

Local Land Services Performance and Improvement Framework

June 2016

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1 Purpose of the LLS Performance and Improvement Framework

This *Local Land Services (LLS) Performance and Improvement Framework*¹ supports the LLS State Strategic Plan – it outlines how we measure, demonstrate and improve our performance.

Monitoring, evaluation and reporting (MER) activities are a vital part of supporting our performance, they help us to:

- identify opportunities for improvement and innovation
- demonstrate our impact
- ensure compliance and accountability.

It is important when undertaking MER activities to understand our business. **Figure 1** summarises the LLS vision, mission and goals. To measure our performance against these, we need to answer three evaluation questions:

1. Are we doing *what* we said we would?
2. Are we doing it in the *way* that we said we would?
3. Can we do it *better*?

These questions will guide our business and MER activities.

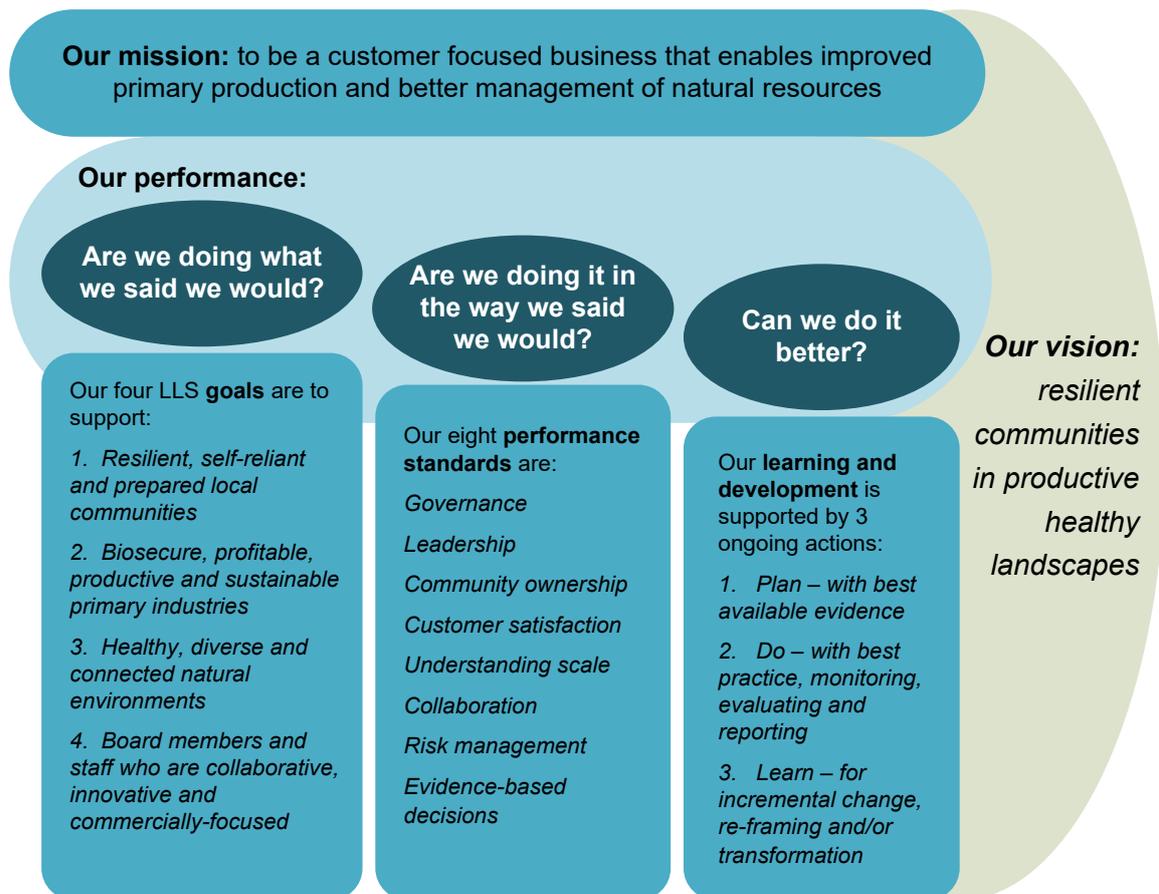


Figure 1 LLS Performance & Improvement Framework

¹ The framework has been developed to align with the LLS State Strategic Plan and Performance Standard, along with current, well-evidenced guidelines and good practice (e.g. NSW Government's 'Evaluation Framework 2015', Australian National Audit Office 'Strengthening Performance through Good Governance 2014').

