



Local Land Services Annual Report 2017-18



Local Land
Services



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Availability

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Disclaimer

The information contained in this publication is based on knowledge and understanding at the time of writing October 2018. However, because of advances in knowledge, users are reminded of the need to ensure that information upon which they rely is up to date and to check currency of the information with the appropriate officer of Local Land Services or the user's independent adviser.

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The Hon. Niall Blair MLC

Minister for Primary Industries
Minister for Regional Water
Minister for Trade and Industry

52 Martin Place
Sydney NSW 2000

Dear Minister Blair

Submission of Local Land Services 2017-18 Annual Report

In accordance with the *Annual Reports (Statutory Bodies) Act 1984* and the *Public Finance and Audit Act 1983*, and the Regulations under these Acts, I am pleased to submit to you the 2017-18 Annual Report of Local Land Services for presentation to the Parliament of NSW.

The annual report outlines the achievements for the 2017-18 financial year in the context of the organisation's strategic priorities and responsibilities.

These achievements were made possible by the expertise and commitment of our staff and the leadership and direction of our boards.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Richard Bull'.

Richard Bull

Chair
Local Land Services Board

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From our Chair and Chief Executive Officer

On behalf of our staff and board, We are pleased to present our 2017-18 Annual Report.

Our 80 board members and over 900 staff members operate from more than 90 locations throughout NSW and are dedicated to securing the future of agriculture and the environment for NSW communities.

We strive to connect our customers with the best services, advice and networks. Our programs and partnerships continue to grow farm productivity and healthy environments and our services and partnerships play a vital role in helping to protect against pests, diseases and environmental threats.

We are on the ground when it matters with knowledge, networks and experience.

Connecting our customers

Drought

Unfortunately, 2017-18 was characterised by the tightening grip of drought conditions across NSW. Low rainfall and above average temperatures have resulted in low feed reserves and critically low surface water.

Our staff have responded swiftly with all areas fully engaged in conducting regular workshops, meetings and personal assistance with our farming community. Our team has been on the ground offering ongoing advice for farmers and landholders. We offer hands-on support where possible and endeavour to provide localised information about managing and recovering from drought.

In June 2018 alone, Local Land Services provided 6,457 drought related customer interactions in just 30 days including:

- More than 600 farm visits
- Responding to more than 3,100 telephone enquiries
- Supporting more than 2,600 landholders at events.

We assisted in administering drought support packages and coordinated and conducted relevant drought workshops in collaboration with rural support workers and rural financial counsellors.

Richard Bull
Chair



David Witherdin
Chief Executive Officer

We are continually heartened by the quality of our staff in dealing with these sensitive issues and stressed farmers. We thank all staff for working tirelessly to bring information, support and relief to our farming community.

Innovate Reconciliation Action Plan

2017-18 saw the introduction of our Innovate Reconciliation Action Plan (RAP). This plan articulates Local Land Services' commitment to reconciliation and recognises Australia's First Nations people as Traditional Custodians of the land.

The RAP identifies specific and measurable actions to be undertaken across the organisation at both a statewide and regional level to ensure we meet our goals.

The RAP demonstrates our commitment to improving reconciliation by clearly identifying ways to foster partnerships and relationships that focus on:

- embracing diversity
- enhancing respect
- providing equitable opportunities for and with First Nations peoples across NSW.

We recognise the unique, diverse and enduring cultures of our First Nations peoples which have enriched our lives. We pay respect to Elders, past, present and emerging for their cultural beliefs and ongoing relationship with the land.

Growing healthy environments and farm productivity

Changes to the Local Land Services Act

The *Local Land Services Act 2013* was amended in December 2017. Changes included:

- The Chair of the central board (now known as Local Land Services Board and previously known as the Board of Chairs) becoming a statutory officer appointed by the Minister
- Deleting the former Executive Director State Operations role
- Creating a new Chief Executive Officer role as head of the agency
- Extending Board member appointments for a period up to four years
- Replacing of the former 'Pest Insect Levy' with a new 'Pest Animal Levy'; allowing funds to be deployed more broadly for pest management.

New board members

The newly appointed Board members were officially inducted through a comprehensive process, occurring in three locations across the state.

We would like to congratulate the new board members on their appointment and thank our existing board members for their hard work and on-going service throughout the year.

We are fortunate to have a number of highly skilled, knowledgeable and practical community members on our Local Land Services Boards.

Expansion of Local Land Services Service Offering

The NSW Soil Conservation Service was transferred to Local Land Services from 1 October 2017.

The Soil Conservation Service is a commercial business unit that operates on a fee-for-service basis and is 100% funded from successful commercial operations. Soil Conservation Service has successfully maintained its independent status and aligned its operations and administration with our organisation.

The Soil Conservation Service provides services for often complex environmental problems, including conservation earthworks, erosion and sediment control, farm water supply and land rehabilitation, they are a valuable addition to Local Land Services and it is pleasing to be involved in continuing to deliver a service of such high regard and history.

Sustainable Land Management

The Sustainable Land Management team was established to implement the new Land Management Framework as set out in the NSW Government's Land Management and Biodiversity Conservation reforms.

The Sustainable Land Management team has staff across the state with over 100 staff on the ground helping landholders with the most suitable options for managing vegetation on their property. The team delivers options that enable triple bottom line outcomes for rural landholders.

The new land management framework takes advantage of the best available science and data to deliver a modern approach to land management and biodiversity conservation in NSW. The changes are enabling continued protection of the natural environment and ongoing support for a sustainable and productive agricultural sector.

Improving land management through research and community grants

It is pleasing to note that Local Land Services has contributed more than \$14 million in financial support for land managers and community groups to enhance and protect the environment. It is heartening to see the collaboration of community and industry making a real difference to the sustainability of our land and our rural communities.

Many of the projects and programs would not be possible without the support of our funding partners.

The Australian Government's National Landcare Program and the NSW Government's Catchment Action NSW program have enabled Local Land Services to fund projects that empower communities and create lasting change.

Protecting the environment and agricultural industry

Biosecurity reforms

The *Biosecurity Act 2015* provides greater flexibility and improved capacity in the response, management and control of biosecurity risks, and supports the vision of the *NSW Biosecurity Strategy 2013-2021* that biosecurity is a shared responsibility between Government and community.

In 2018, our regions have worked with Regional Pest Animal Committees and the community to develop Regional Strategic Pest Animal Management plans. This has been a collaborative regional effort that will deliver a targeted strategic, coordinated approach to pest animal management across NSW.

This is an excellent example of how we are working with local communities to protect the environment, community and economy from the negative impacts of pest animals and to support positive outcomes for our landscapes.

Emergency management

Emergency management continues to be a fundamental activity of Local Land Services.

This includes planning, preparation, response and recovery for emergency events. In March 2018, our staff participated in Exercise Border Bridge with Biosecurity Queensland.

Exercise Border Bridge was the largest simulated biosecurity response exercise in Australia in the past 10 years.

This exercise has provided valuable lessons learnt and identified deficiencies to place us in a stronger position should a serious outbreak occur.

We look forward to working with the Local Land Services Board to support you -our customers, partners, stakeholders and investors- to deliver even richer results for NSW communities in 2018-19.



Richard Bull

Chair
Local Land Services
Board

October 2018



David Witherdin

Chief Executive
Officer

October 2018



Our work across NSW

Local Land Services is committed to supporting land managers to make the best decisions and undertake improved practices for biosecurity, agricultural production, natural resource management, travelling stock reserves and emergency management.

Summary of significant statewide operations

Biosecurity

Our services and partnerships play a vital role in helping to protect against pests, diseases and environmental threats. The 2017-18 financial year was a busy year for bedding down major biosecurity reforms whilst continuing to deliver value for the citizens of NSW.

Biosecurity Act and Regulations

The *Biosecurity Act 2015* and the *Biosecurity Regulations 2017* came into effect on 1 July 2017, effectively creating a new platform for minimising, preventing and eliminating biosecurity risks in NSW. The *Biosecurity Act 2015* establishes that biosecurity is a shared responsibility between Government, Industry and communities to do their part to manage weed, pest and disease risks.

Regional Strategic Weed Management Plans

Eleven Regional Weed Committees have been established across NSW. Each of these committees has developed a five-year Regional Strategic Weed Management Plan to focus on managing weed biosecurity. The plans are based on the best available local knowledge, research and technology and a rigorous assessment of the biosecurity risks posed by weeds.

The plans articulate how the region's communities and stakeholders will work together to identify, minimise, respond to and manage high-risk weeds, supporting the principle of a shared responsibility under the new biosecurity legislation.

Regional Strategic Pest Animal Management Plans

The cost of pest animals alone to the Australian economy is estimated at more than \$1 billion annually, mostly through impacts to agriculture.

Regional Strategic Pest Animal Management Plans identify and prioritise regional activities to reduce the impact of pest animals.

Regional Pest Animal Committees were established in each of the Local Land Services regions to deliver a strategic and coordinated approach to pest animal management across the state.

Draft plans were made available for public consultation in March 2018 and 416 responses were received. These responses were considered and, where appropriate, incorporated into the plans which were launched by Minister Blair on 1 July 2018.

Biosecurity farm plans

More than 9,000 producers sought personal advice at workshops, coordinated and supported by Local Land Services, to help graziers understand and adapt to recent industry-led changes and the new biosecurity legislation requirements. The Livestock Production Assurance (LPA) scheme is the Australian livestock industry's on-farm assurance program covering food safety, animal welfare and biosecurity. It provides evidence of livestock history and on-farm practices when transferring livestock through the value chain. Accreditation provides additional assurance for market access and quality assurance to improve how on-farm risks are managed.

While Animal Health Australia was responsible for rolling out the new LPA requirements, Local Land Services supported landholders through the transition by staging 161 workshops across the state, as well as responding to thousands of enquiries.

Every interaction we have with a customer is considered an opportunity to support rural communities and provide them greater insight to our service offering.

National Carp Control Plan

Local Land Services partnered with the National Carp Control Plan (NCCP) to host stakeholder workshops and community briefing sessions in carp-affected communities across NSW in October and November 2017. The \$15 million NCCP is exploring ways to control carp - an introduced pest fish species - to ultimately improve the quality of Australia's waterways and aquatic biodiversity. A key method being explored to control carp impacts is the potential release of the carp virus, Cyprinid herpesvirus 3, as a biocontrol agent more broadly for pest management.

Agricultural Production

Local Land Services helps farmers grow farming knowledge through advice, information, training and networking opportunities. Better informed decisions help farmers balance production, profit and sustainability.

Drought

By winter 2017, conditions across the Central West, Central Tablelands and Hunter had deteriorated. The below average rainfall and above average temperatures continued for the rest of financial year across the whole state. Local Land Services approach to drought support has been through a commitment from the regions to work cross-regionally as well as with other agencies and service providers to deliver efficient, effective support to landholders. The engagement approach has been to create a multi 'touch point' approach to increase the awareness of landholders which included:

- Webinars
- Face to face workshops on drought feeding and how to access additional support
- Drop in sessions at local offices
- Decision making support workshops.

In June 2018 alone, Local Land Services provided 6,457 drought related customer interactions in just 30 days comprised of the following drought support services:

- 621 farm visits
- 31,390 phone support
- 2,640 landholders at events

NSW Landcare and Local Land Services Conference

2017 marked the third year of a four-year partnership with Landcare NSW. Through the NSW Government's \$15 million Local Landcare Coordinators Initiative, Local Land Services' is seeing more grassroots projects developed in local communities that help meet community needs.

In late October 2017, Local Land Services and Landcare volunteers came together to connect, share and learn at the 2017 NSW Landcare and Local Land Services Conference held in Albury. Attended by 344 delegates, the biennial conference was declared a great success.

Natural Resource Management

Local Land Services works with the community on projects that grow healthy environments that include native vegetation, plants, animals and healthy waterways.

Sustainable Land Management

On 25 August 2017, the NSW Government announced the commencement of the new land management framework in NSW.

The integrated package of reforms featured:

- New arrangements that allow landowners to improve productivity while responding to environmental risks
- New ways to assess and manage the biodiversity impacts of development
- A new State Environmental Planning Policy for impacts on native vegetation in urban areas
- Significant investment in conserving high value vegetation on private land
- A risk-based system for regulating human and business interactions with native plants and animals
- Streamlined approvals and dedicated resources to help reduce the regulatory burden

The Land Management Framework assists landholders in achieving both property and industry scale productivity goals and landscape scale biodiversity outcomes.

After an appeal in the Land and Environment Court the NSW Government made a new Land Management (Native Vegetation) Code in March 2018. The new Code, which is a cornerstone of the NSW Land Management Framework, is identical to the previous version that was declared invalid after a procedural defect was identified in how it was made.

Under the Land Management (Native Vegetation) Code, the Sustainable Land Management team:

- Issued 122 Certificates
- Issued 164 Notifications

This was in addition to answering 2,771 individual landholder enquiries throughout 2017-18.

Private Native Forestry transferred to Local Land Services

On 30 April 2018, responsibility for the provision of Private Native Forestry (PNF) extension advice and approvals transferred to the Sustainable Land Management group of Local Land Services.

The NSW Environment Protection Authority (EPA) will continue its responsibility for compliance and enforcement of the current PNF Codes.

Landholders no longer need to go to multiple state government agencies to receive advice on how to manage their land and forests but can discuss all their options in one place with Local Land Services. This further increases the range of services Local Land Services offers in helping to secure the future of agriculture and the environment for NSW.

In addition to administering PNF approvals, Local Land Services will provide advice on approval requirements as well as production and natural resource management issues, working in partnership with landholders. It reinforces the integrated nature of the services we offer. Native forestry represents an important revenue opportunity for farmers and the move to Local Land Services will allow landholders to discuss forestry issues as part of their overall farm business planning.

Soil Conservation Service transferred to Local Land Services

In early October 2017, the NSW Soil Conservation Service (SCS) was transferred to Local Land Services.

SCS provides services for often complex environmental problems, including conservation earthworks, erosion and sediment control, farm water supply and land rehabilitation.

SCS operates under a commercial business unit that operates on a fee-for-service basis and is 100% funded from successful commercial operations.

In November 2017, SCS was presented with a highly commended award for Environmental Excellence in Erosion and Sediment Control by the Australasian Chapter of the International Erosion Control Association. They received the accolade for their work on the Coffs Harbour Slipway and contaminated lands rehabilitation.

SCS was engaged by Department of Industry - Lands to remediate the site of the Coffs Harbour slipway, which in five decades had become contaminated by nickel, lead, tin and pesticides in the marine environment. This was a complex and challenging project that resulted in the re-use and recycling of over 7,000 tonnes of steel rail, 39 timber sleepers and 630 cubic metres of rock and the removal of 4,760 tonnes of contaminated material from the site.

Catchment Action NSW

Catchment Action NSW (CA NSW) is a program funded by the NSW Government, and managed by Local Land Services, to deliver NSW Government's natural resource management priorities.

Catchment Action NSW is coordinated at the State level with the 11 Local Land Services regions responsible for local delivery of \$19.3 million investment.

In 2017-18, Catchment Action NSW contributed to seven high-level outcomes. These were:

- Protection and rehabilitation of soils to support ecosystem services
- Protection and rehabilitation of streams, wetlands and estuaries to support ecosystem services
- Management of pest plants and animals to improve landscape health
- Protection and rehabilitation of native vegetation and terrestrial habitat to support ecosystems services
- Maintenance of native plants and animal populations of State, regional and local significance for long-term viability in balance with their landscape
- Valuing, sharing and integrating Aboriginal Cultural Heritage and traditional knowledge into NRM for improved landscape health

- Increased engagement and capacity building with land managers and Aboriginal communities to deliver strategic NRM and Aboriginal cultural heritage priorities.

Travelling Stock Reserves

Travelling Stock Reserves (TSRs) are parcels of Crown land reserved under legislation for use by travelling stock. Local Land Services is responsible for the care, control and maintenance of almost 500,000 ha of TSRs in NSW.

Local Land Services is committed to maintaining a viable, well maintained and connected TSR network for the future of NSW. In 2017 a statewide review was undertaken to understand and establish a credible evidence base about how the reserves are used and why they are valued.

Having a complete understanding of TSR usage across NSW is considered vital to ensure the future use and management of TSRs aligns with Indigenous, conservation, livestock, production, recreation and community priorities.

The interim TSR review report was finalised and launched in Albury on the 30 November 2017 after consideration of 898 submissions.

In addition to the review, a separate Local Land Services project assessed the conservation values of all TSR in NSW via a \$4.75 million Environmental Trust Grant. The assessment focused on identifying 'High Conservation Value' TSRs. By the end of 2017-18, over 90% of TSRs had been assessed for their conservation value.

Emergency Management

Local Land Services helps farmers protect their business by being prepared for natural disasters and to get back to business faster when disaster happens.

Emergency management continues to be a fundamental activity of Local Land Services.

In 2017-18, Local Land Services staff provided support at 49 separate emergency events, including major storms, bush-fires and invasive species outbreaks, including:

- The east coast storms of November 2017
- Reedy Creek/Tathra bushfire, March 2018
- Responses to Yellow Crazy Ants, Brown Marmorated Stink Bugs and Hairy Snails

To enable a full and appropriate response to emergencies like those listed above, Local Land Services seeks to have 90% staff with foundational emergency management qualifications and a minimum of 25% of staff in attendance at training exercises each calendar year. In 2017-18, 19 regional, statewide and interstate training exercises were undertaken with learnings shared between agencies and Local Emergency Management Committees.

During these emergencies, Local Land Services supported the Department of Primary Industries (DPI) fulfilling NSW Agriculture and Animal Services Functional Area Plan responsibilities.

Our staff play a fundamental role in assisting communities affected by natural disasters by:

- coordinating animal assessment and destruction
- providing fodder and water to livestock as required
- establishing emergency animal shelters
- holding recovery workshops.

It is not always livestock that Local Land Services staff help, our support extends to pets as well. Throughout the Tathra Bushfires for example, staff rescued or evacuated 11 animals, visited and inspected 44 properties, provided emergency feed and water for 30 animals and re-home a further 19 animals.

Exercise Border Bridge

One way to prepare for emergencies, is to undertake mock scenario training exercises.

Exercise Border Bridge was an exercise program in March 2018 that assessed how New South Wales and Queensland would respond to a biosecurity incident occurring across both jurisdictions.

There were 260 people involved, including 35 Local Land Services staff with State Control Centres in Orange and Brisbane and a Local Control Centre in Toowoomba.

In the mock scenario, there was an outbreak of Lumpy Skin Disease (LSD) followed by an infestation of Giant African Snails was used to test the skills and abilities of both state jurisdictions.

The Central Tablelands region

Connecting our customers

The 2017-18 year was dominated by the increasing impact of the drought with our agricultural and veterinary teams supporting farmers as they managed the impacts on their production, land and animals. We continued to provide a range of natural resource management programs which protect threatened and endangered species and valuable habitat. Central Tablelands Local Land Services was successful in a five-year bid to be the service provider for the Australian Government National Landcare Program. Our biosecurity services continued to support the development and delivery of regional pest and weed strategies and the active control of pests such as wild dogs and pigs.

Central Tablelands Local Land Services worked closely with the community in planning and delivery and formed a new Community Advisory Group to add to our Pest and Weed advisory groups. Central Tablelands Local Land Services has assisted over 80 community groups or land manager projects and provided over \$1.4 million in community grants.

Decisive drought response

During dry times it was crucial for Central Tablelands to connect with landholders experiencing difficulty meeting their livestock feed demands from as early as June 2017.

The agricultural extension team and district veterinarians acted quickly to provide services to our landholders. We delivered 24 drought related events to 735 people as part of the board endorsed Bounce Back plan.

Absentee landholder collaboration

Approximately 1,500 landholders who own land in the Central Tablelands region live in Greater Sydney. Greater Sydney and Central Tablelands Local Land Services officers engaged with 67 absentee landholders at a presentation in Greater Sydney.

Topics included: legislation, Landcare, erosion, biosecurity & livestock responsibilities. This helped absentee landholders better understand their responsibility as a landholder. Central Tablelands Local Land Services was able to tap into this network and better understand the group's needs,

when they like to be contacted and the best time to organise training and education.

Engagement with Greater Sydney Local Land Services and absentee landholders within Central Tablelands will continue.

Growing healthy environments and farm productivity

Protecting Cultural heritage and returning to country

Central Tablelands Local Land Services continues to partner with Aboriginal communities developing capacity and skills to implement activities and practices that protect and enhance Aboriginal lands and places.

A Cowra area project created a traditional Wiradjuri burial ground for the repatriation of six ancestral remains from the University of Berlin and the museum of Canberra. This project fenced an area of land owned by the Cowra Local Aboriginal Land Council to establish, protect and preserve a burial ground. This included the control of weeds and pests on the burial ground and the planting of cultural specific flora on the site in line with traditional Wiradjuri funeral practices.

Conservation in Action conference

Central Tablelands Local Land Services partnered with the Central West Alliance for Environment and Waterways and Central Tablelands Landcare to host a two-day Conservation in Action: Research to Reality Conference.

Approximately 150 delegates heard from scientists, policy makers, program managers and specialists implementing works in the field. It successfully pulled together all disciplines of natural resource management to demonstrate how we are turning Research into Reality.

Species specific projects discussed included the Regent Honeyeater, Brush-tailed Rock Wallaby, Spotted-tailed Quoll, Booroolong Frog, Macquarie Perch, Superb Parrot, Squirrel Glider and Pelicans.

We hope to build on the success of the conference and continue to run events like this in the future.

Protecting the environment and the agricultural industry

Animal Health

We have a team of five District Veterinarians who help farmers protect their livestock health and profitability through disease identification and advice. During the year we undertook over 400 separate disease investigations in line with state and national standards to help safeguard our international markets.

We achieved this while also responding to a greatly increased demand for drought related livestock nutrition and animal welfare advice.

Wild dogs

Our biosecurity team coordinated two aerial baiting programs and 14 ground baiting programs to protect livestock from wild dog impacts. These programs were supported by 19 vertebrate pesticide training courses and three specialised wild dog courses to ensure land holders have the skills and tools to manage the increasing impact wild dogs are having across the region.

Emergency Management

We made a significant investment of time and resources in ensuring our staff are prepared and able to respond to biosecurity emergency natural disasters. We increased our capacity to communicate in difficult situations during emergencies by installing all biosecurity vehicles with new two way radios; enhancing our network of satellite phones and gaining access to the Government Radio Network. Our staff participated in three Emergency Animal Disease Exercises and contributed to the White Spot Prawn Disease response in Queensland.

Central Tablelands highlights

Grow

- Sustainable agriculture and agricultural production projects attracted 1,065 attendees to 87 events and trained 210 producers
- Built new relationships and had face to face contact with 67 absentee landholders from the Greater Sydney region
- 96 ha of land treated for soil erosion through exclusion fencing

Protect

- 340 ha of native revegetation with 10,816 tubestock planted
- 8,415 ha protected through voluntary land management agreements
- 2.4 ha of Aboriginal cultural values managed with three Aboriginal sites protected

Connect

- 2,387 participants in 259 workshops, seminars, training sessions conducted and 65 awareness raising events, field days and demonstrations
- 83 community groups assisted
- 5,825 recipients of information and knowledge from Central Tablelands Local Land Services

The Central West region

Connecting our customers

The 2017-18 financial year saw Central West Local Land Services continue to work closely with our ratepayers, customers, project partners, local communities and stakeholders to deliver across our region. These services included:

- improving the productivity and sustainability of our agricultural industry
- reducing the impact of pests and diseases
- building capabilities in emergency management support
- protecting and enhancing the many and varied natural environments within our region.

We have developed a strong, customer-centric staff culture and deep commitment to meeting the many obligations of our multiple investors.

In the past year, we have strengthened integration of our natural resource management, agricultural and biosecurity services.

We have delivered outcome-focused programs demonstrating the value of the Local Land Services model.

These initiatives allow us to extend our services to meet new and emerging needs of industry and the community.

Delivering drought response

Our District Vets and Ag Advisory staff engaged with over 1,000 drought affected landholders through a series of informal animal nutrition and landholder wellbeing 'smoko' drop ins and drought focussed information sessions right across the region. To ensure that this valuable information remains accessible to landholders in need, a recording has been made publicly available on the Central West YouTube channel.

Rekindling the flame for Cultural practices

In a joint initiative, Central West and Greater Sydney Local Land Services delivered a cultural burn workshop at Burra Bee Dee near Coonabarabran.

Gomeroi traditional custodians and community members were welcomed to Country by local Elder Uncle Casey Dowd, followed by a traditional smoking ceremony where attendees walked through smoke

to cleanse the soul and ward off bad spirits (Gugil wandabaa).

The group then learnt about traditional burning practices, responsibilities in caring for Country, what caring for Country means to Aboriginal people and the important role traditional burning plays.

Discussions were held around culture, modern day compliance, knowing your country, identification of natural firebreaks, weather, fuel load and more prior to the commencement of the burns.

The day concluded in a spectacular fashion at the Burra Bee Dee picnic area after dusk, where local Dhugaan Warrumbungli dance group performed in the fire light.

Linking with Landcare

Landcare groups across the region have held over 150 awareness raising events with over 5,000 participants in attendance, directly assisting in the delivery of National Landcare Program outcomes. Further to this, 68 training events were rolled out to over 700 participants. As a result of these events, and through further support and resourcing, over 100 landholders have been recorded as adopting sustainable agriculture practice change, impacting an area of over 50,000 ha.

Growing healthy environments and farm productivity

Landholders digging pits and kits

Our staff have worked extensively with the Soil Knowledge Network NSW, landholders and community groups over the past three years to deliver a series of workshops designed to increase knowledge and skills around soil health and productivity.

Through funding received from the Australian Government's National Landcare Program and Catchment Action NSW, the 'Soil Pits & Kits' workshop series has been rolled out in three locations across the region in the past financial year with 13 workshops delivered in total.

These practical and informative events have delivered training to over 150 landholders in soil testing and provided them with the skills and physical tools to implement a soil testing and monitoring program on their properties.

As a direct result of attendance, soil treatment works have been conducted on over 40,000 ha.

Healthy soils are essential for profitable primary production and sustainable landscapes.

The Soil Pits & Kits project is a great example of working with landholders for the benefit of the region.

Protecting the environment and the agricultural industry

Biodiversity for profit conference

This one day, sold out conference was held in Dubbo to provide landholders an opportunity to learn how they can improve – and profit – from effective natural resource management on their farm.

Hosted by Central West Local Land Services, the well received conference brought together industry professionals and farmers to explain the benefits of actively managing biodiversity to boost profitability.

Tracking and tracing - wild dog control efforts

Regional Biosecurity Officers have assisted producers who have reported stock loss as a result of wild dog attacks with monitoring, trapping and baiting activities.

Motion cameras have been used to assist with confirmation of presence, however once confirmed control has been best achieved through coordinated group activities.

DNA sampling is conducted to determine dingo descendancy and genetic connection to known wild dog populations, the findings of which can help us figure out the origin of incursions and put predictive monitoring in place.

In the past financial year, control efforts have seen the removal of a total of 12 wild dogs from the region.

Riparian restoration reaps results

Using extensive habitat mapping, priority reaches of the Lachlan river were identified and landholders approached to undertake management actions to address threatening processes and restore riparian habitat features.

This project delivered improved riparian management and habitat at 12 locations, 331.2 ha of riparian land enhanced and protected, 12 km of river

bank protected from stock and nine Aboriginal and cultural surveys undertaken.

On-ground management actions and activities included:

- stock management through protective fencing and alternative watering points,
- weed control of pest plant species
- restoration of native vegetation through direct seeding
- Training, education and awareness programs for land managers with particular regard to stock management in riparian areas
- Engagement with the local aboriginal community through culture heritage surveys

Central West highlights

Grow

- Reduction in virulent footrot infected properties from 46 to eight

Protect

- 196 farming entities have adopted sustainable practice change
- 137,508 baits supplied to landholders for fox and wild dog control
- 307 property disease investigations performed
- 17,609 ha protected under voluntary conservation agreements

Connect

- Over 7,219 Landcare members, growers, producers and industry representatives attended events
- Invested in protection of five sites of Aboriginal cultural significance and 16 cultural heritage surveys developed

The Greater Sydney region

Connecting our customers

The 2017-18 financial year saw Greater Sydney Local Land Services continue to deliver projects, initiatives and campaigns aimed at growing productivity, connecting customers with information and advice and protecting the many natural assets in our region.

These have included the roll out of some of our largest coordinated pest animal control programs which has seen more than 150 landholders engaged, 1,500 baits distributed and almost 5,000 ha of land managed for pest control.

With more than 6,330 attendees at our events, field days and workshops the Greater Sydney team continues its commitment to a strong, customer-centric staff culture and meeting the many obligations of our multiple investors and industry partners.

We have delivered outcome-focused programs including the state-wide VegNET NSW project in partnership with Horticulture Innovation Australia with more than 1,600 growers engaged to date.

These initiatives allow us to meet the new and emerging needs of industry and the community and we look forward to continuing to deliver strong results in 2018-19.

Cultural burning and reconciliation highlighted

We continued our work to promote and preserve commitment to Aboriginal culture, communities and Country throughout the region with the development of the Greater Sydney Innovate Reconciliation Action Plan (RAP). We also had the pleasure of hosting the state-wide launch of the Local Land Services RAP at a special ceremony in the Blue Mountains National Park in May. More than 70 people attended the event which included representatives from Reconciliation Australia and featured a smoking ceremony, cultural lunch and traditional dancing. You can read the RAP in full and find out more information via our [website](#).

VegNET NSW delivers the goods

We have continued to deliver the latest research and developments in the horticultural industry through interactive workshops, field days and farm walks as part of our VegNET NSW partnership with Horticulture Innovation Australia.

The three-year project has seen our agricultural team deliver more than 90 events engaging 1,600 people. With the project due to wrap up at the end of the next financial year, we now move to the evaluation phase with early feedback from growers indicating their involvement at various workshops has led to significant on-farm practice change.

Growing healthy environments and farm productivity

Volunteers recognised

It was a pleasure to host 150 volunteers at our annual Regional Landcare Bushcare forum held at Circular Quay earlier this year. With the theme 'City Living – Stories of Urban Wildlife' the event provided a chance to thank our volunteers and highlight the important role they play not just in environmental conservation but also in with biosecurity as eyes and ears on the ground. The event was made possible via funding from the National Landcare Program.

Grants for community groups

Thanks to the ongoing support of our investors, we were able to provide funding boosts to more than 70 community organisations across our region. These included grants to Landcare and Bushcare groups, Aboriginal Land Councils, local schools and more. This funding supported a variety of initiatives including weed and pest animal control, bush regeneration and the conservation of significant Aboriginal sites.

Working with NSW Farmers to support Veggie growers

Our partnership with the NSW Farmers Central Coast Horticultural Branch continues to deliver innovative and interactive events for vegetable growers in the area. Highlights during the last financial year include a workshop on fruit fly control methods attracting more than 30 people, the completion of a compost trial and a program to train aspiring young market gardeners.

Protecting the environment and the agricultural industry

Pest animal control across the Greater Sydney area

Our team continues to work with landholders to deliver pest animal control campaigns across the region. Our recent work saw wild dog, fox and rabbit baiting programs rolled out in the Macarthur, Central Coast, Hawkesbury, Hills, North Sydney, Blue Mountains and Mulgoa regions. More than 4,900 ha of land was managed through these control campaigns to minimise impact of pest animals and their damage to the natural environment and agricultural production.

Staff skilled up in emergency management

We continue to upskill our staff in emergency management to ensure we are ready to support the livestock and domestic pest owners in times of natural disaster and potential disease outbreaks. With well over fifty percent of staff now trained, we continue to support a variety of emergency responses throughout NSW and Australia including the Yellow Crazy Ant response in the North Coast and the White Spot Prawn disease outbreak in Brisbane.

Strategy to tackle priority pests

July saw the launch of our Regional Strategic Pest Animal Management Plan which was developed in consultation with key stakeholders and the broader community. With almost 100 submissions into our plan, we were able to clearly identify the priority pest animals and best practice management options for species such as wild dogs, feral pigs, deer and more.

Greater Sydney highlights

Grow

- 750 people through the doors of the Greater Sydney Demonstration Farm
- Engaged 1,600 vegetable growers through VegNET NSW
- 529,125 ha of bushland protected/enhanced

Protect

- 4,900 ha managed for pest animal control
- 1,500 baits supplied to landholders for fox and wild dog control
- District veterinarians attended more than 130 general consultations

Connect

- Over 6,330 attendees at events
- 71 grants given to community groups to undertake natural resource management, capacity building and sustainable agriculture projects.
- Responded to more than 2,200 customer enquiries

The Hunter region

Connecting our customers

Hunter Local Land Services has been actively supporting drought affected landholders and producers in our region for more than 18 months. This drought is now the worst in living memory and has had considerable impact on farm incomes, livestock, crop production, regeneration projects and of course the wider communities in our region. It has affected many different industries in the Hunter and Manning Great Lakes from sheep and cattle producers, through to dairy, viticulture and poultry, but the toll is also being felt by the people who work in and around these industries.

Both the Australian and NSW Government's have drought support packages in place, it is important producers don't self-assess and we have been working closely with the DPI's Rural Resilience Program, local Rural Financial Counsellors, the Rural Assistance Authority and other support agencies and community groups to ensure our customers have access to the services and assistance they require.

Here when you need us

More than 800 people attended support events including 13 Farm Family Gatherings across the region, and our 'Let's Tackle the Drought Together' event at Gundy, where members of the ACT Brumbies and NSW Waratah's ran a rugby training session for local children, so their families could have time to access important support and extension services, in a relaxed and social environment.

Our Regional Producer Updates held across the three districts offered advice to more than 600 cattle producers about destocking, early weaning and making drought plans, as well as covering important feed and nutrition and animal health issues. These were followed up by six BredWell Fedwell field days, run in partnership with Meat and Livestock Australia, helping producers to make important decisions about their herd selection and breeding plans. We also used the expertise of two industry experts, Bill Hoffman and Ian Blackwood to support our Agricultural Extension team and offer landholders extra personalised advice to help them make critical decisions as the drought worsened.

Let's talk about Regenerative Agriculture

In a bid to help locals look beyond the drought Hunter Local Land Services held a Regenerative Ag Farming Forum, attended by more than 180 people looking at how managing soils and pastures and increasing biodiversity on your property can help mitigate the impacts of extreme conditions like drought. Many of the speakers had changed their practices after drought, and they offered great insights into how increasing ground cover and better managing grazing and water resources has helped improve the resilience of their property. Videos from all the presenters are available on our [YouTube channel](#).

Small Community Grants – investing in your backyard

We continue to support local community groups making a difference to improving and rehabilitating local landscapes, building networks and connecting industry partners. This year \$30,000 was shared by 32 groups to hold events and complete on ground projects, covering everything from Dung beetle management to using drones for property planning and improving riparian management on farms.

Partnerships with our Aboriginal Community

We also worked closely with our local Aboriginal community, with 70 community members involved in training and capacity building events and two cultural burns implemented in the region. Three Aboriginal Land Managers also received Diplomas in Conservation and Land Management. Hunter Local Land Services continues to work with Local Aboriginal Land Councils and Aboriginal community groups across the region to identify further training opportunities.

Growing healthy environments and farm productivity

Stop Weeds at the Gate

'Stop Weeds At The Gate' has been developed in partnership with the Hunter Regional Weeds Committee, to assist landholders and contractors to reduce the spread of weeds from property-to-property – a problem costing NSW landholders an estimated \$700 million each year.

The resources available include a checklist (for contractors visiting properties), a procedure template (adaptable for a landholder's specific operations), a factsheet, video and graphics (PowerPoint presentation).

Given the importance of vehicle and farm machinery cleanliness in avoiding the spread of weeds, the resources provide detailed vehicle/machinery cleaning guidelines. For landholders and contractors, these resources offer direct assistance in helping them meet their general biosecurity duty.

Pasture Demonstration Site

In a bid to assist landholders looking to improve pastures when moisture is available, Hunter Local Land Services established a Pasture Demonstration Site at Singleton, showcasing 250 varieties side by side. The first two open days were attended by more than 250 farmers, who learned about quick feed options for dry times as well as what seed will be available for summer/autumn plantings. Hunter Local Land Services has secured a four-year partnership with local seed companies and distributors, to maintain this site for local producers to access timely and relevant pasture advice in the field.

Protecting the environments and the agricultural industry

Pest control during drought

The impacts of pest animals is even more evident during drought, as they compete with livestock and native species for scarce feed and water supplies. Our biosecurity team ramped up their control programs, with an aerial shoot targeting from Cassilis and Merriwa across to Murrurundi and the edge of the Barrington Tops, controlling 4,647 pests including 2,285 pigs, 2,297 deer, 38 goats, 20 foxes, and seven wild dogs.

The Professional Wild Controller Program also assisted sheep and cattle producers in the Upper Hunter to control known problem wild dogs, with 80 problem dogs controlled over the last 12 months. This \$1 million program is unique to the Hunter and delivering strong results for local producers, even in difficult times such as the drought.

Kiukuyu poisoning outbreak prompts further research

In the autumn of 2018, the Hunter and Mid Coast region suffered an outbreak of kikuyu poisoning,

causing the death of approximately 100 head of cattle. No other species of grazing animal was affected. Kikuyu poisoning occurs when cattle graze kikuyu which is growing rapidly after rain in late summer/autumn after a prolonged period of summer drought. As part of their role in disease surveillance and herd health management, our District Veterinarians coordinated outbreak investigations to rule out other causes of disease before diagnosing kikuyu toxicity. The vet team is now contributing to further research to track down the cause.

Thanks must go to the livestock producers who reported unusual illness and deaths in their herd. This enabled Hunter Local Land Services to issue an alert to all local producers, preventing further deaths. Reporting unusual stock losses is important and helps to maintain Australia's enviable livestock production reputation and market access.

Hunter highlights

Grow

- 7,000 trees planted by volunteers and 3,776 native tubestock grown
- Gorse eradicated in our region. Trials for five control techniques for Tiger Pear underway
- 18 new schools engaged, worked with more than 1,100 students on healthy landscapes, weeds and biosecurity eradication programs

Protect

- More than 1,700 phone consultations including information about livestock disease, biosecurity and farm planning
- 320 property visits to investigate livestock disease and 190 saleyard visits to monitor compliance
- More than 1,800 people attended 29 sessions on new Johnes disease rules and MLA's compulsory farm biosecurity requirements

Connect

- More than 7,300 people attended our events in 2017-18
- We assisted and worked with 162 community groups and projects
- Five year memorandum of understanding signed for Hunter Valley Food Mitigation Scheme

The Murray region

Connecting our customers

The Murray region community revolves around a strong partnership between Landcare groups, producer groups and Local Land Services. This has delivered a range of projects that have improved the health of the environment and increased farm productivity.

A desire to share the outcomes of this partnership led to the Landcare community and Murray Local Land Services co-hosting the 2017 NSW Landcare and Local Land Services conference in Albury last October, which carried the theme 'Sharing our Stories'.

The conference connected people from across NSW and Victoria and encouraged them to share their stories about protecting the environment and growing the economy.

A conference highlight was the focus on the role that the Aboriginal community plays in Landcare. The positive response from conference attendees ensures that the Aboriginal theme will feature at future conferences.

