



# Local Land Services Statewide Board Chair

*Recruitment Package*



**Local Land  
Services**

[www.lls.nsw.gov.au](http://www.lls.nsw.gov.au)



# Calling all applicants

## Chair - Local Land Services Statewide Board

Local Land Services is seeking applications from people interested in becoming Chair of the Local Land Services Statewide Board.

In January 2014, Local Land Services was created to provide quality, customer-focused services as a single government agency to land managers and the community. This includes primary production advice, biosecurity, natural resource and emergency management.

Local Land Services has a local board in each of its 11 regions. Each local board consists of a chair and board members with relevant skills, knowledge and experience.

Local boards consist of seven members; three members elected by regional ratepayers and four members appointed by the Minister for Agriculture and Western New South Wales, with the exception of Western, which has five Ministerially-appointed members and four elected members.

Information about Local Land Services' board governance structure can be found on the Local Land Services' website and in the *Local Land Services Act 2013*.

In line with the Local Land Services Board succession plan, the Chair of the Local Land Services Statewide Board is set for up to four years.

This position will drive the strategic direction and help shape the vision of Local Land Services. It requires leadership experience in chairing boards or committees, supported by a deep understanding of corporate governance and exceptional stakeholder management skills.

Candidates will need to demonstrate innovative strategic planning skills, the ability to provide guidance and well thought

out advice, a commitment to high ethical standards and teamwork, and well-developed communication, negotiation and advocacy skills. You will have well developed skills in critical thinking, proven judgement, decision-making and objectivity.

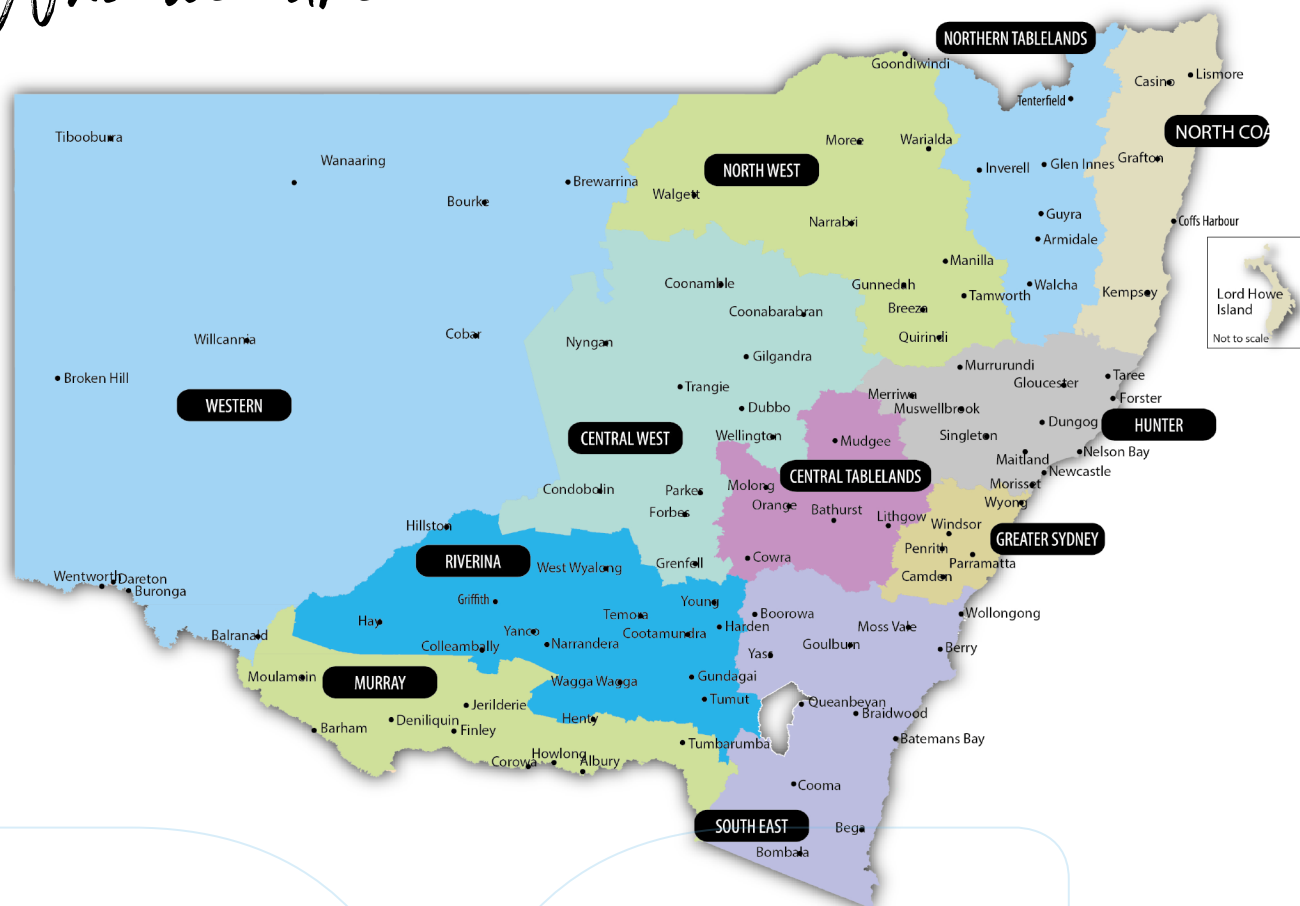
As the Statewide Board Chair, you will be working with the 11 Local Board Chairs to deliver key strategies and government priorities in accordance with legislation and guidelines.

