DRAFT FRAMEWORK
Version 3

1. Does the plan set a clear strategic direction for management and delivery of local land services in the social, economic and environmental interests of the state?

- A. Sets a vision and identifies priorities that focus on appropriate economic, social and enviro outcomes, including primary industries, resilient communities and healthy landscapes

- B. Contains strategies for integrated service delivery to customers across the 4 LLS pillars of NRM, primary production, biosecurity and emergency response

2. Does the plan balance state priorities, the needs of local communities and industries, and scienctific knowledge in determining priorities/strategies?

- A. Takes account of state priorities and other plans

- B. Based on community, client and customer needs and expectations, including Aboriginal communities

- C. Based on sound scientific knowledge, evidence-based practices and a planning logic

3. Is the plan implementable and adaptable?

- A. Likely to be successfully implemented

- B. Specifies monitoring, evaluation and reporting mechanisms that enable transparency and accountability

- C. Recognises its role within the LLS governance framework to devolve decision-making and operational management

4. What is the risk associated with the gaps identified?

Criteria	Attributes	Review Questions
1. Plan sets a clear strategic direction for management and delivery of local land services in the social, economic and environmental interests of the state (obj)	A. Sets a vision and identifies priorities (s36,45) that focus on appropriate economic, social and enviro outcomes (S36,45), including primary industries, resilient communities and healthy landscapes (s37)	a) What is the plan's set of vision, priorities, strategies? b) Does the state plan set a vision for LLS that is likely to provide a unifying focus for the organisation? Does the local plan set a vision that is likely to provide a unifying focus for the local organisation, regional communities and partners? c) Does the plan contain priorities/strategies/outcomes aimed at delivering triple-bottom line outcomes? d) Does the state plan specify clear state-wide priorities (either priority issues or priority actions)? Does the local plan specify clear regional priorities?
	B. Contains strategies for integrated service delivery across the 4 LLS pillars of NRM, primary production, biosecurity and emergency response	a) Does the state plan contain overarching strategies for LLS in the state (s36)? Does the local plan describe strategies for the delivery of local land services (s45)? b) Do strategies cover all pillars adequately, and in an integrated manner? Do the strategies address known priority issues for the state/region? c) Does the plan provide a framework for delivering land and biodiversity conservation (obj), including for threatened species, native veg mgmt (incl pest and weed programs), and Aboriginal cultural heritage (OEH)?
2. Plan balances state priorities, the needs of local communities and industries, and scientific knowledge in determining priorities/strategies	A. Takes account of state priorities and other plans (obj) (s37,47)	a) Does the plan clearly identify and reflect relevant state priorities (see definition in Act): 1. NSW 2021 2. existing biosecurity and emergency management plans 3. Catchment action funding priorities 4. more b) Does the plan have regard to environmental planning instruments, NRM plans – water, Former CAP(s) c) Does the plan reflect national priorities for regional NRM (National Landcare Program),

		agricultural production, biosecurity and emergency mgmt (Act)?
		d) Does the plan reflect Indigenous land and sea mgmt plans (Cwealth)?
	B. Based on community, client and customer needs (Obj) and expectations, including Aboriginal communities (s37)	a) Are the different customer and community groups (including Aboriginal communities), industry sectors and non-government organisations comprehensively identified?
		b) Were these groups engaged during the development of the plan?
		b) Is the plan aimed at meeting their diverse needs? Do the LLS regions and the community support the plan?
		c) Is there a target/kpi related to customer satisfaction?
	C. Based on sound scientific knowledge (obj), evidence-based practices (s37) and a planning logic	a) Are priorities, strategies and actions supported by best available science and evidence?
		b) Does the local plan demonstrate that the LLS have thoroughly considered the region's social, economic and environmental context?
		c) Were priorities determined through some sort of structured analysis (incl conceptual models, subregional analysis, understanding of scale issues, consideration of the need for govt intervention)? What approach was used?
		d) Is there a plan hierarchy which is clear and logical? Eg. do the strategies clearly link to issues of concern?
3. Plan is implementable and adaptable	A. Likely to be successfully implemented	a) Is there an implementation plan that outlines how the plan will be delivered?
		b) Has the plan delineated roles for LLS versus other organisations?
		c) Does the plan detail mechanisms for collaboration with industries, communities and NGOs to provide services (obj)?
		d) Is the plan feasible and achievable given organisational, community and partner capacity and roles?
	B. Specifies monitoring, evaluation and reporting mechanisms that enable	a) Does the plan identify specific outcomes, and timelines for achievement of outcomes?

	transparency and accountability (s38,47)	b) Are strategies/targets/outcomes measurable?
		c) Does the plan specify appropriate MER mechanisms that are likely to satisfy investors, ratepayers and communities? Incl:
		- how indicators/outcomes will be monitored - how the plan will be evaluated and adapted - how new knowledge and emerging risks will be considered? - timely reporting on progress against the plan?
	C. Recognises its role within the LLS governance framework to devolve decision-making and operational management (obj)	a) Does the state plan support devolution to local Boards?
		b) Will the local plan support/guide devolution to delivery partners where appropriate? (eg. Landcare, community groups, local government) by defining and delegating roles and responsibilities
		c) Does the plan contain mechanisms for ongoing community, industry, client, Indigenous participation in priority-setting, decision-making and delivery?
4. Risks and gaps	A. Risks	a) What are the key gaps in the plan?
		b) What risks are associated with these gaps?