Investing in the future of our Landcare and producer groups

Murray Local Land Services invested \$113,000 in an open-call Training and Skills Round to increase the capacity of Landcare and producer groups. Strategic planning, governance, mapping, grant writing and marketing courses were delivered at 12 separate training events across the region, with 193 attendees representing 23 community groups. We received overwhelmingly positive feedback, with many participants already implementing their learning.

Reconciliation Action Plan

Local Land Services Reconciliation Action Plan (RAP) is a formal statement of our commitment to reconciliation principles. It describes the actions our staff and Board will take to foster enriching relationships, enhance respect and provide equitable opportunities for and with First Nations peoples. In partnership with two Aboriginal organisations, Murray Local Land Services celebrated our RAP launch with 70 participants across two locations during National Reconciliation Week.

Wrap up of project steering committees

In 2017-18, we wrapped up a number of steering committees that had overseen a series of projects over the preceding five-year period. The committees comprised 12 community groups, four Aboriginal groups, 14 Government agencies and 35 landholders. Their role in the final year of these projects included an evaluation of project achievements and outcomes, as well as succession planning for future, related projects.

Growing healthy environments and farm productivity

Dry time workshops

In late May, workshops for feeding sheep in dry times were held at Moulamein, Blighty and Coreen in partnership with Western Murray Land Improvement Group, Southern Growers and Corowa District Landcare. The workshops were facilitated by sheep consultant Geoff Duddy, who discussed confinement feeding considerations, animal health, alternative feeds and nutritional requirements.

Investment in riparian projects in the Edward-Wakool, Billabong-Yanco and Upper Murray

Protecting and enhancing riparian areas in the Murray region was a focus for 2017-18. We worked with 17 land managers to protect 86 km of waterway from threats such as stock grazing and invasive species. Targeted areas through this program included the Upper Murray, Billabong-Yanco and Edward-Wakool river systems, which each have high environmental value in the region. Activities included 24 km of fencing, 560 ha of weed control, 247 ha of pest animal control, 22 ha of revegetation works and the installation of four watering points. A total of \$221,000 has been invested through funding from the NSW and Australian Governments. Community input into these projects was significant, involving \$31,000 in in-kind and cash contributions from landholders.

Protecting the environment and the agricultural industry

Regional Strategic Pest Animal Management Plan

The 2018-23 Murray Regional Pest Animal Management Plan was completed in June 2018, guided by our Regional Pest Animal Committee and following widespread public consultation. The plan aims to reduce the impact of nine priority pest species, with a focus on implementing regional monitoring programs to establish baseline populations and allow success to be measured. On-ground activities will flow from targeted local management plans.

Operation Fedway

We coordinated Exercise Fedway in June 2018 to test our response to a livestock standstill at the Corowa saleyards. The 45 attendees, representing Murray and Riverina Local Land Services, Federation Council, NSW DPI, NSW Farmers, NSW Police, the RSPCA, local livestock agents and transport companies, considered the actions they would take if foot and mouth disease was suspected in Australia. The exercise highlighted our role in providing “insurance” for our ratepayers in respect to emergency animal disease events.

Wild dog control programs

We rolled out a further 100 km of electric exclusion fencing (granting \$150,000 on a dollar-for-dollar basis) to ratepayers affected by wild dogs to erect on their holdings. This brought the length of funded exclusion fencing to 230 km, greatly reducing wild dog attacks where constructed. Our integrated wild dog control program also includes the annual aerial baiting program, which this year covered 118 km of bait trail and distributed 12,700 baits.

Murray highlights

Grow

- Worked with 17 landholders to protect 86 km of priority riparian zone
- Worked with the community to control 510 ha of woody weeds in riparian areas
- 135 attendees who manage 513,000 head of livestock at dry times workshops

Protect

- 99,600 baits supplied to landholders for fox and wild dog control
- District Veterinarians and Biosecurity Officers completed 855 advisory and 920 compliance activities

Connect

- 70 participants attended our regional launches of the Local Land Services Reconciliation Action Plan
- \$113,000 was invested in formal training and to build capacity of 193 community members
- Reviewed 5-year project achievements encompassing over \$2 million worth of investment with 94 steering committee members



The North Coast region

Connecting our customers

North Coast Local Land Services has continued to strengthen our relationships with ratepayers, land managers and the community throughout 2017-18 to deliver services and partnerships that ensure we achieve our goals and meet the needs of the region.

Key achievements in 2017 included:

- Supporting land managers with training and workshops to control pest animals.
- District veterinarians and Biosecurity Officers attending more than 900 general consultations and conducted investigations to exclude emergency animal disease.
- The development of a new approach to weed management and the delivery of the NSW Weed Action Program underpinned by partnerships with Local Control Authorities and DPI.

Primex

The North Coast Local Land Services site at Primex Field Day at Casino was well attended over the three days, with fine weather contributing to higher numbers for the event as a whole. Sixteen staff from across the organisation attended one or more days, providing information and advice to visitors on a broad range of topics and issues. The shed talks proved popular again, with over 80 people learning more about cattle health, farm biosecurity, wild dog management and the *Biodiversity Conservation Act 2016*.

Working on Country

Through the National Landcare Program and Catchment Action, North Coast Local Land Services invested \$275,000 with 11 Aboriginal organisations to:

- identify, record or protect traditional Aboriginal knowledge and cultural heritage
- develop Aboriginal land management plans
- work on country and build capacity for aboriginal people and organisations to manage their natural and cultural resources

The program was successful, with all 11 projects being delivered and a forum held for all participants to share their achievements and outcomes.

Farm Biosecurity Planning Workshops

In 2017, we received significant landholder enquiries following the announcement of changes to the accreditation requirements under the Livestock Production Assurance program, and the requirement for producers to have an on farm biosecurity plan. In response, we held 35 workshops to assist local producers in developing their biosecurity plans.

The workshops attracted over 750 attendees, all of whom went away well satisfied with the information provided and what they had learned.

Growing healthy environments and farm productivity

Catchment Action NSW

Highlights of this program included:

- Working with farmers from Comboyne to the Tweed to protect 194 ha of soil ecosystems
- Working with other landholders from the Nambucca, Orara and mid-Nymboida rivers to enhance 830 m of riparian vegetation
- Working with landholders to reduce weed impacts from 464 ha in the Border Ranges Bioregion, the Upper Clarence Valley, the Orara River Valley and the Lower Macleay River

NLP1

Funding from the National Landcare Program Phase One continued to ensure that the outstanding universal values of the Lord Howe Island Group and Gondwana Rainforests of Australia were protected. On Lord Howe Island, 4,500 weed plants were treated across 37 ha of World Heritage estate. Environmental weeds and ecological fire regimes were managed at key sites adjoining the World Heritage listed Border Ranges National Park to protect threatened species such as the Eastern Bristlebird.

Ag team

North Coast Local Land Services established the trial sites and worked in partnership with the Far North Coast Dairy Industry Group to screen over 110 kikuyu lines for resistance to the fungal disease kikuyu yellows, which is responsible for killing large areas of kikuyu pastures.

It also included screened for fungal disease black spot, which destroys the chlorophyll reducing growth rate of kikuyu, and therefore its palatability to cattle.

Kikuyu line 12A was found to be resistant to kikuyu yellows in most but not all situations and completely resistant to black spot. Kikuyu line 12A is also more tolerant of cold temperatures therefore providing for a longer growing season. It also produces 20% more yield than Whittet at a slightly better nutritional value. Kikuyu line 12A is now under commercial seed production and should be released publicly in 2019-20.

Protecting the environment and the agricultural industry

Pest plant control

The North Coast Weeds Action Program was delivered this year for the first time through a new partnership between North Coast Local Land Services, DPI and eight Local Control Authorities. The program focused on the management of priority weeds and high risk sites and pathways, as identified in North Coast Regional Strategic Weed Management Plan. Pest plant control was undertaken on 48,898 ha of land with 60,974 properties and pathways inspected for incursion of priority weeds. This was the first year of regional delivery for this funding and saw the creation of successful working relationships between DPI, North Coast Local Land Services and Local Government. Regional delivery is guided by the North Coast Regional Weed Committee, an advisory group to the North Coast Local Land Services Board.

Delivery through Local Control Authorities saw 10 volunteer networks assisted, capturing 341 volunteers, 70 extension events conducted and advice provided to 16 487 landholders across the region. Additional widespread and priority plant control was undertaken through multiple asset protection projects delivered through Catchment Action and NLP funding.

Pest animal control

Wild dog control continues to be the primary focus on the North Coast with 31,248 baits supplied to 2,596 landholders being involved in control programs covering an area of 345,000 ha. Of these 2,596 landholders, 1,661 were involved in 304 coordinated group wild dog control programs which are considered to be the most cost effective control technique. Livestock numbers killed or maimed by wild dogs continues to be maintained at low levels due to proactive control programs.

The Vertebrate Pest Training course continues to be very popular with over 500 landholders undertaking the course which provides information on the management of pest animals in their local area.

Yellow Crazy Ants

North Coast Local Land Service responded to a surveillance, identification and treatment/ control operation program for Yellow Crazy Ant (*Anoplolepis gracilipes*) to support NSW DPI as the lead agency.

Yellow Crazy Ants as listed as a Key Threatening Process non-Schedule 3 of the *Threatened Species Conservation Act 1995* [19 August 2005] and is classified as prohibited matter under the *Biosecurity Act 2015*.

Three infected sites were confirmed covering 25 ha, Surveillance was conducted at over 150 site within the infected area to delimited infestation area and control conducted in 100 ha on land. As a multi-agency response Local Land Services staff have been working with NSW DPI, NSW RFS, Lismore City Council, Rous County Council, NSW NPWS and NGO'S such as Landcare and EnVite to combat the outbreak.

North Coast highlights

Grow

- Outstanding universal values of Gondwana Rainforest and Lord Howe Island protection
- Biosecurity in agriculture - selection of a Kikuyu line for resistance to fungal disease

Protect

- 49,898 ha of priority pest plants controlled
- 31,248 baits supplied to landholders for fox and wild dog control
- Yellow Crazy Ant response saw five agencies collaborated to control three infected sites in Lismore region

Connect

- Over 600 customers attended the Primex Field Day
- Invested in 17 sites through the Working on Country program
- Over 750 customers attended our Farm Biosecurity planning workshops

The North West region

Connecting our customers

North West Local Land Services has continued to deliver consistent services to help secure the future of agriculture and the environment. As seasonal conditions worsened across much of the North West, staff were responsive and available to landholders seeking local knowledge, networks and experience.

North West Local Land Services have worked with all levels of Government to help grow resilient communities, adapting to conditions and finding ways to remain profitable. We have been working closely individuals and families alongside the DPI's Rural Resilience Program, local Rural Financial Counsellors, the Rural Assistance Authority and other support agencies and community groups to ensure our customers have access to the services and assistance they require.

Here when you need us

Our staff are highly skilled and ready to support landholders and communities in the North West to create and improve productive, healthy landscapes. We continue to train and develop with new research and technology, so you can rely on us to connect you with the best service, advice and networks available.

Empowering rural women

The North West Women in Ag (WAGs) is a technical upskilling and networking program that began in July 2017. The WAGs program engages women directly or indirectly involved in agricultural industries to develop their understanding, or improve their skills in various aspects of agricultural production; the program also facilitates the development of supportive networks for women on the land.

Groups run in Tamworth, Narrabri, North Star and Walgett. Each group provides direction on the topics they would like to cover including ruminant nutrition and feeding, practical stock handling and working dog training, NLIS database training, understanding EBV's and welding classes. More than 140 women are part of the growing network.

Partnerships with our Aboriginal Community

The Tamworth Mountain Bike Park is a community asset based on reclaimed and unused land that was essentially a surrogate dumping ground. The Aboriginal Cultural Heritage site holds significance

to the local community, as well as sound natural resource management values. This round of funding enhanced the park by the eradication of weeds - mainly Tiger Pear, African Boxthorn, Noogoora Burr and Green Cestrum. This enabled greater access to the park for bushwalkers and birdwaters. Enhanced planting of threatened ecological vegetation in particular Box Gum and further planting of seedlings across the park assist with the erosion of soils and improve shade and shelter to both native animals and the human park users. This will encourage more community activity in the parkland. We will encourage the local aboriginal groups to utilise the park for walking tours to identify various bush tucker, native animals and plants.

Growing healthy environments and farm productivity

Building healthy habitats

Our Natural Resource Management team have continued to support landholders and the broader community in learning more about growing the sustainability of the North West. Projects have included koala habitats, riparian works, native species planting and threatened species awareness programs including the Koala, Bell's turtle, Boorolong frog, and Spotted quoll.

To improve koala habitat, we've worked with landholders to plant more than a dozen different species that occur naturally in the Croppa Creek area, including Brigalow, Belah and Blakely's red gum. Many of them are koala food trees, whilst others are there for koalas to live in as habitat trees. Projects like these are made possible with funding from the National Landcare Program.

More help to control weeds

The 2017-18 Priority Weeds Program focused on maintaining or improving the condition of native vegetation and biodiversity assets identified as threatened or endangered ecological communities (TECs and EECs) and their immediate surrounds by controlling priority invasive weed species identified in the North West Regional Strategic Weed Management Plan 2017.

The TSR team worked with the Tamworth, Gunnedah and Liverpool Plains Councils to target St John's Wort with over 20,000 ha of TSR and roadside inspected, treated and monitored.

Protecting the environment and the agricultural industry

Bulk bait mixer

North West Local Land Services partnered with Crockweld, a Wee Waa engineering business, to design and manufacture a mobile bait mixer capable of mixing large quantities of feral pig bait. Biosecurity Officers are faced with an increasing demand for feral pig bait, especially as drought conditions have reduced available water and feral pig mobs have contracted to these areas.

As bait demand increases, so too does the WHS risk for staff. Mixing feral pig bait is a physically demanding task with heavy lifting and much repetition. The original 'Moree Mixer' design of bait mixer used in our region is capable of mixing 20 kg batches. David Johnston (Crockweld) designed and manufactured the new mixer, which is now based at the Moree depot. The mixer is the first of its kind and is the envy of other regions. It has the capacity to mix up to 200 kg batches. It has resulted in improved WHS outcomes for our staff and Landholder baiting groups also benefit as the mixer is mounted on a trailer for field mixing.

The North West Local Land Services is pleased to be partnering with small business in our region.

Working together to combat animal disease

North West Local Land Services joined forces with the New England branch of the Australian Veterinarian Association for the Tamworth Emergency Animal Disease veterinary seminar.

The seminar assisted veterinarians in diagnosing and advising on conditions with significant economic, social or human health implications. It covered Emergency Animal Diseases and One Health conditions (diseases with human and environmental impacts), and how to investigate and report suspected Emergency Animal Diseases.

North West highlights

Grow

- Increased interaction and level of services delivered due to dry seasonal conditions including over 500 producer interactions to provide advice over April-June 2018
- Engagement of a dedicated Regional Cacti Control Coordinator in partnership with Northern Slopes Landcare Association Inc to targeting priority invasive cacti species *Harrisia cactus* and Hudson pear.
- Upgrades to the Travelling Stock Reserve network to ensure future availability.

Protect

- 2,132 ha of native vegetation condition improved through CA NSW Priority Weeds Program
- 30,500 baits laid or dropped in Autumn wild dog baiting programs
- 66% of our District Vets are formally trained in Foot and Mouth diagnosis

Connect

- Colocation of two Tamworth Offices at the Tamworth Ag Institute increased connection for customers and staff
- 150 people participating in Knowledge Sharing Events, 130 Aboriginal People engaged in decision making and the development of 12 management plans, 8 sites of cultural significance protected
- Community Advisory Group developed drought workshops, Farming Futures Conference and successfully recruited an Aboriginal Communities position

The Northern Tablelands region

Connecting our customers

Kids on Country

The 'Kids on Country' project provided 180 children with the opportunity to learn about traditional land management and how it can be used today. Local Elders facilitated five workshops on Aboriginal-owned properties at Walcha and Guyra to share their traditional cultural knowledge in basket weaving, storytelling, Aboriginal astrology, art and dance.

Farm Planning Course

Four Farm Planning Courses and two Farm Planning Focus Workshops were delivered in 2017-18 – at Glen Innes, Inverell and Walcha. Eighty eight participants from 57 farms covering an area of 43,728 ha boosted their capacity to manage:

- physical, human, financial and natural resources,
- risk, drought, native vegetation, and biosecurity
- commodity marketing options, and
- mapping.

Also under the Farm Planning program, the Local Land Services Schools Property Planning Competition provided an avenue for 148 students from seven local high schools across the Northern Tablelands region to develop practical skills in agriculture. The Competition fosters the growth of real world skills in students and encourages them to look at the entire farming system.

Growing healthy environments and farm productivity

Supporting natural resource management on farms

The NRM on Farms project invested \$585,000 of NSW and Australian Government funding to protect and enhance natural resources on Northern Tablelands farms. Local Land Services worked with each landholder to discuss the design of their project and also offered them a range of other services offered by Local Land Services such as feral animal control, sustainable agriculture extension services and biosecurity.

The NRM on Farms project generated strong outcomes for both the community and landholders:

- 782 ha of native vegetation protected and enhanced by fencing and sustainable grazing management plans
- 584 ha of riparian land including 52 km of stream bank was protected by restricting stock access
- 89 ha of native revegetation in priority locations by planting 44,520 seedlings
- 393 ha protected by fencing for regionally important Endangered Ecological Communities (EEC)

Using fire as a land management tool

2018 heralded the traditional use of fire as an effective natural resource management tool. Fire burns took place at Aboriginal-owned land at Drake (east of Tenterfield) and were facilitated by Aboriginal fire practitioners sharing their knowledge with the next generation. This National Landcare Program funded project comprised four planning and information sharing workshops held over a six-month period, culminating in a two-day fire burn workshop in June 2018 with over 180 participants from right across the country.

Building landholder skills

The Northern Tablelands Local Land Services Sustainable Agriculture team, with funding from the Australian Government's National Landcare Program, delivered eight Soil Health and Production Workshops to 165 landholders to build their capacity in maintaining optimum soil health and maximising production from their pastures and livestock systems.

The highly regarded, skills-based Ladies in Livestock program delivered 14 workshops to 264 women in Inverell, Guyra, Walcha and Tenterfield. Participants improved their knowledge and skills in soil health, pasture management, biosecurity, livestock health and welfare, and marketing options.

Protecting the environment and the agricultural industry

Wild dog control across the Northern Tablelands

A total of 146,637 baits were dropped along pre-determined bait lines across the Northern Tablelands during the autumn 2018 wild dog aerial baiting program - an increase of 19,906 baits from 2017.

Pre-determined aerial bait lines covered 3,665.93 kms broken into 20 km runs, comprising 199 flight paths from Nundle in the south, to Legume on the Queensland border in the north. Extensive planning in collaboration with stakeholders takes place over six months before the program begins.

The program's success can be attributed to the coordinated approach taken by stakeholders including NSW National Parks and Wildlife Service, NSW Forestry Corporation, Crown Lands, neighbouring Local Land Services regions, and 413 landholders involved in 29 Wild Dog Control Associations.

Turtles Forever

A successful second year of the 10-year 'Turtles Forever' project saw field surveys of turtles through a mark-recapture program, deployment of a detection dog to find and protect wild turtle nests, commencement of three postgraduate research students and their collection of valuable field data, a trial evaluation of egg induction and rearing of hatchlings for release into the wild, the establishment of voluntary conservation agreements with landholders for riparian protection, management and fox control, and significant public engagement through field days, presentations, social media, and mainstream media print, radio and television coverage.

Initial field monitoring of Bell's Turtle nesting behaviour at field sites recorded details for a total of 58 nests including six live nests that were protected with wire mesh until hatching (122 hatched), three unprotected wild nests that successfully hatched naturally (55 hatched), and 49 nests raided by foxes. A trial egg inducement from 15 wild-caught female Bell's Turtles produced 274 eggs that were incubated. A total of 131 eggs successfully hatched and were raised for up to six weeks prior to release into the wild.

Northern Tablelands highlights

Grow

- Invested \$85,000 in weed control on Travelling Stock Reserves (TSRs) in 2017-18
- More than 20 km of fencing was installed, six dams were cleaned out and four new dams were built on TSRs to ensure access and secure water supply for livestock.
- 33,507 ha of land were managed for improvements in sustainable agriculture practices.

Protect

- 1,800 people attended Northern Tablelands Local Land Services workshops and events where Farm Biosecurity Plan information was shared, and over 1,500 Farm Biosecurity Plan-specific counter enquiries and calls were received at Northern Tablelands Local Land Services offices.
- Northern Tablelands Local Land Services, with funding from the Australian and NSW Governments and in partnership with landholders, have managed priority weed species across 8,500 ha of the Northern Tablelands helping to protect agriculture and the environment.
- More than 16,000 fox baits were deployed across 200,000 ha.

Connect

- Delivered 39 workshops, field days and training courses engaging 1,289 farmers in livestock, pasture and soils management.
- School farm planning competition attracting 148 students from seven schools.
- We worked with 89 farmers to improve waterways and native vegetation through on-farm natural resource management grants.

The Riverina region

Connecting our customers

The Riverina Local Land Services region covers 6.7 million ha of land, which is home to a diverse range of agricultural enterprises and environments. The uniqueness of the Riverina region allows us to be very outcome focused - from rangelands to developed irrigation areas, there is no down time in the region so on ground work in collaboration with landholders is constant which is very rewarding.

In 2017-18 Riverina Local Land Services invested more than \$3.5 million with landholders to assist with productive farming practices and sustainable environmental management. This investment allowed on ground projects across the region, and skill and knowledge building. We have developed strong customer and stakeholder relationships which has allowed us to deliver on our key focus areas of:

- Driving the growth of our agricultural industry by promoting productive and sustainable farming practices
- Controlling the impact of pests and diseases, particularly through local pest management groups and innovative control
- Protecting and enhancing the natural environments in our region including threatened species and threatened communities
- Continually building capabilities in emergency management and response

Incentive programs rolled out by Riverina Local Land Services were supported by the Australian Government's National Landcare Program and the NSW Government's NSW Catchment Action funding.

Upgrades to Travelling Stock Reserves

Over \$1 million was invested in upgrading the Travelling Stock Reserve (TSR) network in the region. The works included desilting dams, refurbishing eight existing stock watering points, installing telemetry and security technology devices for water usage monitoring, security and labour efficiencies. To secure travelling stock and for biosecurity incident management, 11 strategically placed holding yards were constructed, and existing fencing was also repaired. Riverina Local Land Services manages 85,000 ha of TSRs and these upgrades will ensure they can be utilised by customers right across the region.

Response to drought

Following no autumn break, the agricultural advisory team and district veterinarians hosted timely events to advise producers on how to manage priorities heading in to a dry winter. Over 300 landholders attended events from March to June 2018 and staff continued to field calls on fodder requirements, animal health issues and pasture considerations in drought.

Reconciliation Action Plan Cultural Heritage and Reconciliation

Riverina Local Land Services launch the Reconciliation Action Plan (RAP) in Griffith on 30 May 2018. The RAP was an important step in demonstrating Riverina Local Land Services' commitment to improving reconciliation.

Riverina Local Land Services is taking steps to ensure that across the 14 locations within the region, we are working on and helping others to care for country in partnership with local Aboriginal and Torres Strait Islander peoples. Our region broadly aligns with Wiradjuri country so we recognise the unique, diverse and enduring cultures of our First Nations peoples which have enriched our lives. We will continue to provide our staff with opportunities to learn about and embrace these important aspects of Cultural Heritage.

Cultural Burning in Riverina Local Land Services

Training was undertaken by 11 Aboriginal people covering six basic firefighting modules delivered by the Rural Fire Service with funding from both Riverina Local Land Services and National Parks and Wildlife Service, Western region. This training was an initiative developed locally by Garry Currey, Aboriginal Joint Management Coordinator, at NPWS and Greg Packer, Senior Land Services Officer – Aboriginal Communities, as part of wider engagement with local Aboriginal people in management of native vegetation and areas of cultural significance.

Cultural burning is an ancient method of mosaic burning of patches of bushland that reduces the fuel load, done as a slow cool burn that allows animals to move out of the way of the fire, and doesn't harm big trees, but rather helps native grasses and shrubs to regenerate.

Growing healthy environments and farm productivity

Sustainable agriculture incentives

In 2017-18 we rolled out incentives to 185 participants keen to boost their knowledge and skills in soil health, pasture management, mixed farming, farm planning, livestock health and production.

Natural resource management

In 2017-18 we supported sustainable grazing over 6,000 ha of land. Collaboration with landholders saw over 80,000 ha of land in the region associated with a natural resource management project or agreement. The work with threatened species and threatened communities was underpinned by investment through the Australian Government's National Landcare Program, the NSW Government's Catchment Action Program and the willingness of landholders and community groups to commit to progressive natural resource management.

Protecting the environment and the agricultural industry

Western feral pig project

This project epitomises how the use of technology can result in targeted, efficient pest control. Using infra-red cameras on helicopters, aerial surveillance allows feral pigs to be located and eradicated in the Lower Bidgee Wetlands. This innovative approach is successful due to landholder support. This project is a collaboration of Riverina, Murray and Western Local Land Services along with DPI Water and local landholders.

Managing biosecurity risks

Lupin Anthracnose was detected for the first time in commercial crops in the eastern Riverina region of NSW in October 2016. As the infected crops were relatively isolated, the chances of a successful eradication were considered to be possible and a program was put in place. Riverina Local Land Services continues to work alongside NSW Department of Primary Industries to carry out surveillance activities. In 2017-18 no positive detections were found, and surveillance and sampling will again be carried out in 2018-19.

Feral fighters program

Now in its third year, landholders in the Riverina again took part in the Feral Fighters program - this resulted in 151,394 baits issued for wild dog and fox control. Engagement with landholders has skyrocketed since the inception of the program with 90 local fox control groups now established and four wild dog plans in place. The Riverina Regional Strategic Pest Animal Management Plan which maps out a regional approach to pest management for 2018 to 2023 was developed in 2017. The Riverina Regional Pest Animal Committee included community representatives who ensured the Plan was realistic and able to be implemented on the ground.

Riverina highlights

Grow

- 13 community grants to Local Council, Landcare and community-based groups totalling \$204,036
- Seven projects to conserve threatened species targeting species such as the Swift Parrot, Squirrel Glider, Malleefowl, the Australasian Bittern and Glossy Black Cockatoos
- Invested over \$1.8 million in agricultural productivity and landscape health

Protect

- 90 local fox control groups
- Four wild dog management plans
- 260 canid pest injectors distributed to landholders
- 151,394 baits supplied to landholders for fox and wild dog control

Connect

- Over \$1 million invested in upgrading Travelling Stock Reserves
- 11 Aboriginal people undertook cultural burning training in the Riverina
- Delivered timely agricultural advisory events

The South East region

Connecting our customers

The 2017–18 financial year saw the South East Local Land Services continue to work closely with our ratepayers, customers, project partners, local communities and stakeholders to deliver across the South East.

We are here when it matters:

- our programs and partnerships grow farm productivity and healthy environments
- our services and partnerships play a vital role in helping to protect against pests, diseases and environmental threats
- we connect our customers with the best services, advice and networks.

The 2017-18 was a challenging and exciting year. With a run of decent conditions, but a drought looming we had to balance the services we provided to our customers.

We provided support and information for land managers around dry conditions, natural resource management, pest animal management, farm biosecurity planning, livestock health issues and in the wake of emergencies.

We also helped communities connect, form leadership networks and tackle issues like farm transition and planning for future investments.

Community on Country for cultural burn

We hosted a four day cultural burning workshop on the Far South Coast on Djiringanj Country within the Yuin nation. We were joined by members of the Biamanga and Gulaga Boards of Management, the local Aboriginal community, Koori Work Crew and other state Government agencies.

The workshop focussed on the traditional fire regime of Australia, educated people about applying the correct amount of fire to certain vegetation types at the correct time of year to enhance biodiversity and restore Country to health.

Local Leaders program

2017-18 saw another cohort complete the Local Leaders program. Run in partnership with South East Landcare and Global Learning, the program has now provided the opportunity for 100 members of the

community to connect, build networks and learn about styles of leadership and how they can become better leaders themselves. The program supports our goal of building resilient communities.

Women in Grazing

February saw 60 women from the Southern Tablelands attended the second 'Women in Grazing' event. This year's theme was 'Succession, Transition and Communication'. These are difficult discussions, so being able to gather together, in the one room, to hear from some experts in the field was very rewarding and worthwhile.

Growing healthy environments and farm productivity

Soil Moisture Probe Network

We continued the Soil Moisture Probe Network program in partnership with the Monaro Farming Systems and Tablelands Farming Systems. The Network provides 'live' data which is accessible via a website. Land managers and producers have easy access to valuable insights into what's going on under their feet and can use that data to make well informed decisions for their enterprises.

Laggan grazing demonstration

The aim of the project and on farm demonstration is to investigate the level of pasture an animal production that can be sustainably achieved on a native-based pasture in the Crookwell region.

The project specifically looks at the effect of applying fertiliser and lime on; stocking rates and overall farm productivity, soil fertility and pH, pasture composition and soil carbon levels.

Farm Investment Seminar

In April we held a seminar in Goulburn to help tablelands livestock producers who were facing a 'once in a generation' cash surplus following one of the most buoyant five-year periods in living memory.

The seminar cast an eye forward, explored ways for land managers to maximise their future potential and sustainability both on farm and beyond the gate. These are complex and difficult decisions, our role was to connect land managers with the expertise and support they need.

Protecting the environment and the agricultural industry

'Green Shoots' program

In partnership with the Bega Valley Shire Council and their Koori Work Crew, the Far South Coast team worked hard in the wake of the Tathra bushfire to address the immediate concern regarding the stabilisation of natural areas. The work involved putting hay bales and coir logs in gullies and the installation of sediment fences in vulnerable areas. These measures would have minimised sediment run off into the nearby water ways in the event of significant rainfall.

Feral Fighters program

The Feral Fighters program continues to grow. We now have over 2,000 land managers involved across the South East. The spring and autumn fox baiting campaigns, coupled with the regular training events are helping raise awareness of the importance of pest animal management in our local communities across the region.

Animal Health

The South East's team of District Veterinarians have worked with land managers, industry partners and other government agencies to provide up to date advice and information to the region.

The team play a role in herd monitoring and are the boots on the ground when responding to animal health incidents and during emergencies. The work they do helps protect NSW's clean and green reputation.

South East highlights

Grow

- Research trial across 40 sites investigating flurpopanate resistant serrated tussock
- \$23,000 to continue ongoing measurement of soil carbon on the Monaro
- \$25,000 to increase adoption and knowledge of sustainable grazing practices

Protect

- Trapped 140 problem wild dogs across the South East
- 116,000 fox and dog baits issued to land managers across the region
- Removed over 2,500 deer from Northern Illawarra up to 2017

Connect

- 48 Vertebrate Pesticide courses delivered training over 700 land managers
- \$11,000 to inform and educate about improving farm management on South Coast dairies
- \$25,000 to educate land managers about degrading farm lands on the Far South Coast

The Western region

Connecting our customers

The 2017-18 financial year saw Western Local Land Services achieve some great outcomes thanks to the hard work of staff, stakeholders and landholders in what were at times, challenging circumstances. Over the 12-month period, we worked to:

- protect and enhance the environment
- improve the productivity and sustainability of our agricultural industry
- build the capacity of landholders through workshops, field days and community events
- support landholders experiencing tough seasonal conditions with relevant animal health and supplementary feeding advice
- reduce the impacts of pest animals such as wild dogs, foxes, cats and pigs.

Through 12 offices in the Western region, staff have become valuable members of their communities and are heavily relied upon by landholders and stakeholders alike. Western Local Land Services has continued to deliver quality, customer-focused services and look forward to doing so for many years to come.

Largest ever workshop series

Western Local Land Services coordinated its largest ever workshop series which played a pivotal role in supporting landholders through a range of biosecurity changes. The biosecurity workshop series, which were attended by 493 landholders, helped graziers understand and adapt to recent industry-led changes and the new biosecurity legislation requirements. Landholders that attended the workshops received a ready to use template to get a biosecurity plan in place for their property. The template combined the requirements of the two industry bodies, Animal Health Australia and Meat and Livestock Australia that implemented the changes.

Survey results assist in identifying opportunities

Western Local Land Services got an up-to-date snapshot of life on the land in the Western region following the completion of the 2017 Regional Landholder survey and 2017 Aboriginal Community

survey. The results of the landholder survey were compared to the results of a similar survey from 2014, with the findings giving an indication of the industries that are emerging in the Western region, those that are holding firm and those that are no longer as prominent. The findings were and continue to be of particular value to the Western Local Board who is charged with setting the strategic direction for Western Local Land Services.

Growing healthy environments and farm productivity

Rangeland rehabilitation works bringing about positive change

Landholders that participated in a property planning program reported positive outcomes following the first significant rainfall after the works were carried out. Luke and Sarah Mashford of 'Katalpa Station', 85 kms west of White Cliffs, were one of six properties to take part in the property planning program which focused on landscape rehydration and restoration through the Ecosystem Management Understanding (EMU) approach. Several months after the works were carried out and following the first significant rainfall of 24 millimetres, the Mashfords were pleased to report virtually all the water had spread and been captured by waterholes which would help to rehydrate the landscape and assist with agricultural production and landscape health.

Landholders to benefit from new sowing trial site

Western Local Land Services worked with Mallee Sustainable Farming for a third consecutive season to sow a new trial site which will be used to provide landholders with the most up-to-date information with regards to break crops and sowing in general. The trial site included plots on variety comparison, inoculating pulses and applying different forms of fertilizer. A Russian wheat Aphid trial was also being carried out at the same site. The plots were selected following consultation with local growers.

Protecting the environment and the agricultural industry

Baiting programs successfully carried out

Western Local Land Services continued to assist landholders manage wild dogs through its spring 2017 and autumn 2018 wild dog baiting programs. Through these programs, staff worked with pest animal control groups and Landcare groups to coordinate both ground and aerial baiting programs. Through both programs, 271,000 baits were issued across the Western region. In addition to baiting programs, Western Local Land Services assisted landholders in the management of wild dogs by offering ongoing training and support. One form of training offered is 1080, Pindone and Canid Pest Ejectors. Through several workshops held around the Western region, circa 100 people completed training and are now accredited to purchase baits from Western Local Land Services.

Pest animals on the outer in Gilgunnia area

Landholders involved in the Gilgunnia cluster fence project reported immediate improvements in the management of pest animals and grazing pressure following the completion of this project. The project, which saw 210 kms of fencing enclose 177,000 ha, was positively received by all involved and resulted in several landholders commit to using cluster fencing throughout the rest of their property to further control pest animals and restore groundcover. In total, 16 landholders (22 landholdings) were involved in the project.

Western highlights

Grow

- Completed a fencing and weed management project which protected 27 km of stream bank while over 7,000 ha were managed for African boxthorn
- Funded 29 total grazing pressure fencing projects which resulted in an area of 101,000 ha being controlled

Protect

- 271,000 baits issued during spring and autumn wild dog baiting program to members of 15 pest animal control groups and Landcare groups
- 177,000 ha enclosed to control grazing pressure and pest animals through the Gilgunnia cluster fence project

Connect

- Almost 500 landholders attended one of 24 biosecurity workshops in September 2017
- Proud supporters of the Western Landcare forum which brought more than 200 enthusiastic landholders and stakeholders to Broken Hill



Soil Conservation Services

Connecting our customers

It was a new era for the Soil Conservation Service (SCS) in 2017-18 as the nearly 80-year old organisation joined Local Land Services on 1 October 2017. The transfer was smooth and there was no disruption for customers. Since then SCS or 'Soil Con' has been focussed on growing the business, finalising a new corporate plan, being accredited against a new ISO quality standard, developing a new marketing plan and updated image and preparing to mark 80 years of operation in October 2018. The new Soil Con Corporate Plan (2017-18 to 2021-22) was developed with the aim of making SCS the state's most trusted provider of specialist end-to-end services in environmental consulting, conservation earthworks, program delivery and project management, alongside significant customer consolidation and expansion

Hunter Aboriginal River Team (HART) project

The SCS identified an opportunity to establish an Indigenous Riverkeeping Team in the Hunter region to help connect local Aboriginal people and landholders with the aim of improved environmental outcomes. The Hunter Aboriginal River Team (HART) will undertake bush regeneration and land management works on 15 privately owned lands where Local Land Services has established landholder agreements. The HART is led by an Aboriginal project manager and supported by an Aboriginal team supervisor. The team includes up to four Aboriginal people in full-time workplace-based Conservation and Land Management (CLM) traineeships.

Mates Gully erosion control program

An erosion control program was required at Mates Gully, east of Wagga Wagga, to reduce sediment loads entering the Tarcutta Creek and Murrumbidgee River. Landholders received some funding from the Australian Government's National Landcare Program and Riverina Local Land Services, which partnered with SCS to take up this challenge. The project involved fencing of the different sites, installation of three gully control structures (dams) with inclined trickle pipe spillways and placement of large log debris in heavily eroded sections of the creek. Local landholders are thrilled with the outcome of the project.

Growing healthy environments and farm productivity

Collendina Station log and rock revetment works

This project is located on the right bank of the Murray River near Bundalong. In recent years, the massive increase in recreational boating had undermined the existing bank stabilisation structures and was impacting on the establishment of bankside vegetation. The Soil Conservation Service placed and pinned 350 large logs and backfilled with more than 5000 tonnes of rock to provide armouring of the bank as well as finished sections of work ready for riparian fencing and planting. The \$420,000 job, was a Murray Darling Basin Authority joint venture

Brunswick Heads Slipway Rehabilitation

The job involved decommissioning an old slipway site at Brunswick Heads on the north coast of NSW and returning the area back to public open space. The existing slipway footprint was backfilled with drainage rock, the area was covered with geotextile fabric then capped with general fill, topsoil then turf. A rock revetment wall was constructed and a new pedestrian footpath installed to complete the site transformation. The \$300,000 job was undertaken for Crown Lands Coastal infrastructure.

Protecting the environment and the agricultural industry

Redriff Property River Stabilisation Works

Hunter Local Land Services worked with SCS to design an alternative structure that offers bank protection and environmental outcomes for the mangroves and salt marsh landscape. Trialling a new type of structure, SCS created an innovative log wall that used logs placed longitudinally, laterally and obliquely to form an offset stacked wall, more than 150 metres in length. This new design has been very successful and there are plans for further stabilisation works at Redriff.

Conrad Mine rehabilitation

Conrad mine is a former silver & lead mine near Inverell. The \$2.1 million project for the Department of Planning and Environment was to gather up spoil from old workings and stockpiles at the tailings area, located approximately 500 metres from the stored water shoreline of Copeton Dam, one of the region's major water supplies. The material was retrieved, placed and compacted to form a stable stockpile which was then capped, covered in layers of clay and topsoil and a retaining wall was installed around the base along with fencing to control access by grazing animals.

Soil Conservation Service highlights

Grow

- 10,607 ha of land treated
- 34 new landholder clients
- 250 km of Murray River Bank Restoration

Protect

- \$2.1 million project for the Department of Planning and Environment was to gather up spoil from old workings and stockpiles at the tailings area

Connect

- 130 landholders helped to rehabilitate and improve degraded environments
- 300 km of walking trails maintained and restored
- Accreditation against a new ISO quality standard



Sustainable Land Management

Introducing the New Land Management Framework

A key element of the government's Land Management and Biodiversity Conservation Reform, the NSW land management framework commenced on 25 August 2017. It provides greater flexibility for landholders to sustainably manage the native vegetation on their properties, providing for improved economic and social outcomes, while also ensuring that the biodiversity risks of proposed actions are appropriately managed.

