

Policy – LLS Policies and Procedures

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Overview and scope

Policy Statement

The 'LLS Policies and Procedures' (the 'Policy') defines the policy management framework for the development, management, compliance and review of all policies, procedures and guidelines across Local Land Services (LLS).

Authority

All decisions relating to the functions of LLS are to be made by or under the authority of the LLS Board.

The LLS Board is responsible for determining the general policies and strategic direction of LLS that local boards and the staff agency must exercise their functions. LLS Board policy includes organisational governance, strategy, risk management, service delivery priorities and community engagement (LLS Act s26).

The Chief Executive Officer (CEO) is responsible for the day-to-day management of the affairs of LLS, subject to the policies and directions of the LLS Board (LLS Act, s10). The Staff Agency, under the authority of the CEO, may develop procedures and guidelines to support LLS Board Policy implementation. The Staff Agency also develop service delivery procedures and guidelines to support day-to-day operations of the functions delegated to the CEO by the LLS Board.

Out of scope

This Policy does not apply to:

- Overarching whole of government policies established by NSW Treasury, NSW Public Service Commission or the Department of Premier and Cabinet that all LLS staff, board members and contractors are required to adopt.
- Department of Regional NSW policies relating to operations of the Staff Agency, for example human resources and procurement.
- Policies developed, on behalf of Cabinet, by the LLS Policy team.

Format

This Policy is divided into 6 parts:

1. Principles and key requirements
2. Policy hierarchy and authorities
3. Policy categories and themes
4. Policy lifecycle
5. Summary or key roles and responsibilities
6. Definitions and supporting information

PART 1 – PRINCIPLES AND KEY REQUIREMENTS

Five key principles apply to all LLS policies. These principles are to be demonstrated through evidence of key requirements as described in Table 1.

Table 1: *Principles & key requirements*

PRINCIPLE	KEY REQUIREMENTS
Principle 1 All policies will promote a culture of excellence and support the delivery of the objectives of the LLS Act and State Strategic Plan	All policies will be: <ul style="list-style-type: none">> Principles based> Enable compliance with legislation, regulations, whole of government policy, standards and codes> Support efficient and effective delivery of LLS services, without unnecessary burden and cost to the Staff Agency or our customers> Responsive to a changing operating environment
Principle 2 All policies will be accessible and easily implemented	All policies will be: <ul style="list-style-type: none">> Be publicly available on the LLS website (in accordance with the GIPA Act), categorised by theme and easily searchable> Written concisely, in plain language, using simple concepts and formats> Culturally appropriate, inclusive, equitable and fair> Supported by communications and training to maximise user uptake
Principle 3 All policies will clearly mitigate strategic and operational risks	All policies will: <ul style="list-style-type: none">> Clearly assign roles, responsibilities and delegations/authorities> Include due consideration of work, health and safety requirements> Include consideration of enterprise and strategic risk, including the LLS Board's risk appetite related to the subject of the policy

Principle 4 All policies will be developed in consultation with key stakeholders, including end users

All policies will be developed in consultation with key stakeholders

Principle 5 All policies will have a clearly identified policy steward, who is responsible for the development, consultation, communication, training, management and review of the policy on behalf of LLS

Every policy will have a clearly identified policy steward.

PART 2 – POLICY HIERARCHY AND AUTHORITIES

Policy Hierarchy

LLS has adopted a simple policy, procedure and guideline hierarchy as described in Figure 1 and detailed in Table 2.

