

## Government response to the NRC communications audit report

The table below outlines the recommendations from the NRC, the proposed NSW Government response, and the key actions that are or will be taken in line with each recommendation.

#	Description of recommendation	NSW Government Response	Response Actions
1	Appoint a full time Senior Communications Manager to the Executive Support Unit	Supported	<ul style="list-style-type: none"> <li>Complete. In June 2016, LLS appointed a Director, Corporate Affairs, to the Executive Support Unit (ESU). This role includes full time senior executive responsibility for organisational communication and stakeholder engagement.</li> </ul>
2	Review the structure and roles of current communications staff in the Executive Support Unit	Supported	<ul style="list-style-type: none"> <li>Review and revise the communications structure, roles and functions within LLS, both at the regional level and within the ESU.</li> <li>A review of the current cross-regional team arrangements is underway.</li> </ul>
3	Identify skills gaps and build capacity for communications across the organisation	Supported	<ul style="list-style-type: none"> <li>Undertake an organisational-wide communications skills gap analysis.</li> <li>Provide communications-related capacity building to communications officers and other relevant staff across the organisation, to enable reciprocal engagement between managers, board members, clients, and key stakeholders.</li> </ul>
4	Clarify communications functions that require central oversight versus functions devolved to the regions, and establish reporting lines and accountability mechanisms to effectively implement those functions	Supported	<ul style="list-style-type: none"> <li>Commenced. A governance framework is being developed that will clarify functions and accountabilities across LLS, including for communications. The Framework will clearly delineate communications responsibilities and reporting lines between central and regional authorities.</li> </ul>
5	Provide regional communications staff with ongoing, regular and open access to their senior management team, general managers and local boards	Supported	<ul style="list-style-type: none"> <li>Undertake a review and provide options on how best to facilitate regional communications staff having ongoing, regular and open access to their senior management team, general managers and local boards.</li> <li>Provide communications-related capacity building to communications officers and other relevant staff across the organisation, to enable reciprocal engagement between managers, board members, clients, and key stakeholders.</li> </ul>
6	Clearly articulate and market the LLS brand, deciding which core LLS branding and messages will be	Supported	<ul style="list-style-type: none"> <li>Commenced. The development of a branding strategy for LLS is underway.</li> </ul>

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	adopted across the state		
7	Review and effectively implement state-wide and regional communications strategies, clearly defining the relationships between both scales and how state-wide approaches should be reflected in the regional strategies	Supported	<ul style="list-style-type: none"> <li>o Commenced. Relevant policies and procedures are currently being updated to ensure alignment with strategic plans.</li> <li>o Review, update and consistently implement existing statewide and regional communications strategies.</li> </ul>
8	Review and update communication policies and procedures, ensuring appropriate levels of state and regional alignment (see Recommendation 4)	Supported	<ul style="list-style-type: none"> <li>o Commenced. Relevant communications policies and procedures are currently being updated, at both the regional and statewide levels, to ensure consistency and alignment with statewide strategies.</li> </ul>
9	Build an organisational culture where the Minister's Office is viewed as a primary stakeholder	Supported	<ul style="list-style-type: none"> <li>o Utilise the LLS Culture Development Project (in response to Recommendation 5 of the NRC LLS Governance Audit) to ensure the Minister's Office is viewed by LLS staff, management and board members as a critical primary stakeholder.</li> </ul>
10	Adopt a more strategic approach to stakeholder engagement at both the state and regional scales	Supported	<ul style="list-style-type: none"> <li>o The newly appointed LLS Director, Corporate Affairs (see Response Actions for Recommendation 1) will lead the adoption of a more strategic approach to stakeholder engagement at the state and regional levels, in close consultation with regional communications officers and local boards.</li> <li>o Commenced. Development of a stakeholder engagement strategy is underway.</li> <li>o Ensure communications documents align with strategic plans and other relevant statewide strategies (underway).</li> </ul>
11	Build staff capacity for communicating with land managers	Supported	<ul style="list-style-type: none"> <li>o Provide communications-related capacity building to communications officers and other relevant staff across the organisation, to enable reciprocal engagement between managers, board members, clients, and key stakeholders.</li> <li>o Implement new customer apps, mobile/desktop customer self-service websites, and technology to support LLS staff in the field.</li> </ul>
12	Improve the quality, consistency and delivery of communications materials and key messages to land managers	Supported	<ul style="list-style-type: none"> <li>o Review and revise day-to-day communications processes and documents to improve quality and consistency.</li> </ul>
13	Embrace Local Community Advisory Groups as a key forum for community consultation and engagement	Supported	<ul style="list-style-type: none"> <li>o Improve regional engagement with Community Advisory Groups (CAGs) to enhance their contribution to the effective local delivery of services.</li> <li>o Review the operations of the CAGs to optimise their contribution and</li> </ul>

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			cost-effectiveness.
14	Support local board members to become more visible and proactive communicators	Supported	<ul style="list-style-type: none"> <li>○ Implement program of induction and training for all new board members.</li> <li>○ Provide communications-related capacity building to local board members, and use the local board Terms of Reference to define local board member responsibilities to be visible and proactive communicators.</li> </ul>
15	Build collaborative relationships with key rural media outlets to improve balance in media coverage	Supported	<ul style="list-style-type: none"> <li>○ Implement strategies to improve relationships with media outlets, key stakeholders, and Industry cluster and other government agencies.</li> </ul>
16	Improve the quality and consistency of media releases. A coordinated, state-wide approach is recommended in the first instance to drive rapid quality improvements	Supported	<ul style="list-style-type: none"> <li>○ Newly appointed LLS Director, Corporate Affairs to lead a coordinated, state-wide approach to improve the quality and consistency of media releases.</li> </ul>
17	Develop a state scale communications plan template to improve consistency of planning for events and campaigns	Supported	<ul style="list-style-type: none"> <li>○ Newly appointed LLS Director, Corporate Affairs to lead development of a state scale communications plan template.</li> </ul>
18	Improve the quality of monitoring, evaluation and reporting on communications	Supported	<ul style="list-style-type: none"> <li>○ Develop and implement an organisational-wide monitoring, evaluation and reporting (MER) program.</li> </ul>
19	Improve internal feedback loops, and sharing of information and resources	Supported	<ul style="list-style-type: none"> <li>○ Develop standard processes to share BoC agendas and minutes with local boards and General Managers.</li> <li>○ Establish system for dissemination of board papers and communiques as appropriate.</li> <li>○ Develop systems to facilitate improved cross-regional collaboration.</li> <li>○ Develop and implement an organisational-wide MER program.</li> </ul>
20	Improve handling of customer feedback and complaints	Supported	<ul style="list-style-type: none"> <li>○ Review and improve customer feedback and complaints handling processes.</li> <li>○ Complete: Baseline customer and agency stakeholder surveys undertaken.</li> <li>○ Implement new customer apps, mobile/desktop customer self-service websites, and technology to support LLS staff in the field.</li> </ul>
21	Improve website and intranet functionality	Supported	<ul style="list-style-type: none"> <li>○ Commenced. LLS is engaging with the Department of Industry in an ongoing intranet review and revision processes.</li> <li>○ Implement new customer apps, mobile/desktop customer self-service websites, and technology to support LLS staff in the field.</li> </ul>

