



Natural Resources Commission

Final report

Local strategic plan implementation audit

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North Coast Local Land Services

Enquiries

Enquiries about this report should be directed to:

Name	Marguerite Collins
Phone	(02) 9228 4844
Fax	(02) 9228 4970
E-Mail	marguerite.collins@nrc.nsw.gov.au
Postal address	GPO Box 5341, Sydney NSW 2001

List of acronyms

FARMS	Financial and Rural Management System
IRIS	Integrated Resource Information System
IT	Information Technology
KPI	Key Performance Indicator
LLS	Local Land Services
LMDB	Land Management Database
MERI	Monitoring, evaluation, reporting and improvement

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The Commission reserves the right to update this draft audit report upon completion of auditing the remaining LLS regions.

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Executive summary

Background

The North Coast Local Land Services (North Coast LLS) region is located in north-eastern NSW, including Lord Howe Island, and covers an area of 32,051 square kilometres. The region includes 568 kilometres of coastline and extends three nautical miles out to sea. The region can be broadly described by three unique and discrete areas with different social, economic and environmental characteristics (the northern, central and southern areas) (see **Attachment 1**).

The *Local Land Services Act 2013* requires local boards to prepare a local strategic plan. The purpose of a local strategic plan is to 'set the vision, priorities and strategy in respect of the delivery of local land services in the region, with a focus on appropriate economic, social and environmental outcomes'. The North Coast LLS Local Strategic Plan (North Coast plan) was approved by the then Minister for Primary Industries in 2016.

The North Coast plan sets out the strategic direction for the five years between 2016 and 2021. It outlines how North Coast LLS intends to deliver efficient and effective services and outcomes associated with the core functions of LLS; the provision of agricultural advisory services, natural resource management, biosecurity and emergency management. It contains four overarching goals that define the outcomes North Coast LLS is working towards. To support these outcomes, the North Coast plan sets out how they will be achieved via 12 strategies, which contain 43 actions and 32 associated performance measures (see **Attachment 2**). The majority of these strategies are cross-cutting, which creates complexity, and lacking in clarity and accountability for how each strategy will be delivered in practice.

North Coast LLS has recently undertaken a significant program of transformative organisational change (the 'Think, Change, Achieve Program'). A key output from this program was a new strategic Plan on a Page, which provided a more clear, succinct and specific articulation of how the North Coast plan outcomes will be achieved. The Plan on a Page is closely aligned to the North Coast plan, sharing the same four overarching goals (referred to as outcomes for the purposes of this audit), which are:

- **Goal 1:** Resilient, self-reliant and prepared local communities
- **Goal 2:** Biosecure, profitable, productive and sustainable primary industries
- **Goal 3:** Healthy, diverse and connected natural environments
- **Goal 4:** Board members and staff who are collaborative, innovative and commercially-focused.

In comparison to the North Coast plan, the Plan on a Page is a more strategic and high-level document. It sets out in more specific terms how outcomes will be achieved via five priority programs, each with a small number of directly related 'measures of success' (25 in total) (see **Attachment 3**). The specific projects and activities that underpin these priority programs are described in program plans (one draft plan has been completed and four are under development), as well as in team work plans.

The Plan on a Page has become the primary reference point for the organisation, as it is a more specific targeted guide to how the organisation intends to deliver the North Coast plan and achieve its outcomes.

The timing of this audit comes towards the end of an organisational transition and introduction of the Plan on a Page.

The objective of this audit was to assess North Coast LLS' implementation of the North Coast plan and the extent to which stated outcomes have been achieved and reported (see **Attachments 4 and 5**). This audit was informed by a combination of interviews with North Coast LLS staff (see **Attachment 6**) and a review of relevant documentation.

The Commission's audit approach was to look at the broad intent of the North Coast plan (and subsequent Plan on a Page), focussing on its stated outcomes. The audit assessed the level of achievement against these outcomes, whether the organisation has put in place systems and processes to support implementation of the plan, and whether the reporting protocols are fit-for-purpose to allow progress to be monitored.

Findings

The Commission found that North Coast LLS' Plan on a Page appropriately reflects the outcomes of the North Coast plan. Through its clearer articulation of how each of outcomes will be delivered via five priority programs, the Plan on a Page is a significant step forward as a guiding strategic document for the organisation. The process to translate the North Coast plan into the Plan on a Page was appropriately documented and the links between the two documents are clear.

The Commission found positive progress against all North Coast plan actions. Activities to deliver the new Plan on a Page are embedded in draft program plans (one complete, four underway), as well as individual and team work plans. North Coast LLS leadership have taken significant steps to ensure that the systems, processes and organisation's culture support the delivery of the Plan on a Page. At present, reporting on outcomes and key performance indicators (KPI) is currently limited but foundational work is underway to address these limitations.¹

Therefore, the Commission has determined that North Coast LLS is likely to implement the North Coast plan by 2021.

Areas going well

The Commission determined the following areas of the North Coast plan implementation are going well:

- F1 North Coast LLS has demonstrated progress in implementing all of the actions in the North Coast plan.**
- F3 North Coast LLS has developed the Plan on a Page to specifically set out the organisation's strategic priorities and how these will be achieved in practice.**
- F4 Operational planning within the organisation is being guided by the Plan on a Page, with clear links back to the North Coast plan.**
- F5 Governance systems have supported the implementation of the North Coast plan.**
- F7 North Coast LLS provides qualitative information to the board on the implementation of activities relevant to the North Coast plan.**

¹ The term KPI is used to refer to both North Coast plan 'performance measures' and Plan on a Page 'measures of success'.

Key findings to be addressed

The Commission identified the following areas for improvement:

- F2 There is currently no measurement of progress towards achieving the North Coast plan outcomes.**
- F6 Planning and implementation processes do not include systematic monitoring, evaluation, reporting and improvement frameworks or program logics.**
- F8 There is no explicit reporting on North Coast plan outcomes.**

Recommendations

To increase the likelihood that North Coast LLS is able to implement its plan by 2021, the Commission recommends that North Coast LLS:

- R1 Measure key performance indicators in order to monitor progress towards outcomes.**
- R2 Complete program plans for all priority programs, including program specific program logics and monitoring, evaluation, reporting and improvement frameworks.**
- R3 Incorporate the use of KPIs into board reports to measure and report progress towards achievement of the North Coast plan outcomes.**

1 Achievement of local strategic plan goals

The Commission found that there is progress towards all North Coast plan actions. Despite progress in implementation, neither the contribution of actions to North Coast plan outcomes nor cumulative progress to achieving those outcomes, is transparent.

Given the foundational activities of North Coast LLS that focus on planning and organisational structure have been largely completed, it is timely to concentrate on measuring the achievement of planned outcomes.

1.1 Areas going well

F1 North Coast LLS has demonstrated progress in implementing all of the actions in the North Coast plan

North Coast LLS has continued to deliver advice to landholders and project activities focussed on local priorities, while meeting the requirements of external investors.

