BUSINESS PAPER

Administrator Delegations Meeting
8 July 2016

CONFLICTS OF INTEREST

A conflict of interest arises when the Administrator or Council staff are influenced, or are seen to be influenced, in carrying out their duties by personal interests. Conflicts of interest can be pecuniary or non-pecuniary in nature.

A pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of a financial gain or loss.

A non-pecuniary interest can arise as a result of a private or personal interest, which does not relate to money. Examples include friendship, membership of an association or involvement or interest in an activity.

The Administrator or staff member who considers they may have a conflict of interest should read Council Policy.

The responsibility of determining whether or not the Administrator or Council employee has a pecuniary or non-pecuniary interest in a matter, is the responsibility of that individual. It is not the role of the Administrator or General Manager, or another Council employee to determine whether or not a person may have a conflict of interest.

Should you be unsure as to whether or not you have a conflict of interest you should err on the side of caution and either declare a conflict of interest or, you should seek the advice of the Director General of Local Government.

The contact number for the Director General of Local Government is 4428 4100.

COUNCIL CODE OF CONDUCT

The Council Code of Conduct is a requirement of Section 440 of the Local Government Act 1993, which requires all councils to have a code of conduct to be observed by the Administrator, members of staff and delegates of the Council attending a Council meeting or a meeting of a committee of Council.

The code of conduct sets out the responsibilities of the Administrator and Council employees attending a Council meeting or a meeting of a committee of Council. The code also sets out how complaints against a Council employee, the Administrator or General Manager are to be made.

COUNCIL CODE OF MEETING PRACTICE

The Council Code of Meeting Practice is a requirement of Section 360(3) of the Local Government Act 1993, which requires all councils to have a code of meeting practice. The code of meeting practice is to be observed by the Administrator, members of staff, delegates of the Council and members of the public attending a Council or a meeting of a committee of Council.

Acknowledgement of Owners of Land

Council wishes to show our respect to the First Custodians of this land the Ngarigo people and their Ancestors past and present who pass on this duty of custodianship of the land to us the current custodians.

We are proud to be Australian and celebrate the diverse backgrounds and cultures that make up our Nation – our Land.

ADMINISTRATOR DELEGATIONS MEETING
TO BE HELD IN HEAD OFFICE, 81 COMMISSIONER STREET, COOMA NSW 2630

ON FRIDAY 8 JULY 2016
COMMENCING AT 9.00AM

BUSINESS PAPER

1.   OPENING OF THE MEETING

2.   DECLARATIONS OF PECUNIARY INTERESTS/CONFLICT OF INTEREST

(Declarations also to be made prior to discussions on each item)

3.   STAFF REPORTS

Item 22.1 is confidential in accordance with s10(A)(2)(di) of the Local Government Act because it contains commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

i

3.1   REQUEST FOR DONATION FOR FINANCIAL ASSISTANCE - ETHAN INCHES - YEAR 10 STUDEN JINDABYNE CENTRAL SCHOOL - ANC CADET

Record No:

Responsible Officer:	General Manager
Author:	Acting Executive Assistant
Key Direction:	4. Creating a Safer, Healthier and Thriving Community
Delivery Plan Strategy:	DP4.9 Provide and support appropriate services and facilities for children and young people within the Shire.
Operational Plan Action:	OP4.18 Deliver and facilitate youth programs and services throughout the Shire each year including Youth Council, Youth Week, and the participation of young people in decision-making processes.
Attachments:	1. Letter from Ethan Inches Requesting Financial Support ⇩ 2. Email From Stephen Youll regarding Ethan Inches ⇩
Cost Centre	63163 Donations – Section 356
Project	
Further Operational Plan Actions:	

EXECUTIVE SUMMARY

Ethan Inches is a year 10 student at Jindabyne Central School and has been selected as one of only nine ANC Cadets Nation-wide to participate in the 2016 International Cadet Exchange Program. Ethan will be travelling to Canada in late July for two and a half weeks representing the Local Community.

The following officer's recommendation is submitted for Council's consideration.

OFFICER'S RECOMMENDATION

That Council
A. Considers a financial donation of in kind support to Ethan Inches.

BACKGROUND

Ethan Inches is a year 10 student at Jindabyne Central School and has been selected as one of only nine ANC Cadets Nation-wide to participate in the 2016 International Cadet Exchange Program. Ethan will be travelling to Canada in late July for two and a half weeks representing the Local Community.

The overall cost of the exchange program is $3,500 and Ethan is supported to a degree by his family and the Unit Support Committee of TS ORION.

QUADRUPLE BOTTOM LINE REPORTING

1. Social

Ethan will meet other ANC Cadets and travel to other Countries where he will represent the Local Community.

