reliant and prepared local communities</strong></td>
<td>- Local Land Services Act 2013</td>
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<tr>
<td></td>
<td>- Local Land Services State Strategic Plan</td>
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<td></td>
<td>- Northern Rivers Catchment Action Plan</td>
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<td></td>
<td>- North Coast Local Land Services Biosecurity</td>
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<td></td>
<td>- Catchment Action NSW</td>
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<td></td>
<td>- National Landcare Programme Operational Plan</td>
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<tr>
<td><strong>Goal 2: Biosecure, profitable, productive and sustainable primary industries</strong></td>
<td>- Local Land Services Act 2013</td>
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<td>- Native Vegetation Act 2003</td>
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<td></td>
<td>- Local Land Services State Strategic Plan</td>
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<td></td>
<td>- Northern Rivers Catchment Action Plan</td>
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<td></td>
<td>- NSW Biosecurity Strategy</td>
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<td>- North Coast Local Land Services Biosecurity Operational Plan</td>
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<td></td>
<td>- Agricultural Industry Action Plan</td>
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<td></td>
<td>- Catchment Action NSW</td>
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<td></td>
<td>- National Landcare Programme</td>
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<td></td>
<td>- Eco Logical Socio-Economic landscape report</td>
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<tr>
<td><strong>Goal 3: Healthy, diverse and connected natural environments</strong></td>
<td>- Local Land Services Act 2013</td>
</tr>
<tr>
<td></td>
<td>- Environmental Planning and Assessment Act 1979</td>
</tr>
<tr>
<td></td>
<td>- Water Management Act 2000 (and associated water sharing plans)</td>
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<tr>
<td></td>
<td>- Local Land Services State Strategic Plan</td>
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<tr>
<td></td>
<td>- Northern Rivers Catchment Action Plan</td>
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<tr>
<td></td>
<td>- Northern Rivers Catchment Action Plan Technical reports 1, 2, 3, and 4</td>
</tr>
<tr>
<td></td>
<td>- North Coast Local Land Services Biosecurity Operational Plan</td>
</tr>
<tr>
<td></td>
<td>- Regional biodiversity management plans</td>
</tr>
<tr>
<td></td>
<td>(Northern Rivers, Lord Howe Island, Border Ranges Rainforest)</td>
</tr>
<tr>
<td></td>
<td>- Catchment Action NSW</td>
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<td></td>
<td>- National Landcare Programme</td>
</tr>
<tr>
<td><strong>Goal 4: Board members and staff who are collaborative, innovative and commercially-focused.</strong></td>
<td>- Local Land Services Act 2013</td>
</tr>
<tr>
<td></td>
<td>- Local Land Services State Strategic Plan</td>
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<td></td>
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<td></td>
<td>- Catchment Action NSW</td>
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<td></td>
<td>- National Landcare Programme</td>
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<td></td>
<td>- North Coast Local Land Services Community Advisory Group</td>
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<td></td>
<td>- Industry productivity groups</td>
</tr>
<tr>
<td></td>
<td>- NRC Performance Standard for Local Land Services</td>
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<tr>
<td></td>
<td>- Ipsos Social Benchmarking Survey</td>
</tr>
</tbody>
</table>

Table 3. Alignment of the North Coast Local Strategic Plan goals with other key evidence sources.
Adaptive management: A management approach based on the science of learning by doing. It involves testing the response of a system then applying this understanding to future decisions.

Agriculture: The science or practice of farming, including cultivation of the soil for the growing of crops and the rearing of animals to provide food, fibre and other products.

Agricultural productivity advice: The provision of independent and unbiased advice to primary producers that is underpinned by current science and emerging research and development.

Biodiversity: The variety of all life forms: the different species of plants, animals, fungi, bacteria and other microorganisms, the genes they contain and the ecosystems (the variety of habitats, biotic communities and ecological processes) of which they form a part.

Biosecurity: Means the protection of the economy, environment and community from the negative impact of pests, diseases and weeds.