There is progress against all North Coast plan actions.² Of the 43 actions in the North Coast plan, the status for 39 (over 90 percent) is 'underway' or 'ongoing', while planning is underway for the remaining four.³

Of these four actions, three (actions 9.1, 9.2 and 9.3) relate to travelling stock reserves. These actions have been delayed as North Coast LLS has been waiting for State LLS guidelines prior to preparing its regional travelling stock reserve operational plan.

The fourth action (Action 4.3) relates to identifying public-private partnerships to create further collaboration. This action has commenced and is anticipated to be a component of the program plans that are central to delivery of the Plan on a Page.

The majority of actions have been achieved via externally funded projects, including Catchment Action NSW, National Landcare Program Phase Two and Regional Land Partnerships projects. Projects submitted under both these major funding streams are aligned to a number of actions and strategies in the North Coast plan. North Coast LLS was successful in applying for funding under the revised National Landcare Program Phase Two procurement approach, which has been integral in project delivery for the region. This includes up to \$9.3 million in funding over the five-year program for four projects; including one related to sustainable agriculture and healthy waterways (soil, biodiversity and vegetation management in the Upper Richmond), and three related to threatened species and ecological communities (including the protection of Gondwanan rainforest, the Lord Howe Island Group and the Eastern Bristlebird).

Although progress is underway on all North Coast plan actions, ongoing dry conditions have impacted the extent to which some project components have been completed. For Regional Land Partnerships, North Coast LLS has been unable to deliver some project components relating to weed control and prescribed burning but have successfully negotiated a carryover of

² Based on a self-assessment that was completed in March 2019 for the purposes of this audit and a range of evidence underpinning this assessment including reporting to external funders and data stored in IRIS.

³ Action 4.3 ('Identify public-private sector partnerships that create further collaborative activity'), Action 9.1 ('Identify travelling stock reserve values and determine future land use and management objectives'), Action 9.2 ('Deliver targeted best practice land management in key areas'), and Action 9.3 ('Provide a proactive and engaging approach to managing community attitudes, expectations and perceptions with respect to Crown land use').

funding. This illustrates the role of adaptive management in North Coast plan implementation within the region. For Catchment Action NSW, projects funded in 2018-19 are on track despite delays due to dry conditions. Through increased efficiency and capacity within the organisation, North Coast LLS was able to deliver additional activities beyond those originally planned. Additional activities included a cultural heritage component in the Yaegl Native Title area, which was achieved through the organisation's increased capacity for Aboriginal engagement.⁴

North Coast LLS has taken action to help landholders and communities to prepare for ongoing dry conditions in the future by developing a targeted campaign and action plan. This has been guided by ongoing requests for advice from landholders and communities. Board reporting in February 2019 highlighted a range of activities relating to drought, including:

- monitoring and communicating conditions across the region
- learning from successful management in other parts of the state
- developing and implementing community training events and workshops aimed at providing advice
- preparing drought related materials (for example, the Drought Hub and Drought Handbook).

Pasture management under increasingly dry conditions continues to be a key theme of customer service enquiries and a core component of North Coast LLS' one-on-one advice to landholders.

More broadly, engagement with landholders continues to be key to North Coast plan implementation, particularly in relation to Goal 2 ('biosecure, profitable, productive and sustainable primary industries'). Some of this engagement is achieved via externally funded projects, while some advice is provided via ongoing LLS funding.

Under North Coast LLS' agriculture program, a total of 1,392 landholders participated in 175 events across the region in the period from July 2015 to March 2018. Over that time, 2,858 hectares of land were managed to improve soil condition, 448 hectares across 11 farms received improved irrigation practices, and 238 hectares received 'sustainable management' more broadly.

More recently, the region has taken a strategic approach to engagement within the agriculture sector, including a focus on key industries for the region, including beef (properties with 100 to 500 head of cattle), and blueberries and macadamias (properties with over four hectares), with some additional targeted engagement with the horticulture sector (primarily macadamias). This strategic approach is aimed at increasing the targeting and impact of North Coast LLS' service delivery.

A collaborative approach within the region is also helping to achieve increased impact. A major recent achievement for the region has been to secure \$10 million in funding from the former NSW Department of Industry for a major marine estate management pilot project on behalf of the North Coast, Hunter and South East LLS regions. The pilot project focuses on the Richmond catchment, and is aimed at reducing erosion and sediment impacts via bank protection, riparian restoration and road surface maintenance works. This two-year North Coast LLS led project

⁴ North Coast LLS (2019) *General Manager's report to the Board for Board Meeting – 6th May 2019*. Internal document provided to the Commission.

will contribute to Goal 3 of the North Coast plan ('Healthy, diverse and connected natural environments').

North Coast LLS has successfully developed and is implementing its regional Weed Management Plan (2017-2022) and Pest Animal Management Plan (2018-2023). As part of that implementation, work has begun to develop and review local management strategies for specific pest animals, for example, the Hastings Wild Deer Strategy. North Coast LLS is developing a new Pest Animal Advisory Committee that will oversee integrated local pest predator control, specifically targeting wild dogs, cats and foxes.

In addition, North Coast LLS has focused internal resources on emergency management and travelling stock reserves, with a particular focus on ensuring the organisation has the capacity to address hazards and meet the requirements of the *Local Land Services Act 2013* as well as its responsibilities as the primary support agency for the Department of Primary Industries for emergency management.

This has included appointing a travelling stock reserves coordinator from 1 July 2018 and a dedicated team leader for emergency management, initially on a 12 month basis. Key achievements in relation to emergency management include meeting targets for 90 percent of staff to have their personal details entered into the emergency management system (EMtrain) and to have completed the foundational training.

1.2 Key finding to be addressed

F2 There is currently no measurement of progress towards achieving the North Coast plan outcomes

Data on activities are typically stored in systems including IRIS, the Land Management Database (LMDB) or Financial and Rural Management System (FARMS) (and MERIT for Regional Land Partnerships projects). However, these records are not currently collated or linked back to North Coast plan actions, KPIs or outcomes.

Progress in implementing the North Coast plan (and the subsequent Plan on a Page) is currently gauged via a qualitative assessment of the status of actions and activity level monitoring. Monitoring of KPIs (in relation to both the North Coast plan and Plan on a Page) is limited.

The Commission notes North Coast LLS has undertaken a number of activities to enable KPI monitoring to indicate progress towards outcomes. These include:

- the development of specific KPIs for each priority program area within the Plan on a Page
- work to establish metrics and associated benchmarks linked to new KPIs, against which achievements can be measured. This work is currently in its early stages but includes work to develop a measure for waterway health based on changing risk to waterway condition using a multi-criteria analysis system, for example.
- the development of a monitoring protocol for agricultural advice delivered outside of specific projects (for example, in response to customer service enquiries).

The measurement of KPIs from a wide range of activities (within and outside projects) is a challenge for many organisations. This is particularly true for social outcomes, such as changes in knowledge, awareness, skills and adoption, compared to directly measurable biophysical

outcomes. However, the measurement of KPIs linked to outcomes is important to ensure effective oversight, improve delivery, demonstrate value to stakeholders and celebrate success.