We are interested in applicants who have demonstrated expertise, knowledge and skills in one or more of the following areas:

- Innovative strategic planning
- Visionary leadership and management
- Regional service delivery
- Working with industry, government and other partners
- Audit, financial control, reporting and risk management
- Primary industries or providing services to support this sector
- Contemporary biosecurity programs in animal and plant health, pest and weed management
- Emergency management especially biosecurity and natural disaster emergencies
- Natural resource management and biodiversity conservation
- Working with Aboriginal groups and communities and/or local government.

This appointment is governed by the *Local Land Services Act 2013* and Local Land Services Regulation 2014.

# Who we are



Local Land Services works with land managers and the community to improve primary production within healthy landscapes. We also help rural and regional communities to be profitable and sustainable into the future.

We connect people with groups, information, support and funding to improve agricultural productivity and better manage our natural resources. Local Land Services is one statewide organisation offering integrated and independent services, delivered regionally and tailored for each community, industry and landscape.

Local Land Services is governed by a Local Land Services Statewide Board, comprised of a Ministerially-appointed chair and the chairs of 11 local boards.

The Local Land Services Statewide Board reports directly to the Minister for Agriculture and Western New South Wales and is responsible for oversight of Local Land Services' strategy and governance. This includes ensuring Local Land Services is aligned with NSW Government priorities.

Eleven local regions provide our frontline services. We are uniquely placed to provide on-ground and face-to-face assistance to land managers throughout the state to help protect their land, business and way of life.

Each region has a local board that is responsible for communications and engagement with local communities. In line with local and state priorities, boards provide oversight of local strategic planning, performance monitoring and local policy.

Regions vary in geographic and organisational size and they approach local priorities in different ways, which is why it is so important to be locally focused.





## What we do

**Local Land Services works with customers, stakeholders and investors to:**

**Enable** - we provide resources, incentives, training, information and advice to build the capacity of our customers and stakeholders.

**Provide assurance** - we actively work to protect NSW from invasive animal and plant species, and livestock and plant diseases that may damage landscapes and production.

**Manage natural resources** - we work with communities to better manage our water, land, soil, vegetation, biodiversity and cultural heritage. This includes managing travelling stock reserves and areas of significance to Aboriginal communities.

**Broker relationships** - we are a bridging organisation, connecting people, organisations, funding and information and facilitating productive collaborations and partnerships.

**Share knowledge** - we provide a hub for the latest scientific and other forms of knowledge about fully functioning and productive landscapes in NSW.

**Play our part** - we work with other agencies to achieve whole of government results for the landscapes and people of NSW.



# Code of conduct

Under the *Local Land Services Act 2013* every Local Land Services Board must:

- Act honestly and exercise a reasonable degree of care and diligence in carrying out his or her functions under this or any other Act.
- Act for a proper purpose in carrying out his or her functions under this or any other Act.
- Not use his or her office or position for personal advantage.
- Not use his or her office or position to the detriment of the Board or the member's local board (respectively).
- Disclose any interest (whether pecuniary or otherwise) that could conflict with the proper performance of his or her functions under this or any other Act and avoid performing any function that could involve such a conflict of interest.
- Ensure that their conduct (whether by way of act or omission) in carrying out his or her functions does not, and is not likely to, bring the Board or a local board into disrepute.
- Board members must not carry out any action that causes, comprises or involves intimidation, harassment, verbal abuse, discrimination, disadvantage or adverse treatment in relation to employment or prejudice in the provision of a service to the community.
- Board members must not direct or influence, or attempt to direct or influence, a member of the staff of Local Land Services in the exercise of the functions of the staff member.
- Board of Chairs and local board members must not disclose any confidential documents or information to other parties.

The Code of Conduct and Conflict of Interest Policy for Local Land Services local board members and chairs are available at [www.lls.nsw.gov.au](http://www.lls.nsw.gov.au)

## Charter

All Board members must exercise their powers and discharge their duties in accordance with the *Local Land Services Act 2013*, other relevant legislation and the Local Land Services Charter (see Appendix A).