Collaboration: Working together to develop an understanding of all issues and interests to work out alternatives and identify preferred solutions for joint decision making.

Community wellbeing: Wellbeing is related to concepts such as 'quality of life' (Vernon et al. 2009) and has been described as the stable state of being well, feeling satisfied and contented (Australian Unity 2012). Wellbeing is linked to personal and community health, social justice, security, interpersonal relationships, social networks and connectedness, education, housing and health of the surrounding environment (Vernon et al. 2009).

Country: A term used by Aboriginal people to refer to the land to which they have a traditional attachment to.

Customer: Any land manager within the state or region, irrespective of whether they are private or public land managers, ratepayers or non-ratepayers. For North Coast Local Land Services, land managers include land owners and land holding authorities, and any resource user who works within the Region's seascapes.

Customer service: Local Land Services exists to create value for its stakeholders and customers. A key component of our strategy is an increased focus on customer services and a preparedness to measure performance and customer satisfaction.

Corridor: A landscape element that connects two or more areas of habitat.

Drivers of Change: Unpredictable, slow moving forces, some of which come from outside the Region.

Emergency management: Management related to preparedness, response and recovery for actual or imminent animal pest and disease and plant pest and disease emergencies, natural disasters and other emergencies impacting on primary production or animal health and safety.

Governance: The framework of rules, structures, interactions and practices by which the North Coast Local Land Services Board exercises power, responsibility and decision making to ensure accountability, fairness, and transparency in relationship to the North Coast region’s customers, stakeholders and investors.

Habitat: A place suitable for survival and/or reproduction of a particular plant or animal.

Horticulture: The branch of agriculture that deals with the science or practice of plant cultivation, including fruits, vegetables, nuts, seeds, herbs, mushrooms, flowers and non-food crops such as grass and trees and plants.

Investor: Organisations and individuals that invest in Local land Services and leverage outcomes from this investment.

Landscape: Represents the overlay of the variety and arrangement of physical landforms (e.g. rivers, escarpment, rocky reefs), communities of people (e.g. Aboriginal, rural) and land uses (e.g. urban, conservation, agricultural). Landscapes provide cultural, social, economic and environmental values and services and encompass both terrestrial landscapes and marine seascapes.
**Natural resource management:** Management of our natural resources which include soils, biodiversity, rivers, estuaries, wetlands and coastal and marine environments to improve environmental, social and economic outcomes for present and future generations.

**Resilient:** The ability to cope with changes and shocks while retaining essentially the same economic, social and environmental structure and functions (Walker and Salt 2012).

**Shocks:** A fast acting form of driver, with sudden unpredictable impacts.

**Stakeholder:** Organisations that collaborate and partner with Local Land Services directly to support customer service delivery.

**Travelling stock reserve:**

1. any route or camping place reserved for travelling stock route or camping place under the *Crown Lands Act 1989*
2. any reserve for travelling stock, water reserve, reserve for access or crossing (where the reserve is for the purpose of providing travelling stock with access to or a crossing of water, whether expressly notified for that purpose or not), or
3. any stock watering place.

**Triple bottom line:** refers to the economic, social (including cultural) and environmental impact and outcomes of government policies and programs (Net Balance Management Group 2013).

**Triple loop learning:** learning that redefines organisational actions, systems and processes as a basis for changes in governance at a range of scales.
# List of Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>km</td>
<td>kilometre</td>
</tr>
<tr>
<td>MERI</td>
<td>Monitoring, evaluation, reporting and improvement</td>
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<td>NRC</td>
<td>Natural Resources Commission</td>
</tr>
<tr>
<td>NRCMA</td>
<td>Northern Rivers Catchment Management Authority</td>
</tr>
<tr>
<td>NRM</td>
<td>Natural resource management</td>
</tr>
<tr>
<td>TSR</td>
<td>Travelling stock reserve</td>
</tr>
<tr>
<td>WHS</td>
<td>Work health and safety</td>
</tr>
</tbody>
</table>
References


Eco Logical Australia (2015). Characterisation of the Socio-Economic landscape of the North Coast Region of NSW (pp. 65). Eco Logical Australia Pty Ltd, Coffs Harbour.


