

Defined lines

Local Land Services role definitions



Local Land
Services



Governance relations

Defined lines between boards and management

The relationship between the Local Land Services Board, local boards and management is a crucial element for the organisation to successfully achieve the same vision and objectives as a team.

Central to this relationship is a clear mutual understanding of the roles and their accountabilities, which enables each party to respect each other's responsibilities, contributions and expectations.

The relationships rely on the open and transparent flow of relevant and timely information in all directions and deep mutual respect for each others roles' and accountabilities.

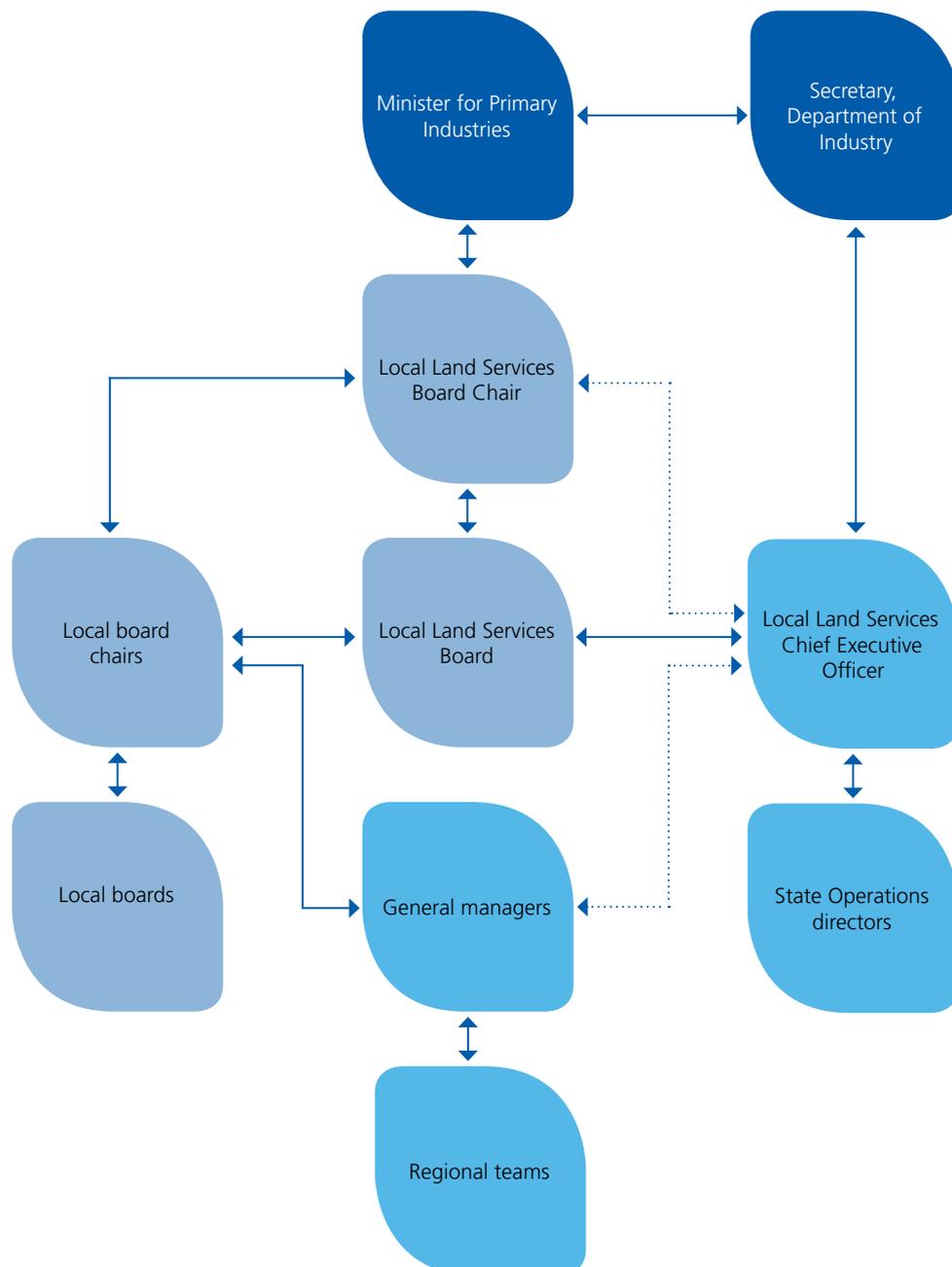
The following pages define each key governance role within Local Land Services to assist in the translation of these relationships and supporting principles into practice, underpinning the culture of Local Land Services.