The Commission recommends that North Coast LLS continue to build on foundational activities and begin to undertake systematic monitoring of KPIs in order to assess progress towards outcomes.

R1 Measure key performance indicators in order to monitor progress towards outcomes.

2 Systems and processes supporting implementation

The Commission has determined that the North Coast LLS has sufficient and appropriate planning, governance and IT systems to adequately support delivery of the North Coast plan outcomes via the implementation of the Plan on a Page.

Since the North Coast plan was developed in 2016, North Coast LLS has been through a period of significant change, including across senior management and the board. The Commission recognises that, under the organisation's new leadership, there have been significant steps forward in relation to strategic planning and organisational culture. These achievements include:

- the development of the three-year strategic Plan on a Page (2018-2021) which is a more targeted and measurable document that operationalises and simplifies the North Coast plan
- thorough documentation of the linkages between the North Coast plan and the Plan on a Page that articulates the case for change, process for the transition and work to set out the critical pathways to identify the activities required to achieve North Coast plan outcomes
- a review and renewal of organisational structures and governance to ensure successful implementation of the Plan on a Page
- a positive and organisation-wide shift in culture to ensure clear alignment and line of sight between day-to-day activities and strategic outcomes.

2.1 Areas going well

F3 North Coast LLS has developed the Plan on a Page to specifically set out how the North Coast plan outcomes will be achieved in practice

In April 2018, North Coast LLS finalised a Plan on a Page document to provide strategic guidance, covering the period from 2018 to 2021. This document is now the primary strategic document used by the organisation. The Plan on a Page was developed as part of the region's Think, Change, Achieve Program⁵ to provide a clearer articulation of the organisation's strategic priorities and how they will be achieved in practice.

This was needed to facilitate more strategic work planning and targeting of resources, and to provide a clearer and more practical vision of the organisation's priorities for its staff and partners. The development of the Plan on a Page has set the organisation up well for subsequent implementation and reporting and achievement of outcomes.

The Plan on a Page significantly simplifies and streamlines activities and outcomes by replacing the 12 strategies and 43 actions in the original North Coast plan with five priority programs⁶, supported by 25 measures of success. Each program includes three targeted priority sub-programs (for example for the healthy, sustainable and productive waterways area, there are

⁵ The aims of this program are to develop:

- measurable KPIs and business plans that clearly align to the North Coast plan
- tighter integrated priorities to guide staff effort and activities
- a renewed business model that demonstrates clear and consistent governance processes, efficient administration and reduced overheads, and an organisational structure that reduces management and reflects an integrated delivery approach.

⁶ The priority programs are 1) Healthy, sustainable and productive waterways; 2) Healthy, sustainable and productive industries; 3) Conserved threatened species and ecological communities; 4) Prepared and resilient communities; 5) A thriving business with focussed, compassionate people.

programs for the Richmond, Clarence and McLeay catchments, further described in **Attachment 3**). The Plan on a Page also includes:

- four outcomes, directly aligned to the North Coast plan (describes why North Coast LLS exist)
- articulation of priorities (describes what will provide value to the region)
- development of resulting priority programs (describes what can be funded)
- associated measures of success (describes what will be achieved), linked to priorities.

Actions are not explicitly included in the Plan on a Page, as these are (or are planned to be) included in the underlying program plans and work plans.

Significant efforts were made to ensure that the Plan on a Page aligned to the strategic direction set out and agreed in the North Coast plan whilst providing greater clarity and focus about how these outcomes will be achieved. The process for translating the North Coast plan into the Plan on a Page is appropriately documented and the links between the two documents are clear.

North Coast LLS' leadership team adopted a deliberate and conscientious approach to ensure strategy documents are embedded in day-to-day operations. The Think, Change, Achieve Program involved extensive analysis and consultation with staff and the local board between July 2017 and June 2018, including workshops help develop themes and programs. The development of the Plan on a Page was a significant, resource-intensive process, involving board members and operational staff.

Feedback from all levels of the organisation suggest that the Plan on a Page (and the associated Think, Change, Achieve Program) has underpinned significant positive cultural change and increased the line of sight between the day-to-day activities of operational staff and the long-term strategic goals of the organisation. Individual and team work planning and resourcing is now aligned to the Plan on a Page (via the priority programs) and staff are able to clearly articulate how their work contributes to achieving the organisation's outcomes.

While not an achievement against the North Coast plan itself, the Plan on a Page has been a significant investment in terms of time and resources and has set a strong foundation to implement the North Coast plan and measure progress towards outcomes.

F4 Operational planning within the organisation is being guided by the Plan on a Page, with clear links back to the North Coast plan

The organisation's planning framework comprises the following components, providing a clear line of sight between the stated outcomes and day to day operations:

- **The Plan on a Page:** This sets out the key strategic directions of the organisation, clearly aligned to the high-level goals and strategic direction of the North Coast plan.
- **Program plans:** These provide the structural detail for each of the five priority programs under the Plan on a Page, including the program outcomes and how they will be achieved (via 'structured pathways', which are a narrative version of a program logic). A draft Healthy, Sustainable, Productive Industries Program Plan has been produced, with the remaining four plans in various stages of development (see R2).
- **Annual business plans:** These provide detail on programs, projects and activities for each year, as well as LLS state-level KPIs and performance tracking metrics. The first business plan was developed for the 2018-19 financial year as a core component of the Think,

Change, Achieve Program. Business plans use the State LLS template but include an additional clear link back to the priority programs in the Plan on a Page.

- **Annual team work plans:** These clarify which programs, projects and activities each team is delivering and which KPIs the team is responsible for.
- **Project plans:** These detail how each project will be implemented and are developed largely for externally funded projects.
- **Annual staff work plans:** These allocate deliverables to each member of staff, ensuring there is clarity about which projects and activities individual staff members are responsible for delivering.

F5 Governance systems have supported the implementation of the North Coast plan

The North Coast board comprises a Chair and six board members that bring diverse skills and experience to the organisation. Three board members are ministerially-appointed and three are elected by LLS rate payers.

Board meetings are held every two months, with meetings covering a range of key issues including finances, work health and safety, risk management, project updates and organisational highlights or issues. The General Manager and the Business Manager attend all board meetings and other staff members attend as required to provide insight on particular issues.

A 'board pack' of key papers is prepared for each board meeting, including a General Manager's report. This is informed by material fed upwards through team leaders via monthly North Coast leadership team meetings (but held face-to-face every two months, alternating with board meetings).

The organisational governance structure within North Coast LLS is closely aligned to the tiered organisational planning framework and helps to maintain clear line of sight and information flow between all levels of the organisation. Specifically:

- the General Manager and board provide oversight of the implementation of the Plan on a Page (and by extension the implementation of the North Coast plan)
- the executive team and team leaders work together to develop and oversee the implementation of the underlying program plans
- team leaders work with operational staff in their teams to develop and implement annual team and staff work plans, as well as project plans where relevant.