1.1 What are the objectives of the framework?

- **Provide a consistent guideline for LLS performance** – to align our objectives and planned outcomes, language and approach.
- **Outline MER systems and processes** – to help us measure, assess and demonstrate our achievements.
- **Define MER roles and responsibilities** – to understand the what, who, how, why and when of our MER activities.
- **Identify our stakeholders and their needs** – to better engage and involve our stakeholders.
- **Plan for implementation and improvement** – to outline the systems and processes that support our performance, learning and development.
- **Engage with risk and encourage innovation:** to better balance risk with the need to innovate and change.

1.2 What are the principles?

Principles are important to help guide the way we do MER. They also provide a useful way to review and improve our activities. LLS promote the following principles in our MER activities:

- **Fit-for-purpose** – meets legislative and investor obligations and fits with LLS objectives, scale, risks and available resources.
- **Credible** – based on the best available evidence.
- **Innovative** – uses new and existing technologies and promotes testing, innovation and adaptive management.
- **Consistent and transparent** – implements consistent, integrated and transparent MER.
- **Collaborative** – informed and guided by investors, stakeholders and customers.
- **Meaningful** – engaged staff and stakeholders easily understand the role of LLS, monitor performance and identify achievements.

1.3 How does it help us?

LLS operates in a complex environment. We have to confront day-to-day, real world problems with our customers, while meeting the needs of our investors. We have staff with diverse skills and experience to tackle these challenges. However staff require the time, resources and support to share new ideas, test different techniques, or use simple solutions to our common work issues and challenges.

LLS will support staff to do this through systems and processes for innovating and improving, which build on the adaptive management process outlined in the State Strategic Plan.

Figure 2 sets out the approach we will use to translate learning into change and innovation. The first step involves systematically asking the key questions from our triple loop learning process at various times (e.g. yearly business planning) and scales (e.g. are we achieving desired outcomes?). This ongoing process will be used to generate and select solutions, develop improvement programs/practices, track progress and reflect and act on failure or success.

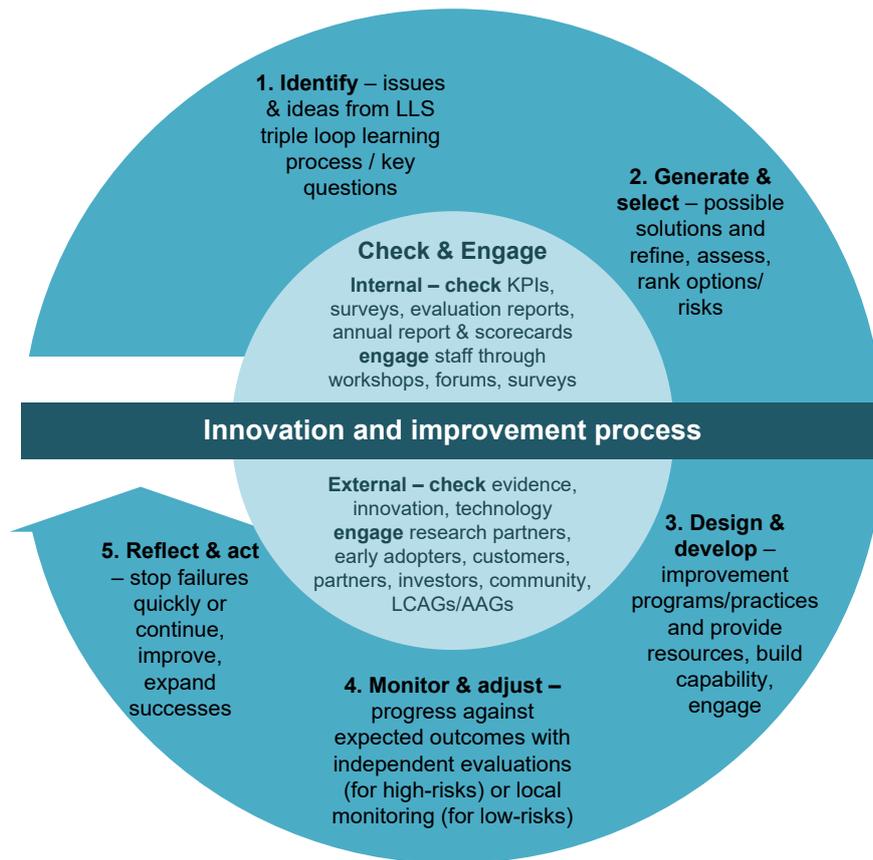


Figure 2 Innovation and improvement process

To support this, our staff need to:

- **Observe & question** – their work environment, day-to-day activities, assumptions, customer behaviours, risks
- **Connect** – unrelated questions, ideas from diverse fields, engage with and involve stakeholders to find and test issues and ideas
- **Create** – help to design simple, innovative or new solutions that are fit-for-purpose
- **Check** – develop and monitor KPIs and evaluate solutions to learn and adapt.