The Local Land Services structure

The Local Land Services governance structure has both dotted and solid-line relationships defined as:

Dotted lines: The Local Land Services Chief Executive Officer and the local general managers have a subject specialist and high-level functional relationship involving: Local Land Services Board-approved broad strategic and policy direction; governance and compliance obligations; risk appetite guidelines; systems conformity administration procedures; statements of standards expectations; planned delivery time lines; and culture development.

Solid lines: These are the primary approval and reporting relationship that include: day-to-day activities; priority setting; business and stakeholder relationship development; budget development and implementation; performance planning and improvement; capability assessment and creation; service innovation; and resource allocation.



The role of the Local Land Services Board

(Formerly the Board of Chairs)

The Local Land Services Board is responsible for:

- Determining and approving strategy and policy for Local Land Services, including:
 - » setting the strategic direction of Local Land Services with regional input
 - » identification and prioritisation of policy development areas
 - » approval of the relevant strategies that support Local Land Services policy position (e.g. Asset Management Strategic Plan, etc).
- Approving the organisational structure of Local Land Services at the highest level (Local Land Services Chief Executive Officer and direct reports).
- Implementing a clear accountability framework to deliver the strategy, including:
 - » clear performance criteria/measures
 - » oversight and monitoring via management reports of the delivery of each policy and strategy.
- Overseeing financial management including:
 - » budget parameters and assumptions approval
 - » budget approval for all of Local Land Services (each region and State Operations).
- Enabling and monitoring regional performance.
- Monitoring the risk management of Local Land Services and setting the risk appetite – constant line of sight of strategic risks and emerging trends.
- Accountability to customers, stakeholders and investors – for the organisation’s performance, including:
 - » active relationship building and oversight of marketing and brand strategy and plan and reputation management.
- Meeting and monitoring legal and regulatory compliance.
- Promoting the reputation and benefits of Local Land Services at the state level.

The role of the Local Land Services Board Chair

(Formerly the Chair of Chairs)

The Local Land Services Chair is responsible for the leadership of the Local Land Services Board, including:

- Facilitating the effective functioning of the Local Land Services Board including:
 - » managing the conduct, frequency and length of Board meetings
 - » improving the effectiveness of meetings
 - » encouraging a culture of openness and debate to foster a high performing and collegial team of board members who operate effectively.
- Communicating the views of the Local Land Services Board in conjunction with the Local Land Services Chief Executive Officer to the Minister and Secretary and broader stakeholders and the public.
- Seeking to ensure that the information provided to the Board is relevant, accurate, timely and sufficient to keep the Board appropriately informed of the performance of Local Land Services and of any developments that may have any material impact on Local Land Services or its performance.
- Seeking to ensure that communications with stakeholder and the public are accurate and effective.
- Seeking to ensure that the Board as a whole has the opportunity to exercise its responsibilities with respect to the organisation's financial position, strategic performance, risk management, operations, compliance and affairs generally and the opportunity and challenges facing the organisation.
- Facilitating open and constructive communications amongst board members and encouraging their contribution to Board deliberations.
- Overseeing and facilitating Board, Committee and Board member evaluation reviews.
- Overseeing the induction and continuing education programs for the Board.
- Providing direction, managing the performance and guiding the Local Land Services Chief Executive Officer who is the primary contact between the Board and State Operations.
- Liaising with local board chairs and board members.

The role of the local board chair

The local board chair is responsible for the leadership of the local board, including:

- Facilitating the effective functioning of the local board including:
 - » managing the conduct, frequency and length of board meetings
 - » improving the effectiveness of meetings
 - » encouraging a culture of openness and debate to foster a high performing and collegial team of board members who operate effectively.
- Communicating the views of our stakeholders and customers through the local board, to the Local Land Services Board and State Operations management, as appropriate, on matters that will have a material effect on Local Land Services and its operations.
- Seeking to ensure that information provided to the local board is relevant, accurate, timely and sufficient to keep the local board appropriately informed of the performance of Local Land Services and of any developments that may have any material impact on Local Land Services or its performance.
- Seeking to ensure that communications with stakeholders and the public are accurate timely and effective.
- Participating in the recruitment panel and process of the local general manager, in consultation with the Local Land Services Chief Executive Officer .
- Performance management and guidance of the general manager, supported by the Local Land Services Chief Executive Officer .
- Facilitating open and constructive communications among local board members and encouraging their contribution to local board deliberations.
- Overseeing and facilitating local board, committee and board member evaluation reviews.
- Liaising and interfacing with the general manager as the primary contact between the local board and management.
- Overseeing the induction and continuing education programs for the local board.
- Liaising with other local board chairs and board members and with the Local Land Services Board Chair and Local Land Services Chief Executive Officer .
- Leading or participating in Local Land Services Board committees as nominated.