The purpose of the Charter is to define the expected behaviours, governance roles, key functions, processes and effectiveness of both the Local Land Services Board and local boards.

Board chairs and board members are expected to:

- Act within the standards and expectations of ethics and conduct as outlined in the Local Land Services Board Member Code of Conduct (s.35), including completion of an annual Board Member Disclosure of Interests
- Model the standards, behaviours and expectations described in the Local Land Services 'A Guide to Ethics'
- Uphold all other Local Land Services policies applicable to their role (s.26).



## Our strategic focus

The Local Land Services State Strategic Plan 2020-2030 assists Local Land Services to achieve its vision of resilient communities in productive healthy landscapes.

To achieve this vision, Local Land Services align its work with the mission of being a customer focused business that enables improved primary production and better management of natural resources.

This will see four goals pursued:

- Our programs and partnerships **grow** primary industries and productivity and healthy environments.
- Our services and partnerships play a vital role in helping to **protect** against pests, diseases and environmental threats.
- We **connect** with our community and **connect** our customers with the best services, advice and networks.
- We play a vital role in helping primary industries prepare for natural disasters are on the ground to respond and **support** when they occur.

The strategy is designed to deliver products and services that achieve triple bottom line

results at the property, community, landscape and industry scales through the improved management of biosecurity, natural resources, agricultural productivity and emergency management. These products and services will be tailored to meet local needs.

The strategies also give Local Land Services the agility and responsiveness to meet the needs of external investors and other stakeholders and address state and national priorities. This includes the development and implementation of a range of partnerships with key organisations at state and local level.

In line with the organisation's commitment to build on the past and implement the Performance Standard for Local Land Services, our strategy is reinforced by continuous improvement processes which improve our strategies, culture, products, services, processes and outcomes over time.

# Role of the Statewide Board Chair

**The Chair of the Local Land Services Statewide Board sets a cohesive strategic direction for the organisation and is responsible for:**

- Facilitating the effective functioning of statewide board meetings, by:
  - Managing the conduct and length of board meetings
  - Improving the effectiveness of meetings
  - Encouraging a culture of openness and debate to foster high performing and collegial team of board members who operate effectively.
- Providing strategic leadership and guidance to local boards, while providing advice and insights to the Minister on the vision and goals of Local Land Services.
- Establish innovative, well thought out plans and performance indicators to ensure consistent delivery of local services that meet the needs of customers, stakeholders and investors.
- Supports the implementation of key Local Land Services objectives in accordance with government policy, strategy and statutory requirements.
- Lead the strategic delivery of Local Land Services Strategic Plans through local boards by fostering cross boundary cooperation, identifying opportunities for collaboration and ensuring the effective application of Local Land Services resources across NSW.
- Ensure that effective governance and management frameworks are in place to facilitate transparency in decision making.
- Promote the profile and brand of Local Land Services to optimise the potential value of existing and new relationships and resources within regional communities.
- Bringing together key stakeholders to shape the delivery of solutions and services appropriate for rural and regional communities.
- Develop constructive partnerships with the Local Land Services CEO, relevant NSW government and cross-jurisdictional agencies.
- Lead a proactive and innovative approach to stakeholder engagement and leading the development of partnerships, and negotiations with, landholder organisations and industry groups which are critical for the sustained operation of Local Land Services.

The appointment of the Chair of the Local Land Services Statewide Board is governed by the Appointment Standards: Boards and Committees in the Public Sector, *Local Land Services Act 2013* and the Local Land Services Regulation 2014.

Appropriate probity checks will be conducted on the recommended candidates prior to seeking Ministerial and Cabinet approval.

# What's involved

## **The Commitment**

The *Local Land Services Act 2013* outlines the function of the statewide Chair. This includes being able to communicate, consult and engage with the community, including the Aboriginal community, in developing plans for, and in respect of the delivery of Local Land Services statewide strategies.

The Statewide Chair will be required to attend quarterly state board meetings. In addition, the Chair will be responsible for reading papers and responding to emails, undertaking other central governance activities in consultation with the CEO, being a representative at stakeholders meetings and undertaking chairing-related activities.

It is expected that the Chair would spend around 60 days per annum on statewide board related activities.

## **Location**

The Chair of the Local Land Services Statewide Board should reside in a regional area of NSW.

## **Remuneration**

Schedule 2A of the *Local Land Services Act 2013* outlines the provisions relating to the appointment of the Local Land Services Statewide Chair.


Remuneration for the Chair of the Local Land Services Statewide Board will be \$60,000 per annum plus superannuation.

This appointment is governed by provisions in the *Local Land Services Act 2013* the Local Land Services Regulation 2014.

## **Induction**

Successful applicants will go through an induction process and must be willing and able to undertake Australian Institute of Company Director training, where practicable, prior to commencement of their term.