Our organisation has to:

- **Lead** – a culture that encourages questions and new ideas, responds quickly and flexibly to opportunities, minimises or mitigates risk
- **Support** – learning and improvement by providing the systems and processes to translate learning into change, build capability, manage risks, and connect with stakeholders
- **Change** – and adapt our programs, practices and approaches flexibly where needed.

An **Innovation and Improvement Plan** will be developed to provide a:

- 1 description of the process and support system, including a guide on how to identify, test and select issues and engage with stakeholders
- 2 summary of LLS roles and responsibilities, including an outline of how to design improvement programs, monitor innovation KPIs, review or evaluate programs, and reflect and change.

2 LLS key performance indicators

2.1 How do we measure our performance?

Key performance indicators (KPIs) provide a way of tracking progress and measuring performance against the four LLS goals. They also provide the foundations for changing and improving.

Attachment A lists the LLS state-wide goals, expected outcomes of our work and some example KPIs. The example KPIs have been compiled based on existing LLS indicators which were assessed and refined, and through workshops and ongoing consultation and review by LLS staff. **Further work will be undertaken by an LLS working group to finalise these KPIs.**

The aim of identifying shared, state-wide KPIs is to provide a regular snapshot of our performance as 'one LLS'. LLS will be held accountable for achieving the KPIs by its customers, stakeholders and investors.

All LLS regions will be required to monitor and report on these KPIs. LLS regions may also have other KPI requirements or needs outlined in their Local Strategic Plans – these will supplement the state-wide set of indicators.

The accompanying *Implementation Plan* details the activities and additional resources that LLS will need to develop to support adoption of the KPIs.

3 Governance

3.1 What are our roles and responsibilities for performance?

LLS staff have a number of responsibilities for MER. Section 4.3 further details these responsibilities across five key roles in the business, as summarised below:

- **staff** undertake MER activities, as required and agreed in individual work plans or performance plans
- **performance leaders** (Performance and Improvement Leader/MER group) drive implementation of the framework, help to develop MER systems and processes, and support staff in their MER activities
- **managers** review local MER plans and reports, and participate in developing and implementing MER systems and processes
- **senior executive** review and approve all MER reports and lead development of MER systems and processes and involve boards
- **local boards and the board of chairs** review and endorse all MER plans and reports, contribute to development of MER systems and processes where relevant.

3.2 What risks do we need to manage?

There are key risks that we will need to manage when implementing the framework. These include:

- different investor requirements for MER
- resourcing MER activities

- lack of integrated and effective systems for recording data and information
- ongoing separation of LLS functional areas.

Risk avoidance can be a barrier to innovation and change. LLS are implementing a strategic and balanced approach to risk management² which addresses potential negative impacts while supporting innovation and change.

A **Performance Risk Management Plan** will be developed to manage identified risks. It will include three key components:

- 1 risk identification and assessment (undertaken by a range of key stakeholders) which describes and assesses performance risks by their likelihood and impact
- 2 risk management plan which identifies management activities and responsibilities to address each identified risk
- 3 a review process to ensure that the plan remains current and is informed by experience and innovation.

3.3 Who are our stakeholders and how do we engage with them?

A key focus of LLS is on customer service – to meet the expectations of and deliver outcomes for our:

- **customers:** land managers in NSW, including private or public land managers, ratepayers or non-ratepayers
- **partners:** organisations that partner with LLS to support and guide service delivery
- **investors:** organisations and individuals that invest in LLS to achieve particular outcomes
- **community:** individuals and groups that shape the context of our work, including the LLS Aboriginal Advisory Boards and Local Community Advisory Groups
- **Minister:** responsible for administering the LLS Act.

To do this well we must engage with our stakeholders actively and consistently to inform them about our services, seek feedback, and encourage their active participation.

A **Stakeholder Engagement Plan** will be developed to guide our stakeholder engagement and reporting activities. It will include four key components:

- 1 a list of key stakeholders and any requirements
- 2 description of the objectives of our engagement with each stakeholder
- 3 outline of methods, type and frequency of engagement
- 4 summary of LLS roles and responsibilities for stakeholder engagement.

² LLS are implementing an overarching and comprehensive LLS risk management system, in line with recommendations of the recent Governance Audit.

4 Monitoring, evaluating and reporting on LLS

4.1 How do we monitor our work?

Monitoring is a continuous process of data collection and analysis. It provides a way of tracking progress and measuring performance over time.

LLS performance is monitored using three main types of data:

- **risk, impact and capability:** indicators of risk of a threat, impact of a threat and capability to manage or prepare for threats
- **asset condition:** indicators of the state or change in condition of natural assets
- **organisational performance:** indicators of staff and program performance that support achievement of our goals and improvement.