Figure 1: Policy Hierarchy Overview

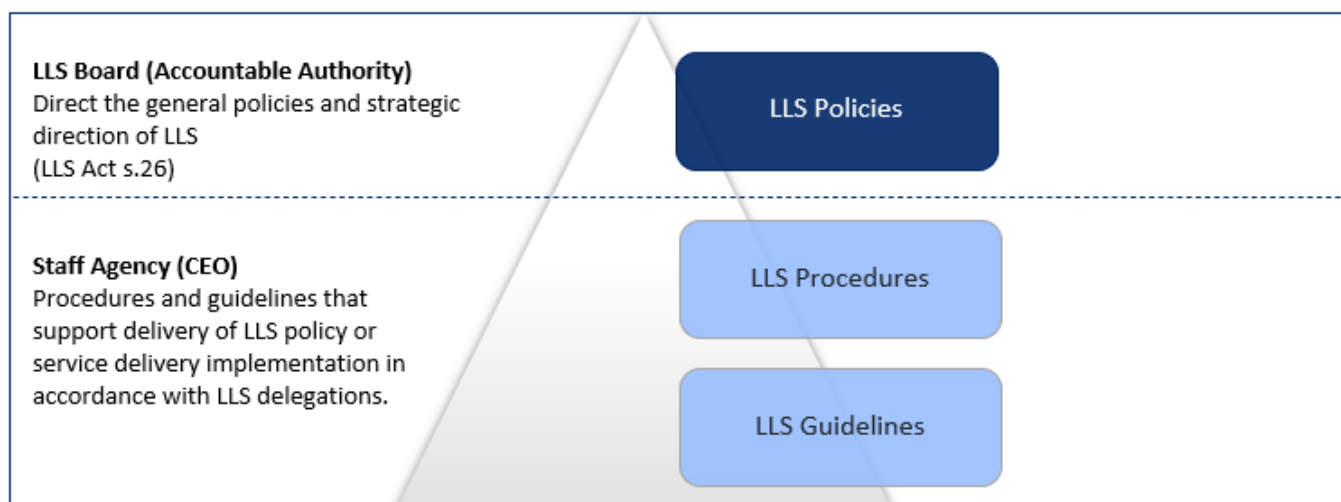


Table 2: Policy Hierarchy detail

Hierarchy level	Primary purpose	Approvals	Steward	User
LLS Policy	Documents one or more decisions related to LLS' service delivery priorities, strategy, governance, risk and/or assurance functions.	Endorsed by the FRAC or CEOLT as appropriate. Approved by LLS Board.	The CEO is the Accountable Officer for ensuring that LLS Policy is deployed. The CEO may delegate stewardship to another LLS Senior Executive.	Mandatory application by all local boards and the staff agency
LLS Procedures	Step by step instructions to support	Endorsed by the relevant policy steward, or in the	Business Partner or Service Partner	Mandatory application by relevant business unit

Hierarchy level	Primary purpose	Approvals	Steward	User
	implementation of policy or service delivery priorities.	case of service delivery procedures, the relevant business partner. Approved by the relevant member of the CEOLT.		and/or functional role.
LLS Guidelines	Provide general guidance or additional advice to support service delivery implementation.	Endorsed by a relevant Business Partner. Approved by a relevant member of the CEOLT.	Business Partner or Service Partner	Optional application by relevant business unit and/or functional role.

PART 3 – POLICY CATEGORIES AND THEMES

LLS Policies will be assigned a theme to enable ease of use, management, reporting and compliance. Themes are limited to:

- Organisational governance
- Organisational strategy
- Risk management
- Audit and assurance
- Service delivery priorities
- Customer and stakeholder engagement (including communications)
- Aboriginal engagement
- Finance

Similarly, **LLS Procedures and Guidelines** will be assigned a theme to enable ease of use by the staff agency. Themes are limited to:

- Program and project delivery standards
- People management
- Enabling services
- Agriculture
- Animal biosecurity
- Emergency management
- Invasive species (pests)
- Invasive species (weeds)
- Land management

- Natural resource management
- Plant biosecurity
- Travelling stock reserves

Note: Themes 3-12 align directly to LLS MyOutcomes budget and service delivery areas.

PART 4 – POLICY LIFECYCLE

The LLS policy lifecycle, as described in Table 4 supports the effective development, management, monitoring and compliance of LLS and Operational Policy, including procedures and guidelines.

Table 4: Policy lifecycle

Lifecycle stage	Objective	Minimum requirements
Need identified	<ul style="list-style-type: none"> > Define the need for a policy and identify the required controls, including integration with current and future operating environments. 	<ul style="list-style-type: none"> > All LLS policy development and/or revision are to be prioritised on a risk basis. > Where a local board identifies a need for an LLS policy, the relevant local board chair is encouraged to notify the LLS Board Chair. > All new policy proposals must be notified to the Director, Governance, Risk & Business Performance as soon as possible to coordinate compliance with this Framework.
Development	<ul style="list-style-type: none"> > The development of the policy clearly supports the delivery of LLS functions, the LLS State Strategic Plan and State Outcomes. 	<ul style="list-style-type: none"> > The proposed Policy Steward, or their delegate, is responsible for the drafting of the Policy consistent with this framework. > All business unit(s) impacted by the adoption of a new policy will be consulted in its development and provided an opportunity to contribute expertise and feedback. > Where appropriate this consultation may be delegated to an advisory committee or reference group.
Endorsement and approval	<ul style="list-style-type: none"> > Policy endorsement and approval will be consistent with Table 2. 	<ul style="list-style-type: none"> > Adequate time will be provided for endorsement and/or approval via existing meeting structures and schedules.
Implementation and use	<ul style="list-style-type: none"> > All policies will be easily accessible and current to enable implementation. 	<ul style="list-style-type: none"> > All staff will comply with the approved policy. > The policy steward is responsible for communicating the approval and/or update of the policy, including the identification of any mandatory training needs. > All policies will be added to a central register and made publicly available via the LLS website. > Non-customer-facing procedures and guidelines may be housed on the LLS intranet. > The head of each business unit will monitor mandatory training and adoption of approved policies and procedures.
Review and management	<ul style="list-style-type: none"> > All policies will be regularly reviewed and streamlined to ensure that they are fit for purpose and meet the current and future needs of LLS. 	<ul style="list-style-type: none"> > Policy owners are responsible for identifying opportunities for policy improvement. > Accuracy and relevance will be maintained through regular reviews, at intervals no greater than 3 years. A review schedule will be included in each policy.