Within Local Land Services, a new Sustainable Land Management group was established to deliver on the government's reform commitment and since then it has been getting on with the job of helping landholders implement the new legislation.

Connecting our customers

Informing and engaging landholders with the new legislation

A major role of Sustainable Land Management in its early days was to inform and educate landholders and other stakeholders about the new NSW Land Management Framework. A roadshow of around 30 information sessions were held across the state attracting more than 800 landholders and non-landholder attendees

A dedicated Sustainable Land Management hotline and email were set up and to 30 June 2018, 609 calls and 98 emails were received.

Pilot projects

Sustainable Land Management initiated two pilot programs to apply and help landholders understand the Land Management Framework in two specific situations.

Cooma/Monaro

The Pilot is focused on building Monaro-specific solutions to meet the unique challenges of the region, such as controlling the spread of invasive grass weeds and supporting landholders to identify and protect high conservation grasslands. The pilot has seen the establishment of a locally driven decision making Monaro Landholder Reference Group which connects state and commonwealth governments with farmers and key local groups.

Walgett

The Walgett Pilot aims to provide direction on what native vegetation management is possible under the new legislation and ensure that all elements in the land management framework are achieving their intended objectives. Two regulatory pathways are being applied in the pilot. Seven landholders covering 90,000 ha have connected with the pilot, volunteering to take part.

Growing healthy environments and farm productivity

Unlocking multi-million dollars of investment for dairy industry leader

Moxey Farms is one of the largest dairies in Australia, with 5,500 milking cows and over 200 full time staff. Under the code, a new pivot irrigation system was installed to improve fodder security, enhance safety for farm workers and has led to energy and water efficiencies. 11 ha of set aside areas are being established which are being actively managed to maintain the integrity of vegetation in perpetuity.

Rewarding landholders for being good environmental stewards

Rennylea Angus is a 3,500 head beef enterprise in the Culcairn region that wanted more flexibility, fodder security and a drought-proofing option to feed weaners during dry times without degrading existing paddocks. Rennylea Angus obtained a certificate under the Land Management Code, allowing the removal of 12 trees to allow for the installation of a new irrigation system to provide for homegrown, high-quality fodder. Due to a long history of voluntary re-vegetation on Rennylea and existing native vegetation cove, no set aside was required.

Protecting the environment and the agricultural industry

Private Native Forestry

On 30 April 2018 the NSW Government transferred the extension and approvals role for Private Native Forestry to Local Land Services. Sustainable Land Management quickly established Private Native Forestry team with seven regionally based staff operating in six shopfronts throughout NSW. Landholder demand for the program has exceeded

past experience and expectations. From April 2018 to the end of June 2018, the PNF team received 240 applications, 280 individual enquiries and approved 36 PNF Plans. During this period, the foundations were also laid for Local Land Services to lead the NSW Government's review of the PNF Codes of Practice, which will take place later in 2018.

Flood-proofing a farm for the future

Elizabeth farm at Bodalla is the home of the Lizzy Valley Fleckvieh cattle stud. In the past, flooding was a significant problem and in 2016 most of the property's feed was washed away. Pests including feral pigs and incursions of Japanese Honeysuckle have also been impacting the growth of native vegetation. Under the Land Management Code, Elizabeth Farms will be able to extend pastures beyond flood-prone flats and over the next 15 years will become flood-proof. The 84 ha set aside area of native vegetation will be actively managed for pests and weeds.

Sustainable Land Management highlights

Grow

- 3,350 ha of land set aside for biodiversity
- 40,031 ha of land managed for invasive native species
- 8,965 ha of land authorised for treatment, help grow local economies through employment, service and supplies provision

Protect

- Farmers rewarded for good environmental management
- The transfer of Private Native Forestry operations further strengthens Local Land Services as a one-stop-shop
- Landholders helped to protect against and survive tough seasonal conditions

Connect

- Over 2,700 customer enquiries taken and landholder advice provided
- 276 famers given the green light to do works under the new legislation
- A brand new 'boots on the ground' team of around 60 regional SLM officers

Our funding partners and review of operations

The services we provide are funded in a variety of ways.

The NSW Government provides funding through a Treasury grant to fund our core functions and through the Catchment Action NSW program.

Catchment Action NSW funding was \$19.3 million in 2017-18 and supports regionally-delivered projects to address state natural resource management priorities, including support for biodiversity, native vegetation, threatened species and Aboriginal cultural heritage outcomes.

The Australian Government is an important funding partner, primarily through the National Landcare Programme.

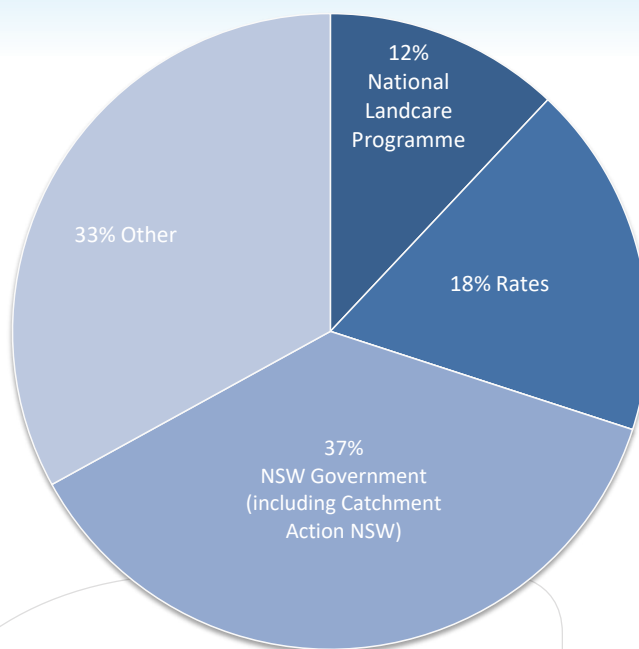
The program helps drive sustainable agriculture, as well as supporting the protection, conservation and rehabilitation of Australia's natural environment.

In 2017-18 the National Landcare Program provided \$27.1 million to Local Land Services.

Ratepayers also contribute significantly to funding our biosecurity, livestock health and welfare services. Market access and healthy and productive industries rely on these services.

In 2017-18 Local Land Services received \$39.4 million in rates revenue.

Private industry partnerships and investments also contribute to our work. The following chart outlines our revenue by source.



Local Land Services funding structure 2017-2018.

'Other' includes competitive grants from bodies outside the key programs (i.e. National Landcare Program and Catchment Action NSW), smaller commercial transactions and miscellaneous revenue from a range of minor activities.

Economic or other factors affecting the achievement of operational objectives

The nature of our funding base provides relative protection from the impact of general economic factors that affect the broader economy.

Although our operational activities have a higher exposure to impacts from climate events (for example, floods and bushfire) and drought, there were no events on the scale to affect achievement of operational objectives during 2017-18.

Our activities are continually subject to the varying seasonal conditions that occur throughout the state of NSW.

Achieving positive results

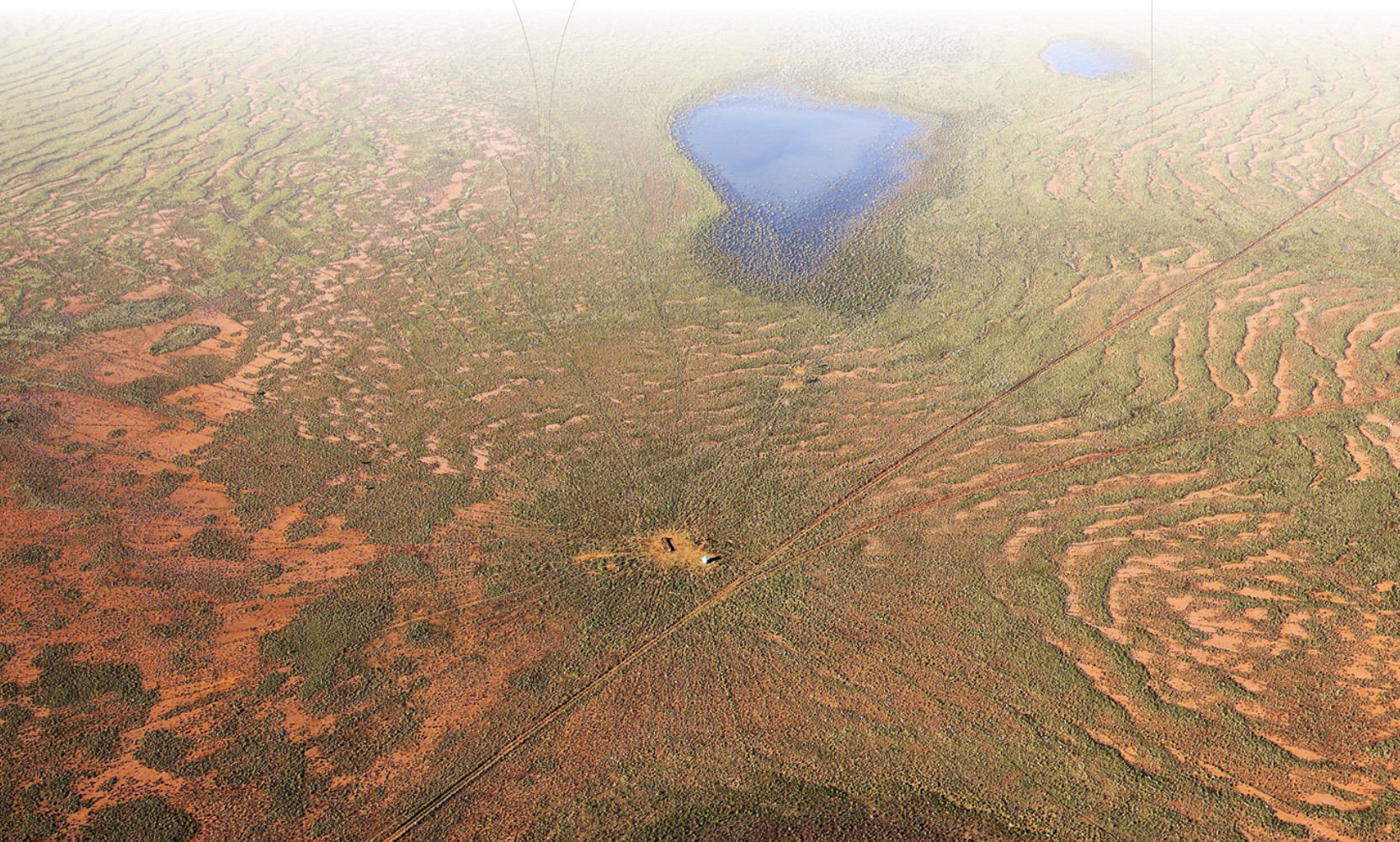
Measuring our performance against the state strategic plan

Meeting key challenges

Throughout the 2017-18 financial year, Local Land Services worked tirelessly to achieve its vision of 'Resilient communities in productive healthy landscapes'. Key challenges throughout the year included:

- Supporting land managers affected by deteriorating climatic conditions
- Implementing whole of government reform for biosecurity, biodiversity and Crown Lands management
- Delivering a financially sustainable business model in the face of growing community expectation and changes to long term grant programs

In addressing these challenges, Local Land Services continued to make significant inroads against delivery of our statewide four goals and 12 overarching strategies.



Goal 1 - Resilient, self reliant and prepared local communities

Our focus strategies for 2017-18

1. Provide data, information and knowledge that supports and enables land managers, customers and government to improve decision making.
2. 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.
3. Ensure local people participate in decision making.

Short-term outcomes for 2017-18

Supporting landholders through the sharing of data, information and knowledge

Local Land Services continues to act as an independent knowledge broker, supporting land managers through the provision of information designed to add value and support decision making across the core service areas of biosecurity, agricultural production, natural resource management, travelling stock reserves and emergency management. Examples of products produced in 2017-18 include:

- Local Land Services Drought Handbook
- Helping Farmers Out in Dry Times Fact Sheet
- 11 Regional Strategic Weed Management Plans
- 11 Regional Strategic Pest Animal Plans

These, and more resources, can be found at www.lls.nsw.gov.au

Supporting landholders prevent, prepare, respond and recover from biosecurity and natural disaster events

To enable a full and appropriate response to emergencies, Local Land Services seeks to have 90% staff with foundational emergency management qualifications and a minimum of 25% of staff in attendance at training exercises each calendar year.

In 2017-18, there were 19 regional, statewide and interstate training exercises were undertaken with learnings shared between agencies and Local Emergency Management Committees, including:

1. Exercise Loch Fyn (July 2017)
2. Exercise Fed Way (July 2017)
3. Bega Emergency Animal Disease (July 2017)
4. Wingecarribee Emergency Animal Disease (July 2017)
5. Exercise Vendo (August 2017)
6. Exercise Vindaloo (September 2017)
7. Narrabri Logistics (September 2017)
8. Moree Logistics (October 2017)
9. Gunnedah Logistics (November 2017)
10. Tamworth Logistics (January 2018)
11. Operation Digital Bridge (September 2017)
12. Border Law and Order (October 2017)
13. Armidale Livestock Standstill exercise (November 2017)
14. Orana Emergency Animal Disease workshop (February 2018)
15. Picton Inter-agency evacuation (March 2018)
16. Exercise Border Bridge (March 2018)
17. Inverell Livestock Standstill exercise (May 2018)
18. Bee prepared (May 2018)
19. Exercise CowCatcher III (May 2018).

Ensure Local People participate in decision making

Thirty-two new Board members were recruited and inducted during 2017-18.

A new Local Land Services 'One Team' Board induction process was designed for all Local Land Services Chairs and board members including new and continuing, appointed and elected members. The inductions, run at three central locations around the state, were focused on building and fostering relationships and networks between boards, regions and state operations.

Each Local Board continues to support Community Advisory Groups, including Aboriginal Regional Advisory Groups.

In addition, every Local Land Services region had a Regional Pest Animal Committee and Regional Strategic Weed Management Committee established in 2107-18 as part of the biosecurity reform process.

Goal 2 - Biosecure, profitable, productive and sustainable primary industries

Our focus strategies for 2017-18

1. Provide products and advisory services that support and enable customers to implement improved practices.
2. Collaborate with investors, stakeholders and external organisations to deliver improved products and services to customers.
3. Deliver consent and compliance services that educate and protect communities, landscapes and industries.

Short-term outcomes for 2017-18

Products and advisory services

Landholder training and awareness raising

Local Land Services seeks to support landholders increase their capacity to improve primary production and natural resource management. Statewide, over 25,000 landholders were supported in 2017-18 through a diverse range of training and awareness raising events.

Supporting decision making in dry times

In the first half of 2018, more than 2,000 landholders have attended more than 100 Local Land Services workshops, information sessions and informal events to obtain advice on drought management options including animal nutrition, pasture management and livestock health.

Regional Strategic Pest Animal Management Plans

As a direct response from the Natural Resources Commission Review, regional strategic pest animal management plans were developed to set strategic direction and guide resourcing and investment for coordinated pest animal management in each of the eleven Local Land Services regions.

The consultation period for the draft Regional Strategic Pest Animal Management Plans closed on 20 April 2018, with Local Land Services receiving 416 submissions.

The consultation period provided an opportunity for stakeholders, organisations and interested community members to provide feedback on the management of pest animals in their region and across the state.

Collaboration with stakeholders and investors

Local Land Services seeks to align investor preferences to our business goals and the aspirations of our customers.

In 2017-18, more than \$14 million was invested in more than 200 land managers and community groups and to enhance and protect the environment.

This funding supported management of over 238,000 ha for sustainable grazing and a further 60,000 ha for positive conservation outcomes, including fencing, revegetation and weed management.

Excellence in consent and compliance services

Maintaining market access

Local Land Services works proactively with land managers to maintain market access through effective disease investigation and stock traceability.

In 2017-18, over 5,600 disease investigations were undertaken statewide. This was in addition to more than 8,700 general biosecurity consultations.

More than 2,840 new Property Identification Codes (PICs) were issued. PICs are fundamental to the operation and integrity of the National Livestock Identification System (NLIS) for cattle, sheep, goats and pigs. PICs provide traceability to specific properties.

Vertebrate pest management

Local Land Services continues to support landholders to protect against pests that threaten agricultural production and biodiversity values. Support includes training, group coordination, bait supply and on-ground control activities.

More than 140 Vertebrate Pest Induction Training workshops were run statewide during 2017-18. Vertebrate Pest Induction Training provides landholders with important information about the use of poisons (including Pindone and 1080) and

alternative pest animal control methods including the RHDV-K5 virus for rabbits. Once accredited, landholders can then access restricted pesticides and undertake control activities on their own land, and in collaboration with the neighbours, that best suit their individual management needs.

Local Land Services worked in partnership with private landholders to destroy more than 30,000 pests. This included on-ground baiting, trapping and shooting more than 17,900 pigs, more than 8,400 deer and more than 1,000 wild dogs.

Aerial baiting is coordinated by Local Land Services as part of a coordinated effort to further reduce the impact of wild dogs and foxes on livestock producers. Aerial baiting complements the on-ground efforts of both public and private land managers. During Spring and Autumn aerial baiting campaigns in 2017-18, over 277,000 dog and fox baits were dropped over 10,500 kms.



Goal 3 - Healthy, diverse and connected natural environments

Our focus strategies for 2017-18

1. Collaborate with investors, stakeholders and external organizations to deliver improved products and services to customers.
2. Deliver services that support Aboriginal people to care for Country and share traditional land management knowledge.
3. Manage crown land vested in Local Land Services for environmental, social and economic outcomes.

Short-term outcomes for 2017-18

Collaboration with stakeholders and investors

The 2017-18 financial year was one of significant change for long-term grant programs administered by Local Land Services.

The Catchment Action NSW program, previously administered by the Office of Environment and Heritage, is now fully managed by Local Land Services. In 2018-19 this program was valued at \$19.32 million.

2017-18 was the last year of the National Landcare Program in its current form. The program will continue, but with modified goals, objectives and processes. Local Land Services is well placed to administer the second phase of the National Landcare Program.

Supporting Aboriginal people to care for Country

Caring for Country

Local Land Services supports First Nation peoples to care for Country, share traditional land management knowledge and protect cultural heritage. In 2017-18 over 37,400 ha was managed in partnership to protect cultural values.

Innovate Reconciliation Action Plan

Local Land Services launched its 'Innovate Reconciliation Action Plan' in May 2018. This two-year plan articulates our commitment to reconciliation and recognises Australia's First Nations people as Traditional Custodians of the land.

After consulting with more than 2,700 people statewide, our 'Innovate Reconciliation Action Plan' was developed and endorsed by Reconciliation

Australia. The plan identifies specific and measurable actions to be undertaken by Local Land Services to address three key areas of enhancing respect, enriching relationships and creating opportunities.

The plan describes many practical opportunities for Local Land Service support First Nation peoples, including:

- Improved capacity in natural resource management and primary production
- Sharing of traditional knowledge to enhance contemporary land management practices
- Opportunities for engaging First nations people and businesses in service delivery
- Building a more culturally competent workforce and initiatives to support increased retention and participation of First nations staff at all levels within our organisation.

Managing Crown Lands

Local Land Services is responsible for the management of Travelling Stock Reserves (TSRs) in NSW. Our objective is to manage these lands consistent with best practice through activities such as preparing plans of management, weed and pest control and biodiversity conservation.

A statewide review of the Travelling Stock Reserve network commenced in 2017 to determine which TSRs are still used or required for the original purpose they were set aside for and to determine if they are important for other reasons. This review attracted over 900 submissions.

This information will inform future decisions about how this land can be best preserved, managed and owned. It will also be used to develop a comprehensive map of the TSR network in NSW: where they are, what they are now used for, who uses them and how often.

Over 90% of all travelling stock reserves have now been assessed for their conservation value

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

Our focus strategies for 2017-18

1. Develop engaged and accountable people with a strong customer and stakeholder focus.
2. Foster a values-based culture which emphasises collaboration, innovation and continual improvement.
3. Ensure a safe, efficient, effective and sustainable organisation.

Short-term outcomes for 2017-18

Engaged and accountable staff

Staff engagement

Local Land Services staff engagement increased significantly in the 2017-18 period compared to the previous financial year. Over 90% of staff participated in the June 2018 survey with a 6% increase in engagement to 68%. This result is closing the gap on the 70% 2021 target that Local Land Services has established.

Other key results included within a 12-month period included:

- Engagement with work increased by 5% to 76%
- Confidence in senior managers increased by 10% to 59%
- Public Sector values increased by 7% to 70%
- Satisfaction with communication increased by 5% to 71%
- Confidence that action will be taken on survey results increased by 11% to 55%.

In all instances, the results for Local Land Services were higher than the Industry Cluster and NSW Government generally.

A practical example of an initiative implemented in the 2017-18 financial year to improve staff engagement, communication and leadership included the Your ideas matter project, where staff provided feedback using a new software package known as Ikabo.

Staff submitted over 350 ideas in the initial brainstorming phase. According to the software providers, this is the highest level of engagement they have experienced and highlights the commitment of staff to building the best organisation possible.

In Phase 2, subject matter experts and contributors took part in online discussions to consolidate, test and refine the initial suggestions. At the end of this phase, ideas were refined to 14 major concepts for staff to consider.

In March 2018, staff were then invited to endorse five concepts that they believed would deliver the most benefit for Local Land Services. Over 1,735 endorsements were provided by 385 staff members, more than one third of our workforce. The final five ideas are now in the implementation phase.

A strong customer focus

Local Land Services undertakes statewide customer and stakeholder surveys every three years.

2,200 private land managers were surveyed across 11 Local Land Services regions in May 2018 to assess their level of satisfaction with Local Land Services.

79% of private land managers responded that they were extremely satisfied or satisfied with their most recent use of Local Land Services, up from 75% three years prior.

The most used services included pest plant and animal services and biodiversity.

Areas identified for improvement included:

- Complaint handling
- Innovation and new ideas
- Increased use of digital services.

These will be the focus of customer service improvements in the next financial year.

Grow, Protect, Connect - Local Land Services brand launched

To help with customer awareness and delivery of services, the Local Land Services Brand Guide was launched to all staff and board members on 4 June 2018. Our brand is vital in helping us communicate the work of the NSW Government and the work that we do in the communities that we work in.

Our brand defines what we stand for, the promise we make to those we work with and all the messages we convey. The fundamental idea behind branding is that in everything we do, everything we own, and everything we produce, we should project a clear and consistent idea of who we are, what we do and what our aims are.

We are also working on a related marketing strategy for the Soil Conservation Service, which recognises their important role as a member of Local Land Services whilst acknowledging their long-standing brand awareness as a commercial entity.

Values based culture

As part of a new governance framework for the organisation, board committees have now been established to support and assist in the Board's accountabilities. Five committees have been formed and are designed to provide a more focused approach to strategic areas of significance on behalf of the Local Land Services Board. These are the:

- Finance Risk and Audit Committee (formerly the Audit, Risk and Governance Committee)
- Strategic Initiatives Committee (formerly the Finance Asset/Program Strategy Committee)
- Customer Delivery and Core Programs Committee (formerly the Customer Delivery Committee)
- Sustainable Land Management Steering Committee
- People Safety Performance Committee

Each committee is comprised of local board chairs (as members of the Local Land Services Board), local board members and independent community representatives. The committees will recommend matters for Local Land Services Board approval and strategically oversee the ongoing functions of the organisation.

A charter for each committee has been developed as well as a model for managing information flows from local boards, local board committees, Community Advisory Groups and regions. These Charters have been approved by the Board and once finalised will be available on both the internet and Local Land Services intranet.

A safe organisation

Local Land Services delivered improved health and safety results in 2017/18 with a small decrease in loss time injuries. There were 350 incidents reported for the year of which 86% were reported in 24 hours and 93% investigated within 72 hours.

Total reportable injuries and illnesses to insurers rose more than 200% to 51 with 44 requiring medical treatment. This increase can be largely attributable to the increase in the Local Land Services Workforce during 2017-18 (as a result of the transfer of the NSW Soil Conservation Service and Private Native Forestry).

As 18% of all incidents involve motor vehicles and a further 19% involve wildlife, Local Land Services has undertaken a comprehensive defensive driver program for its staff and discouraged staff driving at dusk and dawn.

Our business

Local Land Services was formed in 2014 to deliver integrated services to landholders of NSW.

Our charter

Across NSW, 11 regions, 80 board members and more than 900 staff work together to deliver the priorities of our investors - the NSW and Australian governments.

NSW rural ratepayers also contribute significantly to funding our biosecurity, livestock health and welfare services.

The organisation operate under the *Local Land Services Act 2013*.

Our aims and objectives

Local Land Services works with land managers and the community to improve primary production within healthy landscapes.

We also help rural and regional communities to be profitable and sustainable into the future.

We connect individuals with networks, information, support and funding to improve agricultural productivity and better manage our natural resources.

Local Land Services is one statewide organisation offering integrated services, delivered regionally and tailored for each community, industry and landscape.

Our organisation is governed by the Local Land Services Board, with an independent Chair and 11 Chairs of regional Boards.

The Local Land Services Board is accountable to the Minister for Primary Industries and is responsible for the oversight of Local Land Services' strategy and governance.

This includes ensuring Local Land Services is aligned with NSW Government priorities. Local regions provide our front-line services.

We are uniquely placed to provide on-ground and face-to-face assistance to NSW land managers to help protect their land, business and way of life.

Each region has a local board that is responsible for communicating and engaging with their local communities.

They provide oversight of the following, in line with local and state priorities:

- corporate governance
- regionally appropriate programs
- local strategic plans
- budgets.

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 we serve.

Our customers, stakeholders and investors

Our customers: any land manager within the state, irrespective of whether they are private or public land managers, ratepayers or non-ratepayers.

Our stakeholders: those organisations that collaborate and partner with Local Land Services directly to support customer service delivery.

Investors: those organisations and individuals who invest in Local Land Services and leverage outcomes from this investment.

Our vision

Resilient communities in productive, healthy landscapes.

Our mission

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

Our values and behaviours

Following are our seven values and how we demonstrate these.

Accountability

- We accept that we are accountable for our actions and their consequences.
- In the workplace we are accountable for those we lead.
- We empower our people and then support them.

Collaboration

- We listen to the different points of view and create productive linkages.
- We constructively challenge established routines and processes.
- We bring people along with us and avoid surprises.

Innovation

- We actively seek out opportunities even outside the 'envelope'.
- We always look for continuous improvement and to remove waste, duplication and repetition.
- We find better solutions and identify unsatisfied needs.

Integrity

- We treat others in the manner we would wish to be treated.
- We communicate openly, honestly and timely.
- We do what we say we will do.

Performance

- We listen closely and provide constructive feedback.
- We overtly recognise a job well done, and capture learnings from all outcomes.
- We anticipate the needs of our customers.

Service

- We respond positively to new ideas and different views.
- We are helpful and try to 'delight' the customer.
- We recognise that proper process is important and so is effective and timely outcome

Trust

- We initiate the sharing of knowledge, ideas and plans.
- We are honest and forthcoming at all times. We are consistent.
- We deliver on the promise.

Our strategic direction

Local Land Services' Strategic Plan and the 11 Local Strategic Plans set the vision and goal for the organisation.

Both the 10-year Local Land Services State Strategic Plan and five-year Local Strategic Plans share a set of common goals and high level strategies that outline the way in which our core services are delivered.

To support delivery of the long-term Strategic Plans, the Local Land Services Board approved a Strategy and Performance Framework in early 2018. This framework included four short-term business strategies, oversighted by a Board Committee, that provide further detail on priority statewide initiatives for the period 2018-21. These business strategies focus on:

- Customer Service
- Service Delivery
- People & Culture
- Business Improvement.

Each strategy is clearly aligned to the four overarching goals of the State and Local Strategic Plans and includes:

- a description as to how Local Land Services will set about achieving its goals
- short-term measures of success
- one or more key performance indicators.

Key Performance Indicators

In April 2018, the Local Land Services Board approved a set of 11 statewide key performance indicators, aligned to each of the four business strategies. These included:

- Increase annual customer satisfaction score to 85% by 2021
- Increase staff engagement to 70% by 2021
- State Priorities delivered on time and on budget.

Measuring our performance

Key Performance Indicators are now monitored and reported monthly to the Local Land Services Board and reviewed quarterly by the Secretary, NSW Department of Industry.

At the end of 2017-18:



Customer satisfaction had increased by 4% to 79%



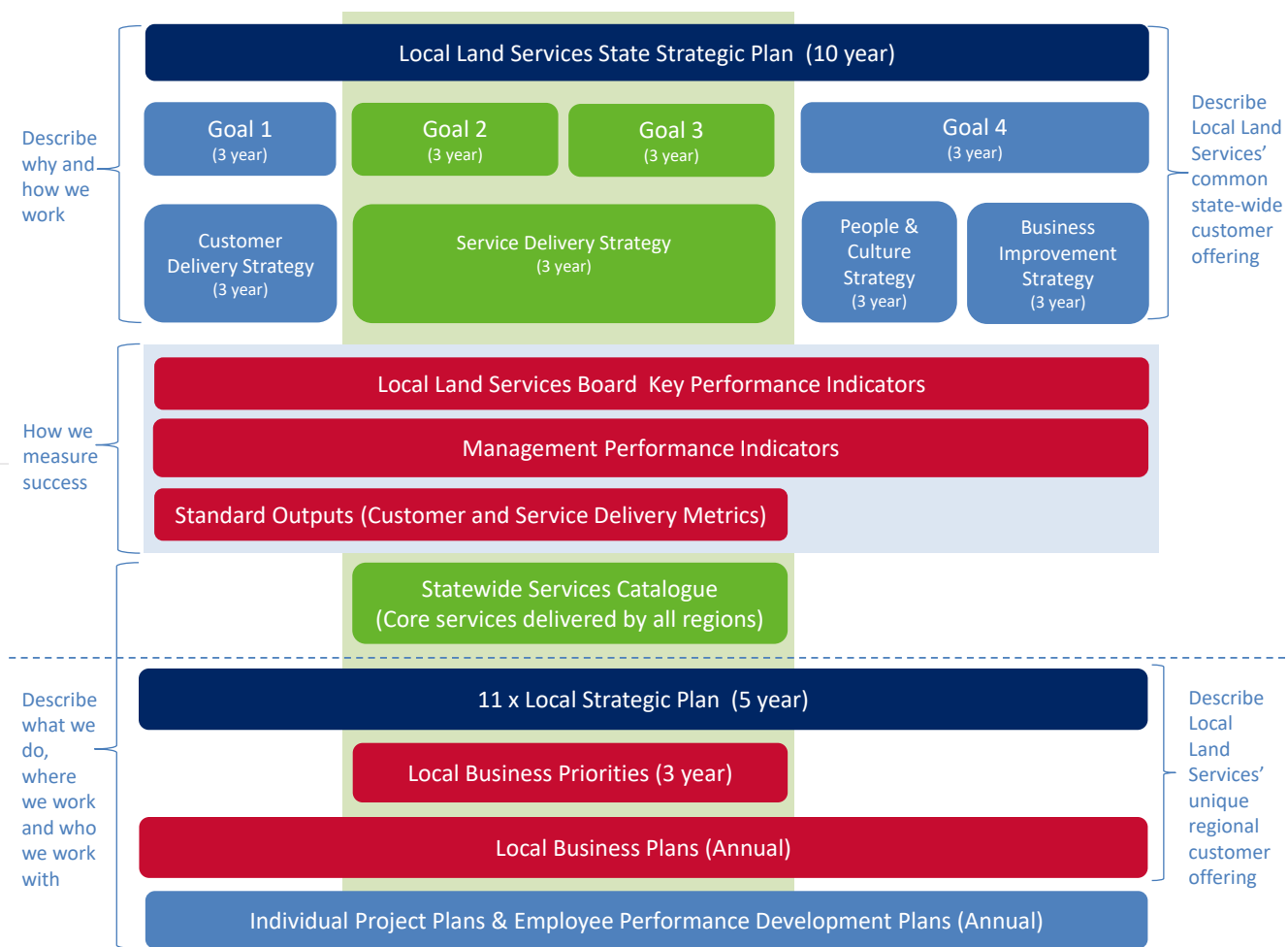
Staff engagement had increased by 6% to 68%, the highest in the Department of Industry cluster



All four state priorities, including biosecurity reforms, biodiversity reforms and the Local Landcare Coordinators Initiative had been delivered on time and on budget.

Strategy and Performance

The Local Land Services Strategy and Performance Framework, approved by the Local Land Services Board, April 2018:



Our goals and strategies

The Local Land Services Strategy and Performance Framework, approved by the Local Land Services Board, April 2018.

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

Our services

We provide integrated and coordinated services to achieve our three customer-focused goals.

1. Resilient, self-reliant and prepared local communities

Agricultural production

We assist our primary industries through advisory services and support to agriculture, including information on:

- farm management
- farm planning
- land capability
- cropping
- pastures
- mixed farming
- horticulture
- responding to changing seasonal conditions.

Emergency management

In partnership with DPI, we help manage livestock and disease emergencies.

These include drought, bushfires and floods and biosecurity events involving plants, animals and pest insects.

We also work alongside other agencies to provide vital support in emergencies where agricultural industries are impacted, including natural disasters such as flood and bushfire.

We help to build landholders' capacity to plan, prepare, respond and recover from biosecurity emergencies and natural disasters.

Drought assistance and other natural disaster relief

We help people prepare for dry times and the impacts of climate change, and play a key role in producing regional seasonal conditions reports.

Aboriginal communities

We support Aboriginal people to care for Country, share traditional land management knowledge and help protect and strengthen Aboriginal cultural heritage.

2. Biosecure, profitable, productive and sustainable primary industries

Biosecurity

Biosecurity is the protection of the environment, economy and community from the impacts of pests and diseases.

We work with landholders, industry and the community to minimise biosecurity risks and their impacts on agricultural production, international market access or environmental health.

Livestock health

We deliver frontline livestock health and disease surveillance services in NSW.

Our district veterinarians and biosecurity officers deliver a range of national, state and local programs, all aimed at safeguarding market access and improving livestock productivity.

Our focus with livestock health is:

- emergency disease prevention
- preparedness and response
- advisory and diagnostic services
- disease surveillance and reporting
- residue investigation and management
- certification
- traceability systems such as the National Livestock Identification System (NLIS).

Stock movement and identification

We administer permits for moving and grazing stock on public roads and TSRs.

We also administer a variety of stock identification systems including property identification codes, branding, earmarking and advice on NLIS.

Maintaining TSRs

We manage approximately 500,000 ha within the TSR network throughout NSW.

These networks of Crown Land provide invaluable fodder reserves and provide important landscape and ecological functions, as well as being popular recreational areas.

TSRs can be especially beneficial in times of drought, bushfire or flood.

Protecting our agricultural industry

Our District Veterinarians and Biosecurity Officers are empowered as stock inspectors in NSW.

Their role includes visiting saleyards to ensure compliance with the NLIS and educating producers about the importance of tracing livestock.

Good surveillance detects problems early and ensures the quality and safety of NSW livestock and livestock products and access to domestic and international markets.

Pest animal and insect control

Pest animals and insects cause serious economic losses to agricultural production, pose a risk of exotic disease, threaten the survival of many native species and cause environmental degradation.

We work with landholders to minimise the impact of pests on agricultural production and the environment.

We provide education, training and support and help coordinate group control programs, bringing landholders together to control wild dogs, rabbits, foxes, pigs, plague locusts and other pests.

3. Healthy, diverse and connected natural environments

Natural resource management

Healthy ecosystems underpin successful, productive primary producers and communities.

Through investment from the NSW and Australian governments, we support a healthy ecosystem across the landscapes of NSW.

We help landholders and communities improve the quality of our land, soil, vegetation and water, through:

- grants and funding for on-ground projects
- partnerships
- training and education.

Native vegetation

Native vegetation benefits both on-farm production and environmental health.

Healthy native vegetation can increase land values and productivity while reducing operating costs.

We work with land managers to develop native vegetation clearing consents.

Our people

Human resources

We implement the personnel and industrial relations policies and practices of the NSW Department of Industry in this area, as part of cluster arrangements.

June 2018	
Number of fulltime equivalent staff (FTE) employed in Local Land Services	893

Notes:

1. FTE calculated as at the last pay period in June 2018.
2. All contingent staff are excluded.
3. Rounding of staff numbers to the nearest whole number in this table may cause minor differences in totals.

Historical figures

	June 2015	June 2016	June 2017
Number of fulltime equivalent staff (FTE) employed in Local Land Services	682	718	714

Notes:

1. Shifts in the FTE for the period 2017-18 occurred due to functions related to Soil Conservation Service being absorbed into Local Land Services.

Number and remuneration of senior executives

Band	2017		2018	
	Female	Male	Female	Male
Band 4	0	0	0	0
Band 3	0	0	0	1
Band 2	0	3	0	0
Band 1	7	14	10	14
Total	7	17	10	15
	24		25*	

Source: SAP ERP and Headcounts

* During financial year 25 staff total. Count at the end of financial year 23 staff total.

Band	Range	Average Remuneration	
		2017	2018
Band 4	\$463,551 - \$535,550	N/A	N/A
Band 3	\$328,901 - \$463,550	N/A	\$367,522
Band 2	\$261,451 - \$328,900	\$289,474	N/A
Band 1	\$183,300 - \$261,450	\$207,204	\$219,530
Statutory	N/A	N/A	N/A

Range Source: Report and determination under section 240 of the Statutory and Other Offices Remuneration Act 1975: Remuneration Package Ranges for the PSSEs. 29 August 2017.

People, ethics and conduct policies

Agile Working Policy (IND-P-213)

This policy recognises the importance of flexible work arrangements and provides office-based employees with the opportunity to work away from their normal work location as a measure to assist in balancing the demands of work and personal life.

Code of Conduct (IND-P-184)

This Code of Conduct outlines the principles for appropriate conduct and explains the standard of behaviour expected.

Conflicts of Interests Policy (IND-P-183)

This policy outlines the process to identify and declare conflicts so that they can be managed openly and transparently.

Departmental Liaison Officers Policy (TI-O-155)

This policy clarifies the role of Departmental Liaison Officers (DLOs) and the process for appointment of staff to DLO roles in the Ministerial Liaison Office.

Employee Housing Policy (TI-A-125)

This policy outlines how employee housing can be managed efficiently, economically and in accordance with NSW Government policy.

Enterprise Risk Management Framework (IND-I-207)

This framework is intended to provide the expectations and structure in which the consistent application of Enterprise Risk Management (ERM) principles are to be applied.

Fraud and Corruption Prevention Policy (IND-P-188)

This policy provides the guidelines in ensuring staff do not engage in fraud and corruption.

Gifts and Benefits Policy (IND-P-189)

This policy provides the guidelines in ensuring staff are not influenced by gifts, benefits and bribery.

Hospitality and Entertainment Policy (TI-P-145)

This policy provides the guidelines for staff regarding the provision of official hospitality and entertainment and the expenditure of public funds.

Mobile Communication Device Policy (TI-A-174)

This policy outlines the requests for the purchase, use and management of mobile communication devices.