It is important that baseline information is established, using our existing data where possible, so that we can compare indicators and track change. Where baseline data is not available, we will need to build this information over time.

LLS regions and investors have a number of drivers and requirements for monitoring data. While this data is collected daily at a local level, it can be combined to create a picture of our performance at a regional and state level through our state KPIs. It can also be analysed at different times to demonstrate the longer-term outcomes of our work. This data provides a basis for future evaluations, learning and improvement.

4.2 How do we evaluate our work?

Evaluation is a periodic assessment of the appropriateness, effectiveness, efficiency and impact of an activity or program. It is a systematic and objective process supported by rigorous research.

Evaluations are formal, external and independent assessments used to improve performance and progress toward our goals. Evaluations should be undertaken by independent and experienced evaluators and use rigorous and recognised research methods. Managers and staff will be integral to planning and managing evaluations, and implementing agreed recommendations, however need to remain independent from the evaluation process.

LLS also use a number of other techniques to assist us in our decision making including: internal reviews, informal assessments and surveys following specific events or projects, research and audits. We will systematically apply our triple loop learning process and questions as part of these techniques, to identify key issues and risks. Where issues/risks require significant change, we will apply our innovation and improvement process as outlined above. Together these techniques support a strong culture of learning and improvement.

An **Evaluation Guideline** will be developed to help prioritise, fund and plan for evaluations across our business, in line with the *NSW Government Evaluation Framework*. It will include five key components:

- 1 a plan for prioritising and funding programs for evaluation or other analysis techniques
- 2 outline of the types and methods of evaluation and key evaluation questions for LLS
- 3 a guide to developing an evaluation plan
- 4 the process for commissioning and managing an evaluation
- 5 the process for using evaluation findings.

4.3 How do we report on our work?

LLS planning and reporting requirements are outlined in our *State Strategic Plan* and listed below. **Figure 3** provides a summary of how they fit within our business. **Attachments B and C** provide further details on how we implement and communicate our reporting internally and externally.

Planning

- **State strategic plan:** sets out the vision, mission, values and goals of LLS including what we plan to do, how we plan to do it and the way we will measure and report on our activities.
- **Local strategic plans:** align with the state plan and outline any additional regional priorities, activities, and targets.
- **Business plans:** describe the operational actions that need to occur to implement our strategic plans.
- **Project plans:** outline the rationale, objectives, expected outcomes, responsibilities, timeline, and the ways project performance will be measured.
- **Evaluation plans:** detail the individual evaluation methods and approach for specific program evaluations.
- **Individual work plans/performance plans:** identify our goals, work priorities and responsibilities.

Reporting

- **Scorecards:** provide a regular summary of our KPIs (early indicators).
- **Evaluation reports:** outline the key findings of a specific program evaluation (program-specific KPIs).
- **Annual report:** summarises our annual activities, outputs and outcomes in line with LLS, customer, investor and stakeholder needs (early and longer-term indicators).
- **Mid-term and end-term outcomes reports:** summarise LLS progress and achievements against planned activities and outcomes at 5 and 10 year periods (longer-term and outcome indicators).