Two committees play an important role in shaping the work of North Coast LLS, specifically the Regional Weed Committee and the recently established Regional Pest Advisory Committee (established in February 2019). The Pest Advisory Committee provides strategic guidance and oversight and comprises senior representatives from key public land manager organisations, private landholders and other key stakeholders. The Committee supported by a regional Pests Technical Working Group which provides specialist technical advice to the Pest Advisory Committee.

The development of the original North Coast plan was informed and supported by a general Community Advisory Group. However, the group lacked a clear role and function after that group finished contributing to development of the North Coast plan in 2016. Following a review, it was disbanded in 2017. An Aboriginal Community Advisory Group is also currently

on hold whilst an appropriate process for engagement and consultation is developed, with input and guidance from the region's Traditional Owners.

The *Local Land Services Act 2013* stipulates that each region is to have at least one community advisory group comprised of members who are representative of the community. North Coast LLS considers that the Regional Pest Animal Committee, the Regional Weeds Committees and together with an operating Aboriginal Community Advisory Group would provide such representation. The Commission understands the board is actively considering how to improve its community engagement and the role of community advisory groups including Aboriginal stakeholders. The Commission support this action and notes that requirements under the Act should be considered as part of these deliberations.

The governance structures and processes reflect a clear line of sight between operations and the board, via the leadership team and General Manager. Although North Coast LLS has faced challenges since its establishment (including having three different Chairs or Acting-Chairs since inception), the board has played a vital strategic role in the development of the original North Coast plan and the process of transitioning to a Plan on a Page.

North Coast LLS senior management have made significant efforts to review the organisational structure and resource allocation (including staffing) to ensure delivery of the organisation's statutory obligations, ensure delivery of the North Coast plan, and identify and address any key gaps or risks.

A significant and deliberate investment in a positive organisational culture is a key component underpinning successful delivery of North Coast plan outcomes via implementation of the Plan on a Page. This includes ensuring that the leadership team meet regularly with their own staff and with each other, staff feel comfortable sharing issues (including with project delivery), and there is a collaborative approach between teams to ensure cross-program cooperation.

2.2 Key findings to be addressed

F6 Planning and implementation processes do not include systematic monitoring, evaluation, reporting and improvement frameworks or program logics

The Plan on a Page represents an important step forward in terms of identifying clear KPIs for each priority program. However, there is a gap in terms of systematic MERI planning to provide clear, structured guidance on how these KPIs will be measured.

Program plans for each of the five priority programs are intended to be a core part of North Coast LLS' organisational planning framework and are key to the delivery of the North Coast plan via the Plan on a Page. They are intended to provide strategic direction for each priority program in order to improve planning and targeting of actions.

Important foundational work during the Think, Change, Achieve Program underpins program plans. This program included a series of staff workshops to develop structured pathways that set out how each priority program area will achieve the North Coast plan outcomes (through the Plan on a Page KPIs). This information is being formalised into program plans. However, to date, only a draft of the Healthy, Sustainable, Productive Industries Program Plan has been completed.

The Commission supports North Coast LLS in completing program plans across the five priority program areas. This will provide clear strategic direction and support the prioritisation of projects and activities within each area.

The existing gap in terms of systematic MERI planning could be addressed by including a program-specific MERI framework in each program plan that incorporates a clear program logic. The program logic should draw on the foundational development of structured pathways to set out:

- the relationship between actions, outputs and outcomes
- clearly defined metrics linked to KPIs
- underlying assumptions made to establish the linkages between actions, outputs, outcomes and KPIs.

Program-specific MERI frameworks should provide clarity and structure around monitoring and reporting requirements and responsibilities. The framework should also highlight timely opportunities for performance evaluation and continuous improvement.

To ensure the effective implementation of the Plan on and Page and to enable systematic reporting of outcomes, the Commission recommends that North Coast LLS finalise program plans for all five priority programs, including program logics and a MERI Framework.

R2 Complete program plans for all priority programs, including program specific program logics and monitoring, evaluation, reporting and improvement frameworks.

2.3 Constraints

North Coast LLS uses the standard suite of information technology (IT) systems provided by LLS at the state level, including agency systems where LLS has shared responsibilities. To some extent these are legacy systems that have been adapted to enable North Coast LLS staff to meet requirements.

These systems have supported North Coast plan implementation to date, although there are a number of difficulties in terms of data storage and ease of retrieval. Although not yet tested, the proposed roll out of 'myLAND' at the LLS state level may bring some improvement because it encompasses a web based customer (self-service) portal. It also includes other features such as greater accessibility for officers working in the field or at home and an asset management module.⁷

⁷ myLAND is intended to replace and consolidate the existing set of outdated systems with a SaaS (Software as a Service) solution to provide a platform that enables a range of customer- focused business improvements.

3 Reporting on local strategic plan implementation

Regular reports to the board on issues relating to the implementation of the North Coast plan provide an indication of the extent to which activities are contributing to plan implementation. However, the current system of reporting to the board on North Coast plan implementation or outcomes does not provide a clear measure of progress towards the extent of achievement of outcomes.

3.1 Areas going well

F7 North Coast LLS provide qualitative information to the board on the implementation of activities relevant to the North Coast plan

Board reporting comprises a General Manager's report and a range of papers on specific topics, including highlights from external funder reports and output reporting extracted from IRIS. The General Manager's reports include general updates and any significant risks or issues with project delivery. They also now include reporting on the 11 State LLS KPIs, which is required as part of annual reporting to State LLS.

Under the current leadership team, North Coast LLS have shifted towards a risk management approach to board reporting. Team leaders work with their teams to identify potential problems affecting activities and projects (for example delays or issues with funding or delivery partners) and report these during regular meetings. This allows the board to remain focussed on key strategic issues.

Where necessary, reporting of issues is included in the General Manager's report to the board. This allows the issues to be highlighted and discussed, and for the board to provide strategic guidance to address and intervene as necessary.

The foundational work of the General Manager and leadership team to embed a positive, constructive and open culture within the organisation has been important in ensuring that this reporting approach works effectively, and that issues are identified in a timely fashion and can be effectively managed.

Further improvements to this process are underway in the form of a 'dashboard' reporting template that is currently under development. This aims to provide a clear, simple and risk-based colour-rated indication of whether key activities under each priority program are currently on track. The board provided input into the development of the dashboard. Once operational, it will form an important part of regular board reporting.

In addition, work has begun to provide greater transparency and oversight of the delivery of non-project activities, in particular the provision of agricultural advice. This includes the development of an agricultural advisory reporting spreadsheet that captures data on the nature of advisory interactions with landowners. This includes their location, sector, property size and the nature of engagement. This provides the leadership team with useful data on the current level of service provision, helps to identify potential gaps and where to undertake strategic planning going forward, and provides the team with an informative monthly report to highlight achievements. North Coast LLS intends to include this information as part of regular board reporting, which will enable strategic oversight on key activities outside of traditional project delivery.

3.2 Key findings to be addressed

F8 There is no explicit reporting on North Coast plan outcomes

Reporting has largely focussed on the activity or output level and has primarily been driven by the reporting requirements of external investors, rather than reporting on North Coast plan outcomes to the board.