Council's policy in this area (GOV 011) seeks to recognise Council's role in supporting community and cultural development. The policy's stated objectives are to have:

a. a strong sense of community throughout the Shire
b. a community that has the capacity to meet its own needs
c. a community environment that encourages cultural and artistic expression

Council does not consider any applications or requests submitted that have been specifically intended for corporate organisations.

2. Environmental

No Impact

3. Economic

A requirement of Council's policy (GOV 011) is that where an entity is already deemed 100% exempt from payment of rates they will not be eligible for further financial assistance from Council.

Cost Centre 10.3020.63163 has an amount of $1,184 available for sponsorship with $2,120 already expended.

4. Civic Leadership

Decisions to donate to community groups, individuals and towards events must be considered in a transparent process. The granting of financial assistance must be by specific formal resolution of Council.

Council makes decisions regarding donations to community groups, individuals and events based on Council's Policy GOV011. The relevant section of the policy applicable to this request is:

3.3. Donations Granted Under S356 Local Government Act 1993

In accordance with Section 356 of the Local Government Act 1993 Snowy River Shire Council (SRSC) may contribute money or grant financial assistance to community groups and members of the community for the purpose of exercising Council's functions.

Public Notice

In accordance with the Local Government Act Section 356(2) Council must give at least 28 days public notice of a proposal to pass a resolution to grant financial assistance prior to doing so. Public notice is not required under any of the following circumstances:

- *if the assistance is part of a specific program which has been included in Council's management plan*
- *if the program's budget does not exceed 5% of Council's income from ordinary rates for the year*
- *if the program is uniformly available to all or a significant group of persons within the area*

- *Where an entity is already deemed 100% exempt from payment of rates they will not be eligible for further financial assistance from Council.*

As this program's budget does not exceed 5% of Council's income from ordinary rates for the year there is no need for public notice.

Determination by Administrator

Approved by Administrator Dean Lynch in accordance with Section 226 dot point one (1) or (2) of the Local Government Act 1993

Signature: ....

Date: ....

66 Gippsland Street
JINDABYNE NSW 2627
Tel: 0418 725 251
Email: ethan.inches@gmail.com

May 2016

RECEIVED

2 8 MAY 2016

Records
Berridale Office

Mr Joe Vescio
General Manager
Snowy River Shire Council
PO Box 143
BERRIDALE NSW 2628

Dear Sir,

My name is Ethan Inches, a Year 10 student at Jindabyne Central School and a
Cadet Leading Seaman in our local Snowy River region's Australian Navy Cadet
(ANC) unit, TS ORION.

I am proud to have been selected as one of only 9 ANC cadets nation-wide to
participate in the 2016 International Cadet Exchange Program. I will be
travelling to Canada in late July to spend two & a half weeks at various locations,
hosted by the Royal Canadian Sea Cadets' organisation.

The overall cost of my exchange program is in the order of $3,500.00 and, whilst I
am supported to a degree by my family and the Unit Support Committee of TS
ORION, I would appreciate other assistance to cover additional expenses.

In many ways, I regard myself as a potential representative and ambassador for
the local community and look forward to your support.

Yours sincerely,

(Ethan Inches)

From:	Stephen John Youll
Sent:	23 Jun 2016 10:09:16 +1000
To:	records;records
Subject:	LOCAL NAVY CADET SELECTED FOR INTERNATIONAL EXCHANGE
Attachments:	ETHAN INCHES 2016 ICEP MEDIA RELEASE 3.docx

Dear Snowy Monaro,

As attached.

Steve Youll

Stephen Youll OAM
Secretary, The Unit Support Committee-TS ORION
PO Box 563
JINDABYNE NSW 2627
Australia

Mobile: +
Email: stephen@youll.com.au

-------------------------------Safe Stamp----------------------------------
Your Anti-virus Service scanned this email. It is safe from known viruses.
For more information regarding this service, please contact your service provider.

DRAFT TS ORION MEDIA RELEASE
8/16

TS ORION NAVY CADET
SELECTED FOR INTERNATIONAL EXCHANGE PROGRAM
– AGAIN!

16 year old Cadet Leading Seaman Ethan Inches of the Snowy Monaro region's Australian Navy Cadet Unit, TS ORION, has been selected as one of only nine Navy cadets Australia-wide to participate in the 2016 International Cadet Exchange Program. Ethan will leave Australia on 23 July for over two weeks in Canada, hosted by the Royal Canadian Sea Cadets' organisation.

The Canadian exchange will be based held at the Summer Training Centre HMCS Quadra in British Columbia. It is understood that his itinerary will include sailing off Vancouver Island and exploring the city of Vancouver with 19 other cadets from Japan, Sweden, America, The United Kingdom and Hong Kong.