## How to apply

### Step 1

Read through this package, making sure you understand the role and responsibilities and legislative requirements of being the Chair of the Local Land Services Statewide Board.

If you have any questions, please phone Local Land Services Director, Carolyn Raine on 0439 304 413.

### Step 2

We recommend reading the role description and resources that can be found at [www.lls.nsw.gov.au/chair-recruitment](http://www.lls.nsw.gov.au/chair-recruitment)

### Step 3

Applications must consist of a maximum two page covering letter and maximum five page CV.

### Step 4

Applications should be emailed to: [ceo@lls.nsw.gov.au](mailto:ceo@lls.nsw.gov.au) or posted to:  
Local Land Services Local Board Applications  
C/- CEO Local Land Services  
PO Box 1048  
Dubbo NSW 2830



# The recruitment process

## Milestone 1

- Statewide Local Land Services chair position is advertised with a closing date of 5 pm, Sunday 9 May 2021
- Independent selection panel formed
- An assessment of all applications is carried out with further information being sought from candidates if required.

## Milestone 2

- Shortlisting of candidates
- Independent selection panel conducts interviews of shortlisted candidates
- Independent selection panel recommends candidates
- Undertake reference check and qualification verification of recommended candidates.

## Milestone 3

- Recommendation of candidates to the Minister for Agriculture and Western NSW
- Ministerial and Cabinet approval
- Candidates advised of outcome of recruitment process.







## Want to know more?

We recommend visiting the NSW Department of Premier and Cabinet website [www.dpc.nsw.gov.au](http://www.dpc.nsw.gov.au) and taking advantage of a wide range of resources related to public sector boards available to assist with your application.

Resources include:

- Local Land Services website
- Local Land Services Charter (Appendix A)
- *Local Land Services Act 2013*
- Local Land Services Regulation 2014
- NSW Government Boards and Committee Guidelines - updated September 2015
- Pecuniary Interest Declaration Form for Members
- Local Land Services Board Code of Conduct
- Appointment Standards Boards and Committees in the NSW Public Sector.

**Local Land Services**  
1300 795 299  
[www.ils.nsw.gov.au](http://www.ils.nsw.gov.au)





# Local Land Services Charter



Local Land  
Services

# Part 1 – Introduction

Local Land Services (LLS) is a statutory corporation responsible for the delivery of programs and advisory services associated with agricultural production, biosecurity, natural resource management, travelling stock reserves and emergency management.

Local Land Services is subject to the control and direction of the Minister under s.11, *Local Land Services Act 2013* (LLS Act 2013).

Statewide decisions are made under the authority of the state board (LLS Board), with 11 regional Boards (Local Boards) established to facilitate targeted local delivery of programs and advisory services to meet local customer and community needs.

All Board members must exercise their powers and discharge their duties in accordance with the *LLS Act 2013*, other relevant legislation and this Charter.

The purpose of this Charter is to define the expected behaviours, governance roles, key functions, processes and effectiveness of both the LLS Board and Local Boards.

## The Charter is set out in five sections:

1. Defining ethics and overall governance for the LLS Board and Local Boards
2. Defining the key functions and processes of the LLS Board
3. Defining the key functions and processes of the Local Boards
4. Supporting effectiveness of both the LLS Board and Local Boards
5. Minister's approval

## 1.1 ETHICAL BEHAVIOUR

All LLS Board and Local Board members, including the Chairs, must conduct themselves in accordance with s.34 of the *LLS Act 2013*. Section 34 states that board members must:

- act honestly and exercise a reasonable degree of care and diligence in carrying out his or her functions under this or any other Act
- act for a proper purpose in carrying out his or her functions under this or any other Act, and not use his or her office or position for personal advantage
- not use his or her office or position to the detriment of the Board or the member's local board (respectively)
- disclose any interest (whether pecuniary or otherwise) that could conflict with the proper performance of his or her functions under this or any other Act and avoid performing any function that could involve such a conflict of interest

### Board members must also:

- Act within the standards and expectations of ethics and conduct as outlined in the **Local Land Services Board Member Code of Conduct** (s.35), including completion of an annual **Board Member Disclosure of Interests**
- Model the standards, behaviours and expectations described in the **Local Land Services 'A Guide to Ethics'**
- Uphold all other **LLS policies** applicable to their role (s.26)



## 1.2 DEFINING GOVERNANCE ROLES

This Charter recognises that the responsibilities and accountabilities of the LLS Board, the 11 Local Boards and the LLS Staff Agency are closely tied, but distinctly different. Section 10 of the *LLS Act 2013* states:

- All decisions relating to the functions of Local Land Services are to be made by or under the authority of the LLS Board
- The Chief Executive Officer is responsible for the day-to-day management of the affairs of Local Land Services, subject to the policies and directions of the Board
- Any act, matter or thing done in the name of, or on behalf of, Local Land Services by or under the authority of the Board or the Chief Executive Officer is taken to have been done by Local Land Services
- Note: Local Land Services may delegate its functions under section 16 of the *LLS Act 2013*