Private Interest Disclosures Policy (IND-P-176)

This policy outlines the requirements for annual declarations to the Secretary regarding private financial, business, personal or other interests or relationships that have the potential to influence or could be perceived to influence decisions made or advance given.

Private or Secondary Employment Policy (IND-P-194)

This policy outlines the requirements whether NSW Department of Industry staff may work outside the department.

Public Interest Disclosures – Internal Reporting Policy (IND-I-200)

The purpose of this policy is to create a climate of trust where staff are comfortable and confident about reporting wrongdoing.

Service Related Complaints Handling Policy (IND-I-240)

This policy is an important contribution to maintaining the NSW Department of Industry's integrity of service and reputation and ensuring the appropriate engagement and sharing of information with members of the community and our stakeholders.

Study Assistance Program Policy (TI-P-127)

To align learning and development activities with the needs of NSW Department of Industry and its employees, this policy outlines the entitlements available and conditions of use under the Study Assistance Program

Work Health and Safety Policy (IND-P-185)

NSW Department of Industry is committed to providing a safe workplace for all workers. This policy sets out how the department will fulfil this commitment.

Workforce Diversity

NSW Department of Industry is committed to actively developing and maintaining an inclusive workforce which will help build trust, advocacy, awareness and education. The facilitation of Diversity and Inclusion initiatives at the Department of Industry will enable a more inclusive workplace culture where staff feel safe, respected and valued which is free of discrimination and reflects the New South Wales community.

Workforce Inclusion and Diversity initiatives are designed to:

- Build positive workplaces and provide support for all employees
- Strengthen workforce planning capability to integrate workforce diversity strategies, and
- Build a workforce which reflects the diversity of the wider community as identified in NSW Public Sector benchmarks and targets.

The *Government Sector Employment Act 2013* (GSE Act) preserves the focus on existing diversity groups, being:

- Aboriginal people
- Women
- People from culturally and linguistically diverse backgrounds, and
- People with disability.

The GSE Act also provides flexibility to encompass a broader spectrum of diversity, including mature workers, young people and carers. A focus for the department in 2018-20 will also be on flexible work practice.

In 2018, the department commenced development of an overarching Diversity and Inclusion Strategy that focusses on Inclusive Design initiatives that helps build a more inclusive workforce culture, leadership and infrastructure. Part of this strategy will include the establishment of a Diversity and Inclusion Council as part of the department's commitment to the Premier's priorities. The Inclusion council along with Executive Sponsor will endorse the strategy and will be used to identify activities which address the diverse needs of all staff.

Women's employment and development

The Department remains committed to actively providing opportunities for the employment and development of women. A key focus is supporting women to identify and achieve career goals and to encourage potential women leaders and managers to participate in leadership and management programs both within the department and in programs provided externally.

The Premier has set a target of 50% representation level of women in senior executive roles across the NSW Government sector.

A Gender Equality Steering Committee was active during 2017-18, with representation from across the department and a Deputy Secretary as executive sponsor. Through strong awareness and representation of women across the cluster, the Department now sits above the Premier's target at 53.4% Women. A number of working groups were set up to address key issues affecting gender

Equality and a series of forums were run to provide development and networking opportunities.

The Gender Equality Working Groups worked on strategies and activities in the following areas:

- Structured Development and Career Progression
- Addressing Conscious and Unconscious Bias, and
- Promoting Flexible Working Arrangements.

Trends in the representation of workforce diversity groups

Workforce diversity group	Benchmark/ target	2016	2017	2018
Women	50%	52%	52.9%	47.7%
Aboriginal people and Torres Strait Islanders	3.3%	0.8%	1.2%	1.5%
People whose first language spoken as a child was not English	23.2%	3.4%	2.8%	2.2%
People with a disability	5.6%	0.3%	0.4%	0.4%
People with a disability requiring work-related adjustment	N/A	0.3%	0.3%	0.2%

Trends in the distribution of workforce diversity groups

Workforce diversity group	Benchmark/ target	2016	2017	2018
Women	100	90	92	98
Aboriginal people and Torres Strait Islanders	100	N/A	N/A	N/A
People whose first language spoken as a child was not English	100	114	111	113
People with a disability	100	N/A	N/A	N/A
People with a disability requiring work-related adjustment	100	N/A	N/A	N/A

Notes:

1. A Distribution Index of 100 indicates that the centre of the distribution of the Workforce Diversity group across salary levels is equivalent to that of other staff. Values less than 100 mean that the Workforce Diversity group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the Workforce Diversity group is less concentrated at lower salary levels.

2. The Distribution Index is not calculated where Workforce Diversity group or non-Workforce Diversity group numbers are less than 20.

Multicultural policies and services program

We are governed by cluster arrangements that are committed to the community relations and principles of *Multiculturalism Act 2000* and the NSW Government's aims and objectives for multiculturalism as set out in the Community Relations Commission's multicultural policies and services program.

We implement the policies and practices of the NSW Department of Industry in this area, as part of cluster arrangements.

These policies and practices include:

- industrial relations
- equal employment opportunity
- disability plans
- ethnic affairs priorities statements
- work health and safety.

Agreements with Multicultural NSW

We are governed by cluster arrangements and abide by the policies and practices of the NSW Department of Industry in relation to any arrangements or agreements with Multicultural NSW.

Aboriginal employment

The Department continued to progress work that supports employment and retention of Aboriginal staff during 2017-18.

In 2017-18, the Department ran Aboriginal Cultural Awareness (ACA) programs of the Department of Industry to improve overall Aboriginal cultural awareness and provide an opportunity to connect and build positive relationships with Aboriginal Communities.

A total of 20 workshops were run over the 2017-18 financial period and over 300 staff attended. The program has taken a full 12 months to deliver capturing all staff and involving the good will of numerous Aboriginal people from the regions where workshops were held. The efforts of Departmental staff across divisions and importantly the consistency of the externally engaged facilitator have been critical in the program's success to date.

A key factor has been the Aboriginal Support Network (ASN) which has continued to grow during this period. ASN members have also participated in a number of sector-wide development and networking activities. A new ASN Strategic Plan has been developed to align to the Department's Corporate Plan.

In 2018-19, a focus for the Department will be development of an Aboriginal Employment Plan including inclusive and culturally appropriate recruitment options. The Department will also be expanding an Aboriginal Cultural Capability Program.

People from culturally and linguistically diverse (CALD) backgrounds

The NSW Public Sector target that relates to people from CALD backgrounds is 'people whose first language was not English'. The sector benchmark is 19% representation. The Department achieved 5.1% in 2018 compared to 6.1% in 2016. The Department's Multicultural Plan 2018-2019 identifies a range of strategies to improve CALD representation.

Disability incursion

Employment of people with a disability remains a priority strategy area for the department. The NSW Public Sector aimed to increase the employment of people with a disability requiring workplace adjustment to 1.5%.

National Disability Strategy

The Department continued its participation in the development of a whole-of-government National Disability Strategy to improve the lives of people with disability, promote participation and create a more inclusive society. It focuses on six policy areas, with strategies under each area which affect Government departments and which have designated lead agencies.

The Department developed and implemented a Disability Inclusion Action Plan (DIAP) from the NSW Disability Inclusion Plan (NSW DIP). The DIAP aligns to a four-year cycle to comply with the revised guidelines. The Department's DIAP will be refreshed for 2018-19 then reviewed in partnership with FACS and its review of Disability inclusion across the sector. The DIAP is integrated into departmental business planning and strategic directions.

A focus for Disability Inclusion across the Department is also on Mentally Healthy Workplace initiatives launched by WHS combines the NSW Government's Get Healthy at Work program, Mental Health Awareness and a range of holistic wellness activities. To date over 400 employees have attended wellness events across six Department of Industry sites.

The Department has also had growth of social procurement contracts resulting in the inclusion of large numbers of people with disability in contract cleaning and maintenance roles across a range of Department of Industry sites.

The Department has an active Disability Employee Network that provides advice and contributes to the ongoing development and implementation of the Department's DIAP. In addition, the Department will be developing guidelines and resources for hiring managers, to ensure equitable access through recruitment.

Work health and safety

Below is our work health and safety performance during the reporting year. This includes details of work-related injuries, illnesses and prosecutions under the *Work Health and Safety Act 2011*.

	2016-17	2017-18
Total incidents reported	307	350
Lost time injuries	6	7
Medical treatment only	16	44
Lost time injury frequency rate	4.85	4.66
Open workers compensations claims	12	29

Requirements arising from employment arrangements

The *Local Land Services Act 2013* does not allow Local Land Services to employ staff. Under the *Government Sector Employment Act 2013*, Local Land Services arranges personnel services through the Local Land Services Staff Agency.

The Local Land Services Staff Agency is a controlled entity of Local Land Services and together the two entities form the economic entity reflected in these consolidated financial statements.

Our governance

Management and structure

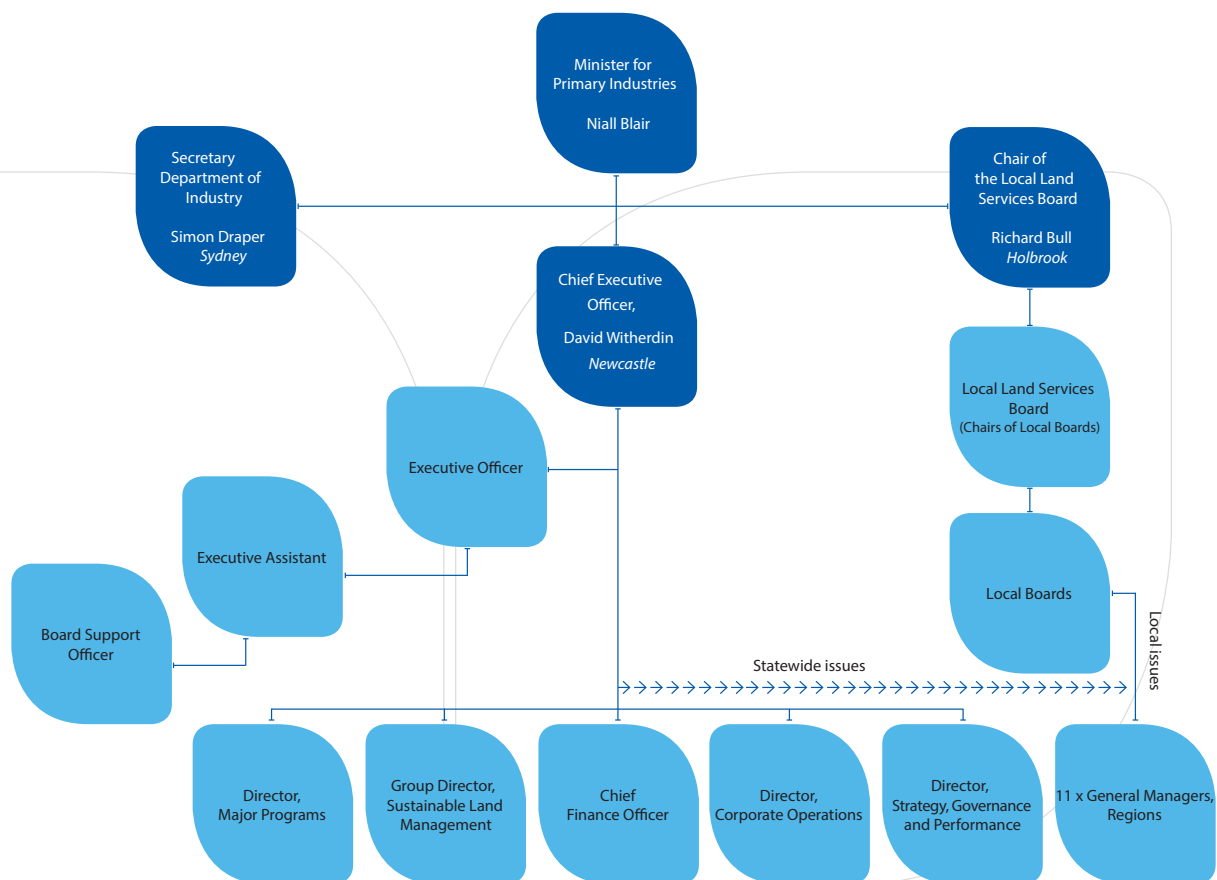
The Local Land Services Board is accountable to the Minister for Primary Industries. The Board is led by the Chair of the Local Land Services Board, who is appointed by the Secretary of the Department of Industry and accountable to the Minister for Primary Industries.

The Chief Executive Officer is the division head of Local Land Services and is responsible for oversight of the day-to-day management of the affairs of Local Land Services.



Local Land Services

Senior executive and board structure



Board members

We have a mix of board members: some appointed by the NSW Minister for Primary Industries and others elected by landholders from the region they serve.

Board members are appointed or elected for up to three years and paid remuneration and allowances set by the Department of Premier and Cabinet.

Appointed members

The NSW Minister for Primary Industries appointed four board members to each region, including local Chairs. The second Local Land Services Board Member election took place on 31 May 2017.

Ratepayers elected 34 board members across the 11 regions. Three members were elected to each region, except for the Western region where four members were elected.

Our Board

The statewide Local Land Services board comprises of 11 local board chairs and an independent chair.

The Local Land Services board is responsible for the delivery of organisation-wide governance, strategy, priorities and policy and has an oversight role across the organisation.

Local Land Services board meetings were held:

- August 2017
- October 2017
- December 2017
- February 2018
- April 2018
- June 2018

No meetings were held on September and November 2017, January, March or May 2018.

Name of board member	Number of meetings attended	Comment
Richard Bull	6	Appointed Chair March 2017
Ian Rogan	4	Appointed Central Tablelands Chair from March 2017
John Lowe	2	Attended for Ian Rogan 21-22 February 2017 & 11-12 April 2018
Susan Madden	5	Appointed Central West Chair from March 2017
Jenny Bradley	1	Attended for Susan Madden 24-25 October 2017
Terry Charlton	5	Appointed Greater Sydney Chair from March 2017
Matthew Collins	1	Attended for Terry Charlton 24-25 October 2017
Lindy Hyam	6	Appointed Hunter Chair from March 2017
Daryl Dutton	1	Attended for Lindy Hyam 13-14 June 2018
David Wolfenden	6	Appointed Murray Chair from October 2017
Robert Smith	6	Appointed North Coast Chair from March 2017
Conrad Bolton	5	Appointed North West Chair from March 2017
Richard Clark	1	Attended for Conrad Bolton 11/12 April 2018
Hans Hietbrink	6	Appointed Northern Tablelands Chair from March 2017
Barney Hyams	6	Appointed Riverina Chair from March 2017
David Mitchell	5	Appointed South East Chair from March 2017
Ian Denney	1	Attended for David Mitchell 13-14 June 2018
Ben Barlow	5	Appointed Western Chair from March 2017
Magnus Aitken	1	Attended for Ben Barlow 13-14 June 2018

Local Land Services board members

State Chair, Richard Bull

Richard has an extensive background in farming and government and is a sheep producer from the Holbrook region while also operating his own agricultural consultancy business.

He spent more than 16 years on the NSW Legislative Council and was acting Chair of the Murray Local Land Services Board.

Richard has an affinity with rural NSW having lived on the land his entire life. He moved from Narrandera nearly 30 years ago to the Murray region near Holbrook where he is part of a successful farming partnership which operates a prime lamb seed stock business.

Central Tablelands Chair, Ian Rogan

Ian is an advocate for rural NSW and the agricultural industry and is a highly-respected consultant with a strong understanding of agriculture.

He has a vision for the future to build confidence in ratepayers, investors and the community to deliver the best services possible.

Central West Chair, Susan Madden

Susan is committed to rural and regional communities and is recognised as a leader in agriculture, regional development and natural resource management from her extensive experience providing professional services in support of these sectors.

She has developed a wide network across rural and regional Australia, working with community, industry and government representatives.

Greater Sydney Chair, Terry Charlton

Terry is an experienced business professional who served as Chief Executive Officer and Managing Director of Snowy Hydro Ltd from 1999 to July 2013.

He has had a diverse working career, in Australia and abroad, which has seen him perform in a range of executive positions for Snowy Hydro Ltd and was the inaugural Chair for the Greater Sydney Local Land Services Board.

Hunter Chair, Lindy Hyam

Lindy has more than 20 years of leadership experience at board and chief executive officer levels in the private and public sectors across regional and urban Australia and internationally.

Lindy was previously the CEO of Plant Health Australia and the Horticultural Research and Development Corporation and a Non Executive Director of RIRDC. She is a current Non Executive Director of Sugar Research Australia.

Murray Chair, David Wolfenden

David is a farmer from Rand and a former committee member of Riverine Plains cropping group. He is the former Chair of the Wool Council of Australia and former southern panel member of the Grains Research Development Corporation.

North Coast Chair, Robert Smith

Bob is an experienced manager and adviser in the sustainable management, protection and profitable use of natural resources to support livelihoods and wellbeing in communities.

He has held a number of senior roles in government agencies, working at national, state and local levels, and has applied his skills to improving the livelihood of communities in Indonesia, Papua New Guinea, Solomon Islands and indigenous communities in Northern Australia.

North West Chair, Conrad Bolton

Conrad has a high level of community involvement in the North West region and has an appreciation of the difficulties facing rural communities.

He brings a practical, social and environmental perspective from his experience on Narrabri Shire Council, which included the role of Mayor. He was Chair of the inaugural Board of North West Local Land Services.

Northern Tablelands Chair, Hans Hietbrink

Hans is a high level strategic manager with the ability to facilitate, motivate and achieve results by harnessing the abilities of different stakeholders through collaborative input.

He has a solid background in corporate management as well as local government and a keen interest in natural resource management. He was a former Chair of a regional Catchment Management Authority and was the inaugural Chair of the Northern Tablelands Local Land Services Board.

Riverina Chair, Barney Hyams

Barney has more than 30 years of involvement with both agriculture and horticulture, from a jackaroo on the Liverpool Plains through to a managing director of a horticultural enterprise in the Riverina Highlands.

He was also an inaugural Ministerially-appointed member of the Riverina Local Land Services Board.

Barney has served as a Director of Summerfruit Australia and as a state representative for the Australian apple and pear industry.

South East Chair, David Mitchell

David is an experienced leader and change manager with close connections to his regional community through years of involvement across a number of organisations.

He has vast experience with a strong understanding of productive agriculture, biosecurity, natural resource management and the issues facing rural and regional NSW.

Western Chair, Ben Barlow

Ben is an experienced farmer and grazier from Corowa, with a background in finance and agribusiness.

He is also an experienced board member of government and statutory entities serving as a specialist director for private and high-net-worth organisations. Ben was an inaugural member of the Western Local Land Services Board.

Our structure and senior officers at 30 June 2018

Local Land Services Agency

State Operations Chief Executive Officer

Our Chief Executive Officer of State Operations provides direction to all Local Land Services executives on statewide initiatives and programs, ensuring that we have consistency in our approach, as appropriate, across the state.

Chief Executive Officer - David Witherdin

B. Eng (Civil). Location - Newcastle.

Major Programs Unit

This team leads strategic projects and operations which contribute to the Local Land Services State Strategic Plan and broader Department of Industry and NSW Government objectives.

Areas of high priority include biosecurity management reform, emergency management, Aboriginal programs, public land management, agricultural advisory services and the NSW Landcare Coordinators Initiative.

Director - Shenal Basnayake

B. Bus. Admin; Master of International Studies; Master of Environment; Professional Qualifying Exams - Institute of Chartered Shipbrokers; Certificate of Achievement in Agriculture Director, Major Programs. Location - Parramatta.

Sustainable Land Management Unit

The Sustainable Land Management unit is responsible for implementing the biodiversity reforms, which came into effect in August 2017.

The *Biodiversity Conservation Act 2016* and amended *Local Land Services Act 2013* take advantage of the best available science and data and deliver a modern approach to land management and biodiversity conservation in NSW.

The changes will enable continued protection of the natural environment and ongoing support for a sustainable and productive agricultural sector.

Director - Kristian Holz

B. App. Sci. (Biology) LLB, Grad. Dip (LegalPrac) Group Director, Sustainable Land Management. Location - Sydney.

Director - Nick Savage

LLB, LLM, accredited Mediator. Location - Parramatta.

Director - David Anderton

B. Rur. Sci. (Hons), M.Nat.Res, Grad. Dip Public Administration. Director, Policy and Science, Sustainable Land Management. Location - Sydney.

Director - Kirsty Cooper

B. Science (Zoology and Ecology), Grad. Dip. Env Studies, Director Policy and Applied Science. Location - Sydney

Director - Jacqueline Tracey

PhD., M. Sci., B. Sci (Hons) (Forestry). Location - Sydney.

Finance Unit

The finance team provides strategic and operational financial management advice, analysis and services to ensure Local Land Services achieves its organisational goals while complying with relevant standards, NSW Government financial management and accounting policies, and statutory and NSW Treasury Department reporting requirements.

Chief Financial Officer - Natasha Collier

B. Com., CA. Location - Orange.

Corporate Operations Unit

The Corporate Operations team is responsible for our internal and external communication, including government, stakeholder, investor and industry relations, corporate communications, media, branding and issues management.

People and Performance are also part of this team, supporting best practice people management across Local Land Services.

Corporate Operations supports high quality front line customer service and provides expert advice and support to senior executive, chairs and the Minister's Office to manage key stakeholder relationships.

Director - Carolyn Raine

M. EnvM, B. Sci (Hons). Location - Newcastle.

Strategy, Performance and Governance Unit

This business unit provides high level governance, strategy, performance and policy advice to ensure we meet the highest standards in governance, risk management and probity.

It embeds auditable and transparent performance, strategy development and governance frameworks, tools and metrics and works closely with and guides boards and chairs, and senior executive at state and local level.

Director - Lisa Coletta

Masters of Management (MBA), Post Graduate of Applied Corporate Governance, AICD Company Directors Course, Compliance Institute Certified, Certified ISO 9000 Quality Assurance Auditor. AICD and Governance Institute Membership Director, Strategy, Performance & Governance. Location - Parramatta.

Local Land Services Regions

General managers lead their staff to deliver locally relevant, on-ground results. They drive cross regional collaboration, and customer and investor focused services.

They plan, guide and oversee regional operational functions which are consistent with Local Land Services state and regional strategic objectives.

They promote Local Land Services and engage with local communities and stakeholders, building productive partnerships to deliver our objectives, programs and projects.

All regional general managers have a functional reporting arrangement to our Executive Director of State Operations.

They work with local board members, stakeholders, investors and community groups to deliver locally tailored and relevant programs.

General managers, as well as all executive management, are responsible for the safety and wellbeing of their staff with the strategic objective of 'every person home safe and well every day'.

Central Tablelands General Manager - Chris Cumming

B.Sci (Hons). Location - Bathurst.

Western General Manager - Erlina Compton

PhD (Rural Sociology), B. App. Sci. (Protected Area Management). Location - Dubbo.

Riverina General Manager - Rob Kelly

B. Sci. (Hons), GAICD. Location - Wagga Wagga

Greater Sydney General Manager - David Hogan

Dip. Bus. (Organisational Leadership), Dip. Bus., Adv. Cert. Bus. (Management and Marketing). Location - Penrith.

Northern Tablelands General Manager - Paul

Hutchings

B. Sci., Grad. Dip. Nat. Res. Location - Inverell.

North West General Manager - James Hutchinson-Smith

B. App. Sci. Ag. Location - Tamworth.

Hunter General Manager - Brett Miners

B. Sci. NRM. Location - Paterson.

South East General Manager - Anthony Marshall

B. Com & Elec. Eng. Location - Goulburn.

Central West General Manager - Andrew Mulligan

Adv. Dip. Emergency Management (Public Safety), Dip. Conservation Land Management. Location - Wellington.

North Coast General Manager - Louise Orr

B. Env. Man. (Hons Class 1); Dip. App. Sci. Location - Coffs Harbour.

Murray General Manager - Gary Rodda

B. For. Sci. (Hons). Location - Deniliquin.

Consumer response

Complaint process

If a customer wants to lodge a complaint or give feedback about Local Land Services, they may

- visit or phone their regional office
- speak to our staff
- using the feedback assist tool on Local Land Services' websites.

Local Land Services has been trialling the Salesforce customer record management system for several months as part of Department of Industry's Complaints Handling Improvement Project (CHIP) to record and report complaints data.

There is a dedicated policy and procedure for complaints management. Local land Services is rolling out as part of the Customer Service Strategy. It is based on the Complaints Handling Policy and Procedure developed by CHIP.

Until then, formal complaints (those unresolved by frontline staff) are lodged in writing, maintained on a regional complaints register and reported to regional management and Boards. They are tabled below.

Formal customer complaints since inception

Year	Complaints
2013-14	78
2014-15	68
2015-16	68
2016-17	61
2017-18	91

Key areas of complaint concerns

- Rates - The cost of service, the benefit for payment (What services are received from payment) and the ease of payment.
- Annual Return of Land and Stock - The difficulty of lodgement and portal problems with the majority of these being in relation to password/ access issues

Services improved or changed in response to complaints and suggestions

Local Land Services responds to service-related complaints by assessing their service delivery and business processes to identify areas of improvement and make necessary changes.

Local Land Services have focused on service improvements, those which include the following;

- A designated Complaints Management Officer.
- Feedback Assist function on Local Land Services website for lodgement of complaints, compliments and suggestions.
- A secondary survey system known as 'Rate It' will be implemented within the 2018-19 financial year.,
- Complaints Register for high priority notifications that cannot be easily rectified. These complaints are registered, communicated through Senior Management and responded to in an official capacity.

GIPA

During the 2017-18 reporting period, Local Land Services received 26 *Government Access (Public Access) Act 2009* (GIPA) applications.

Of these:

- two were withdrawn by the applicants
- one was transferred to another agency as the information being sought more closely related to the functions of that other agency
- ten of these applications were received via transfer from another agency
- one had decision pending on 30 June 2018 and will be included in the 2018-19 report

During 2017–18 one application that was received in the 2016-17 reporting period was finalised.

A generalised summary of the information requested within the twenty four accepted and finalised applications includes:

- Allocation of positions and staff across the different Regions
- Information in relation to Biodiversity Legislation, Native Vegetation Codes, Mapping and Regulations
- Requests for personal or property related information made by the members of public or a third party acting on behalf of a member of the public

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn
Media	1	0	0	0	0	0	0	0
Members of Parliament	3	1	0	1	0	0	0	1
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	3	0	0	0	0	0	0	0
Members of the public (application by legal representative)	3	1	0	0	0	1	0	0
Members of the public (other)	3	0	0	0	0	0	0	0
Other agency and third-party requests	6	0	0	0	0	0	0	0

Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn
Personal information applications*	2	1	0	0	0	1	0	0
Access applications (other than personal information applications)	12	1	0	1	1	0	0	1
Access applications that are partly personal information applications and partly other	4	0	0	0	0	0	0	0

Invalid applications

Nil

Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

Nil

Other public interest considerations against disclosure: matters listed in table to section 14 of Act

Nil

Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	14
Decided after 35 days (by agreement with applicant)	9
Not decided within time (deemed refusal)	1
Total	24

Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

Nil

Applications for review under Part 5 of the Act (by type of applicant)

Nil

Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

	Number of applications
Agency-initiated transfers	10
Applicant-initiated transfers	0

Promotion and overseas travel

Nepal foot and mouth disease training exercise

In 2017-18 Local Land Services sent District Veterinarians to Nepal to participate in foot and mouth disease (FMD) training to strengthen Australia's capacity to prevent FMD and manage any outbreaks.

The training was funded by the Australian Government's Department of Agriculture and Water Resources and coordinated in conjunction with the Food and Agriculture Organisation of the United Nations and the Nepalese Government.

As part of the exercise, staff received intensive training to recognise and sample animals for FMD and visited Nepalese farms to investigate potential cases of infection.

The exercise was delivered by the European Commission for the Control of Foot and Mouth Disease.

Australia has not had an FMD outbreak since 1872, but the disease is considered one of the country's biggest biosecurity risks.

District Veterinarians that travelled to Nepal include:

Who	When	Where
Liz Bolin	November 2017	Kathmandu, Nepal
Amy Masters	November 2017	Kathmandu, Nepal
Tim Biffin	November 2017	Kathmandu, Nepal
Kylie Greentree	November 2017	Kathmandu, Nepal
Lyndell Stone	March 2018	Kathmandu, Nepal
Judy Donaldson (Ellem)	March 2018	Kathmandu, Nepal

International Erosion Control Association training

In 2018, two Local Land Services staff travelled to Wellington, NZ to participate in erosion control training. Staff who attended the training include:

Who	When	Where
Andrew Crofts	April 2018	Wellington, NZ
Lyall Bogie	April 2018	Wellington, NZ

Risk management and insurance activities

During 2017-18 we continued to implement a risk management framework to govern and embed risk management throughout the organisation.

Our risk management framework was developed in compliance with the NSW Treasury Internal Audit and Risk Management Policy for NSW Public Sector (TPP 15-03) and is also based on the international risk management standard (AS/NZS 31000). We have adapted the core essential components from our cluster principal department (the Department of Industry) and tailored it to our needs.

During the fiscal year, Local Land Services undertook a comprehensive review of strategic risks across the business to further develop a culture of risk management at both a state and regional scale.

Our Local Land Services Board is responsible for setting the risk management appetite and is committed to implementing, operating, maintaining and continually improving the Local Land Services risk management framework.

At the strategic level, our Local Land Services Board is responsible for managing those high-level risks that may critically impact on our ability to achieve our corporate objectives.

At the operational level, our senior executive team is responsible for managing operational risks across the organisation and for advising our Local Land Services Board on risk and risk exposures generally.

Both our Local Land Services Board and senior executive team are committed to developing a risk management culture—one that is underpinned by the framework that facilitates the use of a consistent process to manage risk whenever decisions are made.

As risk management is part of and not separate to all practices and processes, our approach to managing risks is being continuously embedded in:

- planning processes
- decision making structures
- operational procedures.

In addition, risk management is already embedded in a number of our specific operational processes such as:

- workplace health and safety programs
- biosecurity and emergency management delivery
- agricultural and natural resource management services.

Our risk management approach is supported by insurance through the Treasury Managed Fund, a self insurance scheme of the NSW Government, administered by major insurers GIO and Allianz.

Internal Audit and Risk Management Attestation Statement for the 2017-18 Financial Year for Local Land Services

I, David Witherdin, am of the opinion that Local Land Services has internal audit and risk management processes in operation that are, compliant with the eight core requirements set out in the Internal Audit and Risk Management Policy for the NSW Public Sector, specifically:

Core requirements

Risk Management Framework	
1.1 The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Compliant

Internal Audit Function	
2.1 An internal audit function has been established and maintained	Compliant
2.2 The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3 The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant

Audit and Risk Committee	
3.1 An independent Audit and Risk Committee with appropriate expertise has been established	Compliant
3.2 The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3 The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

Membership

The Chair and Members of the Audit and Risk Committee at 30 June 2018 were:

- Chair, Warren Stretton
- Member, Barney Hyams
- Member, Hans Hietbrink
- Member, Stephen Patterson
- Member, Elke Cleverdon



David Witherdin

Chief Executive Officer

September 2018

Local Land Services contact officer

Ian Shepherd (T: 02 6341 9302 E: ian.shepherd@lls.nsw.gov.au)

Public interest disclosures

Following is a summary of public interest disclosures received by Local Land Services during the 2017-18 reporting period.

	Made by public officials performing their day to day functions	Under a statutory or other legal obligation	All other PIDs
Number of public officials who have made a disclosure to the Agency	3	0	0
Number of public interest disclosures received by the Agency	3	0	0
Of public interest disclosures received, how many were primarily about:	0	0	0
> corrupt conduct	2	0	0
> maladministration	1	0	0
> serious and substantial waste	0	0	0
> government information contravention	0	0	0
Number of public interest disclosures (received since 1 January 2012) that have been finalised in this reporting period.	0	1	0

We apply the NSW Department of Industry Public Interest Disclosure Reporting Policy which was developed in accordance with the requirements of the *Public Interest Disclosures Act 1994* and effective 18/08/2016.

The policy is publicly available on NSW Industry's website as Open Access Information under the *Government Information (Public Access) Act 2009*.

We are compliant with s6E(1)(b) of the *Public Interest Disclosures Act 1994*.

Digital information security policy ration

We are governed by a service level agreement in relation to the provision of digital and information system security.

This service level agreement is with the NSW Department of Industry.

Digital Information Security Annual Attestation Statement for the 2017–18 Financial Year for Local Land Services

I, David Witherdin, am of the opinion that Local Land Services had an Information Security Management System in place during the 2017-18 financial year that is consistent with the core requirements set out in the NSW Government Digital Information Security Policy.

The controls in place to mitigate identified risks to the digital information and digital information systems of Local Land Services are adequate.

There is no agency under the control of Local Land Services which is required to develop an independent ISMS in accordance with the NSW Government Digital Information Security Policy.



David Witherdin

Chief Executive Officer

October 2018

Additional matters

Privacy and personal information

We are governed by cluster arrangements that cover the requirements of the *Privacy and Personal Information Protection Act 1998*.

We adhere to relevant policies in this regard.

No reviews were conducted in 2017-18 by or on behalf of Local Land Services under Part 5 of the *Privacy and Personal Information Protection Act 1998*.

Production cost

Premier's Memorandum 2013-09 requires that departments minimise production costs for this report by:

- limiting content to recording performance and meeting statutory obligations
- printing hard copies in black and white and compiling reports using existing desktop equipment in house
- eliminating unnecessary use of photographs or illustrations
- eliminating all external production costs such as copy writing, design and printing.

This report has been prepared in line with this memorandum.

Access online

The 2017-18 Local Land Services Annual Report is available online at:

- <https://www.lls.nsw.gov.au/resource-hub/publications>

Areas not reported

The following annual report requirements listed on the [NSW Treasury annual report compliance checklist](#) (September 2018) were not applicable for Local Land Services for the reporting period:

- investment reporting
- legal change
- liability management
- price determination
- time for payment of accounts
- unaudited financial statements.

Financial reporting structure

The audited financial statements contained in the annual report are the consolidated accounts of the Local Land Services group, comprising Local Land Services (the Parent) and its controlled entity, the Local Land Services Staff Agency.

The *Local Land Services Act 2013* is unclear in relation to the status of local Boards and whether they are separate reporting entities. Management considers the intent of the *Local Land Services Act 2013*, as indicated by Section 3, was to create one entity; however, Section 28 of the *Local Land Services Act 2013* refers to local Boards as NSW Government agencies.

The consequence of this ambiguity is that each local board may require separate financial statements prepared and audited as required by the *Public Finance and Audit Act 1983*.

The financial reporting structure has been referred to as a significant matter by the Audit Office of New South Wales in their Statutory Audit Report for the year ended 30 June 2018.

Local Land Services will continue to pursue a resolution to the matter with a view to having the ambiguity clarified within relevant legislation.

Readers of the financial statements should be aware that any activities associated with the operation of the local Boards are included in the consolidated financial statements, and no omission of financial activity or misstatement arises from the ambiguity surrounding the reporting status of the local Boards.

Payment of accounts

All suppliers

Quarter	Current within date	Less than 30 days overdue	Between 30 and 60 days overdue	Between 60 and 90 days overdue	Greater than 90 days overdue
September 2017	\$27,136,177	\$1,436,578	\$1,129,033	\$14,466	\$2,505
December 2017	\$26,743,505	\$1,295,762	\$887,460	\$29,894	\$26,411
March 2018	\$30,201,128	\$248,666	\$82,877	\$7,187	\$1,853
June 2018	\$63,003,675	\$428,643	\$11,298	\$1,817	\$6,701
Total all suppliers	\$147,084,485	\$3,409,649	\$2,110,668	\$53,364	\$37,470

All small business

Quarter	Current within date	Less than 30 days overdue	Between 30 and 60 days overdue	Between 60 and 90 days overdue	Greater than 90 days overdue
September 2017	\$78,991	\$8,124	\$0	\$0	\$0
December 2017	\$103,192		\$0	\$0	\$0
March 2018	\$120,183	\$4,400	\$0	\$0	\$0
June 2018	\$263,893		\$0	\$0	\$0
Total all suppliers	\$566,259	\$12,524	—	—	—

All suppliers

Measure	September 2017	December 2017	March 2018	June 2018	Full Year
Invoices due for payment (number)	3,216	2,910	3,471	5,697	15,294
Invoice paid on time (number)	3,107	2,811	3,382	5,639	14,939
Percentage paid on time	96.6%	96.6%	97.4%	99.0%	97.7%
Amount due for payment	\$29,718,759	\$28,983,032	\$30,541,711	\$63,452,134	\$152,695,636
Amount paid on time	\$27,136,177	\$26,743,505	\$30,201,128	\$63,003,675	\$147,084,485
Percentage paid on time	91.3%	92.3%	98.9%	99.3%	96.3%
Number of payments of interest on overdue accounts	0	0	0	0	0
Interest paid on late accounts	\$0	\$0	\$0	\$0	0

Overdue: Nil

Interest on overdue: Nil

All small business

Measure	September 2017	December 2017	March 2018	June 2018	Full Year
Invoices due for payment (number)	24	31	31	51	137
Invoice paid on time (number)	22	31	30	51	134
Percentage paid on time	91.7%	100.0%	96.8%	100.0%	97.8%
Amount due for payment	\$87,114	\$103,192	\$124,583	\$263,893	\$578,782
Amount paid on time	\$78,991	\$103,192	\$120,183	\$263,893	\$566,259
Percentage paid on time	90.7%	100.0%	96.5%	100.0%	97.8%
Number of payments of interest on overdue accounts	0	0	0	0	0
Interest paid on late accounts	\$0	\$0	\$0	\$0	0

Overdue: Nil

Interest on overdue: Nil

Note: Small business must be registered to be able to be reported on for the payment of account statistics.

Appendix

Disclosure of Controlled Entities and Subsidiaries

Local Land Services Staff Agency is a controlled entity of Local Land Services.

Local Land Services Staff Agency is an agency of the NSW Public Service, established pursuant to Part 2 of Schedule 1 of the *Government Sector Employment Act 2013* to provide personnel services to Local Land Services.

The operations of Local Land Services Staff Agency are consolidated as part of the Local Land Services financial statements included in this report.

Local Land Services does not have any subsidiaries.

Land disposal

Local Land Services did not dispose of any land during 2017-18.

Consultants

Consultancies equal to or more than \$50,000

Consultant	Title/nature	Amount (\$)
Deloitte Touche Tohmatsu	Development of reporting suite	125,000
Third Horizon Consulting Pty Ltd	Self-service applications	118,000
Total		243,000

Consultancies less than \$50,000

Purpose of consultancy	Number of consultancies	Cost (\$)
Finance and accounting	0	
Legal	0	
Environmental	0	
Organisational review	0	
Information technology	0	
Management services	0	
Engineering	0	
Governance	1	15,000
Human Resources	1	10,000
Total	2	25,000

Funds granted to non-government community organisations

This appendix lists details of funds we granted to non-government community organisations during 2017-18.

There were 438 grants in total, administered to 222 non-government community organisations across all 11 Local Land Services regions. The total value of these grants was \$8,483,284 with an average value of \$19,368.