While the information in the board reports provides the basis for addressing implementation issues in a timely fashion, there is still a significant gap in relation to reporting on outcomes. The lack of outcome reporting makes it difficult to establish the extent to which North Coast plan outcomes have been achieved, communicate and celebrate success or identify opportunities to improve effectiveness, efficiency and impact.

The board has an important role in ensuring that the Plan on a Page is implemented effectively and providing strategic guidance to help improve the organisation's performance and increase its impact at the landscape scale. The lack of reporting on outcomes to the board reduces their ability to provide that strategic guidance.

It is the board's responsibility to oversee and monitor the implementation of the North Coast plan, so knowing the level of progress towards outcomes is critical to performing its role effectively.⁸

North Coast LLS has taken important steps to improve reporting processes. This includes identifying appropriate KPIs for each priority program and initiating work to establish benchmarks for some of these. However, a process for collating KPI data to support outcomes reporting to the board, remains a key gap.

Building on R1 and R2, the logical next step is to provide the board with regular, succinct information on the cumulative achievement of North Coast plan outcomes, particularly on KPI data for each priority program area. Ideally, this would be incorporated into the dashboard report or could be included in a separate process of annual reporting. This would improve the transparency and understanding of progress and organisational achievements.

R3 Incorporate the use of KPIs into board reports to measure and report progress towards achievement of the North Coast plan outcomes.

⁸ The *Local Land Services Act 2013* Section 29(1) states one of the functions of a local board for a region is 'to monitor the performance of Local Land Services in the region, including by reference to the local strategic plan'.

Attachment 1 – Overview of the North Coast LLS region

The North Coast Local Land Services Region is located in north-eastern NSW, including Lord Howe Island, and covers an area of 32,051 square kilometres. The region includes 568 kilometres of coastline and extends three nautical miles out to sea (Figure 1).

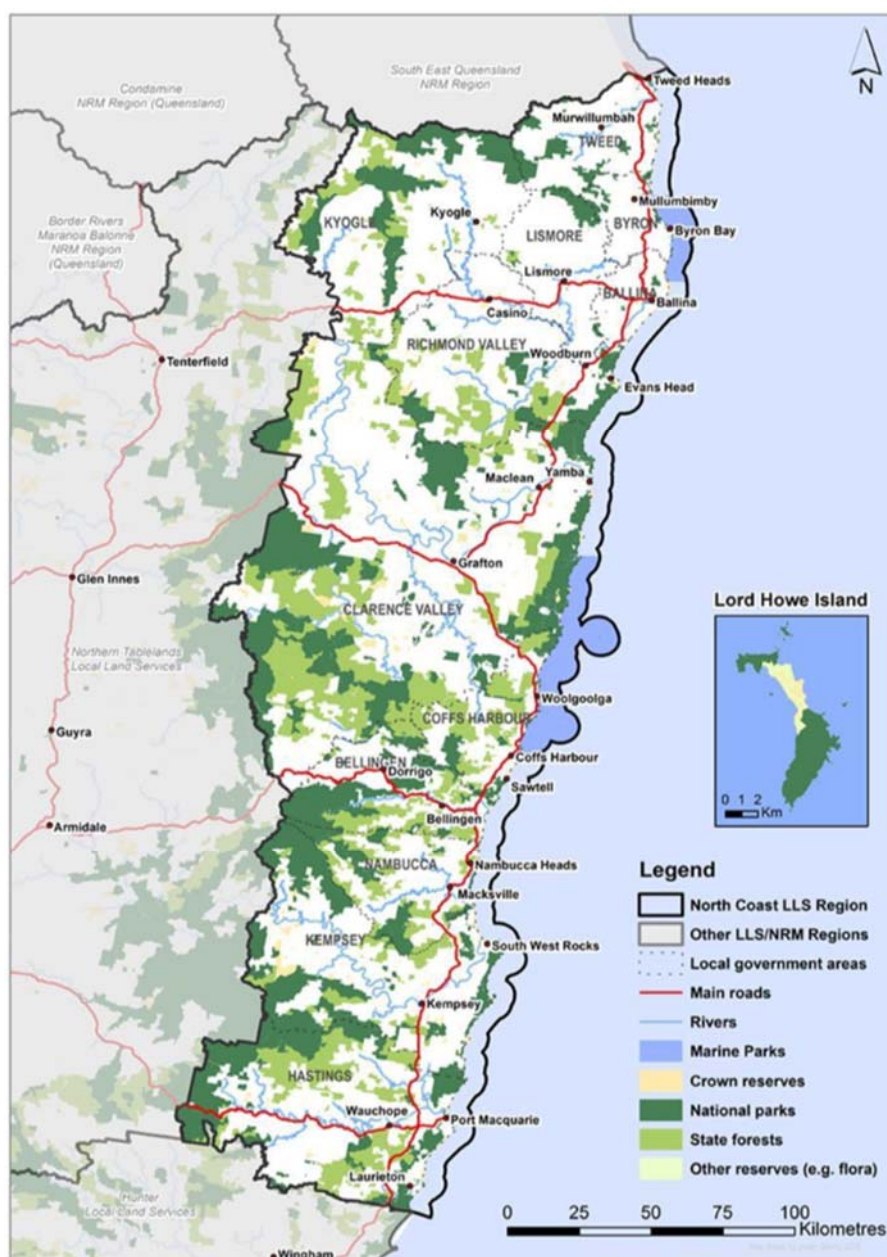


Figure 1: The North Coast LLS region

There are approximately 506,000 people who reside on the North Coast, including approximately 21,000 Indigenous Australians. The major population centres are located on the coast and are connected primarily by coastal transport routes. They include Tweed Heads, Lismore, Murwillumbah, Grafton, Coffs Harbour, Nambucca, Kempsey and Port Macquarie.

The North Coast region supports a diverse and distinct mixture of landscape, livelihood and lifestyle values. The North Coast LLS region is broadly described by three unique and discrete

areas within the region (Northern, Central and Southern), as they have differing combinations of social, economic and environmental characteristics.

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

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

The region has a diverse economy that reflects the provision of services to an ageing population and the popularity of the North Coast as a tourist destination. The North Coast supports a range of natural resource based industries which underpin the prosperity of the region. These include the beef, dairy, blueberry, macadamia, intensive horticulture, fishing and aquaculture, timber production and tourism industries.

The region has a large and capable natural resources management community and industry base that is actively engaged in the sustainable management of the region's natural resources. While agriculture, forestry and fishing make a significant contribution to employment across the region, there has been a decline in the contribution of this sector to the regional economy in recent years.

The North Coast Plan recognises:

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

The North Coast Plan includes four overarching goals, underpinned by 12 cross-cutting strategies (**Figure 2**).