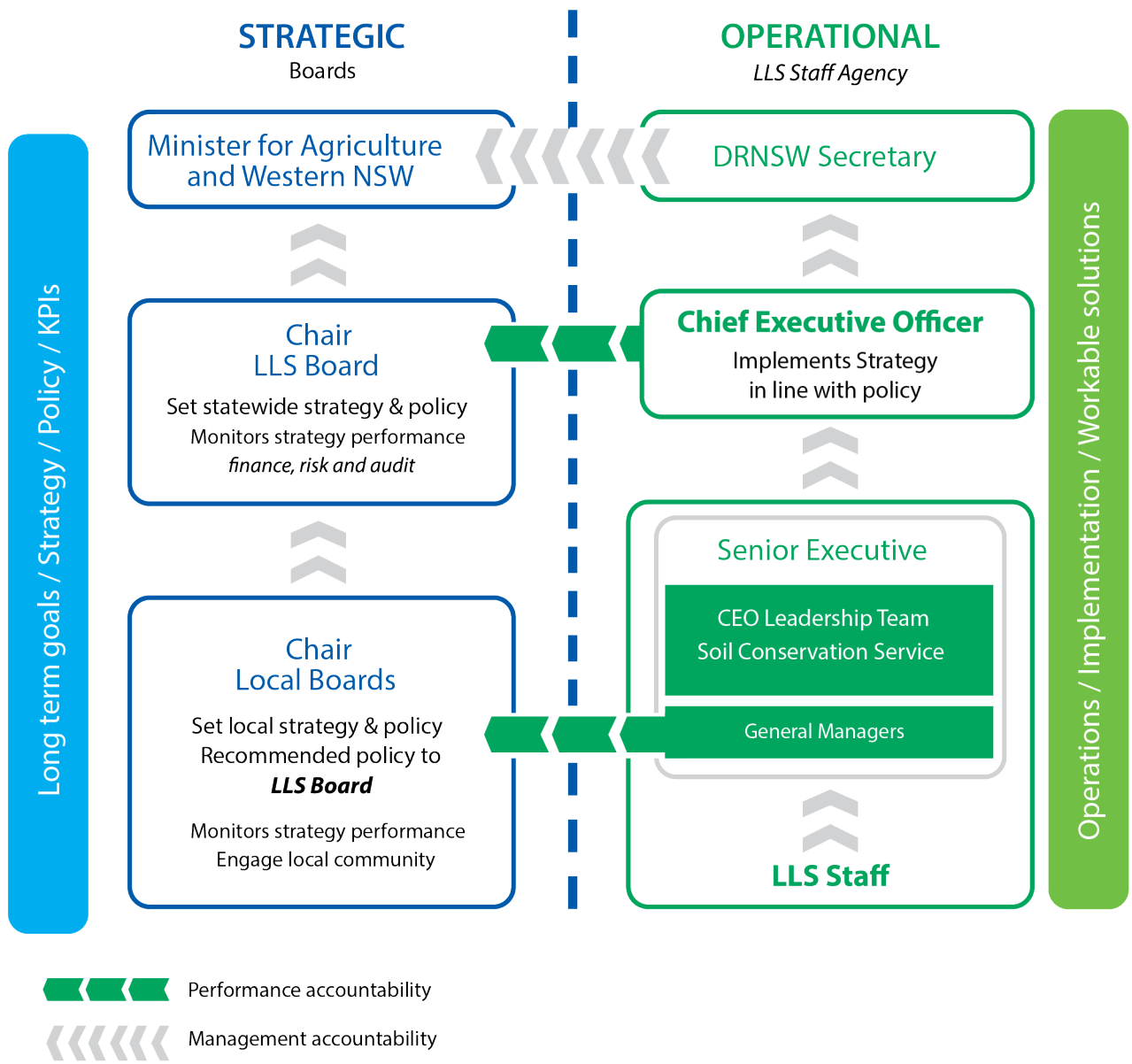
The LLS Board has delegated financial matters to the Chief Executive Officer (CEO) of LLS under their power of delegation (s16). Neither the LLS Board nor the Local Boards have any human resources delegation under the *LLS Act 2013* or the *Government Sector Employment Act 2013 (GSE Act 2013)*. The CEO and Department of Regional NSW (DRNSW) Secretary hold human resource delegations. It is important for the CEO and Secretary to work collaboratively with Local Board Chairs regarding the management of regional General Managers to ensure Local Strategic Plans are delivered.

The LLS Board sets statewide strategy and policy whereas the Local Boards determine local strategy (s.26 and s.29). Both Boards monitor the performance of Management in the implementation of strategy and policy.