Guide to references

National Landcare Programme (NLP)

Catchment Action NSW (CA NSW)

Hunter Catchment Contribution (HCC)

Environment Research Trust (ERT)

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Central Tablelands	Capertree Valley Landcare Group Inc	500	NLP and CA NSW	Capertree Valley Landcare group will be undergoing with their membership an autumn fox baiting project.	Landcare and communities
Central Tablelands	Little River Landcare Group	4,100	NLP and CA NSW	This Small Grant funding is for the purchase of a Senestra NDVI Camera to upgrade the current DJI Mavic Pro camera for use on a drone.	Landcare and communities
Central Tablelands	Lithgow Oberon Landcare Association	5,000	NLP and CA NSW	The project is stage 1 in developing an acid soil demonstration site.	Landcare and communities
Central Tablelands	Mid Lachlan Landcare Inc	5,000	NLP and CA NSW	Mid Lachlan Landcare's "Build our Educators project will engage with schools in the Cowra/Canowindra region.	Landcare and communities
Central Tablelands	Napoleon Reef Land Care Inc	1,090	NLP and CA NSW	Napoleon Reef Landcare to hold a community day to engage and educate the local and wider community of the natural resources and biodiversity of the local area.	Landcare and communities

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Central Tablelands	Central Tablelands Landcare Inc	29,500	NLP and CA NSW	The Central Tablelands Landcare network will receive \$17,500 to achieve on-ground and capacity building outcomes which aim to improve community capacity and the natural resource base. Central Tablelands Landcare network will also receive \$6,000 upon receipt of a coordinator activity report due 30 April 2018.	Landcare and communities
Central Tablelands	Lithgow Oberon Landcare Association	29,500	NLP and CA NSW	The Central Tablelands Landcare network will receive \$17,500 to achieve on-ground and capacity building outcomes which aim to improve community capacity and the natural resource base. Lithgow-Oberon Landcare network will also receive \$6,000 upon receipt of a coordinator activity report due 30 April 2018.	Landcare and communities
Central Tablelands	Little River Landcare Group	29,500	NLP and CA NSW	The Little River Landcare network will receive \$17,500 to achieve on-ground and capacity building outcomes which aim to improve community capacity and the natural resource base. Little River Landcare network will also receive \$6,000 upon receipt of a coordinator activity report.	Landcare and communities
Central Tablelands	Mid Lachlan Landcare Inc	29,500	NLP and CA NSW	The Mid-Lachlan Landcare network will receive \$17,500 to achieve on-ground and capacity building outcomes which aim to improve community capacity and the natural resource base. Mid-Lachlan Landcare network will also receive \$6,000 upon receipt of a coordinator activity report due 30 April 2018.	Landcare and communities

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Central Tablelands	Watershed Landcare Group Inc	29,500	NLP and CA NSW	The Watershed Landcare network will receive \$17,500 to achieve on-ground and capacity building outcomes which aim to improve community capacity and the natural resource base. Watershed Landcare network will also receive \$6,000 upon receipt of a coordinator activity report due 30 April 2018.	Landcare and communities
Central Tablelands	Garland Landcare Group Inc	5,000	NLP and CA NSW	Small grant to conduct rehabilitation work on a section of Grubbenbun Creek, Lyndhurst NSW, as per the recommendations of the 'Grubbenbun Creek Flora and Fauna Survey 2017' Report.	Landcare and communities
Central Tablelands	Kangaroooby Catchment Landcare group Inc	5,000	NLP and CA NSW	The Squirrel Glider nest box project will build capacity within the community and provide habitat for the species.	Landcare and communities
Central Tablelands	Little River Landcare Group	6,000	NLP	Funding to provide necessary training to Landcare committee and members. Include mental health training and provision of mental health information at events. Send at least two community members to the Conservation in Action Conference in May 2018.	Landcare and communities
Central Tablelands	Lithgow Oberon Landcare Association	24,050	NLP	Facilitate the development of local pest management plans and coordinate pest management activities in key areas of the central tablelands region.	Landcare and communities
Central Tablelands	Watershed Landcare Group Inc	6,000	NLP	Funding to provide necessary training to Landcare committee and members. Include mental health training and provision of mental health information at events. Send at least two community members to the Conservation in Action conference in May 2018.	Landcare and communities

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Central Tablelands	Central Tablelands Landcare Inc	6,000	NLP	Funding to provide necessary training to Landcare committee and members. Include mental health training and provision of mental health information at events. Send at least two community members to the Conservation in Action conference in May 2018.	Landcare and communities
Central Tablelands	Mid Lachlan Landcare Inc	6,000	NLP	Funding to provide necessary training to Landcare committee and members. Include mental health training and provision of mental health information at events. Send at least two community members to the Conservation in Action Conference in May 2018.	Landcare and communities
Central Tablelands	Lithgow Oberon Landcare Association	6,000	NLP	Funding to provide necessary training to Landcare committee and members. Include mental health training and provision of mental health information at events. Send at least two community members to the Conservation in Action conference in May 2018.	Landcare and communities
Central Tablelands	Central Tablelands Landcare Inc	24,050	NLP	Facilitate the development of local pest management plans and coordinate pest management activities in key areas of the central tablelands region.	Landcare and communities
Central Tablelands	Little River Landcare Group	24,050	NLP	Facilitate the development of local pest management plans and coordinate pest management activities in key areas of the central tablelands region by working as part of a team.	Landcare and communities

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Central Tablelands	Mid Lachlan Landcare Inc	24,050	NLP	Facilitate the development of local pest management plans and coordinate pest management activities in key areas of the Central Tablelands region.	Landcare and communities
Central Tablelands	Watershed Landcare Group Inc	24,050	NLP	Facilitate the development of local pest management plans and coordinate pest management activities in key areas of the Central Tablelands region.	Landcare and communities
Central Tablelands	Capertree Valley Landcare Group Inc	11,705	NLP and CA NSW	The purpose of this project is to revegetate areas where no native woody vegetation currently exists to provide better habitat connectivity along the river and to supplement plant in areas where native trees exist to increase the diversity of food trees for the critically endangered Regent Honeyeater bird.	Landcare and communities
Central Tablelands	Central Tablelands Landcare Inc	20,400	NLP and CA NSW	Building connectivity around Orange and Bathurst using cluster plantings, remnant tree protection and diversity enhancement.	Landcare and communities
Central Tablelands	Watershed Landcare Group Inc	20,000	NLP and CA NSW	Establish relationships with four landholders to install cluster plantings and corner plantings, protection of existing paddock trees and plant single paddock trees with guards.	Landcare and communities
Central Tablelands	Mid Lachlan Landcare Inc	29,825	NLP and CA NSW	Establish 15 cluster plantings, covering 1.35 ha through management agreements with landholders.	Landcare and communities
Central Tablelands	Mudgee Local Aboriginal Land Council	3,000	NLP and CA NSW	Mudgee Local Aboriginal Land Council, will host a Traditional Burning Workshop. Mudgee Local Aboriginal Land Council will educate and demonstrate traditional burning methodologies to the participants of the workshop, a burn will also be applied to country.	Aboriginal communities

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Central Tablelands	Mingaan Wiradjuri Aboriginal Corporation	3,000	NLP and CA NSW	Mingaan Wiradjuri Aboriginal Corporation will run a cultural workshop for the annual NAIDOC celebrations. The Cultural Workshop will focus on the promotion and education of Traditional Aboriginal Art, Language and Aboriginal Land management practices.	Aboriginal communities
Central Tablelands	Pejar Local Aboriginal Land Council	3,000	NLP and CA NSW	Pejar Local Aboriginal Land Council will host a basket weaving workshop for the Aboriginal Community of Goulburn. Pejar Local Aboriginal Land Council will hire a facilitator to teach the participants how to create Traditional Aboriginal baskets and weaving product.	Aboriginal communities
Central Tablelands	Orange Local Aboriginal Land Council	3,000	NLP and CA NSW	Orange Local Aboriginal Land Council will host an Elders Cultural Workshop at the Shadforth Property. The workshop will focus on Elders teaching the younger Aboriginal Community Traditional Aboriginal customs and practices such as Aboriginal Astronomy, the importance of following Cultural Protocols, Traditional Dance, Aboriginal Land Management Practices, Basket Weaving and Aboriginal Art.	Aboriginal communities
Central West	Central West Lachlan Landcare	9,900	NLP	Supporting Landcare Delivery Natural Resource Base.	Community groups
Central West	Central West Lachlan Landcare	1,800	NLP	Lachlan River riparian habitat enhancements.	Community groups
Central West	Central West Lachlan Landcare	102,106	NLP	Landcare Partnerships Project - Community Capacity.	Community groups

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Central West	Coonabarabran Landcare	1,900	NLP	Nandi Creek riparian habitat enhancement.	Community groups
Central West	Coonamble Neighbourhood Centre	1,500	NLP	Photographic celebration of National Ag Day.	Community groups
Central West	Dunedoo Area Community Group Incorporated	1,800	NLP	Birds, bees and bugs project focussing on the importance of pollinators and microbes in the environment.	Community groups
Central West	Inland Waterway Rejuvenation Committee	1,997	NLP	Supporting Landcare Delivery Natural Resource Base.	Community groups
Central West	Lachlandcare Inc.	2,000	NLP	Supporting Landcare Delivery Natural Resource Base.	Community groups
Central West	Macquarie Valley Landcare Group	2,000	NLP	Supporting Landcare Delivery Natural Resource Base.	Community groups
Central West	Mid-Macquarie Landcare Inc	2,000	NLP	Supporting Landcare Delivery Natural Resource Base.	Community groups
Central West	Weddin Landcare Steering Committee	2,000	NLP	Supporting Landcare Delivery Natural Resource Base.	Community groups
Greater Sydney	Metropolitan Local Aboriginal Land Council	4,950	CA NSW	Supporting Indigenous education in Aboriginal Heritage, Conservation and Land Management.	Aboriginal community

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Greater Sydney	First Hand Solutions Aboriginal Corporation	28,000	CA NSW	IndigiGrow- La Perouse School Corridor- Creating urban bushland corridors and ensuring the continuation of threatened species and plants in an urban environment.	Aboriginal community
Greater Sydney	Ngurra Guril Aboriginal Corporation	28,900	CA NSW	Aboriginal Site Conservation and Interpretive Trails Project.	Aboriginal community
Greater Sydney	Darkinjung Local Aboriginal Land Council	15,000	CA NSW	Greater Sydney Local Land Services Aboriginal Cultural Burning Forum & Demonstration 2018.	Aboriginal community
Greater Sydney	M.J Doherty and S Polomka (Trading as Pittwater YHA)	6,180	CA NSW	Morning Bay Bush Regeneration Events.	Enviro groups
Greater Sydney	Patonga Bushcare	13,820	CA NSW	Weed control.	Enviro groups
Greater Sydney	St Joseph's Spirituality and Education Centre	18,150	CA NSW	Weed control.	Education institutes
Greater Sydney	Cumberland Land Conservancy Inc	15,189	CA NSW	Control of woody weeds on "Wombat", Mulgoa.	Enviro groups
Greater Sydney	Pittwater Natural Heritage Association	3,451	CA NSW	Sydney Freshwater Wetlands Restoration - Careel Bay.	Enviro groups
Greater Sydney	Darkinjung Local Aboriginal Land Council	13,243	CA NSW	Bell Road Aboriginal Site Complex Conservation Program.	Aboriginal community
Greater Sydney	OceanWatch Australia	2,214	CA NSW	Monitoring Oyster shell bags (Living Shorelines Program) for invertebrates including the Pacific Oyster.	Enviro groups
Greater Sydney	Norah Head Lighthouse Reserve Trust	19,992	CA NSW	Weed Control.	Other
Greater Sydney	The Friends of Knudsen Reserve Landcare Group	4,704	NLP	The Last Stretch - the coming of age (21).	Community groups
Greater Sydney	Cockle Bay Bushcare	5,000	NLP	Restoration of Saltmarsh and Swamp Sclerophyll Forest in Cockle Bay Nature Reserve.	Community groups

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Greater Sydney	Bouddi Bushcare	10,000	NLP	Restoration of Wagstaffe Spotted Gum Community (EEC) - Bouddi National Park.	Community groups
Greater Sydney	Fairfield Indigenous Flora Park Group	3,375	NLP	Restoration of the Indigenous Flora Park, Fairfield.	Community groups
Greater Sydney	Friends of Lane Cove National Park	17,140	NLP	Restoration of an Endangered Ecological Community at Dalrymple Hay Nature Reserve.	Community groups
Greater Sydney	Southside Stringybark Creek Bushcare Group	9,700	NLP	Lower Stringybark Creek catchment Bushcare groups saving Ecologically Endangered Communities.	Community groups
Greater Sydney	Still Creek Landcare	17,050	NLP	Carrs Bush Restoration.	Community groups
Greater Sydney	Brookvale Curl Curl Scout Group	6,240	NLP	Revitalising Greendale Creek.	Community groups
Greater Sydney	Campbelltown Golf Course Bushcare Group	3,000	NLP	Community Stewardship to Restore Cumberland Plain Woodland and significant waterways within Urban Vegetation Corridors at Campbelltown Golf Course.	Community groups
Greater Sydney	Copacabana Dunecare Group	2,000	NLP	Gosford City Council / Copacabana Dunecare - Copacabana - Bush regeneration.	Community groups
Greater Sydney	Greening Australia (NSW) Ltd	8,064	NLP	Recovery of <i>Pimelea spicata</i> , <i>Swainsona monticola</i> & <i>Thesium australe</i> in grassy woodland on the Cumberland Plain.	Enviro groups
Greater Sydney	Sisters of the Good Samaritan Wivenhoe Environment and Conservation Ltd	3,005	NLP	Wivenhoe Landcare Start Up & Equipment Grant.	Enviro groups
Greater Sydney	Animal Welfare League	4,100	NLP	Communicating the creekline values at Animal Welfare League, Kemps Creek.	Community groups

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Greater Sydney	Barragal Landcare Group Incorporated	12,801	NLP	Targeted control of Tiger Pear (<i>Opuntia aurantiaca</i>) to recover Cumberland Plain Woodland at Menangle.	Community groups
Greater Sydney	M-SET Projects 2 Pty Ltd	19,366	NLP	Riparian rehabilitation, fencing and weed control to restore Cumberland Plain Woodland and Western Sydney Dry Rainforest at Spring Creek.	Community groups
Greater Sydney	Greater Sydney Landcare Network	28,035	NLP	Middle Harbour Community - Protecting Threatened Species.	Community groups
Greater Sydney	Greater Sydney Landcare Network	28,104	NLP	Greater Sydney Young Landcare Leaders.	Community groups
Greater Sydney	Tarban Creek Community Action Group	10,080	NLP	Weed control targeting WONS, Riverglade Reserve.	Community groups
Greater Sydney	Yaralla Bushcare Group	21,000	NLP	Yaralla Bushcare Rehabilitation.	Community groups
Greater Sydney	Friends of Buffalo Creek and the Great North Walk	13,440	NLP	Educate re EEC restoration in Buffalo Reserve.	Community groups
Greater Sydney	National Parks Association of NSW Inc	28,450	NLP	Wild Wild Inner West.	Community groups
Greater Sydney	Community Environment Network Inc	29,902	NLP	Waterwatch Care and Connection Project.	Community groups
Greater Sydney	Central Coast Marine Discovery Centre	9,954	NLP	Terrigal - Love Our Lagoon Project.	Community groups
Greater Sydney	Take 3 Ltd	29,823	NLP	Citizen-Science seek Micro-plastics.	Community groups
Greater Sydney	Central Coast Farmers NSW Farmers Association	10,000	NLP	Building adoption through organic market-garden training and demonstration.	Community groups

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Greater Sydney	Hawkesbury Landcare Network	20,149	NLP	Cattai and Scheville National Park Volunteer Program.	Environment groups
Greater Sydney	Pennant Hills War Memorial Children's Centre Association Inc	1,500	NLP	Indigenous Learning and Play Environment.	Education institutes
Greater Sydney	Parramatta River Catchment Group	1,500	NLP	Combined Stall at Australasian Bird Fair.	Environment groups
Greater Sydney	Cumberland Land Conservancy Inc	43,500	NLP	Mulgoa Vertebrate Pest Animal Management Group - Coordinating fox and deer control in Mulgoa.	Environment groups
Greater Sydney	Greater Sydney Landcare Network	1,500	NLP	Environmental Education products for Cattai Hills Environment Network Inc.	Environment groups
Greater Sydney	Ngurra Guril Aboriginal Corporation	1,500	NLP	Cultural weaving project.	Aboriginal community
Greater Sydney	The Gully Traditional Owners Incorporated	13,000	NLP	McRaes Paddock, The Gully, South Katoomba Regeneration Stage 1.	Aboriginal community
Greater Sydney	Blue Mountains Conservation Society Incorporated	1,500	NLP	Blue Mountains Bat Night.	Environment groups
Greater Sydney	Peninsula Environment Group	703	NLP	Plastic Free Peninsula.	Environment groups
Greater Sydney	Wahroonga Waterways Landcare	1,237	NLP	Crosslands environmental education signs.	Community groups
Greater Sydney	Catholic Parish of Frenchs Forest	1,130	NLP	Kierans Creek Interpretive Sign.	Environment groups
Greater Sydney	Sydney Coastal Councils Group	1,500	NLP	Summerama Coastal Explorer Tour.	Producer groups and industry
Greater Sydney	Bushland Park Bushcare Group	1,500	NLP	Natural Environment of Lane Cove - hard copy book.	Environment groups

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Greater Sydney	International Environmental Weed Foundation IEWF	1,500	NLP	Improving linear corridors.	Environment groups
Greater Sydney	Greater Toukley Vision	1,500	NLP	Whaledreamers Festival 2018.	Community groups
Greater Sydney	Cumberland Land Conservancy Inc	2,611	NLP	Control of woody weeds on "Wombat", Mulgoa.	Environment groups
Greater Sydney	Clean4Shore	8,000	NLP	Engaging Hornsby LGA Secondary School students in Marine Debris clean ups on the Hawkesbury Estuary (Hornsby Side).	Environment groups
Greater Sydney	Friends of Freshwater Inc.	5,000	NLP	Undercliffe Reserve, Freshwater Beach Regeneration of Natural Coastal Habitat Stage 2.	Environment groups
Greater Sydney	OceanWatch Australia	20,000	NLP	Oyster farmers improving production through lease clean-ups and oyster reef restoration trials – Stage 2.	Environment groups
Greater Sydney	Hawkesbury Landcare Network	10,550	NLP	Improving soil and water health on farmland in the Hawkesbury.	Environment groups
Greater Sydney	OceanWatch Australia	3,621	NLP	Monitoring Oyster shell bags (Living Shorelines Program) for invertebrates including the Pacific Oyster.	Environment groups
Hunter	Gresford District Landcare	400	NLP	Weed identification field day with a focus on weeds toxic to cattle.	Landcare Group
Hunter	Coal Point Progress Association Inc.-	1,500	NLP	Creating a mural to increase awareness and appreciation of local threatened fauna and flora.	Community and enviro groups
Hunter	Conservation Volunteers Australia	1,500	NLP	Increase awareness and importance of internationally significant wetlands in the Hunter.	Community and enviro groups
Hunter	Anna Bay/Birubi Hall Community Land Group	1,500	NLP	Supporting the landcare group with weed control.	Enviro groups

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Hunter	Merriwa Landcare Group Inc	75,500	NLP and external	Funding to implement on-ground works to improve the condition & extent of Box-Gum Grassy Woodland on the Merriwa plateau.	Landcare and community groups
Hunter	Worimi Local Aboriginal Land Council	25,000	NLP	Funding to implement pest management and restoration works at Old Christmas Bush Nursery.	Aboriginal Community
Hunter	Trees in Newcastle and Belmont Wetlands State Park	1,500	NLP	Supporting the National Tree Planting event.	Landcare and community groups
Hunter	Taree Indigenous Development & Employment (TIDE)	40,000	NLP and CA NSW	TIDE will oversee their team of Aboriginal Rangers to control weeds at Saltwater Headland and just south of Khappinght Creek (approx 6 ha) and also at Charlotte Head (also approx 6 ha). Weeds targeted will include lantana, winter senna, prickly pear and asparagus.	Aboriginal community
Hunter	Merriwa PAH&I Association	1,500	NLP	Field Day.	Community groups
Hunter	Bahtabah Local Aboriginal Land Council	25,000	NLP	Pest management and weed control on Local Aboriginal Land Council land at Blacksmiths Beach.	Aboriginal community
Hunter	Merriwa Men's Shed	1,500	NLP	Next box project field day.	Community groups
Hunter	Newcastle City Council	1,500	NLP	Series of workshops, presentations on frog identification and building or creating suitable habitats.	Community and enviro groups
Hunter	Bahtabah Local Aboriginal Land Council	29,967	NLP	Littoral rainforest weed control in the Lake Macquarie area.	Aboriginal community
Hunter	Old Bar Coastcare	1,500	CA NSW	Beach erosion remediation - south Racecourse Beach.	Community groups
Hunter	Harrington Coastcare Group	1,500	CA NSW	Interactive rainforest signage.	Community groups

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Hunter	Manning Landcare Inc	32,000	NLP	Partnership project to provide support to the Mid Coast to Tops Landcare Connection through engagement and capacity building activities.	Landcare and community groups
Hunter	Manning Coastcare Group	1,500	CA NSW	Tools for weed control - to support the group with their extensive bush regeneration works in Littoral Rainforest.	Landcare
Hunter	Hunter Region Landcare	48,000	NLP	To aim of this project is to support the Hunter Region Landcare in community engagement and participation of the Landcare community involved in NRM, increase the connection between Landcare groups and build the capacity and skills of Landcare networks.	Landcare
Hunter	Mid Coast Dairy Advancement Group - Trees on Farms	1,500	CA NSW	Development of information package.	Producer groups
Hunter	Manning Landcare Inc	85,000	NLP	The Mid Coast to Tops Landcare Partnership Project is to provide support to the Mid Coast to Tops Landcare Connection to deliver Landcare coordination, engagement and capacity building activities for existing and new Landcare networks and groups, resources for small scale on-ground works and network administration in the Mid Coast to Tops operational area over two years.	Landcare and community groups
Hunter	Old Bar Beach Sand Replenishment Group (OBBSRG)	1,500	CA NSW	Beach erosion remediation - Old Bar beach.	Community groups
Hunter	Karuah and Great Lakes Landcare	1,500	CA NSW	Field Day focusing on native bees.	Community groups
Hunter	Lake Macquarie Aviation	1,500	NLP	Works involved planting and fencing to create bird habitat and corridor links to nearby bushland and wetlands.	Landcare

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Hunter	Karuah & Great Lakes Landcare	10,000	CA NSW	The Hunter Region Dung Beetle Monitoring and Education Program with Bernard Doube, Dung Beetle Solutions International, will be in delivered across the Hunter Local Land Services region in partnership with Mid Coast to Tops Landcare Connection, Hunter Region Landcare Network and Hunter Local Land Services.	Landcare and community groups
Hunter	Fern Creek Gully Landcare	1,500	CA NSW	Field Day focusing on weed identification and control. The project supports extensive bush regeneration works undertaken by the group.	Landcare
Hunter	Three Valleys Landcare	1,500	NLP	Riparian field day.	Landcare and community groups
Hunter	Greater Charlestown Sustainable Neighbourhood Group	1,492	NLP	The project involved a half day work shop focussing on weed identification and control along Flaggy Creek at Charlestown, which is part of the popular Great North Walk track.	Community groups
Hunter	Singleton Public School	1,500	HCC	The program supported activities during NAIDOC week including cultural workshops, establishment of a bush tucker garden, rope making workshop and Aboriginal teaching of ancient artifacts.	Aboriginal community
Hunter	Intrepid Landcare	1,500	CA NSW	Youth events.	Community groups
Hunter	Manning Landcare	1,465	CA NSW	Bee workshop and field day.	Community groups

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Hunter	Great Lakes Food Association	1,500	CA NSW	Funding to assist with supplies for two workshops on sustainable farming, ethical animal husbandry and environmental management.	Community groups
Hunter	Scone Landcare Inc Talking Out of the Box Project	1,500	NLP	Educational and capacity building project for primary school workshops and community event attendance for UpHunter Landcare - part of Scone Landcare Group.	Landcare
Hunter	Upper Hunter Shire Council Shire Council	1,500	HCC	This grant will build capacity of youth educators to deliver indigenous and NRM training using 'Speaking in Colour' resource kits available for loan through Local Land Services. These kits are a valuable learning tool and enable non-indigenous educators to deliver culturally sensitive training with the copyright and permission of the traditional owners.	Community groups
Hunter	Manning Great Lakes	2,667	NLP	Bird Identification workshop.	Community groups
Hunter	MGL - Manning Valley Neighbourhood Services	1,500	CA NSW	Presentation by local Bush Tucker Expert and establishment of a bush tucker garden.	Community Groups
Hunter	Hallidays Point Landcare	1,500	CA NSW	Tools for track maintenance in Rainforest Reserve and plant ID signage and volunteer resources.	Landcare

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Murray	Albury & District Local Aboriginal Land Council	5,000	NLP	The aim of this project is to increase the resilience of Aboriginal communities in the Albury area, increasing knowledge and capacity through building and maintaining a strong network through the development of a cultural heritage desktop audit of the designated TSR areas within the Albury Local Aboriginal Land Council boundaries.	Aboriginal community
Murray	Albury & District Local Aboriginal Land Council	15,000	CA NSW	The aim of this project is to increase the resilience of Aboriginal communities in the Albury area, increasing knowledge and capacity through building and maintaining a strong network through the development of a cultural heritage desktop audit of the designated TSR areas within the Albury Local Aboriginal Land Council boundaries.	Aboriginal community
Murray	Central Murray Ag Group Inc	900	NLP	The aim of this project is for Central Murray Ag group to increase participation and knowledge of the Bunnaloo and surrounding districts community in natural resource management and sustainable agriculture by delivering a series of community events.	Producer groups and industry
Murray	Central Murray Ag Group Inc	1,000	NLP	This grant will support Central Murray Ag to establish a beef discussion group within the Mathoura region, hosting four meetings over a 12-month period and wherever possible hosting the meeting at a beef group members property. The aim is to build the knowledge and skills of beef producers and, using a combination of theory and practical demonstrations, aims to contribute to increasing the diversity, productivity and sustainability of primary industries.	Producer groups and industry

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Central Murray Ag Group Inc	2,000	NLP	This grant will support the Central Murray Ag Group 2017 Mixed Farming Information Event. The aim is to increase knowledge of group members of sustainable agriculture practices and will use relevant and renowned speakers to address improving nutrients and soil water holding capacity, reducing the transport of nutrients, pesticides and other farm chemicals off-farm, reducing the transport of soils/ sediment off farm, improving groundcover management or reducing the risk of soil acidification.	Producer groups and industry
Murray	Central Murray Ag Group Inc	1,000	NLP	This grant will fast-track herbicide resistance control method adoption in NSW by supporting the new Central Murray Ag Inc Group to organise and implement a seven day Cross Visit, taking 12 local leading growers to see leading growers who have adopted these practices in the Esperance region in Western Australia. Significantly, the participants will then undertake a program of 'farmers teaching farmers.'	Producer groups and industry
Murray	Central Murray Ag Group Inc	3,000	NLP	This grant will support the Central Murray Ag Group 2018 Mixed Farming Information Event. The main aim is to increase knowledge of group members of sustainable agriculture practices and will use relevant and renowned speakers to address improving nutrients and soil water holding capacity, reducing the transport of nutrients, pesticides and other farm chemicals off-farm, reducing the transport of soils/ sediment of farm, improving groundcover management or reducing the risk of soil acidification.	Producer groups and industry

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Central Murray Ag Group Inc	2,000	NLP	This grant will support the Central Murray Ag Group 2018 Mixed Farming Information Event. The aim is to increase knowledge of group members of sustainable agriculture practices and will use relevant and renowned speakers to address improving nutrients and soil water holding capacity, reducing the transport of nutrients, pesticides and other farm chemicals off-farm, reducing the transport of soils/ sediment off farm, improving groundcover management or reducing the risk of soil acidification.	Producer groups and industry
Murray	Central Murray Ag Group Inc	4,000	NLP	2017-18 Support of a CM Ag Healthy Soils producer group.	Producer groups and industry
Murray	Central Murray Ag Group Inc	1,000	NLP	2017-18 Support of a CM Ag Healthy Soils producer group.	Producer groups and industry
Murray	Central Murray Ag Group Inc	2,000	NLP	Water Information Event with CM Ag.	Producer groups and industry
Murray	Central Murray Ag Group Inc	1,000	NLP	Water Information Event with CM Ag.	Producer groups and industry
Murray	Corowa Community Garden Inc	1,500	NLP	The aim of this project is to increase participation and knowledge in natural resource management within the Corowa community through a series of events focussed on growing and managing fruit and vegetable crops. The events will partner with Corowa District Landcare and local schools.	Community groups

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Murray	Corowa District Landcare Inc	20,000	NLP	Funding deed between Corowa District Landcare Group and Murray Local Land Services to support the delivery of regional capacity building and engagement of groups working in natural resource management and sustainable agriculture. Corowa District Landcare will continue to develop their capacity to act as a key NRM and sustainable agriculture service provider, build and support their membership, and develop their profile in the region.	Landcare
Murray	Corowa District Landcare Inc	10,000	NLP	Funding deed between Corowa District Landcare Group and Murray Local Land Services to support the delivery of regional capacity building and engagement of groups working in natural resource management and sustainable agriculture. Corowa District Landcare will continue to develop their capacity to act as a key NRM and sustainable agriculture service provider, build and support their membership, and develop their profile in the region.	Landcare
Murray	Corowa District Landcare Inc	5,000	CA NSW	The Connected Corridors project aims to improve native vegetation connectivity by providing revegetation and infrastructure services and support to landholders to actively manage and establish native vegetation on their properties. The Connected Corridors Steering Committee will plan the on-ground works investment program and Murray Local Land Services will lead program delivery with support from CDLG to deliver in the Corowa district.	Landcare

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Corowa District Landcare Inc	8,500	NLP	The Connected Corridors project aims to improve native vegetation connectivity by providing revegetation and infrastructure services and support to landholders to actively manage and establish native vegetation on their properties. The Connected Corridors Steering Committee will plan the on-ground works investment program and Murray Local Land Services will lead program delivery with support from CDLG to deliver in the Corowa district.	Landcare
Murray	Corowa District Landcare Inc	20,000	NLP	This funding is to undertake NRM and sustainable agriculture projects that deliver on the Australian Government's National Landcare Programme targets. The projects will enable sustainable behaviours by increasing the knowledge and skills development of the community.	Landcare
Murray	Corowa District Landcare Inc	5,000	NLP	This funding is to undertake NRM and sustainable agriculture projects that deliver on the Australian Government's National Landcare Programme targets. The projects will enable sustainable behaviours by increasing the knowledge and skills development of the community.	Landcare
Murray	Corowa District Landcare Inc	920	NLP	The aim of this project is for Corowa District Landcare to increase knowledge and build community resilience to the effects of climate change stress factors that face the Murray Region through a series of workshops	Landcare

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Corowa District Landcare Inc	940	NLP	The aim of this project is for Corowa District Landcare to encourage local communities to engage further in Landcare group activities designed to increase capacity through the delivery of four workshops focusing on sustainable land management.	Landcare
Murray	Corowa District Landcare Inc	2,000	NLP	This project aims to trial using a producer initiated and run 'group approach', focused on understanding business financial skills to make on-ground changes.	Landcare
Murray	Corowa District Landcare Inc	2,000	NLP	The aim of this project is to support CDL to run an information evening targeted at local sheep producers. The primary aims of this event are	Landcare
Murray	Corowa District Landcare Inc	1,000	NLP	The aim of this project is to support CDL to run an information evening targeted at local sheep producers. The primary aims of this event are	Landcare
Murray	Corowa District Landcare Inc	2,000	NLP	This grant will be used to build knowledge and skills of landholders to implement sustainable agricultural practices through training, by supporting landholders through the establishment of a new producer sheep and pastures producer discussion group within the CDL region.	Landcare
Murray	Corowa District Landcare Inc	4,200	NLP	This grant will be used to build knowledge and skills of landholders to implement sustainable agricultural practices through training, by supporting landholders through the establishment of a new producer sheep and pastures producer discussion group within the CDL region.	Landcare

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Corowa District Landcare Inc	2,000	CA NSW	The aim of this project is to support Corowa District Landcare to update and re-design the Brolga Breeding Habitat Managing Wetlands on Your Farm Guide for subsequent printing and distribution. The booklet raises awareness about biodiversity conservations and threatened species, and supports community appreciation of, and interaction with the local natural environment.	Landcare
Murray	Corowa District Landcare Inc	6,000	CA NSW	The aim of this project is to support Corowa District Landcare to update and re-design the Brolga Breeding Habitat Managing Wetlands on Your Farm Guide for subsequent printing and distribution. The booklet raises awareness about biodiversity conservations and threatened species, and supports community appreciation of, and interaction with the local natural environment.	Landcare
Murray	Corowa District Landcare Inc	3,840	NLP	Self Run Public Speaking and communicating Science	Landcare
Murray	Corowa District Landcare Inc	25,000	NLP	The purpose of this funding is to support the development of a Strategic Plan for Corowa District Landcare group and to support the transition of the group to a future that is expected to have less funding available.	Landcare
Murray	Corowa District Landcare Inc	38,000	NLP	Corowa District Landcare will receive a grant to hold \$33,000 of funds already committed to direct seeding for Connected Corridors projects as well as an additional \$5,000 for native vegetation conservation related works and awareness raising activities in the Corowa District Landcare area.	Landcare

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Corowa District Landcare Inc	15,000	External	Corowa District Landcare will receive a grant to hold \$33,000 of funds already committed to direct seeding for Connected Corridors projects as well as an additional \$5,000 for native vegetation conservation related works and awareness raising activities in the Corowa District Landcare area.	Landcare
Murray	Corowa District Landcare Inc	7,000	NLP	Complete two workshops to extend the results from retesting the Acid Soil Action sites.	Landcare
Murray	Cummeragunja Local Aboriginal Land Council	2,000	NLP	The aim of the project is to support Connection to Country and increase participation and knowledge in natural resource management through the development of a culturally appropriate walking track located at the Cummeragunja old school, with bush tucker and medicinal plants, historical information displayed and seating, allowing for a culturally significant site which will provide quiet space for reflections and sharing of knowledge.	Aboriginal community
Murray	Cycle Tumbarumba	5,765	NLP	The aim of this project is for Cycle Tumbarumba to increase participation and knowledge in natural resource management by completing training in chemical use and operating chainsaws. The project will build the capacity and resilience of Cycle Tumbarumba by providing necessary skills that contribute to the group's longevity.	Community groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Deniliquin Local Aboriginal Land Council	10,000	NLP	The purpose of this project is for Deniliquin LALC to conduct a five-day cultural camp in the Deniliquin area to develop the skills, knowledge and capacity of local Aboriginal families by exchanging and sharing in Traditional Ecological Knowledge (TEK) and providing opportunities to connect to country.	Aboriginal community
Murray	Edward River Sustainability Group	7,500	CA NSW	Community grant through the Edward-Wakool Community Grants program 2017. The grant is funding the ERSG to gain understanding of the motivation, capacity and appetite for community connection across a sustainability platform.	Enviro groups
Murray	Edwards Wakool Angling Association (Ewaa) Inc	5,000	CA NSW	The project aims to involve DHS grade 10 students in the Deni Lagoons project through regular maintenance and monitoring in the lagoon system along with learning about wetland and river ecology.	Community groups
Murray	Edwards Wakool Angling Association (Ewaa) Inc	7,500	CA NSW	The project aims to assess optimum sites to deploy aerators in an hypoxic blackwater event and repair and maintain borrowed aerators and investigate purchasing borrowed/second hand units. A new remote powered aerator will also be purchased, adapted and trialled.	Community groups
Murray	Edwards Wakool Angling Association (Ewaa) Inc	11,572	External	This project is designed to relocate native fish from the Barham Lakes to the Deniliquin Lagoon system prior to the lake being sold and subdivided. Fish will be relocated to ensure survival of populations of important native fish including Eel-tailed catfish (listed), Murray cod (listed), Golden perch, Silver perch (listed), and a number of small-bodied native fish.	Community groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Holbrook Landcare Group	20,000	NLP	This funding deed supports the delivery of regional capacity building and engagement of groups working in natural resource management and sustainable agriculture.	Landcare
Murray	Holbrook Landcare Group	10,000	NLP	This funding deed supports the delivery of regional capacity building and engagement of groups working in natural resource management and sustainable agriculture.	Landcare
Murray	Holbrook Landcare Group	20,000	NLP	This funding deed supports the delivery of regional capacity building and engagement of groups working in natural resource management and sustainable agriculture.	Landcare
Murray	Holbrook Landcare Group	5,000	NLP	This funding deed supports the delivery of regional capacity building and engagement of groups working in natural resource management and sustainable agriculture.	Landcare
Murray	Holbrook Landcare Group	1,890	NLP	The aim of this project is to increase participation and knowledge in sustainable agriculture within the Holbrook Landcare Network region through a series of events focussed on soil management. The events will partner with other government agencies to build on previous Holbrook Landcare Network soil projects and build the capacity of the community to manage land resources.	Landcare

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Holbrook Landcare Group	1,590	NLP	The aim of this project is to improve sustainable land management practices within the Holbrook Landcare Network region through an agricultural plastic waste recycling program. The program will engage a recycling company to distribute silage wrap and twine liner collection bags and collect materials at a designated drop off location. Landholder participation in the program will increase the capacity of the community to manage farm waste products.	Landcare
Murray	Holbrook Landcare Group	4,500	NLP	This project will establish the nodulation status of sub clover plants by conducting a sub clover survey of 30 sites in the high rainfall zone. The survey will determine if sub clover nodules are active and investigate the factors that affect the survival of rhizobia in the soil. The sub clover nodule health survey will use sampling protocol developed by Murdoch University and Local Land Services.	Landcare
Murray	Holbrook Landcare Group	6,000	NLP	This project will establish the nodulation status of sub clover plants by conducting a sub clover survey of 30 sites in the high rainfall zone. The survey will determine if sub clover nodules are active and investigate the factors that affect the survival of rhizobia in the soil. The sub clover nodule health survey will use sampling protocol developed by Murdoch University and Local Land Services.	Landcare

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Holbrook Landcare Group	2,000	NLP	<p>The aim of this project is to improve sustainable land management practices within the Holbrook Landcare Network region through an agricultural plastic waste recycling program.</p> <p>The program will engage a recycling company to distribute silage wrap and twine liner collection bags and collect materials at a designated drop off location. Landholder participation in the program will increase the capacity of the community to manage farm waste products.</p>	Landcare
Murray	Holbrook Landcare Group	20,000	External	Contract to allow Holbrook Landcare Network to manage the expenses of organising the 2017 NSW Landcare & Local Land Services Conference.	Landcare
Murray	Holbrook Landcare Group	10,000	CA NSW	The Connected Corridors project aims to improve native vegetation connectivity by providing revegetation and infrastructure services and support to landholders to actively manage and establish native vegetation on their properties.	Landcare
Murray	Holbrook Landcare Group	5,000	CA NSW	The Connected Corridors project aims to improve native vegetation connectivity by providing revegetation and infrastructure services and support to landholders to actively manage and establish native vegetation on their properties.	Landcare
Murray	Holbrook Landcare Group	80,000	CA NSW	The Small-bodied native fish project aims to improve key habitat areas for small-bodied native fish (with a focus on Southern Pygmy Perch(SPP)) by providing revegetation and infrastructure services and support to landholders to actively manage and establish suitable SPP habitat.	Landcare