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Northern Rivers Catchment Management Authority (2013b). Estimation of natural resource health and community capacity for the sub-catchments of the Northern Rivers Region. Technical Report No. 2 (pp. 48), Northern Rivers Catchment Management Authority, Grafton.

Northern Rivers Catchment Management Authority (2013c). Natural resource health and community capacity state and transition models of the Northern Rivers Region. Technical Report No. 4 (pp. 141), Northern Rivers Catchment Management Authority, Grafton.

Northern Rivers Catchment Management Authority (2013d). Northern Rivers Catchment Action Plan 2013-2023, Northern Rivers Catchment Management Authority, Grafton.

Northern Rivers Catchment Management Authority (2013e). Systems, resilience, models and maps–the new approaches for CAP2 in the Northern Rivers Region. Technical Report No. 1 (pp. 39), Northern Rivers Catchment Management Authority, Grafton.


# Appendices

## Appendix 1: The North Coast regional profile

Source: Eco Logical Australia (2015)

## Key North Coast Local Land Services Regional Area Statistics

<table>
<thead>
<tr>
<th>Key Statistics</th>
<th>Region</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total area (km²)</strong></td>
<td>32,050</td>
</tr>
<tr>
<td><strong>Land and sea management</strong></td>
<td></td>
</tr>
<tr>
<td>National Parks and reserved State Forest (km²) (%)</td>
<td>6,590 (21% (incl. Lord Howe Island))</td>
</tr>
<tr>
<td>State Forest (unreserved) (km²) (%)</td>
<td>4,936 (15%)</td>
</tr>
<tr>
<td>Crown land, urban and other private land (km²) (%)</td>
<td>20,505 (64%)</td>
</tr>
<tr>
<td>TSRs (km²) (%)</td>
<td>90 (0.3% (excl. Lord Howe Island))</td>
</tr>
<tr>
<td>Marine parks (km²)</td>
<td>19</td>
</tr>
<tr>
<td>Local government areas (km²)</td>
<td>Tweed (1,317), Byron (567), Lismore (1,287), Ballina (492), Kyogle (3,582), Richmond Valley (3,046), Clarence Valley (10,422), Coffs Harbour (1,174), Bellingen (1,600), Nambucca (1,490), Kempsey (3,375), Port Macquarie-Hastings (3,680)</td>
</tr>
<tr>
<td>Major regional centres</td>
<td>Tweed Heads, Murwillumbah, Lismore, Grafton, Coffs Harbour, Nambucca Heads, Kempsey, Port Macquarie</td>
</tr>
<tr>
<td><strong>Natural assets</strong></td>
<td></td>
</tr>
<tr>
<td>Rainfall (mm-mean annual)</td>
<td>1,462 (predominantly January to April)</td>
</tr>
<tr>
<td>Predominant landform (km²)</td>
<td>Foothills (7,857), Great Escarpment (3,671), Alluvial Plains (3,134), Volcanic Slopes (2,841), Meta-sediments (gorge country) (2,221), Basin (1,919), Coastal Hills (1,539), Range (1,469), Coastal Ramp (1,178), Coastal Alluvial Plain (1,163)</td>
</tr>
<tr>
<td>Length of coastline (km)</td>
<td>568 (including Lord Howe Island (50 km))</td>
</tr>
<tr>
<td>Total named stream length (km) (excluding canals and drains)</td>
<td>17,490</td>
</tr>
<tr>
<td>Listed wetlands (km²) (%)</td>
<td>1,232 (4%)</td>
</tr>
<tr>
<td>Estuaries (km²) (%)</td>
<td>332 (1.0%)</td>
</tr>
<tr>
<td>Threatened species</td>
<td>21 endangered ecological communities, 395 rare or threatened species</td>
</tr>
<tr>
<td>Major catchments (km²)</td>
<td>Bellinger River (1,108), Bonville Creek (114), Brunswick River (219), Camden Haven River (487), Cathie Creek (115), Clarence River (12,798), Corindi River (147), Evans River (154), Hastings River (3,220), Macleay River (2,974), Manning River (108), Mooball Creek (121), Nambucca River (1,315), Richmond River (6,813), Sandon River (134), Tweed River (1,074), Wooli Wooli River (189)</td>
</tr>
</tbody>
</table>
### Key North Coast Local Land Services Regional Area Statistics (continued)