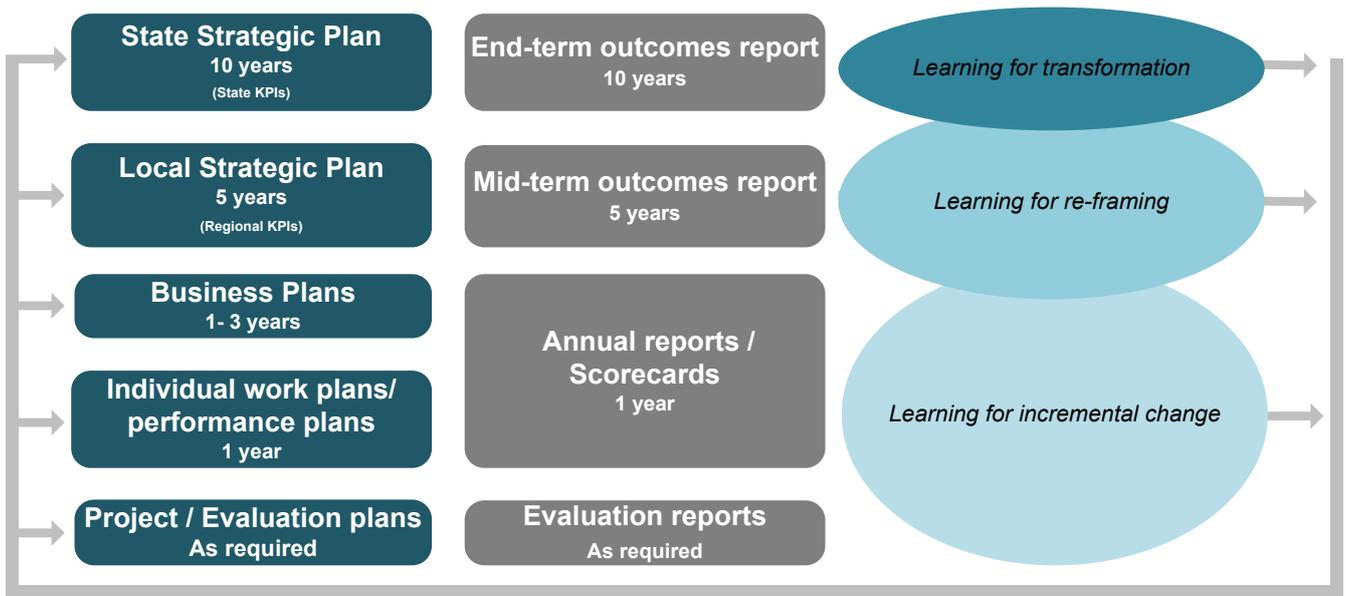


Figure 3 LLS reporting framework

5 Using the performance framework

There are already LLS staff with considerable skills in MER, but more needs to be done to support these skills and foster consistency across the business. LLS will be developing improved systems and processes to assist staff in monitoring, demonstrating and improving our performance.

5.1 How will our performance be supported?

All activities will be guided by this framework and a number of supporting tools, systems, products and processes, as outlined below:

- **Tools and systems:** we aim to implement and maintain fit-for-purpose business, ICT and adaptive management systems. We will improve, consolidate, remediate or replace existing systems where appropriate³.
- **Products:** as noted throughout this framework, there will be a range of additional products which will be developed to guide our approach to learning and innovation, risk management, stakeholder engagement and evaluation. There will also be protocols and standards developed to support better understanding and use of our performance management systems.
- **Processes:** staff training modules will be developed to support implementation of any new systems or protocols. Our Performance Leader and MER group will provide support to staff in their day-to-day MER activities. The senior executive will provide strategic direction and a central point of coordination and communication regarding LLS performance.

The accompanying *Implementation Plan* provides further details on these support tools, products and processes.

³ The full details of system changes will be finalised based on recommendations of the concurrent LLS ICT Review.

6 Glossary

Adaptive management: an important process of planning, implementation and review based on key learnings. Each step in the adaptive management process is linked, with the aim of continuing to improve over time.

Assumption: a statement which describes the reason(s) for using a KPI (e.g. evidence, theory, hypothesis, principle) and any related limitation, risk or inadequacy (e.g. lack of evidence, poor quality data, gaps or errors in data collection).

Baseline: information collected before or at the start of a program/activity that provides a basis for tracking progress and impact of the program/activity over time.

Evaluation: a periodic assessment of the appropriateness, effectiveness, efficiency and impact of an activity or program. It is a systematic and objective process supported by rigorous research.

Key Performance Indicator (KPI): quantitative or qualitative indicator that provides a reliable way to measure planned outputs (using lead indicators) and outcomes (using lag indicators) over time. These are used to track progress and to measure results.

Monitoring: a continuous process of data collection and analysis. It provides a way of tracking progress and measuring performance over time.

Output: the products, goods, and services which are produced by an activity or program.

Outcome: a result that is caused by an activity or program.

Reporting: the outputs (e.g. annual report) that summarise performance using monitoring and evaluation data.

Attachment A – LLS key performance indicators

Table 1 outlines our LLS goals, expected outcomes and some example KPIs, as described below:

- **Goals:** these are the goals from the *Local Land Services State Strategic Plan 2015*.
- **Expected outcomes:** describe the expected results of implementing the state plan. **Table 2** shows the alignment of these expected outcomes with our state-wide goals and strategies.
- **Example early indicators of success:** are examples of early or ongoing measures of the products, goods, and services which are produced by an LLS activity or program. These are reported more frequently to track progress and ensure accountability (6-monthly or annually).
- **Example longer term indicators of success:** are examples of longer-term measures of the results of an LLS activity or program. These are reported less frequently (every 2-5 years) to measure results and trends against a baseline. They are useful for learning and adaptive management, and to demonstrate achievements.

Table 3 outlines the criteria used to select and refine effective key performance indicators, which are based on accepted and good practice performance standards.

A **supplementary background paper** has also been developed that provides the details and assumptions for each example indicator and categorises indicators according to potential ease of implementation—KPIs already recorded by LLS; KPIs needing minor development; and those needing major development to implement. The paper also includes a list of suggested outcome indicators. These seek to measure the overall impact of LLS in the long-term, ideally part of the 10 year end-term review process. The more detailed indicator tables will be further developed once the KPIs are finalised by an LLS working group.