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Holbrook Landcare Group	20,000	CA NSW	The Small-bodied native fish project aims to improve key habitat areas for small-bodied native fish (with a focus on Southern Pygmy Perch) by providing revegetation and infrastructure services and support to landholders to actively manage and establish suitable SPP habitat.	Landcare
Murray	Holbrook Landcare Group	25,000	NLP	The purpose of this funding is to support the review of Holbrook Landcare Networks Strategic Plan and to support the transition of the group to a future that is expected to have less funding available.	Landcare
Murray	Holbrook Landcare Group	30,500	CA NSW	Provision of a grant to Holbrook Landcare to deliver three projects for improving groundcover management for soil health.	Landcare
Murray	Holbrook Landcare Group	3,500	CA NSW	Provision of a grant to Holbrook Landcare to deliver three projects for improving groundcover management for soil health.	Landcare
Murray	Holbrook Landcare Group	35,000	Recurrent	This grant is to provide services to support the Murray Landcare Collective for a six-month period from 1 July - 31 December 2018. Support services to be delivered will be identified in collaboration with the Murray Landcare Collective and Murray Local Land Services, and formalised into a workplan to cover the period July to December 2018.	Landcare
Murray	Holbrook Landcare Group	7,000	External	Provide funds to Holbrook Landcare to complete 15 kms of direct seeding and purchase 4000 tubestock.	Landcare

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Holbrook Landcare Group	50,000	Recurrent	Weed control undertaken within the Holbrook Landcare Network Network region during the 2018-19 financial year.	Landcare
Murray	Holbrook Landcare Group	3,000	NLP	Grant for a Murray Landcare Collective meeting to celebrate the outcomes of Murray Landcare, discuss the conclusion of the Regional Landcare Facilitator role and plan for the Murray Landcare Collective going forward.	Landcare
Murray	Jerilderie Golf Club Ltd T/A Jerilderie Sports Club	2,000	CA NSW	Construct and install a disability-access floating jetty on the banks of the Billabong Creek.	Community groups
Murray	Lions Club Of Jerilderie & District Inc	2,000	NLP	Collaborate, design and paint a mural on a wall in the centre of town - a two-dimensional painted visual of the region depicting the creeks, the landscape, the township, the symbols and icons that speak to the local heritage, productivity, people and environment.	Community groups
Murray	Moama Local Aboriginal Land Council	3,000	CA NSW	The aim of this project is to increase the resilience of Aboriginal communities in the Moama area, increasing knowledge and capacity through building and maintaining a strong network through the development of a cultural heritage desktop audit of the designated TSR areas within the Moama LALC boundaries.	Aboriginal community
Murray	Moama Local Aboriginal Land Council	4,500	NLP	The aim of this project is to increase the resilience of Aboriginal communities in the Moama area, increasing knowledge and capacity through building and maintaining a strong network through the development of a cultural heritage desktop audit of the designated TSR areas within the Moama LALC boundaries.	Aboriginal community

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Moama Local Aboriginal Land Council	10,674	NLP	Pest and weed control 14 week program undertaken in KP by Moama LALC with MOU from Forestry Corp NSW. Additional funds (\$11,069) provided by NPWS (OEH).	Aboriginal community
Murray	Moama Local Aboriginal Land Council	17,000	NLP	Pest and weed control 14-week program undertaken in KP by Moama LALC with MOU from Forestry Corp NSW. Additional funds (\$11,069) provided by NPWS (OEH).	Aboriginal community
Murray	Moama Local Aboriginal Land Council	10,000	CA NSW	This project is aimed at building skills and capacity of the Moama LALC through the provision of funds to undertake chemical training and the purchase of a suitable spray unit	Aboriginal community
Murray	Murrakool Inc	7,500	CA NSW	Community grant through the Edward-Wakool Community Grants program 2017 Murrakool Land for Wildlife - The Pollack - Definitive Reference document Research and collate all known information on the Pollack Swamp into a reference document.	Enviro groups
Murray	Murray Dairy	20,000	NLP	The project will investigate the use of soil moisture monitoring to assist dairy producers make more informed decision relating to summer cropping.	Producer groups and industry
Murray	Murray Darling Wetlands Working Group	14,973	CA NSW	The aim of this project is to carry out on-ground works at a 263.7 ha Black Box wetland - Central Wetland, Old Coree (Jerilderie). Infrastructure will be established to improve management and enhancement of this wetland.	Enviro groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Murray Lower Darling Rivers Indigenous Nations	2,500	NLP	Murray Valley Stewards - Review of factors affecting Aboriginal participation in NRM in the Murray Region.	Aboriginal community
Murray	Nature Conservation Working Group	1,000	CA NSW	This grant will support work to increase awareness of bush stone-curlew conservation in the Murray region. including development of banners, printing of brochures and hosting of a Curlew Summit.	Enviro groups
Murray	Nature Conservation Working Group	3,000	NLP	This grant will support work to increase awareness of bush stone-curlew conservation in the Murray region. including development of banners, printing of brochures and hosting of a Curlew Summit.	Enviro groups
Murray	One Blood Enterprises P/L T/A Return To Country	10,000	NLP	This grant supported ancient remains taken from Lake Mungo, to be returned to traditional owners in November 2017. Willandra Lakes secured World Heritage status due to these ancient remains. A Return to Country Festival was held following the handback on the remains.	Aboriginal community
Murray	Petaurus Education Group Inc	8,750	NLP	Establishment of Jindera Sheep Group based at Jindera and run by West Hume Landcare.	Community groups
Murray	Petaurus Education Group Inc	5,000	CA NSW	The program will focus on extending and improving habitat for threatened squirrel gliders (Petaurus norfolcensis). Works aim to improve or maintain the viability of the Burrumbuttock squirrel glider population in the long term.	Community groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Petaurus Education Group Inc	20,000	CA NSW	The program will focus on extending and improving habitat for threatened squirrel gliders (<i>Petaurus norfolcensis</i>). Works aim to improve or maintain the viability of the Burrumbuttock squirrel glider population in the long term.	Community groups
Murray	Petaurus Education Group Inc	25,000	CA NSW	The program will focus on extending and improving habitat for threatened squirrel gliders (<i>Petaurus norfolcensis</i>). Works aim to improve or maintain the viability of the Burrumbuttock squirrel glider population in the long term.	Community groups
Murray	Petaurus Education Group Inc	5,000	CA NSW	The program will focus on extending and improving habitat for threatened squirrel gliders (<i>Petaurus norfolcensis</i>). Works aim to improve or maintain the viability of the Burrumbuttock squirrel glider population in the long term.	Community groups
Murray	Petaurus Education Group Inc	7,000	NLP	The program will focus on extending and improving habitat for threatened squirrel gliders (<i>Petaurus norfolcensis</i>). Works aim to improve or maintain the viability of the Burrumbuttock squirrel glider population in the long term.	Community groups
Murray	Petaurus Education Group Inc	50,000	NLP	The program will focus on extending and improving habitat for threatened squirrel gliders (<i>Petaurus norfolcensis</i>). Works aim to improve or maintain the viability of the Burrumbuttock squirrel glider population in the long term.	Community groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Petaurus Education Group Inc	10,000	NLP	This funding is for the delivery of the Murray Region Community Education Program. The program aims to increase participation, skills and engagement in sustainable agriculture and Natural Resource Management.	Community groups
Murray	Petaurus Education Group Inc	40,000	NLP	This funding is for the delivery of the Murray Region Community Education Program. The program aims to increase participation, skills and engagement in sustainable agriculture and Natural Resource Management.	Community groups
Murray	Petaurus Education Group Inc	40,000	NLP	This funding is for the delivery of the Murray Region Community Education Program. The program aims to increase participation, skills and engagement in sustainable agriculture and Natural Resource Management.	Community groups
Murray	Petaurus Education Group Inc	10,000	NLP	This funding is for the delivery of the Murray Region Community Education Program. The program aims to increase participation, skills and engagement in sustainable agriculture and Natural Resource Management.	Community groups
Murray	Petaurus Education Group Inc	2,500	NLP	The aim of this project is for West Hume Landcare to re-engage with the West Hume land managers after a period of latency and increase the land management capacity of the community through a series of events focussed on sustainable agriculture and natural resource management.	Community groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Petaurus Education Group Inc	1,310	NLP	The aim of this project is to increase participation and knowledge in natural resource management within the West Hume Landcare region through a series of events focussed on primary aged children and young adults. The project will involve partnering with West Hume Landcare by developing and delivering the events.	Community groups
Murray	Petaurus Education Group Inc	2,500	NLP	The aim of this project is to build the capability of the community within the West Hume Landcare region to manage land resources sustainably through local producer groups. The groups will meet at least seven days throughout the year for a series of events focussed on improving sustainable land management.	Community groups
Murray	Petaurus Education Group Inc	10,000	CA NSW	The aim of this project is to raise awareness about squirrel gliders and other native species to students and community in the Murray Local Land Services Region (focusing on Burrumbuttock and surrounds).	Community groups
Murray	Petaurus Education Group Inc	2,250	CA NSW	The aim of this project is to raise awareness about small-bodied native fish and other native species to students and community in the Murray Local Land Services Region	Community groups
Murray	Petaurus Education Group Inc	6,750	CA NSW	The aim of this project is to raise awareness about small-bodied native fish and other native species to students and community in the Murray Local Land Services Region	Community groups
Murray	Petaurus Education Group Inc	25,000	NLP	This funding is to support the development of a Strategic Plan for Petaurus Education Group and to support the transition of the group into changed funding arrangements.	Community groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Ricegrowers Association Of Australia	20,000	NLP	This funding will support the delivery of regional capacity building and engagement of groups working in natural resource management and sustainable agriculture.	Producer groups and industry
Murray	Ricegrowers Association Of Australia	10,000	NLP	This funding will support the delivery of regional capacity building and engagement of groups working in natural resource management and sustainable agriculture.	Producer groups and industry
Murray	Ricegrowers Association Of Australia	20,000	NLP	This funding is to deliver NRM and sustainable agriculture projects in line with NLP targets. It will enable sustainable behaviours by increasing the knowledge and skills development of the community.	Producer groups and industry
Murray	Ricegrowers Association Of Australia	5,000	NLP	This funding is to deliver NRM and sustainable agriculture projects in line with NLP targets. It will enable sustainable behaviours by increasing the knowledge and skills development of the community.	Producer groups and industry
Murray	Ricegrowers Association Of Australia	2,262	NLP	The aim of this project is to increase participation and knowledge in natural resource management and agriculture, and resilience of communities by running the 'Think Big – Rural Women Program' to help women on farm solve challenges facing the agricultural industry.	Producer groups and industry
Murray	Ricegrowers Association Of Australia	1,160	NLP	The aim of this project is to increase participation and knowledge in natural resource management and sustainable agriculture in the Western Murray Valley area by conducting surveys to estimate the populations of Australasian Bitterns and Australian Painted Snipe using habitat provided by rice crops.	Producer groups and industry

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Ricegrowers Association Of Australia	4,000	NLP	This funding will enable work with APIAM Vets group to build the knowledge and skills of beef producers and, using a combination of theory and practical demonstrations, aims to contribute to increasing the diversity, productivity and sustainability of primary industries.	Producer groups and industry
Murray	Ricegrowers Association Of Australia	1,000	NLP	This funding will enable work with APIAM Vets group to build the knowledge and skills of beef producers and, using a combination of theory and practical demonstrations, aims to contribute to increasing the diversity, productivity and sustainability of primary industries.	Producer groups and industry
Murray	Ricegrowers Association Of Australia	8,000	NLP	Purchase seed for SPA Seedlings order three top up	Producer groups and industry
Murray	Ricegrowers Association Of Australia	1,000	NLP	This grant is for the Deniliquin beef group to conduct feed tests to assess pasture digestibility to determine impact of summer rain on dry pasture quality. Events will be conducted and a publication produced.	Producer groups and industry
Murray	Ricegrowers Association Of Australia	1,000	NLP	This grant is for the Deniliquin beef group to conduct feed tests to assess pasture digestibility to determine impact of summer rain on dry pasture quality. Events will be conducted and a publication produced.	Producer groups and industry
Murray	Ricegrowers Association Of Australia	6,000	NLP	Selfrun project management course for landholders and community members	Producer groups and industry
Murray	Ricegrowers Association Of Australia	25,000	NLP	This funding is to support the review of Ricegrowers' Association of Australia - Environmental Champions Program Strategic Plan and to support the transition of the group into changed funding arrangements.	Producer groups and industry

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Riverine Plains Inc	1,000	NLP	The project is to improve the understanding and gain a local perspective on nutrient movement in the soil profile throughout the season.	Producer groups and industry
Murray	Riverine Plains Inc	3,000	NLP	This grant will support the facilitation and evaluation of the Gerogery National Variety Trial field day. The information is aimed to improve productivity and sustainability of cropping enterprise as producers are able to match the right variety to their region and cropping system.	Producer groups and industry
Murray	Riverview Community Association	7,500	CA NSW	The aim of this community grant is to develop a diverse native wetland vegetation community in the Riverview Lake Wetland and undertake carp control activities in the Wetland through the development of a Riverview Lake water management plan.	Community groups
Murray	Southern Growers Inc	2,500	NLP	The aim of this project is to increase participation and knowledge in natural resource management and agriculture in Finley and surrounding areas by delivering a series of community events. The events will increase the capacity of Southern Growers, build stronger networks and meet the needs of the local farming community.	Producer groups and industry
Murray	Southern Growers Inc	500	NLP	To aim of this project is to allow Southern Growers to install and monitor soil moisture monitoring equipment at selected sites.	Producer groups and industry
Murray	Southern Growers Inc	15,000	NLP	Mixed farming systems were set up for irrigation including rice, to monitor pasture/ cropping rotations in a variety of soils to target the Autumn/ Winter feed gap.	Producer groups and industry

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Southern Growers Inc	10,000	NLP	The purpose of this funding is to support the review of a Strategic Plan for Southern Growers and to support the transition of the group to a future that is expected to have less funding available.	Producer groups and industry
Murray	Southern Riverina Irrigators Inc	1,400	NLP	The aim of this project is to increase participation and knowledge in natural resource management of communities in Deniliquin and surrounding areas by providing habitat for native species.	Producer groups and industry
Murray	Southern Riverina Irrigators Inc	2,000	NLP	The aim of this project is for National Agricultural Productivity and Reconciliation Ecology Centre (NAPREC) to build its profile as a new organisation, develop relationships with relevant stakeholders and increase community collaboration, participation and knowledge in natural resource management and agriculture in the Murray Valley region.	Producer groups and industry
Murray	The Woolshed Landcare Group Inc	2,445	NLP	The aim of this project is to increase participation and knowledge in natural resource management within the Woolshed Thurgoona Landcare Group region and build the capability of the community to manage land resources through native plant education.	Landcare
Murray	The Woolshed Landcare Group Inc	2,450	NLP	The aim of this project is to increase the resilience of the Thurgoona-Wirilinga-Table Top landscape to adapt and recover to climate stressors by restoring an area of degraded remnant floodplain woodland adjacent to Woolshed Creek.	Landcare

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	The Woolshed Landcare Group Inc	2,500	NLP	The aim of this project is to build capacity of Woolshed Thurgoona Landcare Group through the employment of a Landcare support officer. The Landcare support officer will deliver a range of capacity building initiatives within the group that increases the engagement of the Woolshed Thurgoona Landcare Group community.	Landcare
Murray	The Woolshed Landcare Group Inc	16,000	NLP	This project will assist with delivery of Regional Capacity Building Program to improve the capacity and engagement of groups to deliver natural resource management and sustainable agriculture outcomes identified within the Murray Local Strategic Plan.	Landcare
Murray	The Woolshed Landcare Group Inc	4,000	NLP	This project will assist with delivery of Regional Capacity Building Program to improve the capacity and engagement of groups to deliver natural resource management and sustainable agriculture outcomes identified within the Murray Local Strategic Plan.	Landcare
Murray	The Woolshed Landcare Group Inc	10,000	NLP	The purpose of this funding is to support the development of a Strategic Plan for Woolshed Thurgoona Landcare Group and to support the transition of the group to a future that is expected to have less funding available.	Landcare
Murray	Wakool Landholders Association	2,500	NLP	Final payment of grant for project - The Water Trailer	Community groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Walla Walla P & C Association	1,000	NLP	The aim of this project is to increase participation and knowledge in natural resource management within the Walla Walla, Holbrook and Culcairn communities through a series of events focussed on primary aged children and the community.	Community groups
Murray	Western Murray Land Improvement Group Inc	20,000	NLP	This funding deed will support the delivery of regional capacity building and engagement of groups working in natural resource management and sustainable agriculture.	Producer groups and industry
Murray	Western Murray Land Improvement Group Inc	10,000	NLP	This funding deed will support the delivery of regional capacity building and engagement of groups working in natural resource management and sustainable agriculture.	Producer groups and industry
Murray	Western Murray Land Improvement Group Inc	45,000	NLP	The aim of this project is to investigate a range of pasture species and production options for retired irrigation lands in the Wakool district. In doing so the project will provide economically viable grazing options for retired irrigation land.	Producer groups and industry
Murray	Western Murray Land Improvement Group Inc	15,000	NLP	The aim of this project is to investigate a range of pasture species and production options for retired irrigation lands in the Wakool district. In doing so the project will provide economically viable grazing options for retired irrigation land.	Producer groups and industry
Murray	Western Murray Land Improvement Group Inc	45,000	NLP	The aim of this project is to investigate a range of pasture species and production options for retired irrigation lands in the Wakool district. In doing so the project will provide economically viable grazing options for retired irrigation land.	Producer groups and industry

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Western Murray Land Improvement Group Inc	15,000	NLP	The aim of this project is to investigate a range of pasture species and production options for retired irrigation lands in the Wakool district. In doing so the project will provide economically viable grazing options for retired irrigation land.	Producer groups and industry
Murray	Western Murray Land Improvement Group Inc	20,000	NLP	This funding is to deliver NRM and sustainable agriculture projects in line with NLP targets. It will enable sustainable behaviours by increasing the knowledge and skills development of the community.	Producer groups and industry
Murray	Western Murray Land Improvement Group Inc	5,000	NLP	This funding is to deliver NRM and sustainable agriculture projects in line with NLP targets. It will enable sustainable behaviours by increasing the knowledge and skills development of the community.	Producer groups and industry
Murray	Western Murray Land Improvement Group Inc	2,423	NLP	Development of an educational media package on the Edward -Wakool system including DVD and brochure.	Producer groups and industry
Murray	Western Murray Land Improvement Group Inc	1,200	NLP	Support to run a producer requested Bred Well/Fed Well Workshop during July or August 2017.	Producer groups and industry
Murray	Western Murray Land Improvement Group Inc	1,000	NLP	Two, one day interactive soil workshop in the western part of the Murray Local Land Services region, probably Wakool and Kyalite, to further educate producers on the identification of soil chemistry, structure & biology and to teach them how to interpret soil test information.	Producer groups and industry

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Murray	Western Murray Land Improvement Group Inc	5,000	NLP	Two, one day interactive soil workshop in the western part of the Murray Local Land Services region, probably Wakool and Kyalite, to further educate producers on the identification of soil chemistry, structure & biology and to teach them how to interpret soil test information.	Producer groups and industry
Murray	Western Murray Land Improvement Group Inc	25,000	NLP	The aim of this funding is to support the review of Western Murray Land Improvement Groups' Strategic Plan and to support the transition of the group to a future that is expected to have less funding available.	Producer groups and industry
Murray	Wirraminna Environmental Education Centre	1,500	NLP	The aim of this project is to increase the resilience of vegetation in the local landscape to adapt and recover to climate stressors by establishing additional species in a native seed production area (SPA) managed by Wirraminna Environmental Educational Centre.	Enviro group
Murray	Young Country Networkers	1,333	NLP	The aim of this project is for the Riverina Collective to increase the resilience of communities in the Deniliquin area, increase knowledge and capacity and build and maintain a strong network of rural women. This will be achieved by holding events to create stories from local rural women and sharing them via podcast.	Community groups
Murray	Young Country Networkers	500	NLP	This funding will support the Young Country Networkers networking event encouraging community members of the Edward-Wakool region to celebrate the regions values, help create opportunities and expand industry networks.	Community groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
North Coast	Australian Trust For Conservation Volunteers T/A Conservation	110,000	NLP and CA NSW	Northern corridors connections.	Enviro groups
North Coast	JF & SAG Tonge	7,000	NLP	Targeted agriculture program.	Producer groups and industry
North Coast	Upper Clarence Combined Landcare Inc	23,000	NLP and CA NSW	High conservation values communities.	Enviro groups
North Coast	Invasive Animals Ltd T/A Centre For Invasive Species Solution	250,000	Rates	Reset, Rebuild, Restore: evidence-based predator management for the production and conservation ecosystems of northern NSW.	Enviro groups
North Coast	Richmond Landcare Inc	68,566	NLP	Targeted engagement grants.	Community groups
North Coast	Ngurrala Aboriginal Corporation	40,000	NLP	Aboriginal green teams.	Aboriginal community
North Coast	Ecosure P/L	57,000	NLP and CA NSW	Invasive species MERI.	Producer groups and industry

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
North Coast	Envite Inc	60,000	NLP	Aboriginal working on country.	Aboriginal community
North Coast	Coffs Harbour & District Local Aboriginal Land Council	5,000	NLP	Aboriginal Working on Country.	Aboriginal community
North Coast	Bushland Restoration Services	25,000	External	Byron Bitou bush.	Community groups
North Coast	Bushland Restoration Services	50,000	NLP and CA NSW	Richmond floodplain.	Community groups
North Coast	Dorrigo Plateau Local Aboriginal Land Council	39,340	NLP	Aboriginal working on country.	Aboriginal community
North Coast	Far North Coast Dairy Industry Group Inc	2,500	NLP	Targeted agriculture program.	Producer groups and industry
North Coast	Northern Rivers Fire & Biodiversity Consortium Inc	65,000	NLP	Aboriginal working on country.	Aboriginal community
North Coast	Reconeco P/L	6,200	NLP	Byron Shorebirds.	Enviro groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
North Coast	David Fell Environmental P/L	55,800	NLP and CA NSW	Terrestrial ecosystems MERI.	Enviro groups
North Coast	Geological Exploration Services P/L	12,000	CA NSW	Grazing management - soils.	Producer groups and industry
North Coast	Bowraville Local Aboriginal Land Council	5,000	NLP	Aboriginal working on country.	Aboriginal community
North Coast	Working Options Inc	144,870	NLP and CA NSW	Enhancing vegetation corridors.	Enviro groups
North Coast	Border Ranges Contractors P/L	11,600	NLP	High conservation values communities.	Enviro groups
North Coast	Little Farm Produce P/L	3,100	NLP	Understanding soils.	Producer groups and industry
North Coast	Jali Local Aboriginal Land Council	41,100	CA NSW	Aboriginal working on country.	Aboriginal community
North West	Walgett Local Aboriginal Land Council	57,998	CA NSW	To aim of the project is to offer protection to sites of cultural significance in the Gingie Reserve area.	Aboriginal community
North West	Tamworth Local Aboriginal Land Council	93,854	NLP and CA NSW	Funding supported nine knowledge sharing events on cultural sites to educate future generations.	Aboriginal community
North West	Wee Waa Local Aboriginal Land Council	28,057	CA NSW	Funding to support an additional area of the Tulladunna Reserve to be protected.	Aboriginal community

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
North West	Gunnedah Urban Landcare Group	9,645	CA NSW	Supporting Landcare to deliver NRM Education and Awareness activities - nest box building workshop, kayaking, tree planting and birdwatching events.	Community groups
North West	Northern Slopes Landcare Association	19,079	NLP and CA NSW	Supporting Landcare to deliver NRM Education and Awareness activities - nest box building workshop and threatened species awareness activities, Koala habitat planting.	Community groups
North West	Waggamba Landcare Group	61,878	NLP	Whalan Creek TEC weed control project - mimosa and Harrisia cactus control, including production of four videos.	Community groups
North West	Tamworth Regional Landcare Association	16,363	CA NSW	To improve the condition of 41 ha of White Box Grassy Woodland TEC between Rorary Park and Green Hatch, primarily through Coolatai Grass management.	Community groups
North West	Northern Slopes Landcare Association	320,000	Recurrent	Three year Regional Priority Cacti Control Coordination, including targeted education and awareness campaigns for Hudson pear and Harrisia cactus.	Community groups
North West	Tamworth Regional Landcare Association	226,344	NLP	Regional Landcare Facilitator and Small Grant Program.	Landcare
North West	Northern Slopes Landcare Association	226,344	NLP	Regional Landcare Facilitator and Small Grant Program.	Landcare
North West	Tamworth Regional Landcare Association	3,388	Recurrent	Chilean Needle Grass Group Control Project Peel River.	Community groups
North West	Tamworth Regional Landcare Association	130,000	Rates	Chillcott's Creek Wild Dog Control Association Pilot Trapper & Monitoring Program.	Wild Dog Control Associations and landholders

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
North West	Tamworth Regional Landcare Association	7,000	NLP	Local leaders program aimed to improve capacity by developing local NRM community members to share their knowledge of NRM with the wider community.	Community groups
North West	Northern Slopes Landcare Association	29,850	NLP	Soils for the future aimed to increase capacity of 200 landholders to manage soil health in the Bingara region.	Community groups
North West	McDonald River Restoration Group	14,000	NLP	Rehabilitate a riparian zone to provide suitable habitat for the Bells turtle.	Community groups
Northern Tablelands	New England North West Landcare Network Chairs Inc	102,409	NLP	The aim of the project is to support farmers and land managers to identify and adopt practices to sustainably manage natural resources, reduce agricultural emissions and adapt to changing climatic conditions.	Landcare
Northern Tablelands	Anaiwan Local Aboriginal Land Council	7,860	NLP	The aim of the project is to give men and youth an opportunity to learn traditional skills including identifying suitable native trees for the making of didgeridoos.	Aboriginal community
Northern Tablelands	NR Connecting Country Alliance Aboriginal Corp	35,000	NLP	The aim of the project is to increase a regional approach in the implementation and development of cultural fire knowledge and practice.	Aboriginal community
Northern Tablelands	Banbai EDAC	8,800	NLP	The Kids on Country program will be facilitated by BEDAC Rangers, and will contain explanation of existing flora and fauna at the site, along with Aboriginal cultural heritage values found at the property.	Primary school students
Northern Tablelands	Jubullum Local Aboriginal Land Council	11,000	NLP	This study will include viable employment options, potential land usage, business enterprise potential, relevant training to achieve the objectives within the study scope and the JLALC CLBP.	Aboriginal community

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Northern Tablelands	Amaroo Local Aboriginal Land Council	21,150	NLP	The aim of this project is to inspect the property "Ingleba" for its potential to for Indigenous Protected Area under NLP. Flora and fauna surveys and Aboriginal Cultural Heritage surveys are to be undertake too.	Aboriginal community
Northern Tablelands	Amaroo Local Aboriginal Land Council	15,000	NLP	The extensive program will include detailed workshops covering a broad range of topics and instruction in Aboriginal astrology, Elders yarn-up talking circle outlining the history of the Aboriginal community of Walcha with emphasis on the history of 'Ingleba' property	Aboriginal community
Northern Tablelands	Banbai - Wattleridge	27,100	NLP	This project seeks to protect and manage Aboriginal Cultural Heritage values within the 'Kukra' art site location.	Aboriginal community
Northern Tablelands	Glen Innes Local Aboriginal Land Council	15,503	External	This project enables land holders to improve groundcover, protect and manage waterways, re-establish and protect remnant native vegetation and reduce the impacts of fox predation on turtles and their nests.	Aboriginal community
Northern Tablelands	Amaroo Local Aboriginal Land Council	12,520	External	This Bells Turtle project enables land holders to improve groundcover, protect and manage waterways, re-establish and protect remnant native vegetation and reduce the impacts of fox predation on turtles and their nests.	Aboriginal community
Northern Tablelands	New England Weeds Authority - Weed Guide	15,000	External	This project enables land holders to improve groundcover, protect and manage waterways, re-establish and protect remnant native vegetation and reduce the impacts of fox predation on turtles and their nests.	Aboriginal community
Northern Tablelands	New England Weeds Authority	25,000	Rates	This funding will protect waterways from infestation of priority weeds.	Community groups

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Northern Tablelands	Banbai Business Enterprise Inc - Bells Turtle	5,000	External	This project enables land holders to improve groundcover, protect and manage waterways, re-establish and protect remnant native vegetation and reduce the impacts of fox predation on turtles and their nests.	Aboriginal community
Northern Tablelands	Gwymac Inc	5,500	NLP	This project is aimed at reducing the impacts of wild dogs on primary production and the natural environment including threatened species such as Koalas.	Wild dog groups
Northern Tablelands	Tenterfield WDCA	25,500	NLP	This project is aimed at reducing the impacts of wild dogs on primary production and the natural environment including threatened species such as Koalas	Wild dog groups
Northern Tablelands	Yarrowitch Tia WDA	5,500	NLP	This project is aimed at reducing the impacts of wild dogs on primary production and the natural environment including threatened species such as Koalas.	Wild dog groups
Northern Tablelands	Niangala WDA	5,500	NLP	This project is aimed at reducing the impacts of wild dogs on primary production and the natural environment including threatened species such as Koalas.	Wild dog groups
Riverina	Australian Melon Association Inc	17,820	CA NSW	This project will build the capacity of melon growers to identify, support and better manage the wild pollinators that visit melon crops in the Riverina region.	Producer groups and industry
Riverina	Harden Murrumburrah Landcare Group	20,000	CA NSW	This project has the capacity to create learning opportunities for growers as they compare yield results, inputs, climate data and soil moisture status at trigger points through each season.	Landcare

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Riverina	Hay Merino Sheep Show Inc	16,000	CA NSW	A pastoral technology field day will be run at Shear Outback, Hay NSW. Landholders will learn of cutting edge pastoral technologies over two days.	Enviro groups
Riverina	Irrigation Research & Extension Committee	12,400	CA NSW	Innovation Tour and Workshops for broad acre irrigators.	Irrigators
Riverina	Pamela Maude Shields	1,960	CA NSW	The aim of this project is to restore and recover the resilience and functionality of habitat for two priority species within the Mid-Riverina District.	Landholders
Riverina	Petaurus Education Group Inc	18,084	CA NSW	This project will enable the 2016 National junior Landcare award winning Creative Catchment Kids team to partner with Eastern Riverina Landcare group, volunteers, landholders and field specialists to deliver a series of activities to connect school children and community members with their local environment.	Enviro groups
Riverina	Petaurus Education Group Inc	7,600	CA NSW	Mangoplah Producer Group.	Enviro groups
Riverina	Resource Consulting Services P/L	20,000	CA NSW	This project will deliver a range of integrated information and planning resources, training and incentives that aim to improve landholder and community capacity to increase sustainable production and improve quality of ecosystem service delivery.	Community groups and landholders
Riverina	Ricegrowers Association Of Australia	15,400	CA NSW	This project will continue the productivity and sustainability focus of previous projects with irrigators in the Riverina region.	Irrigators

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Riverina	Riverina Ag Network	5,000	CA NSW	These grants will support events for farmers and related agribusiness professionals that build knowledge and facilitate adoption regarding better management of climate variability risk.	Community groups
Riverina	Riverina Highlands Landcare Network	18,190	CA NSW	The aim of this project is to reverse paddock tree decline by protecting and reinstating paddock trees in the Riverina Highlands landscape.	Landcare
Riverina	Southern Precision Agriculture Association Spaa Inc	10,000	CA NSW	The aim of the project is to increase the sustainability and profitability of farmers in the Riverina region by increasing adoption and capacity of precision agriculture technologies.	Landholders
Riverina	The Wired Lab Ltd	20,000	CA NSW	Funds will support the workshops, professional advice/consultation with NRM personnel and purchase/ planting of native grass seeds and seedlings for a new site.	Aboriginal community
South East	Batemans Bay Local Aboriginal Land Council	20,000	CA NSW	Works to conduct wildlife monitoring to threatened species and monitor weed and pest management on Local Aboriginal Land Council land.	Aboriginal community
South East	Bega Local Aboriginal Land Council	82,000	NLP	Project seeks to increase local Aboriginal participation in the NLP via employment to undertake natural resource management activities.	Aboriginal community
South East	Bega Local Aboriginal Land Council	5,250	Rates	This project is to engage members from the Bega LALC work crew to assist South East Local Land Services staff to undertake core biosecurity services to implement bait preparation and footrot inspections.	Aboriginal community
South East	Bega Local Aboriginal Land Council	30,000	CA NSW	Revive traditional land management practices and re-connect Aboriginal people with their Country and culture through cultural burning on Aboriginal lands at Tathra and Wallagoot.	Aboriginal community

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
South East	Bega Local Aboriginal Land Council	20,502	CA NSW	To engage members from the Bega LALC work crew to assist South East Local Land Services and Bega Valley Shire Council to undertake urgent erosion and sediment control works in Tathra post the March 2018 fires.	Aboriginal community
South East	Bega River and Wetlands Landcare Group Inc	10,000	NLP	To increase awareness of BRAWL and the river values through an awareness raising event and engagement of a Community Coordinator. To ensure effective continue follow-up control of 2.5 ha of outlier bamboo is achieved along the Bega River within the Bega River Reserve.	Landcare
South East	Bodalla Local Aboriginal Land Council	23,045	CA NSW	To ensure that Indigenous cultural heritage sites &/or Indigenous items of cultural heritage significance, flora & fauna are protected and nurtured.	Aboriginal community
South East	Boorowa Community Landcare Group Inc.	25,000	NLP	To implement the Building the Momentum project to focus on increasing farm profitability, increasing biodiversity and enhancing our local environment through improving soil health and improving ground cover.	Landcare
South East	Boorowa Community Landcare Group Inc.	13,365	NLP	To extend coordination services to raise awareness events such as workshops, demonstrations, field days or study tours conducted.	Landcare
South East	Bredbo Community Landcare Group Inc	2,500	ERT	To contribute to on-ground actions to improve the long term viability of the Scarlet Robin populations via revegetation of native vegetation within a designated project area.	Landcare
South East	Corrowong-Wallendibby Landcare Group Inc.	4,650	NLP	Integrated Weed Management for Production and Biodiversity.	Landcare

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
South East	Far South Coast Landcare Association	10,000	NLP	To restore Lowland Grassy Woodlands threatened by African Lovegrass. There will be improvement in the availability of information on the techniques in using roller wiping as a control method.	Landcare
South East	Far South Coast Landcare Association	19,829	NSW Government	To continue weed sweeps (survey & control) on coastal beaches, dune systems, lakes, lagoons and headlands in Bega Valley Shire & Eurobodalla Shire.	Landcare
South East	Far South Coast Landcare Association	7,200	NLP	To extend coordination services for the Far South Coast Farmers' Network including coordinate major training event, workshops & momentum of the Network.	Landcare
South East	Far South Coast Landcare Association	25,000	NLP	Far South Coast Farmers' Network: Increasing Adoption and Knowledge of Sustainable Grazing Practices.	Landcare
South East	Foxground Landcare Group Inc.	6,640	NLP	Integrated management of Madeira Vine in the high value conservation area of Foxground.	Landcare
South East	Greening Australia NSW	13,500	NLP	To support the local Landcare community to deliver natural resource management outcomes and protect priority natural resource assets by removing woody weeds, planting native understory plants and enabling a program of ongoing community activity along the Wingecarribee River.	Landcare
South East	Gunning District Landcare Inc.	25,000	NLP	Restoring the health and happiness of endangered wildlife, habitat and farmers through a new Landcare association for the entire Gunning district.	Landcare

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
South East	Gunning District Landcare Inc.	13,365	NLP	To extend coordination services to implement Strategic Plan and the South Pygmy Perch Action Plan, community engagement & training events, Events and communication materials.	Landcare
South East	Hovells Creek Landcare Group Inc	6,750	NLP	To extend coordination services for activities such as members meetings, promoting upcoming events, riparian/erosion project, website content and monitoring.	Landcare
South East	K2C Incorporated	21,400	NLP	To support land and water managers to make well informed decisions about the use, care and stewardship of natural resources within the Great Eastern Ranges partnership areas Kosciuszko to Coast (K2C) and Kanangra-Boyd to Wyangala (K2W) regions.	Landcare
South East	Landcare Illawarra Inc.	50,000	NLP	To provide greater connectivity amongst the Illawarra network by firstly engaging members and landholders through surveys to understand and identify their needs.	Landcare
South East	Landcare Illawarra Inc.	25,987	NLP	To extend coordination services for activities such as school engagement services, events, communication platforms, tours and natural resource management activities.	Landcare
South East	Michelago & District Landcare Group Inc.	16,000	ERT	Support the Save Our Scarlet Robin Project through the engagement of landholders in the Michelago valley with revegetation activities to improve connectivity.	Landcare

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
South East	Milton Rural Landcare	6,500	NLP	To help Milton Rural Landcare and the NatureMapr Project team to implement and set up NatureMapr for the Shoalhaven and Eurobodalla geographic area Budawang Coast.	Landcare
South East	Mogo Aboriginal Land Council	43,820	NLP	To compile aboriginal cultural information from the marine environment and control marine pests from the Clyde and Tomaga River systems.	Landcare
South East	Mogo Aboriginal Land Council	18,810	NLP	To extend coordination services to provide capacity for Local Environmental Rangers to continue to work on country and implement the Land and Sea Country Management Plan.	Aboriginal community
South East	Mt Piper Landcare Group Inc.	16,900	NLP	To enable the construction of fences to enclose important areas of sensitive vegetation, tree planting to provide corridors for birds and wildlife, disrupt the movement of weeds, and to provide shelter for livestock.	Landcare
South East	Onerwal Local Aboriginal Land Council	20,000	CA NSW	To deliver a training opportunity for community across multiple days that increases community members capacity to participate in cultural site assessments.	Aboriginal community
South East	Pambula Wetlands & Heritage Project Inc.	22,212	NLP	Effective co-ordination of Panboola wetland volunteer workforce and building community awareness and engagement.	Wetland volunteers and committee members
South East	Pejar Local Aboriginal Land Council	20,000	CA NSW	To undertake works identified and costed in the Management Plan for the Bummaroo Property to eradicate the problem of Feral Animals and noxious weed control.	Aboriginal community

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
South East	Sapphire Coast Producers Assoc Inc. T/A Sustain Online	25,000	NLP	Addressing the problem of degrading farm lands across a broad area of the Far South Coast, Monaro and Palerang. The project will be looking to provide practical information and demonstrations to improve soil health, retain water in the landscape and enhance biodiversity through the use of sustainable farming methods.	Sapphire Coast producers
South East	Shoalhaven Landcare Association Inc.	7,632	NLP	To broaden the Shoalhaven Landcare network by engaging landholders in NRM activities and to teach them sustainable land use techniques.	Landcare
South East	Shoalhaven Landcare Association Inc.	11,470	CA NSW	To manage lantana across three properties on an 8ha site and then infill plant denuded areas.	Landcare
South East	South Coast & Highlands Dairy Industry Group	11,740	NLP	Engage, inform and educate dairy farmers and service providers about improving farm management practices to reduce environmental threats and pressures affecting the South Coast and Highlands areas.	Dairy farmers
South East	South Coast Women's Health and Welfare Aboriginal Corporation	10,000	NLP	To Address community and environmental issues by bringing together local Indigenous knowledge/ practices and permaculture into one community hub.	Aboriginal community
South East	South East Landcare Inc.	16,500	NLP	Build on Landcare connections, communications, collaborations and participation in the South East region.	Landcare
South East	South East Landcare Inc.	40,000	NLP	To support and facilitate resources to the South East Regional Landcare Committee and its member networks working in natural resource management and sustainable agriculture.	Landcare