The role of local boards

Local boards are responsible for:

- Local strategic planning by setting the strategic direction and objectives for the local region including:
 - » approval of the region's local strategic plan
 - » Local Land Services performance monitoring and evaluation at the local level for that region
 - » development of local policy as required, in alignment with Local Land Services Board-approved policy.
- Approving and overseeing the annual local budget, financial management and business plans.
- Ensuring governance, compliance and risk management at the regional level.
- Approving the regional organisational structure at the highest level (general manager and direct reports).
- Receiving reports and overseeing the functions of the region (through the collection, collation and interpretation of information provided by management).
- Making recommendations to the Local Land Services Board on various strategic matters including rates and levys, etc.
- Receiving and reviewing relevant and timely information, from local and state operations, to test the rigour and efficacy of the region's financial sustainability, asset efficiency and people capability as required to meet Local Land Services expectations.
- Leverage business opportunities at a local and state level as opportunity permits, with specific focus on new revenue opportunities.
- Promoting the reputation and benefits of Local Land Services in the local region.
- Community engagement and consultation including the establishment and running of community advisory groups.
- Setting the Aboriginal engagement strategy for their region.
- Providing advice to the Minister on local issues (utilising the Local Land Services Board Chair's interface as required).
- Making decisions in relation to matters that have implications for the overall policy, direction and performance of the local region.
- Reviewing their local board's performance.
- Making recommendations to the Local Land Services Board on matters of state policy and procedures that affect the regions.

The role of local general managers

The general manager of each region is responsible for:

- The performance of their region, which includes leading, planning and directing regional operations, in line with the local board-approved Local Land Services strategy, policy and procedures.
- Resourcing, financial and budget management at the local level to deliver against the local strategy.
- Local promotion of Local Land Services, including:
 - » engaging with local communities and stakeholders
 - » building productive partnerships to deliver Local Land Services' objectives, programs and projects on time on budget and to a high quality.
- Providing high quality, accurate and timely advice to the relevant local board to assist in the delivery of their accountabilities.
- Assisting the local board in analysing and considering issues and responding to issues raised by the local board.
- Supporting the local board chair and committees of the local board.
- Working with the relevant local board cohesively.
- Providing quality information to enable the local board to make informed decisions.
- Managing the day-to-day risk of the local operations.
- Achieving regional and Local Land Services Board-approved key performance indicators.
- Providing leadership to the local staff and building a cohesive Local Land Services culture.

The role of the Local Land Services Chief Executive Officer

The Local Land Services Chief Executive Officer is responsible for:

- Recommending policy and strategy to the Local Land Services Board for approval.
- Monitoring the performance of Local Land Services as a whole against the Local Land Services Board-approved strategy.
- Supporting, enabling and promoting the work being undertaken by Local Land Services regions.
- Enabling statewide delivery in-line with the Local Land Services Board-approved strategy, policy and procedures.
- Maintaining focus on key issues that impact the whole of Local Land Services and stimulating the Local Land Services Board discussion on statewide emerging issues that may impact the delivery of customer services at a local level.
- Statewide promotion of Local Land Services, including engaging with government stakeholders, building productive partnerships to deliver Local Land Services' objectives and programs at a state level in alignment with regional initiatives and supporting the regions to deliver projects and programs on time on budget and to a high quality.
- Providing high quality accurate strategic advice to the Local Land Services Board to assist in the delivery of their mandated accountabilities.
- Assisting the Local Land Services Board in analysing and considering issues and responding to issues raised by the Board.
- Providing accurate, relevant and timely information to enable the Local Land Services Board and local boards to make informed decisions.
- Being the central operational contact point for the Minister's Office and the NSW Department of Industries.
- Interacting and liaising with the Department of Primary Industries and other key stakeholders regarding statewide joint policies and programs.
- Day-to-day risk management for state level issues.
- Providing support to regions when they are required to prepare a development and improvement plan when they have failed to meet expectations of the Local Land Services Board.
- Preparing budget parameters and assumptions for the Local Land Services Board approval and subsequent budget development.
- State Operations resourcing decisions to deliver against the Local Land Services strategy based on Local Land Services Board-approved budgets.
- Providing leadership to the State Operations team.
- Supporting the building of a cohesive Local Land Services culture.
- Providing high-level functional relationships with regional general managers, consistent with Board-approved strategy, policy and procedures (as per the dotted line definition).
- Achieving Local Land Services Board-approved key performance indicators.
- Being accountable to the Local Land Services Chair through the Local Land Services Board.

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