Table 1 LLS State-wide goals, expected outcomes and example KPIs

LLS GOALS	Expected outcomes	Example early indicators of success	Example longer term indicator of success
GOAL 1: resilient, self-reliant and prepared local communities	<ul style="list-style-type: none"> Increased capability of local communities to prepare and respond to the impacts of natural disasters 	1 % LLS obligations for goods and services met in Emergency Business plan	1 % LLS expected outcomes achieved in Emergency Business plan
	<ul style="list-style-type: none"> Increased capability of local communities to adapt and implement practice change 	2 No. landholders involved in LLS and/or Local Landcare Support programs/events 3 No. of farm plans in place	2 Change in landholders' capacity (knowledge, skills and networks) to adopt and sustain innovative and/or effective land management practices
	<ul style="list-style-type: none"> Increased opportunity for Aboriginal people to access and use land 	4 No. of programs with Aboriginal organisations/communities that support connection to Country and/or traditional land management practices	3 Change in area of land on which Aboriginal people can access, use and care for Country
GOAL 2: biosecure, profitable, productive and sustainable primary industries	<ul style="list-style-type: none"> Prevention of new or emerging biosecurity threats 	5 % LLS obligations for goods and services met in NSW Plant Biosecurity plan	4 % LLS expected outcomes achieved in NSW Plant Biosecurity plan
		6 % LLS obligations for goods and services met in NSW Animal Biosecurity & Welfare plan	5 % LLS expected outcomes achieved in NSW Animal Biosecurity & Welfare plan
	<ul style="list-style-type: none"> Reduced risks and impacts of priority pests and weeds 	7 No. of baits distributed	6 Change in the extent of priority weeds
		8 Area of control measures for priority weeds	7 Change in stock losses from predation
		9 No. strategic weed management plans in place	8 Change in number of landholders adopting and sustaining innovative and/or effective land management practices
<ul style="list-style-type: none"> Increased adoption of sustainable and profitable land management practices 	10 See early indicator No. 2	9 Change in farm profitability on properties that have adopted and sustained innovative and/or effective land management practices	
GOAL 3: healthy, diverse and connected natural environments	<ul style="list-style-type: none"> Improved functioning and health of natural landscapes 	11 Area treated for and/or protected from soil erosion	10 % investment sites with soil condition improvements
		12 Area of native vegetation enhanced, rehabilitated and protected by fencing	11 % investment sites with vegetation condition improvements
		13 No. vegetation clearing compliance certificates processed	12 Change in number and diversity of fauna species, including threatened species, at investment sites
GOAL 4: Innovative, commercially focused and collaborative people	<ul style="list-style-type: none"> Engaged & accountable board and staff with strong customer and stakeholder focus 	14 % organisational performance measures and investor reporting commitments met	13 Change in employee, customer, investor satisfaction with LLS 14 % employees reporting LLS meeting organisational values
	<ul style="list-style-type: none"> Continuous improvement and innovation in individual and organisation performance 	15 % scheduled internal and external evaluations and audits completed and reported	15 % agreed evaluations and audit recommendations tested and/or implemented
		16 No. solutions or innovative ideas selected and resourced	16 Return on investment of solutions / innovative programs
	<ul style="list-style-type: none"> A safe and sustainable organisation 	17 No. notifiable WHS incidents	17 Change in staff retention rates 18 Change in expense-income ratio

Table 2 Alignment of expected outcomes with LLS goals and strategies

LLS Goals	Expected outcomes	LLS Strategies (State Strategic Plan)
GOAL 1: resilient, self-reliant and prepared local communities	<ul style="list-style-type: none"> Increased capability of local communities to prepare and respond to the impacts of natural disasters 	<ul style="list-style-type: none"> Provide data, information and knowledge that supports and enables land managers and customers to improve decision making (Strategy 1) 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 (Strategy 3) Ensure local people participate in decision making (Strategy 5)
	<ul style="list-style-type: none"> Increased capability of local communities to adapt to change and implement practice change 	<ul style="list-style-type: none"> Provide products and advisory services that support and enable customers to implement improved practices (Strategy 2) Ensure local people participate in decision making (Strategy 5)
	<ul style="list-style-type: none"> Increased opportunity for Aboriginal people to access and care for country 	<ul style="list-style-type: none"> Deliver services that support Aboriginal people to care for country and share traditional land management knowledge (Strategy 7) Ensure local people participate in decision making (Strategy 5)
GOAL 2: biosecure, profitable, productive and sustainable primary industries	<ul style="list-style-type: none"> Prevention of new or emerging biosecurity threats 	<ul style="list-style-type: none"> 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 (Strategy 3) Connect research and development with extension to address priority data, information and knowledge gaps and barriers to improved practice (Strategy 6) Collaborate with investors, stakeholders and external organisations to deliver improved products and services to customers (Strategy 4)
	<ul style="list-style-type: none"> Reduced risks and impacts of priority pests and weeds 	<ul style="list-style-type: none"> 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 (Strategy 3) Collaborate with investors, stakeholders and external organisations to deliver improved products and services to customers (Strategy 4)
	<ul style="list-style-type: none"> Increased adoption of sustainable and profitable land management practices 	<ul style="list-style-type: none"> Provide data, information and knowledge that supports and enables land managers and customers to improve decision making (Strategy 1) Provide products and advisory services that support and enable customers to implement improved practices (Strategy 2) Connect research and development with extension to address priority data, information and knowledge gaps and barriers to improved practice (Strategy 6)