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
South East	Towamba Valley Landcare Group Inc.	10,375	NLP	Ongoing co-ordination to maintain the downward trend in invasive species whilst also improving the sustainability to productive agricultural systems and the natural diversity of the native pastures that underpin the Towamba valley in the Far South Coast.	Landcare
South East	Ulladulla Local Aboriginal Land Council	9,560	CA NSW	To provide events, activities or groups where cultural activities can be learned, practiced and passed down to the next generation. All of the activities aim to increase cultural knowledge, promote sharing of cultural knowledge and build relationships between youth and women.	Aboriginal community
South East	Upper Lachlan Landcare Committee Inc.	32,000	NLP	To implement priority issues identified in the ULLCC Action Plan and Landcare strategic plan of invasive pest and weeds, erosion, soil health, biodiversity loss, water quality and native vegetation decline.	Landcare
South East	Upper Lachlan Landcare Committee Inc.	8,249	NLP	To extend coordination services to continue engaging with landholders as part of the Landcare Grazing for Growth project, hosting future grazing meetings, producing brochures and maintain regular communication and updates.	Landcare
South East	Upper Murrumbidgee Landcare Committee Inc.	21,694	NLP	Support for the delivery of natural resource management outcomes in collaboration with Landcare groups and support and grow the network in the Upper Murrumbidgee.	Landcare
South East	Upper Murrumbidgee Landcare Committee Inc.	19,800	NLP	To extend coordination services for activities to be completed during this time to focus on the support and enhancement of the Landcare network.	Landcare

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
South East	Upper Shoalhaven Landcare Council	26,400	NLP	Supporting and sustaining momentum amongst Landcare groups in the Upper Shoalhaven River Catchment to deliver natural resource management projects.	Landcare
South East	Upper Shoalhaven Landcare Council	19,800	NLP	To extend coordination services to provide opportunities to members to access education and participation opportunities with a focus on local natural resource management and sustainable agriculture.	Landcare
South East	Upper Shoalhaven Landcare Council	10,000	ERT	This project will deliver community awareness raising events within the Braidwood target area by enhancing communication amongst landholder associated with the Save Our Scarlett Robin program.	Landcare
South East	Upper Snowy Landcare Committee	46,964	NLP	Maintaining support for the Landcare network in the Upper Snowy Region to deliver natural resource management and sustainable agricultural outcomes.	Landcare
South East	Upper Snowy Landcare Committee	8,464	NLP	To extend coordination services to provide whole farm planning, advertising, Landcare meetings, local shows and meetings.	Landcare
South East	Wagonga Local Aboriginal Land Council	20,000	CA NSW	To address land management such as invasive weeds and fire hazards through weed eradication and fire hazard reduction activities.	Aboriginal community
South East	Towamba Valley Landcare Group Inc.	10,375	National Landcare Program	Ongoing co-ordination to maintain the downward trend in invasive species whilst also improving the sustainability to productive agricultural systems and the natural diversity of the native pastures that underpin the Towamba valley in the Far South Coast.	Landcare

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
South East	Ulladulla Local Aboriginal Land Council	9,560	Catchment Action NSW	To provide events, activities or groups where cultural activities can be learned, practiced and passed down to the next generation. All of the activities aim to increase cultural knowledge, promote sharing of cultural knowledge and build relationships between youth and women.	Aboriginal Community
Western	Western Landcare NSW	2,750	NLP	Governance Training for Landcare, Pest & Community Groups.	Community groups
Western	Western Landcare NSW	50,000	NLP	Western Landcare Youth Network Program - 2018.	Students
Western	Murray Darling Wetlands Working Group	3,000	NLP	25 Year History of the Murray Darling Working Group.	Community groups
Western	Pooncarie Outreach Children's Services Inc.	4,650	NLP	Environmental Education Project.	Students
Western	Mt Hope Pest Control Group	3,800	NLP	Working Dog School.	Landholders
Western	Wentworth Rural Women's Gathering	14,560	NLP	2018 Rural Women's Gathering.	Aboriginal community
Western	Orange Local Aboriginal Land Council	5,000	NLP	Brewarrina NAIDOC 2018.	Aboriginal community
Western	Mutawintji Local Aboriginal Land Council	88,954	NLP	Traditional Lands Management = Vegetation Rehabilitation, Cultural Learning and Species Reintroduction.	Aboriginal community
Western	Bush Heritage Australia	8,785	NLP	Community Day at Naree Station	Community groups
Western	Western Landcare NSW Inc.	3,345	NLP	Pest Animal Trapping Training.	Landcare and landholders
Western	Western Landcare NSW Inc.	4,800	NLP	Broken Hill Youth Network Chemical Training and Weed Control.	Students

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Western	North Australian Indigenous Land and Sea Management Alliance Ltd	11,926	CA NSW	Community Fire Workshops in Western NSW	Aboriginal community
Western	Murray Darling Wetlands Working Group	33,705	CA NSW	Reintroducing the endangered Murray Hardyhead into Little Frenchman's Creek, NSW	Community groups
Western	Lower Lachlan Community Services	19,007	NLP	Nymagee Devils Rope Cactus Management - Grass roots employment program.	Aboriginal community
Western	Western Landcare NSW Inc.	53,000	NLP	WLNSW Executive and Steering committee support.	Landcare
Western	Western Landcare NSW Inc.	3,750	NLP	An Evening with Western Landcare - includes presentations, meeting of coordinators, Landcare, Local Land Services, government ministers and community and stakeholders.	Landcare
Western	Barrier Area Rangecare Group	26,100	Recurrent	Barrier Area Wild Dog Intervention.	Landcare
Western	Buckwaroon Landcare Group	27,980	Recurrent	Pest Management Strategic Intervention Program - Buckwaroon 2018.	Landcare
Western	Ledknapper Wild Dog Action Group Inc.	21,000	Recurrent	Ledknapper Wild Dog Action Group Inc - Wild Dog Intervention Project.	Landcare
Western	Louth Chamber of Commerce	27,000	Recurrent	Incorporation of strategic trapping.	Landcare
Western	Tilpa Community Committee Inc.	28,000	Recurrent	Tilpa Wild Dog Management Assistance Project.	Landcare
Western	Wanaaring Pest Management Group Inc.	27,000	Recurrent	WPMG Capacity Development Program.	Landcare
Western	Lower Anabranh Farm Innovation Group Inc.	20,000	Recurrent	The LAFIG Canine Control Project.	Landcare

Region	Name of recipient organisation	Amount of grant (\$)	Source of funds	Nature and purpose of project	Target client
Western	NSW Farmer's Association on behalf of Kars Pest Management Group	26,900	Recurrent	Kars strategic intervention program.	Landcare
Western	NSW Farmer's Association on behalf of Lower Sandy Creek Pest Management Group	20,395	Recurrent	Lower Sandy Creek pest management progression and development project.	Landcare
Western	Topar Area Rangecare Group	27,000	Recurrent	Topar Area Rangecare Group Wild Dog Project.	Landcare
Western	Mt Hope Pest Control Group	14,275	Recurrent	Mt Hope Pest Control Group - Staying ahead of the dogs.	Landcare
Western	Culgoa Vertebrate Pest Animal Management Group	23,300	Recurrent	Canine Control.	Landcare
Western	Barkindji Maraura Elders Environment Team Ltd	90,291	NLP	The Regent Parrot project group will be providing on-ground services including site assessments, planting and watering tubestock, rabbit control to enable the Regent Parrot to return to the area.	Community groups
Western	Western Landcare NSW Inc.	11,987	NLP	Geomorphology Short Course - introduction to geomorphology as it applies to land management in non-cropping areas of drylands Australia.	Landholders
Western	Western Landcare NSW	25,000	NLP	Western Landcare Schools Network Program - training and mentoring for students.	Students

Research and development

Completed and continuing research and developmental activities including resources allocated in 2017–18 are as follows.

Region	Partner organisation	Project name	Purpose	Resources allocated	Ongoing or complete
North West	Steve Debus	Surveying and monitoring of threatened woodland birds, focussing on the Regent honeyeater and the Swift parrot.	Surveys of threatened woodland birds focusing on regent honeyeater and swift parrot. On both public (TSR) and private land in the Barraba region over a three year period.	9,970	Completed
North West	Swift NRM	Reducing Threats to Priority Native Vegetation and Threatened Species	Undertake camera trap monitoring of Berrigal Creek management group and collar monitoring adjoining Narran Lake Nature Reserve to measure effectiveness of control activities, continue to build capacity and engagement of coordinated group controls.	87,750	Ongoing
North West	NSW DPI/ Rouse County Council	Biocontrol Handbook	Biological control of weeds - A practitioner's guide for temperate Australian behalf of the NSW Weeds Biological Control Taskforce Includes presenting the findings to North West Local Land Services Regional Weed Committee and undertake a biological control field day for Local Land Services.	10,000	Ongoing
North West	University of Queensland	Mimosa Control in TECs	To undertake Control options for Mimosa bush (<i>Vachellia farnesiana</i>) in Natural Grassland TECs.	14,500	Ongoing
North West	James Cook University	Harrisia Cactus robotic detection	Develop automatic detection of Harrisia through machine learning for robotic control and demonstrate to producers.	20,000	Ongoing

Region	Partner organisation	Project name	Purpose	Resources allocated	Ongoing or complete
Riverina	Australian National University	Terrestrial biodiversity monitoring	Five-year monitoring and research program investigating how biota responds to spatial and temporal change in farm-scale and landscape scale vegetation cover in agriculture environments	20,000	Complete
South East	NSW DPI	Monaro region soil carbon project; long-term sites	Measuring Soil Carbon across 31 sites on the Monaro. These sites have been monitored since 2009 and allows land managers and advisors to manage grasslands to increase soil carbon.	23,000	Ongoing
South East	Snowy Monaro Regional Council	Snowy Monaro Serrated Tussock Resistance Survey	Resistance to flupropanate was identified in 2017. Working with Council and landholders, increased monitoring has occurred this year with over 50 sites sampled. Results show resistance is more prevalent than previously known.	14,000	Ongoing
South East	Binalong Landcare & NSW DPI	Native Pasture and Alternative Fertilizer Project	To investigate the effects of alternative and conventional fertilizers on pasture productivity, soil fertility and soil microbial status when compared to a nil control. The investigation also looked at the cost effectiveness of the alternative fertilizers as compared to the conventional product, single superphosphate.	1,000	Ongoing

Region	Partner organisation	Project name	Purpose	Resources allocated	Ongoing or complete
South East	Upper Lachlan Council	Surveillance of herbicide resistance to flupropanate in serrated tussock	To investigate areas infested with serrated tussock known to not be responding to control programs using the herbicide flupropanate. Resistance testing has occurred on some key sites in the Peelwood, Laggan, Biala and Gunning areas of the Tablelands region of NSW.	1,860	Ongoing
South East	University of Wollongong & NSW Office of Environment and Heritage	The influence of wild deer on the structure of plant communities	This project will investigate impacts on two compositionally different threatened plant communities: Illawarra and South Coast Lowland Forest and Woodland and Illawarra Subtropical Rainforest. The work will contribute to a better theoretical understanding about mammalian herbivore preferences and how these influence plant community dynamics.	30,000	Ongoing
South East	Tablelands Farming Systems, Monaro Farming Systems	Innovation to support on-farm decision making: Phase II	The aim of the project is to expand the current network of soil moisture probes across the region. The four additional probes will fill important information gaps, thereby improving the service provided to landholders. Probes will be installed at the following locations: Boorowa/Rye Park Goulburn Moss Vale Berry	22,600	Completed

Region	Partner organisation	Project name	Purpose	Resources allocated	Ongoing or complete
South East	Local Farming Community	Laggan Grazing Demonstration	<p>The aim of the project and on farm demonstration is to investigate the level of pasture and animal production that can be sustainably achieved on a native-based pasture in the Crookwell region. Specifically, the project is investigating the effect of applying fertiliser (single superphosphate) and lime on:</p> <ul style="list-style-type: none"> > stocking rates and overall farm profitability (using a fully-costed economic analysis) > soil fertility and pH > pasture composition > soil carbon levels 	1,650	Ongoing

Acronyms

NRC - Natural Resource Commission

IPART - Independent Pricing and Regulatory Tribunal

TSR - Travelling stock reserve

WHS - Work health and safety

NLIS - National Livestock Identification System

DPI - NSW Department of Primary Industries

PID - Public Interest Disclosure

NLP - National Landcare Programme

CA NSW - Catchment Action NSW

EPA - Environment Protection Authority

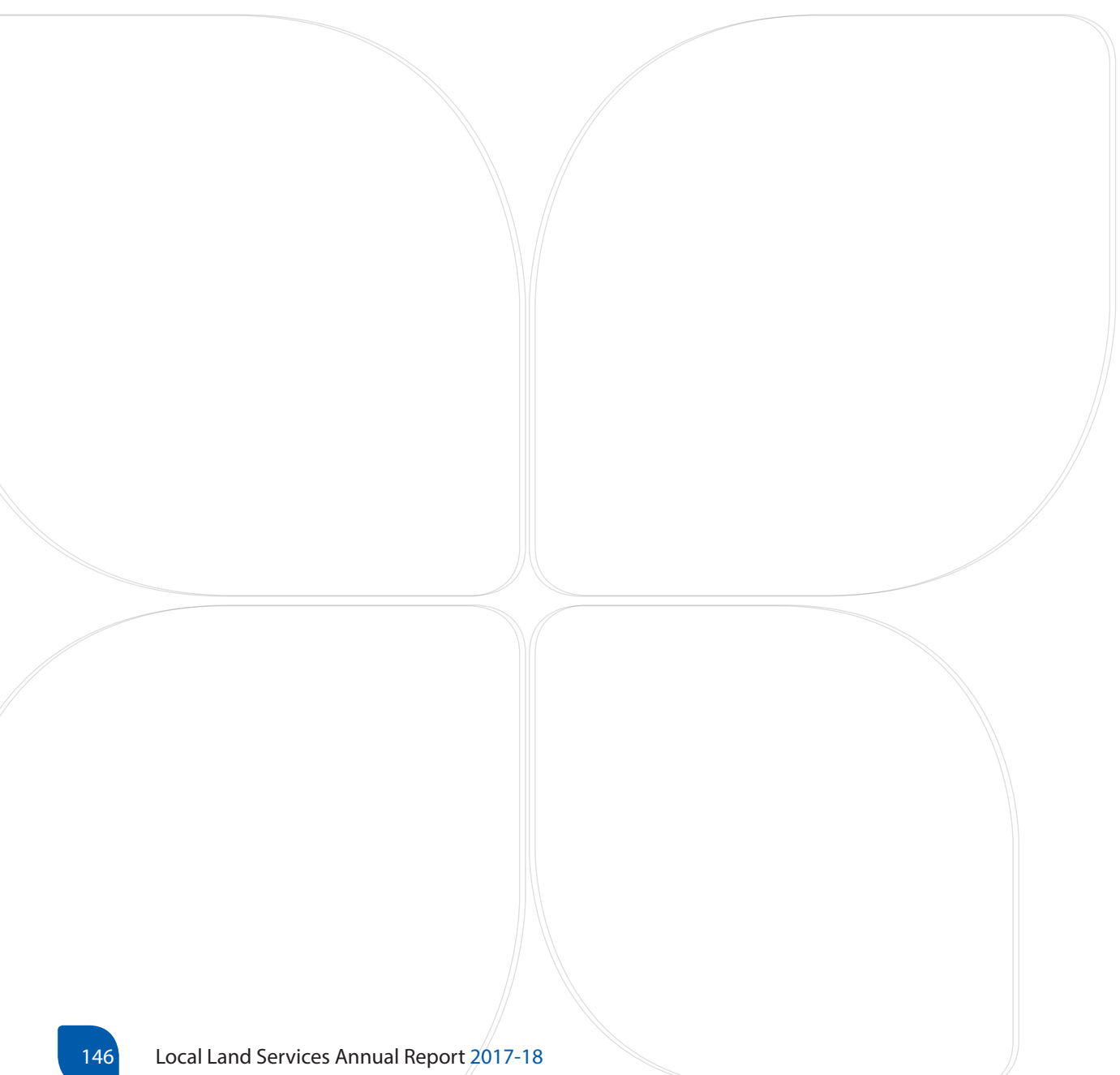
CEF - Clean Energy Future

GIS - geographic information system

CSIRO - Commonwealth Scientific and Industrial Research Organisation

Local Land Services Financial Statements

For year ending 30 June 2018.



Local Land Services

Financial Statements

For the period ended 30 June 2018

Local Land Services

STATEMENT BY BOARD MEMBERS

Certificate under Section 41C (1B) and (1C) of the *Public Finance and Audit Act 1983*

Pursuant to the *Public Finance and Audit Act 1983*, we declare that in our opinion:

- (a) The accompanying consolidated financial statements exhibit a true and fair view of the financial position of Local Land Services and its controlled entity Local Land Services Staff Agency as at 30 June 2018, and their financial performance for the twelve month period then ended.
- (b) The financial statements have been prepared in accordance with:
 - The applicable Australian Accounting Standards, which include Australian Accounting Interpretations and other mandatory professional reporting requirements;
 - The requirements of the *Public Finance and Audit Act 1983*, the *Public Finance and Audit Regulation 2015* and the Treasurer's Directions.
- (c) There are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

For and on behalf of the Local Land Services Board



.....
Richard Bull
Chair
Local Land Services Board

Dated: 24 September 2018



.....
Barnett Hyams
Board Member
Local Land Services Board

Dated: 24 September 2018

This page is unaudited.



INDEPENDENT AUDITOR'S REPORT

Local Land Services

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of Local Land Services, which comprise the Statement of Comprehensive Income for the year ended 30 June 2018, the Statement of Financial Position as at 30 June 2018, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, notes comprising a Summary of Significant Accounting Policies and other explanatory information. The consolidated entity comprises Local Land Services and the entities it controlled at the year's end or from time to time during the financial year.

In my opinion, the financial statements:

- give a true and fair view of the financial position of Local Land Services and the consolidated entity as at 30 June 2018, and of their financial performance and cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of Local Land Services and the consolidated entity in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

Other information comprises the information included in the annual report of Local Land Services and the consolidated entity for the year ended 30 June 2018, other than the financial statements and my Independent Auditor's Report thereon. The members of the Board of the Local Land Services are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the Statement by Board Members.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Local Land Services Board Responsibilities for the Financial Statements

The members of the Local Land Services Board are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the PF&A Act, and for such internal control as the members of the Board determine is necessary to enable the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the members of the Board are responsible for assessing the ability of Local Land Services and the consolidated entity to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting except where operations will be dissolved by an Act of Parliament or otherwise cease.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar3.pdf. The description forms part of my auditor's report.

My opinion does *not* provide assurance:

- that Local Land Services and the consolidated entity carried out their activities effectively, efficiently and economically
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



C J Giumelli
Director, Financial Audit Services

26 September 2018
SYDNEY

LOCAL LAND SERVICES

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2018

	Notes	Consolidated			Parent	
		Actual	Budget	Actual	Actual	Actual
		2018 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Expenses excluding losses						
Operating expenses						
Employee related	2(a)	100,462	84,853	84,205	-	-
Personnel services	2(b)	-	-	-	102,408	77,875
Other operating expenses	2(c)	77,161	48,407	49,792	77,161	49,792
Depreciation and amortisation	2(d)	2,410	2,730	2,247	2,410	2,247
Grants and subsidies	2(e)	40,222	40,538	40,566	40,222	40,566
Total expenses excluding losses		220,255	176,528	176,810	222,201	170,480
Revenue						
Sale of goods and services	3(a)	41,407	6,000	7,158	41,407	7,158
Investment revenue	3(b)	1,429	525	1,063	1,429	1,063
Grants and contributions	3(c)	127,519	86,722	102,311	132,112	105,835
Acceptance by the Crown Entity of employee benefits and other liabilities	3(d)	4,593	3,000	3,524	-	-
Other revenue	3(e)	10,062	42,061	9,249	10,062	9,249
Rates	3(f)	39,440	41,375	34,640	39,440	34,640
Total revenue		224,450	179,683	157,945	224,450	157,945
Gain / (loss) on disposal	4(a)	235	(474)	573	235	573
Other gains / (losses)	4(b)	-	-	3	-	3
Net result		4,430	2,681	(18,289)	2,484	(11,959)
Other comprehensive income						
Items that will not be reclassified to net result						
Net increase / (decrease) in property, plant and equipment asset revaluation reserve		3,616	-	90,934	3,616	90,934
Total other comprehensive income		3,616	-	90,934	3,616	90,934
TOTAL COMPREHENSIVE INCOME		8,046	2,681	72,645	6,100	78,975

The accompanying notes form part of these financial statements.

LOCAL LAND SERVICES
STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2018

Notes	Consolidated			Parent		
	Actual 2018 \$'000	Budget 2018 \$'000	Actual 2017 \$'000	Actual 2018 \$'000	Actual 2017 \$'000	
ASSETS						
Current assets						
Cash and cash equivalents	5	62,418	34,783	51,297	62,418	51,297
Receivables	6	21,094	11,850	9,752	20,934	9,658
Inventories	7	1,850	1,300	1,776	1,850	1,776
Biological assets	8	-	-	46	-	46
Assets held for sale	9	102	-	-	102	-
Total current assets		85,464	47,933	62,871	85,304	62,777
Non-current assets						
Property, plant and equipment	10					
- Land and buildings		576,101	459,609	551,011	576,101	551,011
- Plant and equipment		4,838	623	3,167	4,838	3,167
- Infrastructure systems		23,343	22,991	23,391	23,343	23,391
- Work in progress		181	-	44	181	44
Total inventory and property, plant and equipment		604,463	483,223	577,613	604,463	577,613
Intangible assets						
- Intangible assets		832	5,894	833	832	833
Total intangible assets	11	832	5,894	833	832	833
Total non-current assets		605,295	489,117	578,446	605,295	578,446
Total assets		690,759	537,050	641,317	690,599	641,223
LIABILITIES						
Current liabilities						
Payables	13	37,865	23,570	29,908	51,023	39,333
Provisions	14(a)(b)	13,738	8,700	9,885	964	752
Other	15	7,786	1,500	1,286	7,786	1,286
Total current liabilities		59,389	33,770	41,079	59,773	41,371
Non-current liabilities						
Provisions	14(c)	544	1,000	386	-	-
Other	15	714	700	844	714	844
Total non-current liabilities		1,258	1,700	1,230	714	844
Total liabilities		60,647	35,470	42,309	60,487	42,215
Net assets		630,112	501,580	599,008	630,112	599,008
EQUITY						
Reserves		115,610	20,935	111,994	115,610	111,994
Accumulated funds		514,502	480,645	487,014	514,502	487,014
Total equity		630,112	501,580	599,008	630,112	599,008

The accompanying notes form part of these financial statements.

**LOCAL LAND SERVICES
STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2018**

Consolidated Entity	Accumulated Funds \$'000	Asset Revaluation Reserve \$'000	Total Equity \$'000
Balance at 1 July 2017	487,014	111,994	599,008
Net result for the period	4,430	-	4,430
Other comprehensive income:			
Net increase / (decrease) in property, plant and equipment	-	3,616	3,616
Total other comprehensive income	-	3,616	3,616
Total comprehensive income for the period	4,430	3,616	8,046
Transfers to / (from) reserves	-	-	-
Transactions with owners in their capacity as owners			
Increase / (decrease) in net assets due to transfer of equity from Soil Conservation Service (Note 21)	23,058	-	23,058
Total transactions with owners in their capacity as owners	23,058	-	23,058
Balance at 30 June 2018	514,502	115,610	630,112
Balance at 1 July 2016	519,503	21,060	540,563
Net result for the period	(18,289)	-	(18,289)
Other comprehensive income:			
Net increase / (decrease) in property, plant and equipment	-	90,934	90,934
Total other comprehensive income	-	90,934	90,934
Total comprehensive income for the period	(18,289)	90,934	72,645
Transfers to / (from) reserves	-	-	-
Transactions with owners in their capacity as owners			
Increase / (decrease) in net assets due to transfer of employee benefits to Crown Entity	6,330	-	6,330
Increase / (decrease) in net assets due to transfer of freehold land and buildings to Property NSW	(20,530)	-	(20,530)
Total transactions with owners in their capacity as owners	(14,200)	-	(14,200)
Balance at 30 June 2017	487,014	111,994	599,008

The accompanying notes form part of these financial statements.

**LOCAL LAND SERVICES
STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2018**

Parent Entity	Accumulated Funds	Asset Revaluation Reserve	Total Equity
	\$'000	\$'000	\$'000
Balance at 1 July 2017	487,014	111,994	599,008
Net result for the period	<u>2,484</u>	<u>-</u>	<u>2,484</u>
Other comprehensive income:			
Net increase / (decrease) in property, plant and equipment	-	3,616	3,616
Total other comprehensive income	<u>-</u>	<u>3,616</u>	<u>3,616</u>
Total comprehensive income for the period	<u>2,484</u>	<u>3,616</u>	<u>6,100</u>
 Transactions with owners in their capacity as owners			
Increase / (decrease) in net assets due to transfer of equity from Soil Conservation Service (Note 21)	25,004	-	25,004
Total transactions with owners in their capacity as owners	<u>25,004</u>	<u>-</u>	<u>25,004</u>
 Balance at 30 June 2018	<u>514,502</u>	<u>115,610</u>	<u>630,112</u>
 Balance at 1 July 2016	<u>519,503</u>	<u>21,060</u>	<u>540,563</u>
Net result for the period	<u>(11,959)</u>	<u>-</u>	<u>(11,959)</u>
Other comprehensive income:			
Net increase / (decrease) in property, plant and equipment	-	90,934	90,934
Total other comprehensive income	<u>-</u>	<u>90,934</u>	<u>90,934</u>
Total comprehensive income for the year	<u>(11,959)</u>	<u>90,934</u>	<u>78,975</u>
 Transfers to / (from) reserves	<u>-</u>	<u>-</u>	<u>-</u>
Total transactions with owners in their capacity as owners	<u>-</u>	<u>-</u>	<u>-</u>
 Transactions with owners in their capacity as owners			
Increase / (decrease) in net assets due to transfer of freehold land and buildings to Property NSW	(20,530)	-	(20,530)
Balance at 30 June 2017	<u>487,014</u>	<u>111,994</u>	<u>599,008</u>

The accompanying notes form part of these financial statements.

LOCAL LAND SERVICES
STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2018

	Notes	Consolidated			Parent	
		Actual	Budget	Actual	Actual	Actual
		2018	2018	2017	2018	2017
		\$'000	\$'000	\$'000	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES						
Payments						
Employee related		(88,642)	(90,466)	(80,664)	-	-
Personnel services expense		-	-	-	(88,642)	(80,664)
Grants and subsidies		(40,222)	(40,538)	(40,566)	(40,222)	(40,566)
Other supplier payments		(74,991)	(47,739)	(48,664)	(74,991)	(48,664)
GST paid on purchases		(8,835)	-	(6,807)	(8,835)	(6,807)
Total payments		(212,690)	(178,743)	(176,701)	(212,690)	(176,701)
Receipts						
Sale of goods and services		41,407	6,000	7,158	41,407	7,158
Interest received		1,120	525	662	1,120	662
Rates		47,310	41,375	39,134	47,310	39,134
Grants and contributions		127,519	86,722	101,811	127,519	101,811
Other customer receipts		4,196	42,063	11,306	4,196	11,306
GST received on amounts received		3,220	-	1,399	3,220	1,399
Total receipts		224,772	176,685	161,470	224,772	161,470
NET CASH FLOWS FROM OPERATING ACTIVITIES	19	12,082	(2,058)	(15,231)	12,082	(15,231)
CASH FLOWS FROM INVESTING ACTIVITIES						
Proceeds from sale of land and buildings, plant and equipment and infrastructure systems		441	-	2,458	441	2,458
Purchases of land and buildings, plant and equipment and infrastructure systems		(1,402)	(5,470)	(779)	(1,402)	(779)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(961)	(5,470)	1,679	(961)	1,679
CASH FLOWS FROM FINANCING ACTIVITIES						
NET CASH FLOWS FROM FINANCING ACTIVITIES		-	-	-	-	-
NET INCREASE/(DECREASE) IN CASH		11,121	(7,528)	(13,552)	11,121	(13,552)
Opening cash and cash equivalents		51,297	42,311	64,849	51,297	64,849
CLOSING CASH AND CASH EQUIVALENTS	5	62,418	34,783	51,297	62,418	51,297

The accompanying notes form part of these financial statements.

Notes to and forming part of the financial statements

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting entity

Local Land Services (LLS) is a statutory body, established pursuant to the *Local Land Services Act 2013* (the LLS Act) which commenced on 1 January 2014.

LLS is a NSW Government agency and is charged with the responsibility for delivering local land services in the social, economic and environmental interests of the State. LLS has responsibilities in the areas of biosecurity, natural resource management, agricultural advisory and emergency management. Functions are exercised in each of these key areas with a focus on regional delivery and alignment with State objectives.

The LLS Act does not allow LLS to employ staff. Under the *Government Sector Employment Act 2013*, LLS arranges personnel services through the Local Land Services Staff Agency (LLSSA). LLSSA is a controlled entity of LLS and together the two entities form the economic entity reflected in these consolidated financial statements.

In the process of preparing the consolidated financial statements for the economic entity, consisting of the controlling and controlled entities, all inter-entity transactions and balances have been eliminated. The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

LLS is a not-for-profit entity (as profit is not its principle objective) and does not have a cash generating unit.

These financial statements represent the period 1 July 2017 to 30 June 2018. The comparative figures are for the year between 1 July 2016 to 30 June 2017.

These financial statements have been authorised for issue by the Local Land Services Board on 24 September 2018.

(b) Basis of preparation

LLS's financial statements are general purpose financial statements which, subject to note 1(a), have been prepared on an accrual basis in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations)
- the requirements of the *Public Finance and Audit Act 1983*, The Public Finance and Audit Regulation 2015.
- the Financial Reporting Directions mandated by the Treasurer.

Property, plant and equipment, assets (or disposal groups) held for sale and financial assets at 'fair value through profit and loss' and available for sale are measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention.

Any judgements, key assumptions or estimates management has made are disclosed in the relevant notes to the financial statements.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

(c) Statement of compliance

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

(d) Significant accounting judgements, estimates and assumptions

(i) Significant accounting judgement

In the preparation of the financial statements, management is required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements. Actual results may vary from these estimates.

(ii) Significant accounting estimates and assumptions

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. Judgements made by management in the application of the Australian Accounting Standards that have significant effects on the financial statements and estimates, with a significant risk of material adjustments in the next year are disclosed, where applicable, in the relevant notes to the financial statements.

(e) Borrowing costs

Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's mandate to not-for-profit general government sector agencies.

(f) Insurance

LLS insurance activities are conducted through the NSW Treasury Managed Fund scheme of self-insurance for government agencies. The expense (premium) is determined by the fund manager based on past experience and the insurance coverage is reviewed periodically to ensure that it is adequate.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(g) Accounting for the Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of GST, except that:

- the amount of GST incurred by LLS as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense; and
- receivables and payables are stated with the amount of GST included.

Cash flows are included in the Statement of Cash Flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the Australian Tax Office are classified as operating cash flows.

(h) Income recognition

Income is measured at the fair value of the consideration or contribution received or receivable. Additional comments regarding the accounting policies for the recognition of income are discussed below.

(i) Grants or contributions

Grants or contributions from government and other bodies are generally recognised as income when LLS obtains control or the right to receive the contributions. Control over a grant or contribution is normally obtained upon the receipt of cash. In other cases recognition may be based on the achievement of milestones which would allow the control of the funds to pass to LLS.

(ii) Sale of goods and services

Revenue from the sale of goods is recognised as revenue when LLS transfers the significant risks and rewards of ownership of the assets and the amount of revenue is reliably measured.

Revenue for the rendering of services is recognised when the service provided or by reference to the stage of completion.

(iii) Rates and charges

Rates are levied annually for the calendar year. Interest is charged on overdue rates, the rates are set at the Commonwealth Bank overdraft index rate as at 1 January of the rating year plus 2%. For 2018 the interest rates on overdue rates are 11.31% (2017 - 11.31%).

(iv) Investment revenue

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*.

(i) Assets

(i) Acquisition of assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by LLS. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Australian Accounting Standards.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. the deferred payment amount is effectively discounted at an asset-specific rate.

(ii) Capitalisation thresholds

Property, plant and equipment and intangible assets costing \$5,000 and above individually (or forming part of a network costing more than \$5,000) are capitalised. All amounts below \$5,000 are expensed to profit and loss as incurred.

(iii) Revaluation of property, plant and equipment

Physical non-current assets are valued in accordance with the "Valuation of Physical Non-Current Assets at Fair Value" Policy and Guidelines Paper (TPP 14-01). This policy adopts fair value in accordance with AASB 13 *Fair Value Measurement* and AASB 116 *Property, Plant and Equipment* and AASB 140 *Investment Property*.

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by government. In most cases, after taking into consideration, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative use.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Fair value of property, plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs. Also refer to Note 12 for further information regarding fair value.

LLS re-values each class of property, plant and equipment with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. A revaluation of the Travelling Stock Reserves (TSR's), as part of the Crown Land Estate (CLE), was completed by Opteon Property Group in March 2017 and was based on an independent assessment. An indexation amounting to \$3.616m has been recognised in the financial statements against the TSR land value as part of the CLE.

Revaluation increments are credited directly to revaluation surplus, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the net result, the increment is recognised immediately as revenue in the net result.

Revaluation decrements are recognised immediately as expenses in the net result, except that, to the extent that a credit balance exists in the revaluation surplus in respect of the same class of assets, they are debited directly to the revaluation surplus.

Non-specialised assets with short useful lives are measured at depreciated historical cost as an approximation of fair value. LLS has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

LLS undertook a revaluation of freehold land and building assets during May and June 2016. Herron Todd White and Opteon Property Group were engaged to conduct the valuations, with revaluation adjustments made in accordance with the valuations obtained.

The methods of revaluing the Crown land assets utilises a mass valuation technique as follows:

Travelling Stock Reserves and Stock Watering Places

The determination of global rates per hectare for a variety of land classifications for each local government area is considered the most appropriate approach to determine a value for Crown Land, and is also applied to the Travelling Stock Reserves (TSR's) and Stock Watering Places (SWP's). For the mass valuations, a valuation rate per hectare was provided for each land category type, within a local government area by Opteon Property Group on behalf of Department of Industry - Lands (formerly NSW Crown Lands). The TSR land vested to and under the effective control of LLS was valued at \$548,527,868 as at 30 June 2018 after an indexation applied to the valuation from 2017.

(iv) Impairment of property, plant and equipment

LLS is a not-for-profit entity with no cash generating units, LLS is unlikely to be affected by AASB 136 *Impairment of Assets* and impairment testing. This is because AASB 136 modifies the recoverable amount test to the higher of fair value less costs to sell and depreciated replacement cost. This means that, for an asset already measured at fair value, impairment can only arise if selling costs are material. Selling costs are regarded as immaterial.

LLS transfers the carrying value of land for Aboriginal land claims which have been granted to Department of Industry - Lands. The amount, representing the fair value of land granted based on estimated size of the land, is expensed when granted. Until the land is surveyed, the precise area to be transferred is unknown.

(v) Contaminated land

When the Environmental Protection Authority identifies land as contaminated and provides an order, an impairment provision is raised for the land when the cost to remediate the land is quantifiable. In the event that cost of restoring the contaminated land exceeds the value of the land a liability is recognised.

(vi) Depreciation of property, plant and equipment

Depreciation is provided for on a straight line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the entity. All material separately identifiable components of assets are depreciated over their shorter useful lives.

Land is not a depreciable asset.

The depreciation of buildings and infrastructure is calculated on a straight line basis. Due to the nature and location of its activities, a useful life guide of 40 years is used for buildings and 20 years for infrastructure.

Equipment and vehicles are depreciated on a straight line basis over the remaining life to scrap value (where applicable) so as to write off the depreciable amount of each asset as it is consumed over its useful life to the entity.

Each class of asset has a default life which may be varied as a result of management review either at acquisition or at any time during the asset life.

Default asset class lives are:

Buildings	20 - 60 years
Plant and equipment	2 - 20 years
Infrastructure	3 - 67 years
Intangibles	2 - 4 years

(vii) Major inspection costs

When each major inspection is performed, the labour cost of performing major inspections for faults is recognised in the carrying amount of an asset as a replacement of a part, if the recognition criteria are satisfied.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(viii) Restoration costs

The estimated cost of dismantling and removing an asset and restoring the site is included in the cost of an asset, to the extent it is recognised as a liability.

(ix) Maintenance

Day-to-day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a part or component of an asset, in which case the costs are capitalised and depreciated.

(x) Leased assets

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.

Where a non-current asset is acquired by means of a finance lease, the asset is recognised at its fair value or, if lower, the present value of the minimum lease payments at the commencement of the lease term. The corresponding liability is established at the same amount. Lease payments are allocated between the principal component and the interest expense.

Operating lease payments are recognised as an expense on a straight-line basis over the lease term.

(xi) Investment properties

LLS owns some properties which generate rental income. Investment properties are stated at fair value in the statement of financial position, using the valuation technique that maximises the use of relevant observable inputs. Gains or losses arising from changes in fair value are included in the net result for the year in the period in which they arise. No depreciation is charged on investment properties.

(xii) Intangible assets

LLS recognises intangible assets only if it is probable that future economic benefits will flow to LLS and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised over their estimated useful lives.

Internally developed software costs that are directly associated with the production of identifiable and unique software products controlled by LLS and that will probably generate economic benefits exceeding costs beyond one year, are recognised as intangible assets. Direct costs include software development employee costs and an appropriate portion of relevant overheads. Costs associated with maintaining computer software are recognised as an expense as incurred.

All research costs are expensed. Development costs are only capitalised when certain criteria are met.

The useful lives of intangible assets are assessed to be finite.

Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for LLS's intangible assets, the assets are carried at cost less any accumulated amortisation.

LLS intangible assets are amortised using the straight line method over a period of 1 - 3 years.

Water licences have been valued at cost where there is no active market.

Intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than its carrying amount the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

(xiii) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables. Any changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

Short-term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

(xiv) Other inventories

Inventories held for distribution are stated at cost, adjusted when applicable, for any loss of service potential. A loss of service potential is identified and measured based on the existence of a current replacement cost that is lower than the carrying amount. Inventories (other than those held for distribution) are stated at the lower of cost and net realisable value.

Other inventories are comprised of baits, ammunition, signs and chemicals that are used by LLS in the management of pests and weeds on the travelling stock routes. In some locations these inventories are available for sale to the public.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(xv) Inventories (Seed bank)

Inventories are comprised of processed and unprocessed local native seed which are used on revegetation projects carried out by LLS and other organisations.