<table>
<thead>
<tr>
<th>Key Statistics</th>
<th>Region</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Human assets</strong></td>
<td></td>
</tr>
<tr>
<td>Total population size</td>
<td>505,682</td>
</tr>
<tr>
<td>Aboriginal population size (% of total)</td>
<td>21,467 (4.5%)</td>
</tr>
<tr>
<td>Average age of population (years)</td>
<td>42.3</td>
</tr>
<tr>
<td><strong>Economic assets</strong></td>
<td></td>
</tr>
<tr>
<td>Average annual household income</td>
<td>$46,345</td>
</tr>
<tr>
<td>Median weekly household income</td>
<td>$844</td>
</tr>
<tr>
<td>Unemployment level</td>
<td>7.6%</td>
</tr>
<tr>
<td><strong>Employment by industry sector (top 4 responses)</strong></td>
<td></td>
</tr>
<tr>
<td>1. Healthcare and social assistance</td>
<td></td>
</tr>
<tr>
<td>2. Retail trade</td>
<td></td>
</tr>
<tr>
<td>3. Education and training</td>
<td></td>
</tr>
<tr>
<td>4. Accommodation and food services</td>
<td></td>
</tr>
<tr>
<td>(Note: Agriculture, forestry, fisheries ranked 8th)</td>
<td></td>
</tr>
<tr>
<td>Number of farms</td>
<td>6,293</td>
</tr>
<tr>
<td>Average area of farms (ha)</td>
<td>190</td>
</tr>
<tr>
<td>Number of agri-businesses (including farms) (number of people employed)</td>
<td>7,377 businesses, 7,150 people employed</td>
</tr>
<tr>
<td><strong>Total area occupied by agriculture (ha)</strong></td>
<td>Total 1,197,191, including Beef (889,261), Dairy (48,810), Sugarcane (26,050), Plantation forestry (24,935), Crops for grain (8,462), Macadamias (8,420), Soybeans (5,595), Hay/silage (5,336), Bananas (1,231), Vegetables (1,002)</td>
</tr>
<tr>
<td><strong>Value of agricultural industries ($ million/year)</strong></td>
<td>Total agriculture $671.3M, including Beef ($181.9M), Dairy ($92.3M), Blueberries ($70.3M), Sugar ($61.7M), Nurseries, cut flowers, turf ($61.4M), Poultry and eggs ($58.0M), Macadamias ($42.2M), Vegetables ($24.4M), Bananas ($18.7M), Avocados ($11.6M)</td>
</tr>
<tr>
<td>Annual value of aquaculture</td>
<td>$18.4M</td>
</tr>
<tr>
<td>Annual value of fisheries</td>
<td>$30.0M</td>
</tr>
</tbody>
</table>
## Key North Coast Local Land Services Northern, Central and Southern Area Statistics

### Key Statistics

<table>
<thead>
<tr>
<th>Total area (km²) (% of total area)</th>
<th>Northern</th>
<th>Central</th>
<th>Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>10,770 (34%)</td>
<td>12,730 (40%)</td>
<td>8,532 (26%)</td>
<td></td>
</tr>
</tbody>
</table>