<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, customers and government 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 advisory services 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, landscapes and industries.</p>			
<p>STRATEGY 9: Manage Crown Land vested in Local Land Services for environmental, social, and economic outcomes.</p>			

Figure 2: North Coast plan goals and strategies

Attachment 2 – North Coast plan (2016-2021)

Description	Actions	Performance Measure
Strategy 1		
Provide data, information and knowledge that supports and enables land managers and customers to improve decision making.	1.1 Identify, collect and share best available information that meets customer and stakeholder needs.	An increase in customer satisfaction - information and knowledge services (NRM, biosecurity, agricultural, emergency management).
	1.2 Provide and support reliable and responsive information systems that support decision making.	An increase in customer knowledge and capacity.
	1.3 Promote information that underpins advisory, best practice and capacity building services.	An increase in customer satisfaction - information and knowledge services (NRM, biosecurity, agricultural, emergency management).
Strategy 2		
Provide products and advisory services that support and enable customers to implement improved practices.	2.1 Deliver advisory services that promote best practice in agricultural productivity and encourage innovation.	An increase in customer satisfaction in advisory services.
	2.2 Deliver advisory services that build capacity and encourage adoption of best practice in sustainable NRM.	An increase in customer capacity.
	2.3 Deliver services that promote adoption of best practice in biosecurity to achieve sustainable productivity growth.	An increase in customers implementing profitable, productive and sustainable land management practices. Priority pest containment
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.	3.1 Develop community capacity in biosecurity management and emergency preparedness, response and recovery.	An increase in customer and stakeholder satisfaction in emergency services.
	3.2 Participate in the development and implementation of statewide emergency preparedness, response and recovery.	An increase in community capacity in emergency planning and preparedness. An increase in the implementation of Local Land Services emergency response capability/ practices.
Strategy 4		
Collaborate with investors, stakeholders and external organisations to deliver improved products and services to customers.	4.1 Work with stakeholders to identify where collaboration can value-add to long-term integrated, productive and viable customer service delivery.	An increase in stakeholder satisfaction with collaborative practices.

	4.2 Utilise North Coast community advisory groups and other networks to bring local experience and influence to Local Land Services decision making and collaborative activities.	An increase in collaboration and the number of partnership programs and agreements in place.
	4.3 Identify public-private sector partnerships that create further collaborative activity.	An increase in stakeholder participation in advisory group and network activities.
Strategy 5		
Enable local people to participate in decision making.	5.1 Empower communities to take a lead role in identifying innovative solutions to problems, setting priorities and partnership development.	An increase in stakeholder satisfaction with decision making and collaboration arrangements.
	5.2 Capture, share and use local knowledge in decision making.	An increase in stakeholder and customer participation in decision making.
	5.3 Deliver community engagement and capacity building programs based on local needs.	An increase in ratepayer enrolment.
Strategy 6		
Connect research and development with agriculture advisory services to address priority data, information and knowledge gaps and barriers to improved practice.	6.1 Involve customers, stakeholders and investors in the identification, prioritisation and capture of knowledge gaps, research and development directions, priorities and partnership opportunities that are attractive to investors.	An increase in stakeholder satisfaction – local research and development priorities identified and communicated.
	6.2 Utilise research and development to inform capacity building and advisory services.	An increase in knowledge and adoption of research and development outcomes.
Strategy 7		
Deliver services that support Aboriginal people to care for Country and share traditional land management knowledge.	7.1 Use Aboriginal contemporary and traditional knowledge of land management to underpin advisory and capacity building programs.	An increase in customer satisfaction in Aboriginal people engaged.
	7.2 Support networking that facilitates culturally appropriate partnerships for land management.	An increase in customers implementing Aboriginal caring for Country programs.
	7.3 Support initiatives that contribute to Aboriginal capacity building.	An increase in Aboriginal participation in advisory group and network activities.
Strategy 8		
Deliver consent and compliance services that educate and protect communities and industries.	8.1 Deliver native vegetation management programs, advisory services and consent activities.	An increase in customer satisfaction with consent, compliance and enforcement services.

	8.2 Work collaboratively with key stakeholders to deliver strategic weed management programs.	An increase in customers implementing statutory and industry requirements.
	8.3 Deliver biosecurity and emergency management programs, advisory services and regulatory activities.	Market access maintained.
	8.4 Deliver Travelling Stock Reserve advisory services and regulatory activities.	
	8.5 Provide assistance and support to other agencies to deliver law enforcement activities.	
Strategy 9		
Manage Crown land vested in Local Land Services for environmental, social and economic outcomes.	9.1 Identify travelling stock reserve values and determine future land use and management objectives.	An increase in customer and stakeholder satisfaction with Crown land/TSR care and control services.
	9.2 Deliver targeted best practice land management in key areas.	Increase in implementation of best practice for Crown land management.
	9.3 Provide a proactive and engaging approach to managing community attitudes, expectations and perceptions with respect to Crown land use.	
Strategy 10		
Develop engaged and accountable people with a strong customer and stakeholder focus.	10.1 Develop a capable, responsive and accountable team focused on Local Land Service values and excellence in customer service delivery.	An increase in staff satisfaction.
	10.2 Involve staff in transparent and responsive organisational decision making.	An increase in customer and stakeholder satisfaction.
	10.3 Use customer service feedback and a commitment to training and development to improve staff capabilities.	
Strategy 11		
Foster a values- based culture which emphasises collaboration, innovation and continual improvement.	11.1 Collaborate and share resources and learning experiences within North Coast Local Land Services and across Local Land Services to support customer service, knowledge and reporting systems.	An increase in customer, stakeholder and investor satisfaction
	11.2 Participate actively in cross-regional Local Land Services forums, networks and communities of practice in the pursuit of innovation and continual improvement.	

11.3 Develop a Local Land Services wide common, inclusive and enduring culture.

11.4 Promote internal and external collaboration and innovation.

11.5 Foster innovative integrated service delivery.

11.6 Collaborate with local advisory groups and networks in the development of partnerships and local delivery.

Strategy 12

Ensure a safe, efficient, effective and sustainable organisation.

12.1 Implement an efficient governance and decision making framework for Board and Management.

Continuous improvement in governance and organisational performance.

An increase in customer, stakeholder and investor satisfaction.

12.2 Manage our business using systems and risk management approaches that facilitate innovation.

An increase in staff and board member capacity / capability and satisfaction.

12.3 Ensure the organisation's workforce structure and resources support the achievement of key organisation objectives.

Zero harm.

Work health safety near misses.

12.4 Implement contemporary strategic and investment planning processes that integrate service delivery and create value for customers, stakeholders and investors.

12.5 Implement MERI systems that provide for benchmarking, continuous improvement, customer feedback and innovation.

12.6 Deliver strategic marketing communications targeted at customer needs that build the North Coast Local Land Service brand.