Inventories are measured at actual cost reflecting the cost of collection and preparation. The cost is then attributed annually to the various seed lots collected and is then adjusted after viability testing.

Factors such as climate, weather events, available funding and landholder confidence all impact on the quantity and types of seed available for collection and planting.

(xvi) Biological assets

Biological assets are measured on initial recognition and at each reporting date at fair value less estimated point-of-sale costs, or reasonable estimates of the fair value less estimated point-of-sale costs.

A gain or loss arising on initial recognition of a biological asset at fair value less estimated point-of-sale costs and from a change in fair value less estimated point-of-sale costs of a biological asset is included in net result for the period in which it arises.

(xvii) Investments

Investments are initially recognised at fair value plus, in the case of investments not at fair value through profit or loss, transaction costs. LLS determines the classification of its financial assets after initial recognition and, when allowed and appropriate, re-evaluates this at each financial year end.

(xviii) Impairment of financial assets

All financial assets, except those measured at fair value through profit and loss, are subject to an annual review for impairment. An allowance for impairment is established when there is objective evidence that the entity will not be able to collect all amounts due.

For financial assets carried at amortised cost, the amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the impairment loss is recognised in the net result for the year.

When an available for sale financial asset is impaired, the amount of the revaluation is removed from equity and a loss recognised in the net result for the year, based on the difference between the acquisition cost (net of any principal repayment and amortisation) and current fair value, less any impairment loss previously recognised in the net result for the year.

Any reversals of impairment losses are reversed through the net result for the year, where there is objective evidence; however impairment losses on an investment in an equity instrument classified as "available for sale" must be made through the revaluation surplus. Reversals of impairment losses of financial assets carried at amortised cost cannot result in a carrying amount that exceeds what the carrying amount would have been had there not been an impairment loss.

(xix) De-recognition of financial assets and financial liabilities

A financial asset is derecognised when the contractual rights to the cash flows from the financial assets expire; or if LLS transfers the financial asset:

- where substantially all the risks and rewards have been transferred; or
- where LLS has not transferred substantially all the risks and rewards, if the entity has not retained control

Where LLS has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of the entity's continuing involvement in the asset.

A financial liability is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

(xx) Non-current assets (or disposal groups) held for sale

LLS has certain non-current assets (or disposal groups) classified as held for sale, where their carrying amount will be recovered principally through a sales transaction, not through continuing use. Non-current assets (or disposal groups) held for sale is recognised at the lower of carrying amount and fair value less costs to sell. These assets are not depreciated while they are classified as held for sale. Refer Note 9.

(xxi) Other assets

Other assets are recognised on a historic cost basis.

(j) Liabilities

(i) Payables

These amounts represent liabilities for goods and services provided to LLS and other amounts. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(ii) Borrowings

Loans are not held for trading or designated at fair value through profit or loss and are recognised at amortised cost using the effective interest method. Gains or losses are recognised in the net result for the year on derecognition.

Finance lease liabilities are determined in accordance with AASB 117 *Leases*.

(iii) Personnel services

LLS does not employ staff but utilises the personnel services of the LLSSA. The cost of personnel services in respect of wages and salaries, superannuation, annual leave, long service leave, and for personal leave are recognised when it is probable that settlement will be required.

(iv) Employee benefits and other provisions

(a) Salaries and wages, annual leave, sick leave and on-costs

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the end of period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits.

Annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 *Employee Benefits* (although short-cut methods are permitted). Actuarial advice obtained by Treasury has confirmed that the use of a nominal approach plus the annual leave on annual leave liability (using 7.9% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. LLS has assessed the actuarial advice based on the entity's circumstances and has determined that the effect of discounting is immaterial to annual leave.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

(b) Long service leave

LLS's long service leave liability is assumed by the Crown Finance Entity (CFE). The entity accounts for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the CFE of employee benefits and other liabilities'.

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*, based on the application of procedures (specified in NSW Treasury Circular TC15/09) to employees with five or more years of service, using current rates of pay. Additional factors were applied based on an actuarial review to approximate present value.

(c) Superannuation

The CFE assumes the defined benefit superannuation liabilities for certain General Government Sector entities. This means on initial incurrence entities recognise a liability and expense and on assumption of the liability, a revenue equivalent to the liability assumed.

(d) Consequential on-costs

Consequential costs to employment are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised. This includes outstanding amounts of payroll tax, worker's compensation insurance premiums and fringe benefits tax.

(e) Other provisions

Other provisions exist when LLS has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the obligation.

Any provision for restructuring is recognised only when an agency has a detailed formal plan and the agency has raised a valid expectation in those affected by the restructuring that it will carry out the restructuring by starting to implement the plan or announcing its main features to those affected.

If the effect of the time value of money is material, provisions are discounted at an appropriate percentage, which is a pre-tax rate that reflects the current market assessments of the time value of money and the risks specific to the liability.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(k) Fair value hierarchy

A number of the LLS's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities. When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, the entity categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 - quoted prices in active markets for identical assets / liabilities that the LLS can access at the measurement date.
- Level 2 - inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- Level 3 - inputs that are not based on observable market data (unobservable inputs).

LLS recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

Refer Note 12 and Note 20 for further disclosures regarding fair value measurements of financial and non-financial assets.

(l) Equity and reserves

(i) Asset revaluation reserve

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets. This accords with LLS's policy on the revaluation of property, plant and equipment as discussed in Note 1(i) (iii).

(ii) Accumulated funds

The category accumulated funds includes all current and prior period retained funds.

(iii) Separate reserve accounts are recognised in the financial statements only if such accounts are required by specific legislation or Australian Accounting Standards (e.g. revaluation surplus).

(iv) Equity transfers

Transfers arising from an administrative restructure involving not-for-profit government entities are recognised at the amount at which the assets and liabilities were recognised by the transferor immediately prior to the restructure to approximate fair value.

(m) Budgeted amounts

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget are not reflected in the budgeted amounts. Major variances between the original budgeted and the actual amounts are disclosed in the primary financial statements in Note 18.

(n) New Australian Accounting Standards issued but not effective

Australian Accounting Standards and Interpretations that have recently been issued or amended but are not yet effective have not been adopted for the financial year ended 30 June 2018. These are listed as follows, along with the corresponding effective date:

- AASB 15, AASB 2014-5, AASB 2015-8 and 2016-3 regarding Revenue from Contracts with Customers (Jan 2019)
- AASB 16 Leases (Jan 2019)
- AASB 17 Insurance Contracts (Jan 2021)
- AASB 1058 Income of Not-for-profit Entities (Jan 2019)
- AASB 1059 Service Concession Arrangements: Grantors (Jan 2019)
- AASB 2016-3 Amendments to Australian Accounting Standards – Clarifications to AASB 15 (Jan 2018)
- AASB 2016-5 Amendments to Australian Accounting Standards – Classification and Measurement of Sharebased Payment Transactions (Jan 2018)
- AASB 2016-6 Amendments to Australian Accounting Standards – Applying AASB 9 with AASB 4 Insurance Contracts (Jan 2018)
- AASB 2016-8 Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities (Jan 2019)
- AASB 2017-1 Amendments to Australian Accounting Standards – Transfer of investment Property, Annual Improvements 2014-2016 Cycle and Other Amendments (Jan 2018)
- AASB 2017-3 Amendments to Australian Accounting Standards – Clarifications to AASB 4 (Jan 2018)
- AASB 2017-4 Amendments to Australian Accounting Standards – Uncertainty of Income Tax Treatments (Jan 2019)
- AASB 2017-5 Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections (Jan 2018)
- AASB 2017-6 Amendments to Australian Accounting Standards – Prepayment Features with Negative Compensation (Jan 2019)
- AASB 2017-7 Amendments to Australian Accounting Standards – Long-term Interests in Associates and Joint Ventures (Jan 2019)
- Interpretation 22 Foreign Currency Transactions and Advance Consideration (Jan 2018)
- Interpretation 23 Uncertainty over Income Tax Treatment (Jan 2019)

LLS believes a number of these standards may have an impact on the content and presentation of the financial statements once the standards become effective, but have not yet quantified the impacts of their implementation.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

LLS has considered the standards and interpretations which will apply from 1 July 2018, and assess those likely to impact below:

· AASB 9 Financial Instruments - AASB 9 will apply to LLS for financial periods beginning 1 July 2018. The Standard includes requirements for the classification and measurement of financial assets and incorporates amendments to the accounting for financial liabilities and hedge accounting requirements. AASB also improves and simplifies the approach for classification and measurement of financial assets compared with the requirements of AASB 139. The application of AASB 9 is not expected to have a material impact on the financial statements of LLS.

· AASB 16 Leases - AASB 16 replaces AASB 117 Leases and will apply to LLS for financial periods beginning 1 July 2019. The Standard introduces a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with terms longer than twelve months, unless the underlying asset is of low value. A lessee is required to recognise a right-of-use asset and a lease liability. For lessors, the Standard provides accounting requirements that a lessor continues to classify its leases as operating leases or finance leases, and to account for those two types of leases differently. The application of AASB 16 may have a material effect on the financial statements of LLS in the future. LLS currently has a number of leases which will be captured by AASB 16, but at the date of the report has not yet finalised the measurement of the potential impacts to future financial statements.

2. EXPENSES EXCLUDING LOSSES

	Consolidated		Parent	
	Actual 2018 \$'000	Actual 2017 \$'000	Actual 2018 \$'000	Actual 2017 \$'000
(a) Employee related expenses				
Salaries and wages (including recreation leave)	80,264	66,697	-	-
Superannuation – defined benefit plans	725	688	-	-
Superannuation – defined contribution plans	6,912	6,152	-	-
Long service leave	4,472	3,542	-	-
Workers compensation insurance	564	496	-	-
Payroll tax and fringe benefits tax	5,122	4,364	-	-
Redundancy payments	2,403	2,266	-	-
	100,462	84,205	-	-
(b) Personnel services				
	-	-	102,408	77,875
	-	-	102,408	77,875
(c) Other operating expenses include the following:				
Advertising and promotion	1,096	605	1,096	605
Auditor's remuneration – audit of financial reports	216	228	216	228
Bad and doubtful debts	1,352	145	1,352	145
Board remuneration	2,095	1,833	2,095	1,833
Cleaning	555	547	555	547
Computer software fees	762	983	762	983
Consultancy	268	695	268	695
Contractors and other fees	24,639	12,241	24,639	12,241
Cost of inventories held for distribution	3,579	2,539	3,579	2,539
Cost of sales	4,275	1,326	4,275	1,326
Courier and freight	79	38	79	38
Data/Internet	49	17	49	17
Electricity	532	483	532	483
Insurance	398	331	398	331
Corporate Services	3,379	3,307	3,379	3,307
Legal - Crown Solicitor's Office	-	8	-	8
Legal other	116	51	116	51
Levies	7,876	6,287	7,876	6,287
Maintenance	3,239	1,435	3,239	1,435
Motor vehicle	6,244	532	6,244	532
Operating lease rental – minimum lease payments	6,306	7,600	6,306	7,600
Other operating	2,940	3,280	2,940	3,280
Printing	1,177	814	1,177	814
Rates	62	53	62	53
Telecommunication	1,130	1,065	1,130	1,065
Training and staff development	1,320	898	1,320	898
Travel	3,477	2,451	3,477	2,451
	77,161	49,792	77,161	49,792
(d) Depreciation and amortisation expense				
Buildings	642	169	642	169
Infrastructure	831	831	831	831
Plant and equipment	936	1,093	936	1,093
Amortisation of intangible assets	1	154	1	154
	2,410	2,247	2,410	2,247
(e) Grants and subsidies				
Caring for Country / National Landcare Programme	11,700	13,396	11,700	13,396
Catchment Management NSW	9,062	11,573	9,062	11,573
Clean Energy	-	1,129	-	1,129
Hunter Catchment Contribution	2,041	1,857	2,041	1,857
Landcare Co-ordinators Initiative	8,652	4,210	8,652	4,210
Other	8,767	8,401	8,767	8,401
	40,222	40,566	40,222	40,566

3. REVENUES

	Consolidated		Parent	
	Actual 2018 \$'000	Actual 2017 \$'000	Actual 2018 \$'000	Actual 2017 \$'000
(a) Sale of goods and services				
Sale of goods:				
Minor sales of goods and services	429	386	429	386
Rendering of services:				
Education	237	50	237	50
Fees for services rendered	33,281	1,331	33,281	1,331
Permit fees	5,861	4,549	5,861	4,549
Recovery of administrative costs	(11)	4	(11)	4
Other services	1,610	838	1,610	838
	41,407	7,158	41,407	7,158
(b) Investment revenue				
Interest	1,120	662	1,120	662
Rents	309	401	309	401
	1,429	1,063	1,429	1,063
(c) Grants and contributions				
Industry/private bodies	456	778	456	778
Commonwealth Government	27,274	33,619	27,274	33,619
NSW budget sector agencies	93,942	62,333	93,942	62,333
Personnel services received free of charge	-	-	4,593	3,524
Local and other state governments	5,847	5,581	5,847	5,581
	127,519	102,311	132,112	105,835
(d) Acceptance by the Crown Entity of employee benefits and other liabilities				
Superannuation	725	688	-	-
Long service leave	3,829	2,798	-	-
Payroll tax	39	38	-	-
	4,593	3,524	-	-
(e) Other revenue				
Levies	6,163	6,180	6,163	6,180
Other revenue	3,899	3,069	3,899	3,069
	10,062	9,249	10,062	9,249
(f) Rates				
Rates	39,440	34,640	39,440	34,640
	39,440	34,640	39,440	34,640

4. GAIN / (LOSS)

	Consolidated		Parent	
	Actual 2,018 \$'000	Actual 2,017 \$'000	Actual 2,018 \$'000	Actual 2,017 \$'000
(a) Gain / (loss) on disposal				
Gain / (loss) on disposal of property, plant and equipment				
Proceeds from disposal	441	2,458	441	2,458
Written down value of assets disposed	(206)	(1,885)	(206)	(1,885)
Net gain / (loss) on disposal of property, plant and equipment	235	573	235	573
(b) Other gain/(loss)				
Gain on biological assets	-	3	-	3
Net other gains / (losses)	-	3	-	3

5. CURRENT ASSETS - CASH AND CASH EQUIVALENTS

Cash at bank and on hand	62,418	51,297	62,418	51,297
	62,418	51,297	62,418	51,297

For the purpose of the statement of cash flows, cash and cash equivalents include cash at bank, cash on hand, and short term deposits.

Cash and cash equivalent assets recognised in the statement of financial position are reconciled at the end of the financial year to the statement of cash flows as follows:

Cash and cash equivalents (per statement of financial position)	62,418	51,297	62,418	51,297
Closing cash and cash equivalents (per statement of cash flows)	62,418	51,297	62,418	51,297

LLS carries an external restriction against funds held at year end. The restriction applies to the use of funds and arises from contractual and legislative obligations to other bodies. The aggregate of these restricted funds included in the cash and cash equivalent balance reported above is \$42.5 million (2017 \$42 million).

Refer Note 20 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

6. CURRENT / NON-CURRENT ASSETS - RECEIVABLES

CURRENT

Trade debtors	18,011	9,051	18,011	9,051
Miscellaneous	4,013	110	4,013	110
Less: Allowance for impairment	(2,368)	(1,021)	(2,368)	(1,021)
Interest receivable	-	263	-	263
Net GST	832	1,255	832	1,255
Trade receivables	20,488	9,658	20,488	9,658

Prepayments

Other	606	94	446	-
	606	94	446	-

Receivables	21,094	9,752	20,934	9,658
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6. CURRENT / NON-CURRENT ASSETS - RECEIVABLES - (continued)

	Consolidated		Parent	
	Actual 2018 \$'000	Actual 2017 \$'000	Actual 2018 \$'000	Actual 2017 \$'000
Movement in the allowance for impairment				
Balance at beginning of period	1,021	895	1,021	895
Amounts written off during the period	(5)	(19)	(5)	(19)
Increase/(decrease) in allowance recognised in profit or loss	1,352	145	1,352	145
Balance at end of period	2,368	1,021	2,368	1,021
GST				
GST receivable	2,678	1,478	2,678	1,478
GST payable	(1,846)	(223)	(1,846)	(223)
NET GST	832	1,255	832	1,255

Refer Note 20 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

7. CURRENT / NON-CURRENT ASSETS - INVENTORIES

Seed inventory				
Opening balance of seed stock	373	413	373	413
Seed withdrawn from seed bank	(3)	(69)	(3)	(69)
Sale of seed stock	(18)	(45)	(18)	(45)
Value of seed collected	71	75	71	75
Net gain/(loss) on value of seed stock	(5)	(1)	(5)	(1)
Closing balance	418	373	418	373
Other Inventory on hand				
Opening balance on hand at beginning of period	1,403	1,181	1,403	1,181
Increase/(decrease) in stock levels during period	29	222	29	222
Closing Balance	1,432	1,403	1,432	1,403
Total Inventory on hand at end of period	1,850	1,776	1,850	1,776

8. BIOLOGICAL ASSETS

Current Biological Assets	-	46	-	46
	-	46	-	46

9. ASSETS HELD FOR SALE

NON-CURRENT assets held for sale				
Land and buildings	102	-	102	-
	102	-	102	-

10. PARENT & CONSOLIDATED - NON-CURRENT ASSETS – PROPERTY PLANT AND EQUIPMENT

	Land and Buildings \$'000	Leased PPE \$'000	Plant & Equipment \$'000	Infrastructure Systems \$'000	WIP PPE \$'000	Total \$'000
At 1 July 2017						
At fair value	551,209	-	6,187	26,463	44	583,903
Accumulated depreciation and impairment	(198)	-	(3,020)	(3,072)	-	(6,290)
Net carrying amount	551,011	-	3,167	23,391	44	577,613
At 30 June 2018						
At fair value	580,516	-	8,242	27,253	181	616,192
Accumulated depreciation and impairment	(4,415)	-	(3,404)	(3,910)	-	(11,729)
Net carrying amount	576,101	-	4,838	23,343	181	604,463

Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below.

	Land and Buildings \$'000	Leased PPE \$'000	Plant & Equipment \$'000	Infrastructure Systems \$'000	WIP PPE \$'000	Total \$'000
Period ended 30 June 2018						
Net carrying amount at start of year	551,011	-	3,167	23,391	44	577,613
Additions	173	-	470	621	137	1,401
Disposals	-	-	(810)	(7)	-	(817)
Transfers	-	-	(3)	3	-	0
Assets transferred in - Soil Conservation Service	25,518	-	2,398	173	-	28,089
Accumulated depreciation transferred in - Soil Conservation Service	(3,575)	-	(60)	(7)	-	(3,642)
Net revaluation increment less revaluation decrements recognised in reserves	3,616	-	-	-	-	3,616
Depreciation expense	(642)	-	(936)	(831)	-	(2,409)
Write back on disposal	-	-	612	-	-	612
Net carrying amount at end of year	576,101	-	4,838	23,343	181	604,464

Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the prior reporting period is set out below.

	Land and Buildings \$'000	Leased PPE \$'000	Plant & Equipment \$'000	Infrastructure Systems \$'000	WIP PPE \$'000	Total \$'000
Period ended 30 June 2017						
Net carrying amount at start of year	481,896	-	4,199	24,112	-	510,207
Additions	63	-	561	171	44	839
Transfers	(22,690)	-	(1,498)	(91)	-	(24,279)
Net revaluation increment less revaluation decrements recognised in reserves	90,999	-	-	-	-	90,999
Depreciation expense	(169)	-	(1,093)	(831)	-	(2,093)
Write back on disposal	912	-	998	30	-	1,940
Net carrying amount at end of year	551,011	-	3,167	23,391	44	577,613

11. INTANGIBLE ASSETS - PARENT & CONSOLIDATED

	Total \$'000
At 30 June 2018	
Fair value	1,251
Accumulated amortisation and impairment	(419)
Net carrying amount	<u>832</u>
Period ended 30 June 2018	
Net carrying amount at start of year	833
Amortisation (recognised in 'depreciation and amortisation')	(1)
Net carrying amount at end of year	<u>832</u>
	Total \$'000
At 30 June 2017	
Fair value	1,251
Accumulated amortisation and impairment	(418)
Net carrying amount	<u>833</u>
Year ended 30 June 2017	
Net carrying amount at start of year	987
Amortisation (recognised in 'depreciation and amortisation')	(154)
Net carrying amount at end of the year	<u>833</u>

The value of intangible assets include easements against land, irrigation water licences and capitalised software costs.

12. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS - PARENT & CONSOLIDATED

The fair value of non-financial assets have been measured in accordance with AASB 13 *Fair Value Measurement*. Under AASB13, fair value is defined as "the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date".

To increase consistency and comparability in fair value measurements and related disclosures, AASB 13 establishes a fair value hierarchy that categorises into three levels aligned to the inputs to valuation techniques used to measure fair value. The fair value hierarchy gives the highest priority to quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1 inputs) and the lowest priority to unobservable inputs (level 3 inputs).

Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2 inputs are inputs other than quoted prices included within level 1 that are observable for asset or liability, either directly or indirectly.

Level 3 inputs are unobservable inputs for asset or liability. Unobservable inputs shall be used to measure fair value to the extent that relevant observable inputs are not available, thereby allowing for situations in which there is little, if any, market activity for asset or liability at the measurement date. Where level 3 is adopted a sensitivity analysis shall be included in the assessment of value.

12. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS - PARENT & CONSOLIDATED (continued)

(a) Fair value hierarchy

At 30 June 2018

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total Fair Value \$'000
Non-current assets held for sale (Note 9)	-	102	-	102
Land and buildings (Note 10)	-	17,878	558,223	576,101
Infrastructure systems (Note 10)	-	-	23,343	23,343
Total	-	17,980	581,566	599,546

At 30 June 2017

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total Fair Value \$'000
Land and buildings (Note 10)	-	6,100	544,911	551,011
Biological assets (Note 8)	-	46	-	46
Infrastructure systems (Note 10)	-	-	23,391	23,391
Total	-	6,146	568,302	574,448

There were no transfers between level 1 or 2 during the period.

The freehold land and buildings are stated at their revalued amounts, being the fair value at the date of revaluation, less any subsequent accumulated depreciation and subsequent accumulated impairment losses. The fair value of the freehold land and buildings was determined using the depreciated replacement costs approach by reference to the market value of the land in its existing use and market replacement cost of comparable properties on a price per square foot basis, adjusted for age, condition and functional obsolescence.

Opteon Property Group was engaged to value the TSR's and stock watering points as part of the Crown Land Estate, and used the same mass valuation methodology as it does with all other categories within the Crown portfolio which is a determination of a global rate per hectare for each category, within a local government area. The land is valued on the basis of the highest and best use taking into account zoning and other restrictions, access to services infrastructure and property market demand. These value elements are considered in a global way when formulating a value level to apply to a particular category type. The value attributed to TSR land is shown in level 3 due to the use of land categories discounting across categories in the valuation methodology.

The plant and equipment is valued at depreciated replacement cost, which approximates the depreciated cost of the assets. The fair value of infrastructure systems was determined by an independent valuer based on the depreciated replacement cost that reflects the estimated current cost of replacing of the asset with a similar asset.

(b) Reconciliation of recurring level 3 fair value measurements

At 30 June 2018

Recurring level 3 fair value measurements	Infrastructure Systems \$'000	Total Fair Value \$'000
Fair value as at 1 July 2017	23,391	23,391
Additions	621	621
Assets transferred in Soil Conservation Service	173	173
Accumulated depreciation transferred in Soil Conservation Service	(7)	(7)
Transfers	3	3
Disposals	(7)	(7)
Depreciation	(831)	(831)
Fair value as at 30 June 2018	23,343	23,343

At 30 June 2017

Recurring level 3 fair value measurements	Infrastructure Systems \$'000	Total Fair Value \$'000
Fair value as at 1 July 2016	24,112	24,112
Additions	171	171
Disposals	(91)	(91)
Depreciation	(831)	(831)
Write back on disposal	30	30
Fair value as at 30 June 2017	23,391	23,391

There were no transfers between level 2 and level 3 of the fair value hierarchy during the year ended 30 June 2018.

Information about level 3 fair value measurements

Asset classification	Significant unobservable inputs	Valuation techniques	Sensitivity of significant unobservable inputs
Infrastructure	Estimated replacement costs of infrastructure taking into account of functional obsolescence condition and age of assets	Depreciated replacement cost approach	An increase / decrease in the estimated replacement cost will result in increase / decrease in the fair value A decrease in the estimated remaining useful life will decrease the fair value.

13. CURRENT LIABILITIES - PAYABLES

	Consolidated		Parent	
	Actual 2018 \$'000	Actual 2017 \$'000	Actual 2018 \$'000	Actual 2017 \$'000
CURRENT				
Accrued salaries, wages and on-costs	1,072	288	-	-
Other taxes payable	1,292	1,165	-	-
Personnel services payable	-	-	15,522	10,878
Creditors	35,501	28,455	35,501	28,455
	37,865	29,908	51,023	39,333

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables are disclosed in Note 20.

14. CURRENT- NON-CURRENT LIABILITIES - PROVISIONS

(a). CURRENT

Employee benefits and related on-costs

Recreation leave	9,315	6,637	-	-
Long service leave	2,224	1,548	-	-
Payroll tax	1,235	948	-	-
	12,774	9,133	-	-

(b). CURRENT

Restoration costs

	964	752	964	752
	964	752	964	752

Total current provisions

	13,738	9,885	964	752
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(c). NON-CURRENT

Employee benefits and related on-costs

Long service leave	215	154	-	-
Payroll tax	107	82	-	-
Other employee related provisions	222	150	-	-
Total non-current provisions	544	386	-	-

14. CURRENT- NON-CURRENT LIABILITIES - PROVISIONS (continued)

Recreation leave

The liability at 30 June was \$9.315m (2017 - \$6.637m). This is based on leave entitlements at 30 June 2018. The value of recreational leave expected to be taken within 12 months is \$8.1m (2017 - \$5.0m) and \$1.2m (2017 - \$1.7m) after 12 months.

	Consolidated		Parent	
	Actual 2018 \$'000	Actual 2017 \$'000	Actual 2018 \$'000	Actual 2017 \$'000
Aggregate employee benefits and related on-costs				
Provisions – current	12,774	9,133	-	-
Provisions – non-current	544	386	-	-
Accrued salaries, wages and on-costs (Note 13)	1,072	288	-	-
	14,390	9,807	-	-

Movements in provisions (other than employee benefits)

Restoration costs

Carrying amount at beginning of financial year	752	709	752	709
Additional provisions recognised	(69)	93	(69)	93
Amounts used	(36)	(50)	(36)	(50)
Provisions transferred in - Soil Conservation Service	317	-	317	-
Carrying amount at end of financial year	964	752	964	752

15. CURRENT / NON-CURRENT LIABILITIES - OTHER

CURRENT

Unearned income	7,345	474	7,345	474
Unspent grants	441	812	441	812
Total current liabilities - other	7,786	1,286	7,786	1,286

NON-CURRENT

Unspent grants	714	844	714	844
Total non-current liabilities - other	714	844	714	844

16. COMMITMENTS FOR EXPENDITURE

(a) Operating lease commitments

Not later than one year	5,817	6,065	5,817	6,065
Later than one year and not later than five years	5,150	4,006	5,150	4,006
Total (including GST)	10,967	10,071	10,967	10,071

The commitments above include GST expected to be recoverable from the Australian Taxation Office. Operating lease commitments include contracted amounts for various office equipment, photocopiers and computers and motor vehicles under operating lease contracts. Office leases vary from 1 to 5 years with, in some cases, options to extend. These leases have various escalation clauses. On renewal, the terms of the leases are renegotiated.

(b) Capital commitments

LLS has no capital commitments at year-end (2017 - \$104,000).

17. CONTINGENT LIABILITIES

As at 30 June 2018 LLS had no contingent assets or liabilities.

18. BUDGET REVIEW

The budget process is finalised prior to the beginning of each financial year. Events may arise after that date that necessitates variations to the planned activities of LLS for that year. This in turn may cause variations to the financial activities. Major variations between the budget and actual amounts are outlined below.

Net Result

The net result of \$4.430 million was favourable compared to budget. This was due to the addition of the Soil Conservation Service operating result following the transfer to LLS in October 2017.

Revenue of \$224.450 million was favourable compared to budget by \$44.767 million. This was due to additional funding received during the year not known at the time of budget preparation, including increased amounts assumed by the Crown Entity and revenues associated with the transfer of Soil Conservation Service.

Expenditure of \$220.255 million was unfavourable compared to budget by \$43.727 million. Increased expenditure arose from activity associated with additional revenue received and items of related operating expenditure as well as expenditure attributable to Soil Conservation Service operations.

Assets and liabilities

Total assets was greater than budget by \$153.709 million in the main due to an increase in land value, mostly attributable to the valuation increment in travelling stock reserves and assets associated with Soil Conservation Service transferred in October 2017. Prior year revaluation increment of travelling stock reserves was not known at the time of budget preparation (\$90.999 million) with the revaluation in the current year representing \$3.616 million.

Total liabilities was greater than budget by \$25.177 million, including an increase in provisions of \$4.582 million and an increase of \$14.295 million in payables, due to timing of year-end payments.

Total equity was \$630.112 million. This was \$128.532 million greater than budget and in the main due to revaluation of land and equity transfer associated with Soil Conservation Service.

Cash flows

A net increase in cash and cash equivalents of \$11.121 million resulted in a closing cash equivalent balance for the year of \$62.418 million. This result was \$27.635 million favourable to budget due to timing of payments at year-end and a greater than budgeted payables balance, partially offset by a greater than budgeted receivables balance.

19. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT

	Consolidated		Parent	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Net cash from operating activities	12,082	(15,231)	12,082	(15,231)
Depreciation and amortisation	(2,410)	(2,247)	(2,410)	(2,247)
Doubtful debts expense	(1,352)	(145)	(1,352)	(145)
Gain on sale of fixed assets	235	573	235	573
Increase/(decrease) in receivables	5,573	(929)	5,599	(929)
Increase/(decrease) in inventories and biological assets	28	188	28	188
Increase/(decrease) in prepayments	386	(43)	320	-
(Increase)/decrease in payables	(7,957)	(1,206)	(11,690)	5,145
(Increase)/decrease in provisions	(1,722)	21	105	(43)
(Increase)/decrease in other liabilities	(433)	730	(433)	730
Net result	4,430	(18,289)	2,484	(11,959)

20. FINANCIAL INSTRUMENTS

The principal financial instruments utilised by LLS are outlined below. These financial instruments arise directly from the entity's operations or are required to finance the entity's operations. The entity does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The entity's main risks arising from financial instruments are outlined below, together with the entity's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The LLS Board of Chairs has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the entity, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the Board of Chairs on a continuous basis.

(a) Financial instrument categories

Financial Assets Class:	Note	Category	Consolidated		Parent	
			Carrying Amount	Carrying Amount	Carrying Amount	Carrying Amount
			2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Cash and cash equivalents	5	N/A	62,418	51,297	62,418	51,297
Receivables ¹	6	Receivables (at amortised cost)	19,656	8,403	19,656	8,403
			82,074	59,700	82,074	59,700
Payables ²	13	Financial liabilities measured at amortised cost	36,573	28,743	51,023	39,333
			36,573	28,743	51,023	39,333

Notes

1. Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).
2. Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7).

(b) Credit risk

Credit risk arises when there is the possibility of LLS's debtors defaulting on their contractual obligations, resulting in a financial loss to LLS. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of LLS, including cash, receivables, authority deposits and advances receivable. No collateral is held by LLS. LLS has not granted any financial guarantees.

Credit risk associated with LLS's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards.

Cash

Cash comprises cash on hand.

Receivables - trade debtors

All trade debtors are recognised as receivable amounts at balance date. The policy is to review collectability of trade debtors on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand where necessary. Debts which are known to be uncollectable are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. This evidence includes past experience, and current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors except for rates as detailed in the summary of significant accounting policies, income recognition, rates and charges. Sales are made on 30 day terms.

The only financial assets that are past due or impaired are 'sales of goods and services' in the 'receivables' category of the balance sheet.

	Total \$'000	Past due but not impaired \$'000	Considered impaired \$'000
2018			
<3 months overdue	737	737	
3 months - 6 months overdue	3,349	3,349	
> 6 months overdue	3,567	1,199	2,368
2017			
<3 months overdue	5,381	5,381	-
3 months - 6 months overdue	119	119	-
> 6 months overdue	1,845	824	1,021

Notes

1. Each column in the table reports 'gross receivables'.
2. The ageing analysis excludes statutory receivables, as these are not within the scope of AASB 7 and excludes receivables that are not past due and not impaired. Therefore, the 'total' does not reconcile to the receivables total recognised in the statement of financial position.

20. FINANCIAL INSTRUMENTS (continued)

(c) Liquidity risk

Liquidity risk is the risk that LLS will be unable to meet its payment obligations when they fall due. LLS continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets. The objective is to maintain a balance between continuity of funding and flexibility through the use of loans and other advances.

During the current year and prior year, there were no defaults or breaches on any loans payable. No assets have been pledged as collateral. The exposure of LLS to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW Treasury Circular 11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers the Head of an authority (or a person appointed by the Head of an authority) may automatically pay the supplier simple interest. The rate of interest applied during the period was Nil% (30 June 2017 - Nil%).

The table below summarises the maturity profile of LLS's financial liabilities, together with the interest rate exposure.

FINANCIAL INSTRUMENTS Consolidated								
Interest rate exposure						Maturity dates		
	Weighted Average Effective Int. Rate	Nominal Amount ¹	Fixed Int. Rate	Variable Int. Rate	Non-interest Bearing	< 1 yr	1 - 5 yrs	> 5 yrs
		\$'000	\$'000	\$'000	\$'000			
2018								
Payables	0.0%	36,573	-	-	36,573	-	-	-
		36,573			36,573			
2017								
Payables	0.0%	28,743	-	-	28,743	-	-	-
		28,743			28,743			

FINANCIAL INSTRUMENTS Parent								
Interest rate exposure						Maturity dates		
	Weighted Average Effective Int. Rate	Nominal Amount ¹	Fixed Int. Rate	Variable Int. Rate	Non-interest Bearing	< 1 yr	1 - 5 yrs	> 5 yrs
		\$'000	\$'000	\$'000	\$'000			
2018								
Payables	0.0%	51,023	-	-	51,023	-	-	-
		51,023			51,023			
2017								
Payables	0.0%	39,333	-	-	39,333	-	-	-
		39,333			39,333			

Notes:

- The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which LLS can be required to pay. The tables include both interest and principal cash flows and therefore will not reconcile to the statement of financial position.

(d) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. LLS's exposures to market risk are primarily through interest rate risk on borrowings. LLS has no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which LLS operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposure in existence at the reporting date. The analysis assumes that all other variables remain constant.

20. FINANCIAL INSTRUMENTS (continued)

Interest rate risk

As LLS has no interest bearing liabilities its exposure to interest rate risk is minimal. LLS does not account for any fixed rate financial instruments at fair value through profit or loss or as available for sale. Therefore, for these financial instruments a change in interest rates would not affect profit or loss or equity. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility. LLS's exposure to interest rate risk is set out below.

Consolidated

	Carrying Amount \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000
			-1%	+1%	
2018					
Financial Assets					
Cash and cash equivalents	62,418	(624)	(624)	624	624
Receivables	19,656	(197)	(197)	197	197
Financial Liabilities					
Payables	36,573	(366)	(366)	366	366

2017

Financial Assets					
Cash and cash equivalents	51,297	(513)	(513)	513	513
Receivables	8,403	(84)	(84)	84	84
Financial Liabilities					
Payables	28,743	(287)	(287)	287	287

Parent

	Carrying Amount \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000
			-1%	+1%	
2018					
Financial Assets					
Cash and cash equivalents	62,418	(624)	(624)	624	624
Receivables	19,656	(197)	(197)	197	197
Financial Liabilities					
Payables	51,023	(510)	(510)	510	510

2017

Financial Assets					
Cash and cash equivalents	51,297	(513)	(513)	513	513
Receivables	8,403	(84)	(84)	84	84
Financial Liabilities					
Payables	39,333	(393)	(393)	393	393

(e) Other price risk

LLS holds no units in Hour-Glass investment trusts.

(f) Fair value recognised in the statement of financial position

Financial instruments are generally recognised at cost. The amortised cost of financial instruments recognised in the statement of financial position approximates the fair value because of the short-term nature of many of the financial instruments.

21. EQUITY TRANSFER

Soil Conservation Service transferred from Department of Industry to Local Land Services effective 1 October 2017 under an administrative order transferring the staff and operations of the service to Local Land Services. The transfer resulted in net assets amounting to \$23.058 million passing to Local Land Services and is shown in the Statement of Changes in Equity.

21. EQUITY TRANSFER (continued)

Key balances included in the transfer are shown below:

	Consolidated \$'000	Parent \$'000
Prepayments	126	126
Sundry debtors	26	-
Accrued income	2,652	2,652
Trade debtors	3,931	3,931
Assets held for sale (Note 9)	102	102
Property, plant and Equipment (Note 10)	24,447	24,447
Unearned income	(5,937)	(5,937)
Restoration provision (Note 14)	(317)	(317)
Employee provisions and oncosts	(1,972)	-
Net assets transferred	<u>23,058</u>	<u>25,004</u>

Operating activity of Soil Conservation Service, showing amounts before and after the transfer is shown in the below table:

	To date of transfer \$'000	From date of transfer \$'000	2018 Total \$'000	2017 Total \$'000
Total operating revenue	12,918	34,272	47,190	34,504
Total operating expenditure	11,829	31,006	42,835	32,318
Net result	<u>1,089</u>	<u>3,266</u>	<u>4,355</u>	<u>2,186</u>

22. RELATED PARTIES

(a) Key Management Personnel

Compensation was paid to key management personnel, in aggregate, during the year according to the following table

Type of compensation	2018 \$'000	2017 \$'000
Short-term employee benefits	5,213	4,390
Non-monetary benefits	5	10
Post-employment benefits	441	302
Termination benefits	-	851
Total	<u>5,659</u>	<u>5,553</u>

During the year, the Local Land Services did not enter into transactions with key management personnel, their close family members and controlled or jointly controlled entities thereof.

(b) Related Parties

During the year, Local Land Services entered into transactions with other entities that are controlled/jointly controlled/significantly influenced by NSW Government. These transactions (incurred in the normal course of business) in aggregate are a significant portion of the entity's revenue and expenses, and the nature of these significant transactions are detailed below;

Entity/Fund	Nature of Transaction
Audit Office of New South Wales	Audit services
NSW Department of Industry	Grants received and corporate services
NSW Office of Environment and Heritage	Grants received
Property NSW	Rent and accommodation
NSW Self Insurance Corporation	Insurance premiums and claims receipts
Water NSW	Grants received
NSW Department of Education	Grants received
NSW Department of Planning and Environment	Grants received
NSW Food Authority	Meat Industry Levy
Technical and Further Education NSW (TAFE)	Rent and accommodation
Local Land Services Staff Agency	Personnel services
Service NSW	Training
NSW Department of Finance Services and Innovation	Payroll tax

23. SUBSEQUENT EVENTS

Local Land Services rates will be waived in 2019 as part of the NSW Government's drought response. NSW Government will provide funding to LLS in compensation for the waiver commitment to ensure service delivery and operations are maintained. The aggregate value of the waiver funding is expected to be around \$48 million.

End of audited financial statements

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