Lifecycle stage	Objective	Minimum requirements
		<ul style="list-style-type: none"> > The LLS Board will maintain a Policy Register and review the register at least annually. > The policy owner is accountable for the completion of a policy review prior to the review date using the standardised process outlined in the <i>LLS Policy Development and Review Procedure</i>. > If a policy is overdue for review, the policy may only continue to be used with the explicit approval of the LLS Board. This approval will include a defined period of extension not exceeding 12 months.
Performance	<ul style="list-style-type: none"> > Regular performance evaluations and oversight of policies is central to the success of LLS business operations. 	<ul style="list-style-type: none"> > Policies may be evaluated as part of LLS' existing governance frameworks, including the internal audit plan and annual review by the Finance, Risk and Audit Committee.
Retirement	<ul style="list-style-type: none"> > All policies will be abolished or replaced when they are no longer required. 	<ul style="list-style-type: none"> > The LLS Board, CEO or Policy steward may request that a policy is abolished or replaced. > Approval for abolishment or replacement is consistent with policy creation approvals. > All evidence of abolished policies will be removed from the LLS internet/intranet.

The same principles apply to the lifecycle of LLS Procedures and Guidelines.

PART 5 – KEY POLICY ROLES & RESPONSIBILITIES

Table 5: Key policy roles & responsibilities

Role	Responsibility
LLS Board	<ul style="list-style-type: none"> > Responsible for identifying and approving LLS Policy, including the establishment of measures for appropriate oversight.
Chief Executive Officer (CEO)	<ul style="list-style-type: none"> > Responsible for ensuring the adoption of LLS Policy across the staff agency.
Policy Steward	<ul style="list-style-type: none"> > The policy steward is responsible for regular reviews and updates required due to changes in the operating environment, including regulatory change.
Director Governance, Risk & Business Performance	<ul style="list-style-type: none"> > Primary contact for the LLS Board and CEO Leadership team for policy development. > Responsible for maintenance of the policy register. > Responsible for ensuring LLS Policies are available on the LLS website so as to comply with the Government, Information and Privacy Act. > Supports policy owners fulfil their responsibilities at each stage of the policy lifecycle.
Head of business unit	<ul style="list-style-type: none"> > The head of each business unit will monitor mandatory training and the adoption of approved policy.
All staff and contractors	<ul style="list-style-type: none"> > All staff and contractors will comply with approved policy. > Adherence by staff will be monitored by each business unit head. > Adherence by contractors will be managed by the appropriate contract or project manager.
Finance, Risk & Audit Committee	<ul style="list-style-type: none"> > The Finance Risk & Audit Committee is delegated by the LLS Board to monitor LLS Policy compliance consistent with TPP 20-08.

PART 6 – DEFINITIONS AND SUPPORTING INFORMATION

Consideration	Definition
Policies	<p>Policy relates to a decision of the governing body, which for Local Land Services is the LLS Board.</p> <p>Policy statements are a written declaration of a decision whereas policy instruments are documents that contain one or more policy statements.</p> <p>Local Land Services refers to policy instruments colloquially as 'policies'.</p>
Procedures	<p>Procedures describe in detail the steps required to implement or comply with a policy. Generally, a procedure refers to the process rather than the result. Procedures should assign responsibilities, be written in plain language, presented in a logical order and meet legal requirements.</p>
Guidelines	<p>Guidelines provide general guidance or additional advice to support policy and/or procedure implementation.</p> <p>Guidelines provide a good overview of how to act in a particular situation and require employees and contractors to apply good judgement.</p>

Related information:

- LLS Act
- LLS Board and local board Charter
- LLS Assurance Framework
- LLS Procedure – Policy development and review

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Document Information and Review:

This policy document will be reviewed at least every three years.

Approved history

Version	Effective	Approved by	Amendment details or notes
2.0	01/07/2023	LLS Board	Material changes made to framework, including delegations and approvals to enable more effective business operations.