12.7 Implement a work health and safety strategy.

Attachment 3 – North Coast Plan on a Page

FINAL 19 April 2018



Local Land Services

North Coast 2018–2021

Local Land Services helps secure the future of farming and the environment for NSW communities

We do this by striving to achieve our four corporate goals:



Resilient, self-reliant and prepared local communities



Biosecure, profitable, productive and sustainable primary industries



Healthy, diverse and connected natural environments



Board members and staff who are collaborative, innovative and commercially focussed

North Coast LLS takes into account local community needs, issues and opportunities, and delivers functions and services that support integrated programs with a clear line of sight to success:



Healthy, sustainable, productive waterways

Priority Program

- Richmond
- Clarence
- Macleay

Measure of success

- Water quality improved
- Instream aquatic ecology improved
- Riparian zone biophysical health improved
- Fisheries habitats improved
- Area of land under BMP



Healthy, sustainable, productive industries

Priority Program

- Beef
- Blueberry
- Macadamia

Measure of success

- Beef**
- Soil health improved
 - Water quality (farm run-off) improved
 - Pasture systems improved
 - Productivity improved
 - Area of land under BMP
- Blueberry and Macadamia**
- Soil health improved
 - Water quality (farm run-off) improved
 - Community confidence in industry practices improved
 - Productivity improved
 - Area of land under BMP



Conserved threatened species and ecological communities

Priority Program

- Lord Howe Island Group
- Gondwana Rainforest World Heritage Areas
- State and National Threatened Species and Ecological Communities

Measure of success

- World Heritage values maintained or improved
- Vegetation remnant connectivity improved
- TEC extent, connectivity and condition improved
- TS habitat extent and condition improved
- Area of land under BMP



Prepared, resilient communities

Priority Program

- Rural
- Peri-Urban
- Aboriginal

Measure of success

- Participation in decision making increased
- Participation in biosecurity, NRM and emergency response activities increased
- Aboriginal participation in activities that care for Country increased
- Dealing with risk and coping with change increased

We work with customers and stakeholders to manage risk and meet obligations by providing:

Biosecurity management

Emergency response

Natural resource management

Agricultural practice management

Travelling Stock Reserve management



A thriving business with focussed passionate people

Our business services support our delivery

Program

- Governance and finance
- Our people
- Customers and stakeholders
- Strategic Planning, changing climate adaptation and performance
- Communication

Measure of success

- Financial, legislative and regulatory responsibilities met
- Staff are safe, capable, engaged and accountable
- Increased customer satisfaction
- Climate change adaptation embedded in business practices
- All Program outcomes have been measured

Attachment 4 – Audit overview

The Commission's role in auditing local strategic plans

Section 46(1) of the *Local Land Services Act 2013* requires the board of each LLS region to prepare a local strategic plan and to have it approved by the Minister. These local plans were approved by the Minister mid-2016.

Section 45(1) of the *Local Land Services Act 2013* specifies that the purpose of a local strategic plan is to 'set the vision, priorities and strategy in respect of the delivery of local land services in each region, with a focus on appropriate economic, social and environmental outcomes'.

Section 47(1) of the *Local Land Services Act 2013* specifies that a local strategic plan for a region must include:

- outcomes that are expected to be achieved by the implementation of the plan in relation to the region and the timeframes for achieving those outcomes
- requirements for reporting on whether those outcomes and timeframes have been achieved.

The Commission has a role under section 54(4) of the *Local Land Services Act 2013* to undertake an audit of local strategic plans.⁹ Section 54(2) requires each local strategic plan to be audited within three years of its approval by the Minister to ascertain whether its provisions are being given effect. This requirement has been triggered, given the local strategic plans commenced mid-2016.¹⁰

Audit approach and methodology

The Commission interprets the audit objective under section 54(2) of the *Local Land Services Act 2013* as being to assess each LLS region's implementation of its local strategic plan. Specifically, to assess the extent to which stated outcomes have been achieved within set time frames and reported (see **Attachment 4** for scope of works).

The audit has been carried out consistent with the audit scope endorsed by LLS. The audit focused on the reporting of the achievement of outcomes against timeframes as stated in the strategic plan.

The Commission assessed audit findings against the audit evaluation framework which includes a maturity scale used to assess observed LLS performance with respect to each audit focus area.

Evidence

The Commission's audit was informed by a range of evidence, including:

- **Interviews:** with key staff and board members in each LLS region
- **Document review:** the Commission obtained relevant information from each LLS region, documentation received from LLS State Operations and relevant staff.

The Commission would like to thank all the staff in Northern Tablelands LLS, who contributed to this review.

⁹ The *Local Land Services Act 2013* Section 54(4) states that 'an audit under this section is to be carried out by the Natural Resources Commission or an independent person, body or panel appointed by the Minister'.

¹⁰ The *Local Land Services Act 2013* Section 45(2) states that 'a local strategic plan has effect for the period of 5 years (or such other period as is prescribed by the regulations) after it is approved by the Minister'.

Attachment 5 – Scope of works

Scope of Works

LLS Strategic Plan Implementation Audit

Background

The Natural Resources Commission (Commission) will undertake the audits of each LLS local strategic plan to ascertain whether its provisions have been given effect¹¹ as the independent auditor¹² in accordance with the Local Land Services Act 2013 (the Act).

The local strategic plans were approved by the Minister in 2016. The plans were written to address legislative requirements and the LLS Performance Standard (Standard). The Commission reviewed the plans prior to approval and conducted a detailed assessment of how the plans complied with legislation and aligned with the Standard.

This audit will focus on the implementation of the local strategic plans.

Audit Objective and Scope

To satisfy legislative requirements, specifically to assess LLS' implementation of local strategic plans and the extent to which stated outcomes have been achieved within set time frames and reported.

The audit scope will include a review of:

- implementation of strategic plans in each of the 11 LLS regions.
- within each LLS region, systems and processes supporting implementation and progress monitoring of strategic plan implementation.

The audit scope will not include a review of:

- the quality and objectives of the plans as this was covered in the Commission's Strategic Plan Review in March 2016.
- the LLS State Strategic Plan.

Overall Approach

Information to support the audit analysis will be sought from all LLS regions and state wide LLS via document review, interviews and site visits.

Five key audit questions will be addressed. They are listed below.

¹¹ The *Local Land Services Act 2013* Section 54(2) states that 'the Minister is to ensure that each local strategic plan is audited, within 3 years of its approval, to ascertain whether its provisions are being given effect'.

¹² The *Local Land Services Act 2013* Section 54(4) states that 'an audit under this section is to be carried out by an independent person, body or panel appointed by the Minister'.

Key Question	Criteria
To what extent does each LLS region have systems and processes in place to support the implementation of local strategic plans?	<ol style="list-style-type: none"> 1. Systems fully developed and fully functional 2. Systems partially developed/ Systems partially functional 3. Systems not developed, ad hoc approach
To what extent have stated outcomes ¹³ been achieved within set timeframes for each local strategic plan?	<ol style="list-style-type: none"> 1. All stated outcomes achieved per set timeframes 2. Stated outcomes partially achieved 3. Stated outcomes not achieved
To what extent has achievement of stated outcomes been reported and how does this align with reporting requirements as set out in each local strategic plan?	<ol style="list-style-type: none"> 1. Progress reporting fully available, integrated and transparent 2. Progress reporting partially available, partially integrated 3. Progress reporting not available
What has worked well and what are the potential areas of improvement in LLS' local strategic plan implementation?	<ol style="list-style-type: none"> 1. Areas for improvement identified are all low risk 2. Areas for improvement identified include moderate risk items 3. Areas for improvement include high risk items
What are the gaps/ constraints impacting performance?	N/A

One final report will be provided to the Minister mid-2019.