LLS Goals	Expected outcomes	LLS Strategies (State Strategic Plan)
GOAL 3: healthy, diverse and connected natural environments	<ul style="list-style-type: none"> ▪ Improved functioning and health of natural landscapes 	<ul style="list-style-type: none"> ▪ Provide products and advisory services that support and enable customers to implement improved practices (Strategy 2) ▪ Manage Crown land vested in Local Land Services for environmental, social, and economic outcomes (Strategy 9) ▪ Collaborate with investors, stakeholders and external organisations to deliver improved products and services to customers (Strategy 4) ▪ Deliver consent and compliance services that educate and protect communities and industries (Strategy 8)
GOAL 4: Innovative, commercially focused and collaborative people	<ul style="list-style-type: none"> ▪ Engaged & accountable board and staff with strong customer and stakeholder focus ▪ Continuous improvement in individual and organisation performance ▪ A safe and sustainable organisation 	<ul style="list-style-type: none"> ▪ Develop engaged and accountable people with a strong customer and stakeholder focus (Strategy 10) ▪ Ensure local people participate in decision making (Strategy 5) ▪ Foster a values-based culture which emphasises collaboration, innovation and continual improvement (Strategy 11) ▪ Ensure a safe, efficient, effective and sustainable organisation (Strategy 12)

Table 3 KPI Checklist

Criteria	Characteristics	Explanation
Individual indicator assessment		
Relevant Relevant KPIs provide data that assists in effective decision-making.	Focused Is the purpose of the KPI clear? Does it meet internal/external requirements? Does the KPI contribute to a significant area of investment in LLS? Is the KPI valuable for decision-making?	The KPI should assist significantly in informing whether program objective(s) are being achieved.
	Understandable Is the KPI easy to communicate and understand? Are there sufficient descriptions of assumptions, processes and responsibilities for data collection?	The KPI should be stated clearly and concisely in plain English and provide sufficient information to inform users.
Reliable Reliable KPIs allow for rigorous and consistent assessment.	Measurable Can the KPI be measured? Is it clear what data needs to be collected and how it will be analysed? Is data collection/analysis for the KPI viable and achievable within LLS?	The KPI should be capable of being measured consistently to demonstrate the performance of the program and to show trends over time.
	Free from bias Can LLS control the aspect of performance being measured? If not entirely, can the contribution of LLS to performance be measured? Is there an existing and appropriate benchmark?	The KPI should be free from bias and, where possible, benchmarked against similar activities in order to measure direct outputs and outcomes of activities.
Overall assessment		
Complete A set of KPIs allows for the overall assessment of performance to support decision-making, learning and innovation.	Balanced Is there an adequate balance of KPIs across functional areas? Is there a reasonable balance of outcomes/outputs, strategic/operational KPIs?	The set of KPIs should provide a balanced examination of the overall performance story, both quantitatively and qualitatively. The set of KPIs should provide an overall picture of impact.
	Representative Is the set of KPIs representative of the overarching LLS vision?	The set of KPIs should demonstrate the extent of achievement against the objective.

Source: adapted from the Australian National Audit Office (2014) *Public Sector Governance: Strengthening Performance through Good Governance*, Better Practice Guide.