The management of Local Land Services and the Local Land Services Staff Agency is the responsibility of the CEO.

This differentiation is described further in Figure 1.

Figure 1. LLS Governance Structure





# Part 2 – The Local Land Services Board

## 2.1 LLS BOARD GOVERNANCE

### 2.1.1 Role of the LLS Board

1. The LLS Board has the following functions under s.26 of the *LLS Act 2013*:
  - a. to determine the general policies and strategic direction of Local Land Services
  - b. to determine the policies, procedures and directions of Local Land Services in accordance with which a local board must exercise its functions
  - c. Such other functions as are conferred or imposed on it by or under this or any other Act or law
- 1a. Without limiting subsection (1) (a), the Board is to determine the general policies and strategic direction of Local Land Services with respect to the following:
  - a. organisational governance and strategy
  - b. risk management
  - c. service delivery priorities
  - d. community engagement

### 2.1.2 All LLS Board members, including the Chair

In exercising functions of the LLS Board, members must be guided by the principle that the public interest, in the delivery of Local Land Services in the State as a whole, takes precedence over the delivery of Local Land Services in any one region (s.26).

### 2.1.3 Additional responsibilities of the LLS Board Chair

The LLS Board Chair leads the LLS Board in keeping with vision, mission and strategic goals of LLS. The LLS Board Chair:

- Facilitates the effective functioning of the board meetings
- Enables the LLS Board to exercise its responsibilities with respect to its functions as described by section 26 of the *LLS Act 2013*
- Is the presiding member at LLS Board meetings and has a deliberative vote or, in the event of an equality of votes, has a second or casting vote
- Provides concurrence to the DRNSW Secretary in the recruitment and performance management of the Chief Executive Officer<sup>1</sup>
- Provides concurrence to the DRNSW Secretary and CEO for the organisational structure at the highest level (LLS CEO and direct reports)<sup>1</sup>
- Builds and maintains an effective working relationship with the CEO
- Builds and maintains effective working relationships with key stakeholders
- Accurately and effectively communicates the views of the LLS Board and provides updates to the Minister and DRNSW Secretary (in conjunction with the CEO)
- Oversight performance of the LLS Board and LLS Board Committees

<sup>1</sup>Note: The LLS Board and LLS Board Chair do not have any human resource delegations under the *LLS Act 2013* nor the *Instrument of Delegation (Local Land Services - Human Resource Matters) (No 2) 2017*

### 2.1.4 Role of the Chief Executive Officer

The CEO is head of the Local Land Services Staff Agency under the *GSE Act 2013*. The CEO leads LLS in keeping with the directions of the LLS Board, DRNSW Secretary and Minister, and will:

- Oversee implementation and performance of LLS Board approved strategy, policy and all other aspects of the day to day running of the Local Land Services Staff Agency, including management of all financial and human resources
- Report to the DRNSW Secretary on the performance of the Local Land Services Staff Agency
- Attend all meetings and brings well-documented recommendations and information to the LLS Board
- Work cohesively with the LLS Board Chair and LLS Board, promoting shared values and alignment of purpose
- Act as the central contact point for the Local Land Services Staff Agency for the LLS Board Chair, Minister's Office and the DRNSW Secretary

## 2.2 KEY LLS BOARD FUNCTIONS

### 2.2.1 Strategy development and oversight

The LLS Board will:

- Identify, prioritise and approve strategy for LLS
- Implement a clear accountability framework for strategy delivery, including clear performance criteria
- Monitor Management's performance against approved strategy
- Review all strategy at least annually

### 2.2.2 Policy Framework

Policy setting is a fundamental component of any governing Board's role. Statewide LLS policies will be developed and approved in accordance with the approved LLS Policy and Procedure Framework. The Staff Agency will deliver approved LLS Board policy. Policies will be reviewed at least every three years.

### 2.2.3 Service Delivery Priorities

The LLS Board is responsible for defining service delivery priorities for statewide implementation.

These priorities are defined in statewide strategies. Responsibility for delivery of these priorities rests with Management.

### 2.2.4 Financial Management

The financial management of LLS has been delegated to the CEO. The LLS Board is responsible for:

- Approving annual budgets prepared by Management
- Monitoring statewide financial performance
- Approval of any changes to financial delegations
- Approval of the LLS Annual report and accounts

### 2.2.5 Risk Management

Recognising and managing risk is part of the role of the LLS Board. The LLS Board will:

- Develop a strategic risk management framework
- Set the risk appetite for Local Land Services

The CEO is responsible for implementing the LLS Board approved risk management framework.

The Board will review the risk management framework annually.