### Land and sea management

<table>
<thead>
<tr>
<th>National Parks and reserved State Forest (km²) (% of total area)</th>
<th>Northern</th>
<th>Central</th>
<th>Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,400 (13%)</td>
<td>3,046 (24%)</td>
<td>2,130 (25%)</td>
<td></td>
</tr>
<tr>
<td>State Forest (unreserved) (km²) (% of total area)</td>
<td>959 (9%)</td>
<td>2,647 (21%)</td>
<td>1,330 (16%)</td>
</tr>
<tr>
<td>Crown land, urban and other private land (km²) (% of total area)</td>
<td>8,405 (78%)</td>
<td>7,024 (55%)</td>
<td>5,072 (59%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TSRs (km²) (% of total area)</th>
<th>Northern</th>
<th>Central</th>
<th>Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>19 (0.2%)</td>
<td>49 (0.4%)</td>
<td>22 (0.3%)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Marine parks (km²)</th>
<th>Northern</th>
<th>Central</th>
<th>Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 (Cape Byron Marine Park)</td>
<td>13 (Solitary Islands Marine Park)</td>
<td>No marine parks</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Local government areas (km²)</th>
<th>Northern</th>
<th>Central</th>
<th>Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tweed Heads, Lismore, Murwillumbah, Ballina</td>
<td>Richmond Valley (392), Clarence Valley (9,552), Coffs Harbour (1,174), Bellingen (1,542), Nambucca (71)</td>
<td>Bellingen (58), Nambucca (1,419), Kempsey (3,375), Port Macquarie-Hastings (3,680)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Major regional centres</th>
<th>Northern</th>
<th>Central</th>
<th>Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tweed Heads, Lismore, Murwillumbah, Ballina</td>
<td>Grafton, Coffs Harbour, Dorrigo, Bellingen, Maclean</td>
<td>Kempsey, Nambucca Heads, Port Macquarie, Wauchope (including Lord Howe Island)</td>
<td></td>
</tr>
</tbody>
</table>

### Natural assets

<table>
<thead>
<tr>
<th>Rainfall (mm-mean annual)</th>
<th>Northern</th>
<th>Central</th>
<th>Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,484 (predominantly January to April)</td>
<td>1,383 (predominantly January to April)</td>
<td>1,553 (predominantly January to April)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Predominant landform (km²)</th>
<th>Northern</th>
<th>Central</th>
<th>Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volcanic Slopes (2,841), Foothills (2,433), Alluvial Plains (2,177), Exhumed Slopes (1,044), Basin (631), Great Escarpment (420)</td>
<td>Great Escarpment (3,114), Meta-sediments (gorge country) (1,813), Basin (1,287), Range (1,108), Alluvial Plains (957), Basin Margin (926), Foothills (875), Coastal Ramp (720), Granite (gorge country) (469)</td>
<td>Foothills (4,549), Coastal hills (1,235), Coastal Alluvial Plain (969), Meta-sediments (gorge country) (408), Coastal ramp (380), Granite (gorge country) (325)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Length of coastline (km)</th>
<th>Northern</th>
<th>Central</th>
<th>Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>131</td>
<td>207</td>
<td>180</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total named stream length (km) (excluding canals and drains)</th>
<th>Northern</th>
<th>Central</th>
<th>Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,868</td>
<td>7,058</td>
<td>4,564</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Listed wetlands (km²) (% of total area)</th>
<th>Northern</th>
<th>Central</th>
<th>Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>371 (3%)</td>
<td>434 (3%)</td>
<td>427 (5%)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Estuaries (km²) (% of total area)</th>
<th>Northern</th>
<th>Central</th>
<th>Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>65 (1.5%)</td>
<td>142 (1.1%)</td>
<td>125 (0.6%)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Threatened species</th>
<th>Northern</th>
<th>Central</th>
<th>Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>14 endangered ecological communities, 311 rare or threatened species</td>
<td>16 endangered ecological communities, 303 rare or threatened species</td>
<td>11 endangered ecological communities, 163 rare or threatened species</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Major catchments (km²)</th>
<th>Northern</th>
<th>Central</th>
<th>Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brunswick River (219), Clarence River (2,376), Evans River (148), Mooball Creek (121), Richmond River (6,588), Tweed River (1,074)</td>
<td>Bellinger River (1,066), Bonville Creek (114), Clarence River (10,422), Corindi River (147), Evans River (5), Richmond River (225), Sandon River (134), Wooli River (189)</td>
<td>Bellinger River (42), Camden Haven River (487), Cathie Creek (115), Hastings River (3,220), Macleay River (2,974), Manning River (108), Nambucca River (1,315)</td>
<td></td>
</tr>
</tbody>
</table>
### Key North Coast Local Land Services Northern, Central and Southern Area Statistics (continued)