Attachment B – Internal MER and communication

Audience	Key questions	MER		COMMUNICATION ⁴	
		Tools	Requirements	Tools	Requirements
Boards	<i>Are we doing what we said we would?</i>	<ul style="list-style-type: none"> ▪ State/Local KPIs ▪ Annual report ▪ Business plans ▪ Performance plans ▪ Evaluation reports 	Review and endorse, 2 years Review and endorse, annually Review and endorse, 1-3 years Agree on goals/actions, annually Review findings and endorse actions, as required	<ul style="list-style-type: none"> ▪ State/Local scorecards⁵ ▪ Operational scorecard 	Review, endorse and respond, annually Review, endorse and respond, annually
Senior Executive Team / ESU	<i>Are we doing what we said we would; the way we said we would; can we do it better?</i>	<ul style="list-style-type: none"> ▪ State/Local KPIs ▪ Annual report ▪ Business plans ▪ Customer and Staff survey/report ▪ Individual work plan ▪ Evaluation plan/reports 	Review KPIs & systems, 2 years Develop, annually Review and approve, 1-3 years Reflect and respond, annually Develop goals/actions, annually Review & implement recommended actions, ongoing	<ul style="list-style-type: none"> ▪ State KPI list (one-page addendum to State Plan) ▪ State/Local scorecards ▪ Operational scorecard ▪ Individual scorecard (with work plan goals and actions) 	Develop and distribute, publish on intranet and website Review, approve and develop actions, annually As above Report status, annually
Managers	<i>Are we doing what we said we would; the way we said we would; can we do it better?</i>	<ul style="list-style-type: none"> ▪ State/Local KPIs ▪ Customer and Staff survey/report ▪ Evaluation plans and reports / other analysis ▪ Business plans ▪ Individual work plan 	Review KPIs & systems, 2 years Develop and review, annually Review, approve and develop recommendations, ongoing Assist and review, 1-3 years Develop goals/actions, annually	<ul style="list-style-type: none"> ▪ State/Local scorecards ▪ Operational scorecard ▪ Individual scorecard 	Develop, approve and respond, annually As above Report status, annually
Performance leaders (Performance Improvement Leader and MER group)	<i>Are we doing what we said we would; the way we said; can we do it better?</i>	<ul style="list-style-type: none"> ▪ State/Local KPIs ▪ Customer and Staff survey/report ▪ Evaluation plans and reports / other analysis ▪ Individual work plan 	Review KPIs & systems, ongoing Lead development and support distribution, annually Lead and support ongoing Develop goals/actions, annually	<ul style="list-style-type: none"> ▪ State/Local scorecards ▪ Operational scorecard ▪ Individual scorecard 	Assist development, annually As above Report status, annually

⁴ Communication tools will be revised and amended following consideration of the LLS Communications Audit recommendations and finalisation of agreed actions.

⁵ Scorecards are a communication tool for KPIs. State, local and operational scorecards will include relevant KPIs from the customer and staff surveys and key organisational KPIs (e.g. % of work plan goals achieved) and can be communicated externally. Individual scorecards will be an internal, self-assessment tool for staff to track progress against their personal work goals.

Staff	<i>Are we doing what we said we would; the way we said we would?</i>	<ul style="list-style-type: none"> ▪ State/Local KPIs ▪ Customer and Staff survey/report ▪ Evaluation plans and reports ▪ Other analysis reports e.g. event surveys ▪ Individual work plan 	<p>Data collection, input and review, ongoing</p> <p>Assist distribution and analysis, annually</p> <p>Assist planning and implementation, as required</p> <p>Data collection and recording, as required</p> <p>Develop goals/actions, annually</p>	<ul style="list-style-type: none"> ▪ State/Local scorecards and online dashboard ▪ Operational scorecard ▪ Individual scorecard 	<p>Data collection and input, annually</p> <p>As above</p> <p>Report status, annually</p>
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Attachment C – External MER and communication

External audience	Key performance questions	MER tools	Communication tools ⁶
Minister	<i>Are LLS doing what they said they would?</i>	<ul style="list-style-type: none"> Mid-term and end-term outcome reports Annual report 	<ul style="list-style-type: none"> State KPI list – one-page addendum to State Plan published on the LLS website State/Local scorecards (where appropriate) <u>or</u> Online dashboard of selected scorecard KPIs – published on the LLS website annually according to status “achieved, in progress, not achieved”
Customers & community	<i>Are LLS doing what they said they would?</i>	<ul style="list-style-type: none"> Annual report Publicly available evaluation reports or summaries 	
Investors & ratepayers	<i>Are LLS doing what they said they would; the way they said they would?</i>	<ul style="list-style-type: none"> Data monitoring/ reporting systems (may need to engage to further develop and refine data systems where required) Evaluation reports (where relevant) Annual report Customer survey report MERI/Landcare Coordinators report – Landcare (as required) Catchment Action NSW report (as required) 	
Partners & other stakeholders	<i>Are LLS doing what they said they would; the way they said they would; can they do it better?</i>	<ul style="list-style-type: none"> Data monitoring/ reporting systems (may need to engage to further develop and refine data systems where required) Evaluation reports (where relevant) Annual report Invasive Species report, Plant Biosecurity and Animal Biosecurity & Welfare, Emergency Business plan report – DPI Saving our Species, Native Vegetation Regulation – OEH 	

⁶ Communication tools will be revised and amended following consideration of the LLS Communications Audit recommendations and finalisation of agreed actions.