## 2.3 LLS BOARD PROCESSES

### 2.3.1 LLS Board Meetings

LLS Board meeting procedures, including out of session meetings, are described generally under Part 3A, Schedule 2, of the *LLS Act 2013*. Meetings are ordinarily bi-monthly (at the discretion of the LLS Board Chair) and scheduled in advance for a calendar year. LLS Board members must promptly report the activities and decisions of the LLS Board to their Local Boards.

### 2.3.2 LLS Board Papers

LLS Board papers are to be circulated at least one week prior to the commencement of each LLS Board meeting. Papers will be made available electronically. Draft minutes, including resolutions, will be circulated within one week of the meeting's conclusion. LLS Board papers and minutes will not be publicly circulated.

### 2.3.3 LLS Board meeting agendas

The agenda for the LLS Board will be set by the LLS Board Chair in consultation with the CEO. In discharging its responsibilities, the LLS Board annual meeting calendar will include the following areas of focus:

- Policy review and approval
- Budget approval
- Statutory financial accounts
- Annual report approval
- Risk management
- Audit review
- Strategy development and review
- Annual business planning
- Annual Board performance review
- Conflict of interest
- Pecuniary interest declarations

In addition to areas of focus listed above, regular standing agenda items will include, but not necessarily be limited to:

- CEO's report
- LLS Board Chair's report
- Key performance indicator (KPI) reporting
- Financial performance
- Board committee reports
- Regional achievement reports

### 2.3.4 LLS Board Committees

The LLS Board may establish Committees to assist in discharging its responsibilities. Committees may only perform the tasks delegated to it by the LLS Board and the LLS Board is responsible for the decisions and actions undertaken by any Committee. The LLS Board shall develop and approve charters for each Committee and Committee charters and performance shall be reviewed annually. A report of each Committee meeting must be provided to the proceeding LLS Board meeting.

# Part 3 – Local Boards

## 3.1 LOCAL BOARD GOVERNANCE

### 3.1.1 Role of the Local Boards

1. Local Boards have the following functions under s.29 of the *LLS Act 2013*:
  - a. to prepare a Local Strategic Plan in respect of the delivery of Local Land Services in the region
  - b. to monitor the performance of Local Land Services in the region, including by reference to the Local Strategic Plan
  - c. to make recommendations to the LLS Board in relation to the making of rates, levies and contributions on rateable and other land in the region
  - d. to collect, collate, maintain, interpret and report information with respect to its functions
  - e. to communicate, consult and engage with the community in developing plans and in respect of the delivery of programs and services by Local Land Services in the region
  - f. to develop a strategy for engagement of the Aboriginal community in the region in respect of the provision of Local Land Services
  - g. to provide advice to the Minister, (note this is to be done in consultation with the LLS Board Chair)
  - h. to exercise such other functions as are conferred or imposed on it by or under this or any other Act
2. A Local Board must exercise its functions in accordance with the policies, procedures and directions (however described) of Local Land Services
3. A Local Board for a region may, with the agreement of a Local Board for another region, exercise functions in the other region

### 3.1.2 All Local Board members, including the Local Board Chair

The membership of Local Boards is described in s.27 of the *LLS Act 2013*. In exercising functions of the Local Board, members are to be guided by the principle that they are to act in the public interest to prioritise Local Land Services for the region as a whole.

Additional responsibilities of the Local Board Chair include:

- Facilitating the effective functioning of the Local Board meetings
- Accurately and effectively communicating the views of the Local Board and regional customers and stakeholders to the LLS Board
- Building and maintaining effective working relationships with key stakeholders
- Is the presiding member at Local Board meetings and has a deliberative vote or, in the event of an equality of votes, has a second or casting vote
- Providing concurrence to the CEO and DRNSW Secretary in the recruitment and performance management of the General Manager
- Provides concurrence to the CEO and General Manager for the organisational structure at the highest level (GM and direct reports)<sup>2</sup>
- Liaising with the General Manager as the primary regional contact between the Local Board and Management
- Oversighting performance of the Local Board

<sup>2</sup> Note: The Local Board and Local Board Chair do not have any human resource delegations under the *LLS Act 2013* nor the *Instrument of Delegation (Local Land Services - Human Resource Matters) (No 2) 2017*



### 3.1.3 Role of General Managers

General Managers are employed by DRNSW Secretary and are responsible to the CEO and LLS Board for the performance of their region. This includes leading, planning and directing regional operations in line with LLS Board approved strategy and policies and the Local Strategic Plan. The General manager will:

- Oversee implementation and performance of Local Board approved strategy, policy and all other aspects of the day to day running of the region
- Work cohesively with the Local Board and attend all Local Board meetings
- Provide strategic advice and information to the Local Board to support implementation of locally relevant programs and advisory services
- Build strategic partnerships and act as the central operational contact point for the Local Board Chair
- Be directly responsible to the CEO for management and performance under the *LLS Act 2013* and *GSE Act 2013* as part of the LLS Staff Agency. Note: the management and performance of the General Manager is described in a Performance and Development Plan developed between the Local Board Chair, CEO and General Manager

## 3.2 KEY LOCAL BOARD FUNCTIONS

### 3.2.1 Strategy performance

In addition to the Local Strategic Plan, Local Boards are responsible for local performance of the approved statewide strategies. Local Boards are obliged to regularly report on regional performance to the LLS Board, in the time limits set by the LLS Board.