#### Key Statistics

<table>
<thead>
<tr>
<th>Human assets</th>
<th>Northern</th>
<th>Central</th>
<th>Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total population size</td>
<td>242,116 (48%)</td>
<td>136,427 (27%)</td>
<td>126,779 (25%)</td>
</tr>
<tr>
<td>Aboriginal population size (% of total)</td>
<td>8,539 (3.8%)</td>
<td>6,037 (4.6%)</td>
<td>6,891 (5.8%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Economic assets</th>
<th>Northern</th>
<th>Central</th>
<th>Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average annual household income</td>
<td>$48,271</td>
<td>$45,148</td>
<td>$44,000</td>
</tr>
<tr>
<td>Median weekly household income</td>
<td>$872</td>
<td>$840</td>
<td>$795</td>
</tr>
<tr>
<td>Unemployment level</td>
<td>8.2%</td>
<td>7.1%</td>
<td>7.0%</td>
</tr>
</tbody>
</table>

#### Employment by industry sector (top 4 responses)

<table>
<thead>
<tr>
<th></th>
<th>Northern</th>
<th>Central</th>
<th>Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Healthcare and social assistance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Retail trade</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Education and training</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Accommodation and food services</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Number of farms

<table>
<thead>
<tr>
<th></th>
<th>Northern</th>
<th>Central</th>
<th>Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of farms</td>
<td>3,462</td>
<td>1,469</td>
<td>1,362</td>
</tr>
<tr>
<td>Average area of farms (ha)</td>
<td>141</td>
<td>308</td>
<td>189</td>
</tr>
</tbody>
</table>

#### Total area occupied by agriculture (ha)

<table>
<thead>
<tr>
<th></th>
<th>Northern</th>
<th>Central</th>
<th>Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total area occupied by agriculture (ha)</td>
<td>484,947, including Beef (334,908), Dairy (21,848), Sugarcane (16,912), Plantation forestry (13,062), Macadamias (7,756), Crops for grain (4,136), Soybeans (4,088), Hay/silage (2,276), Field beans (599), Bananas (582)</td>
<td>452,292, including Beef (366,818), Dairy (9,968), Sugarcane (9,085), Plantation forestry (7,880), Crops for grain (4,156), Hay/silage (1,726), Soybeans (1,340), Canola for oil (673), Bananas (570), Blueberries (528)</td>
<td>256,952, including Beef (187,536), Dairy (16,993), Plantation forestry (3,993), Hay/silage (1,334), Macadamias (515), Avocados (511), Vegetables (275), Soybeans (167), Crops for grain (170), Nurseries (166)</td>
</tr>
</tbody>
</table>