¹³ Each region has identified outcomes in their strategic plans in different ways. For example, local plans may refer to regional success, strategic objective, strategic intent. The Commission will work with each region to verify its interpretation of outcomes as they appear in each local strategic plan.

Attachment 6 – Interviewees

Functional Area	Role	Name	Date
Board	Chair	Bob Smith	12 June 2019
	Former appointed Board member	Mark Bulley	12 June 2019
	Elected Board member	Neil Summerville	12 June 2019
Leadership & Strategy	General Manager	Louise Orr	12 June 2019
	Team Leader - Strategy	Graeme Moss	12 June 2019
Sustainable Agriculture	Team Leader Operations – Sustainable Agriculture	Emmaline Froggat	13 June 2019
	Senior Land Services Officer - Sustainable Agriculture	Nathan Jennings	12 June 2019
Emergency Management	Team Leader Operations – Emergency Management	Piers Harper	13 June 2019
	Senior Land Services Officer - Sustainable Agriculture (focus on emergency management)	Kel Langfield	13 June 2019
MERI	Senior Land Services Officer – Investment (MERI)	Melinda Cox	13 June 2019

Attachment 7 – North Coast LLS action status

The information in the table below is sourced from the North Coast LLS self-assessment undertaken in March 2019 regarding strategic plan implementation.

Description	Actions	Status
Strategy 1		
Provide data, information and knowledge that supports and enables land managers and customers to improve decision making.	1.1 Identify, collect and share best available information that meets customer and stakeholder needs.	Delivery Ongoing
	1.2 Provide and support reliable and responsive information systems that support decision making.	Delivery underway/as required
	1.3 Promote information that underpins advisory, best practice and capacity building services.	Delivery Ongoing
Strategy 2		
Provide products and advisory services that support and enable customers to implement improved practices.	2.1 Deliver advisory services that promote best practice in agricultural productivity and encourage innovation.	Delivery Ongoing
	2.2 Deliver advisory services that build capacity and encourage adoption of best practice in sustainable NRM.	Delivery Ongoing
	2.3 Deliver services that promote adoption of best practice in biosecurity to achieve sustainable productivity growth.	Delivery Ongoing
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.	3.1 Develop community capacity in biosecurity management and emergency preparedness, response and recovery.	Delivery underway/as required
	3.2 Participate in the development and implementation of statewide emergency preparedness, response and recovery.	Delivery underway/as required
Strategy 4		
Collaborate with investors, stakeholders and external organisations to deliver improved products and services to customers.	4.1 Work with stakeholders to identify where collaboration can value-add to long-term integrated, productive and viable customer service delivery.	Delivery Ongoing
	4.2 Utilise North Coast community advisory groups and other networks to bring local experience and influence to Local	Delivery Ongoing

	Land Services decision making and collaborative activities.	
	4.3 Identify public-private sector partnerships that create further collaborative activity.	Planning Underway
Strategy 5		
Enable local people to participate in decision making.	5.1 Empower communities to take a lead role in identifying innovative solutions to problems, setting priorities and partnership development.	Delivery underway/as required
	5.2 Capture, share and use local knowledge in decision making.	Delivery underway/as required
	5.3 Deliver community engagement and capacity building programs based on local needs.	Delivery Ongoing
Strategy 6		
Connect research and development with agriculture advisory services to address priority data, information and knowledge gaps and barriers to improved practice.	6.1 Involve customers, stakeholders and investors in the identification, prioritisation and capture of knowledge gaps, research and development directions, priorities and partnership opportunities that are attractive to investors.	Delivery underway/as required
	6.2 Utilise research and development to inform capacity building and advisory services.	Delivery underway/as required
Strategy 7		
Deliver services that support Aboriginal people to care for Country and share traditional land management knowledge.	7.1 Use Aboriginal contemporary and traditional knowledge of land management to underpin advisory and capacity building programs.	Delivery Ongoing
	7.2 Support networking that facilitates culturally appropriate partnerships for land management.	Delivery Ongoing
	7.3 Support initiatives that contribute to Aboriginal capacity building.	Delivery Ongoing
Strategy 8		
Deliver consent and compliance services that educate and protect communities and industries.	8.1 Deliver native vegetation management programs, advisory services and consent activities.	Delivery Ongoing
	8.2 Work collaboratively with key stakeholders to deliver strategic weed management programs.	Delivery Ongoing

	8.3 Deliver biosecurity and emergency management programs, advisory services and regulatory activities.	Delivery Ongoing
	8.4 Deliver Travelling Stock Reserve advisory services and regulatory activities.	Delivery Ongoing
	8.5 Provide assistance and support to other agencies to deliver law enforcement activities.	Delivery underway/as required
Strategy 9		
Manage Crown land vested in Local Land Services for environmental, social and economic outcomes.	9.1 Identify travelling stock reserve values and determine future land use and management objectives.	Planning underway
	9.2 Deliver targeted best practice land management in key areas.	Planning underway
	9.3 Provide a proactive and engaging approach to managing community attitudes, expectations and perceptions with respect to Crown land use.	Planning underway
Strategy 10		
Develop engaged and accountable people with a strong customer and stakeholder focus.	10.1 Develop a capable, responsive and accountable team focused on Local Land Service values and excellence in customer service delivery.	Delivery Ongoing
	10.2 Involve staff in transparent and responsive organisational decision making.	Delivery Ongoing
	10.3 Use customer service feedback and a commitment to training and development to improve staff capabilities.	Delivery Ongoing
Strategy 11		
Foster a values- based culture which emphasises collaboration, innovation and continual improvement.	11.1 Collaborate and share resources and learning experiences within North Coast Local Land Services and across Local Land Services to support customer service, knowledge and reporting systems.	Delivery Ongoing
	11.2 Participate actively in cross-regional Local Land Services forums, networks and communities of practice in the pursuit of innovation and continual improvement.	Delivery Ongoing
	11.3 Develop a Local Land Services wide common, inclusive and enduring culture.	Delivery Ongoing

11.4 Promote internal and external collaboration and innovation.	
11.5 Foster innovative integrated service delivery.	Delivery Ongoing
11.6 Collaborate with local advisory groups and networks in the development of partnerships and local delivery.	Delivery Ongoing

Strategy 12

Ensure a safe, efficient, effective and sustainable organisation.

12.1 Implement an efficient governance and decision making framework for Board and Management.	Delivery Ongoing
12.2 Manage our business using systems and risk management approaches that facilitate innovation.	Delivery Ongoing
12.3 Ensure the organisation's workforce structure and resources support the achievement of key organisation objectives.	Delivery Ongoing
12.4 Implement contemporary strategic and investment planning processes that integrate service delivery and create value for customers, stakeholders and investors.	Delivery Ongoing
12.5 Implement MERI systems that provide for benchmarking, continuous improvement, customer feedback and innovation.	Delivery Ongoing
12.6 Deliver strategic marketing communications targeted at customer needs that build the North Coast Local Land Service brand.	Delivery Ongoing
12.7 Implement a work health and safety strategy.	Delivery Ongoing