### 3.2.2 Service Delivery Priorities

Local Boards are responsible for setting local investment and service delivery priorities to enable delivery of their Local Strategic Plan. Local Boards are accountable for monitoring service delivery at the regional level, including reporting of regional performance to the LLS Board.

### 3.2.3 Community engagement

The Local Board is required to consult widely with the community, including First Nations people, on the:

- Development of the Local Strategic Plan
- Delivery of regional programs and services

Local Boards are required to establish one or more local community advisory groups in accord with s.33 the *LLS Act 2013*. Regional Weed Committees and Regional Pest Animal Committees are constituted as local community advisory groups under the *LLS Act 2013*.

The terms of reference for each local community advisory group are to be endorsed by the Local Board, but are not to exceed the authority or power of the Local Board.

Community engagement undertaken by Local Board members, including the Local Board Chair, shall be reported at each Local Board meeting. All Local Board members shall abide by the Local Land Services Board Member Code of Conduct and other LLS policies when undertaking community engagement activities on behalf of LLS.

## **3.3 IMPROVING LOCAL BOARD PROCESSES**

### **3.3.1 Local Board Meetings**

Local Board meeting procedures are described generally under Part 3A, Schedule 2, of the *LLS Act 2013*. Meetings are ordinarily bi-monthly (at the discretion of the Local Board Chair) and scheduled in advance for a calendar year. The Local Board Chair must promptly report back on the activities and decisions of the LLS Board to their Local Boards.

### **3.3.2 Local Board Papers**

Local Board papers are to be circulated to all Local Board Members at least one week prior to the commencement of each Local Board meeting. Papers will be made available electronically. Draft minutes, including resolutions, will be circulated within one week of the meeting's conclusion. Local Board papers and minutes will not be publicly circulated.

### **3.3.3 Local Board meeting agendas**

The agenda for Local Board meetings will be set by the Local Board Chair in consultation with the General Manager.

In discharging its responsibilities, the Local Board annual meeting calendar will include the following areas of focus:

- Local Strategic Plan development
- Annual Local Business Plan and budget approval
- Monitor the performance of region in regard to Local Strategic Plan and annual business plan
- Risk management in line with the LLS risk management framework
- Annual Activities Report
- Conflict of Interest and Pecuniary Interest approvals
- Annual Local Board performance review
- Community engagement activity reports

In addition to areas of focus listed above, regular standing agenda items will include, but not necessarily be limited to:

- General Manager's report
- Local Board Chair's report
- Local Community Advisory Group reports



## Part 4 – Supporting Board Effectiveness

*Note: This section pertains to both the LLS Board and Local Boards.*

### 4.1 INDUCTION AND CONTINUING DEVELOPMENT

All new LLS Board and Local Board members are to complete an approved induction program. All board members are encouraged to undertake continuing professional development, with a focus on ethics, governance and board functions.

### 4.2 ACCESS TO MANAGEMENT

The CEO, as Agency head, is responsible for all LLS employees. The provisions of the *GSE Act 2013* relating to the employment of Public Service employees do not apply to Board members.

It is important that LLS Board members are able to seek advice from Management on matters specific to their responsibility. As a courtesy access to Management should be arranged through the LLS Board Chair or the CEO.

Local Board members may seek advice from senior regional managers on matters specific to their region and responsibility. As a courtesy access to managers should be arranged through the Local Board Chair or General Manager.

### 4.3 PERFORMANCE EVALUATION

Effective boards are essential for the proper governance of LLS. Performance agreements will be developed and implemented for all Local Board Chairs by the LLS Board Chair<sup>3</sup>. The Minister will oversee the performance of the LLS Board Chair. An annual performance review process will be developed and implemented by all Local Boards<sup>4</sup> and linked to the performance agreements of Local Board Chairs. This Charter will form part of agreements and performance reviews.

### 4.4 LOCAL LAND SERVICES CHARTER REVIEW AND EVALUATION

This Local Land Services Charter will be reviewed as required, if there is a significant change in circumstances. To the extent that there is any inconsistency between this Charter and the *LLS Act 2013*, or any other NSW legislation, the Act or legislation will prevail.

## Part 5 – Approval

This Charter was approved by the Hon. Niall Blair, Minister for Primary Industries, Minister for Regional Water, and Minister for Trade and Industry in December 2018.

<sup>3</sup> NRC Governance Recommendation A3

<sup>4</sup> NRC Governance Recommendation 4

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