#### Value of agricultural industries ($ million/year)

<table>
<thead>
<tr>
<th></th>
<th>Northern</th>
<th>Central</th>
<th>Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value of agricultural industries ($ million/year)</td>
<td>Total agriculture $372.5M, including Beef ($93.2M), Poultry and eggs ($53.1M), Dairy ($42.4M), Sugar ($39.7M), Macadamias ($38.7M), Nurseries, cut flowers, turf ($34.1M), Vegetables ($13.4M), Pigs ($9.4M), Bananas ($7.3M), Crops for grain ($5.7M)</td>
<td>Total agriculture $191.3M, including Blueberries ($67.4M), Beef ($47.8M), Sugar ($21.9M), Dairy ($19.8M), Bananas ($9.9M), Vegetables ($6.9M), Nurseries, cut flowers, turf ($6.7M), Crops for grain ($3.2M), Hay ($2.2M), Raspberries ($1.4M)</td>
<td>Total agriculture $107.5M, including Beef ($40.9M), Dairy ($30.1M), Nurseries, cut flowers, turf ($9.9M), Avocados ($7.4M), Poultry and eggs ($4.3M), Macadamias ($2.7M), Hay ($1.8M), Bananas ($1.5M), Vegetables ($1.4M), Pigs ($1.3M)</td>
</tr>
</tbody>
</table>

#### Annual value of aquaculture

<table>
<thead>
<tr>
<th></th>
<th>Northern</th>
<th>Central</th>
<th>Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual value of aquaculture</td>
<td>$4.8M</td>
<td>$8.8M</td>
<td>$4.7M</td>
</tr>
</tbody>
</table>

#### Annual value of fisheries

<table>
<thead>
<tr>
<th></th>
<th>Northern</th>
<th>Central</th>
<th>Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual value of fisheries</td>
<td>$7.8M</td>
<td>$19.3M</td>
<td>$2.9M</td>
</tr>
</tbody>
</table>
Figure 4: Land use in the North Coast LLS region.

Draft North Coast Local Strategic Plan
Appendix 2: Investment principles

These principles underpin our organisational performance and guide our strategic, investment and operational activities.

1. Governance

   a. All legislative and regulatory functions will be met.

   b. Effective, timely and open communication will be used to demonstrate professional competency, integrity, accountability, transparency, responsiveness, innovation, performance and credibility.

   c. Governance will be collaborative, inclusive and flexible, and will consider the wider community and cultural networks and the interrelationships between individuals, groups, institutions, policies and legislative frameworks.

   d. Simple, effective and efficient processes underpin transparent decision making.

2. Leadership

   a. A well lead, highly capable, responsive, informed, and results-focused team that values excellence in customer service will underpin successful service delivery.

   b. Long-term strategic plans developed in collaboration with customers and stakeholders will direct investment priorities and underpin integrated delivery.

   c. Commitment to innovation and continuous improvement will be a shared responsibility.

   d. Commitment to the development of customer service will be a shared responsibility.

   e. Return on investment will be considered at every opportunity.

3. Customer satisfaction

   a. Customer needs and expectations will underpin a service driven culture.

   b. Measures of customer satisfaction will drive the design and provision of customer service.

4. Community ownership

   a. Community involvement in land management activities will foster ownership for local issues and participation in devolved decision making.

   b. Building capacity that will allow communities to undertake activities and make decisions that allows them to adapt to change will require commitment, effort and investment.

5. Understanding scale

   a. Decisions will be made at the right spatial, temporal, institutional and social, economic and environmental scales.

   b. Continuous improvement will span spatial, temporal, institutional and social, economic and environmental scales.

6. Collaboration

   a. Collaboration will be based on trust, and meaningful, transparent and supportive communication.

   b. Collaboration will be cost effective, build the capacity of partners, and produce measurable benefits for all partners.

   c. Collaboration will underpin devolved decision making.

7. Risk management

   a. System-based risk management at multiple organisational scales will be a shared responsibility.

   b. Risk will be identified using best available information, and will be monitored, evaluated and reported on in a timely manner.

   c. Possible perverse outcomes and trade-offs will be considered in decision making processes.

8. Evidence-based decisions

   a. Decisions will be based on science and research, and knowledge gaps addressed so that decisions can be made in a structured and transparent way.

   b. Decisions will be supported by information commensurate with the potential level of investment, risk, scale and local importance.

   c. Monitoring, evaluation and reporting at multiple scales will inform decision making, adaptive management and innovation.