Other activities will include canoeing, hiking and rifle shooting. Cadets will also participate in special activities such as ceremonial parades and attendance at the Ceremony of the Flags in Victoria BC.

Ethan's selection for the 2016 exchange program follows on TS ORION's Cadet Leading Seaman (now Petty Officer) Caroline Greene's participation in the 2015 program to the UK.

Ethan, pictured below, is a student at Jindabyne Central School and is the son of Glen and Penny Inches of Jindabyne.

On being told of his selection, Ethan said "I had to do a double take, I couldn't believe that I'd actually been selected!"

Ethan is being supported by his family, The Unit Support Committee of TS ORION and the Snowy River RSL Sub-Branch but also intends some community fund raising.

Ethan is hurriedly preparing for the trip, and flies out from Sydney on July 23rd.

Further details:

Steve Youll

Lieutenant Commander Mike Hardwick ANC

Ethan Inches

3.2   WEEKLY IPR PUBLIC EXHIBITION UPDATE

Record No:

Responsible Officer: Corporate Services Manager

Author: Governance Officer

Key Direction: 7. Providing Effective Civic Leadership and Citizen Participation

Delivery Plan Strategy: DP7.13 Through clear and consistent communications, Council provides the community with timely feedback in progress towards goals.

Operational Plan Action: OP7.38 Continue to implement the strategies and actions of the 2014 - 2017 Communication Strategy to ensure that communication methods meet the needs of the organisation and the community.

Attachments: Nil

Cost Centre

Project   Integrated Planning & Reporting

Further Operational Plan Actions:

OP7.40 Support and encourage public engagement methods which invite comment from community and informs the decision making.

EXECUTIVE SUMMARY

The 2017 suite of Integrated Planning and Reporting (IPR) documents were placed on public exhibition on Thursday 30 June 2016, for a period of 28 days.

Throughout this exhibition period a weekly report will be submitted to the Administrator to assist with any required amendments through the review of submission.

The following officer's recommendation is submitted for Council's consideration.

OFFICER'S RECOMMENDATION

That Council receive and note the weekly IPR public exhibition update report, no submission have been received to date.

BACKGROUND

Snowy Monaro Regional Council (SMRC) was established on the 12 May 2016 through the merger of the former Bombala, Cooma Monaro and Snowy River Shire Council's. As of this date each of the former council areas draft Integrated Planning and Reporting (IPR) documents; that had been placed upon public exhibition for consultation with their communities, were removed as the individual documents did not represent the new entity.

A review of each of the former council area 2017 Operational Plan's was undertaken resulting in the creation of the draft SMRC 2017 Operational Plan. In accordance with the guidelines handed down by the NSW Government, all newly merged councils must place their IPR documents on public exhibition for a minimum period of 28 days and have the suite of documents adopted by the 1 August 2016.

In accordance with the Local Government Act 1993 section 405, Council must have an annual Operational Plan, adopted before the beginning of each financial year, outlining the activities to be undertaken that year, as per the Delivery Program developed and adopted by each term of Council. This adoption normally takes place before the 30 June each year, with the new plans commencing on 1 July, the start of the financial year. However due to the merger proclamations headed down by the NSW Government, the deadline for merged councils to completed their IPR documents has been pushed out until 1 August.

As outlined by the NSW Government, the Operational Plan and associated budget, revenue policy and fees and charges should be based primarily on the direction provided in the delivery programs and long term financial plans of the former council. The review process identified a number of similarities between the three former council's plans, allowing the plans to be merged into one document.

The draft 2017 Operational Plan, while developed with minimal consultation, is an extension of the former council areas forth, and final, year of the Delivery Program 2014 – 2017. Council has been directed to continue operates "business as usual", the actions within these plans will allow Council to delivery services and provide infrastructure to our communities. Over the next 12 months Council will undertake meaningful consultation with our community to develop a suite of IPR documents that incorporates the needs and aspirations of the new regional council community.

The processes by which Council undertakes our corporate planning and community consultation will continue to evolve and improve throughout the merger implementation, informing and guiding the development of our Integrated Planning and Reporting documents continuing to ensure the long term sustainability of the Snowy Monaro Regional Council.

The Draft Suite of IPR Documents placed on public exhibition included:
1. Four Year (2014 - 2017) Delivery Program and One Year Operational Plan (includes 2016/17 Budget);
2. Revenue Policy; and
3. Schedule of Fees and Charges for 2016/17.

The documents are available on Council's website and displayed at all three Council Chambers Berridale, Bombala and Cooma. They are also on display at the Jindabyne Council Office, Bombala Library, along with the Adaminaby, Bredbo, Dalgety, Nimmitabel and Michelago Post Offices. Advertisements and media releases have been placed and distributed through the appropriate media avenues.

The public submissions are summarised and reported to Council. Given that the submissions contain information that should not be disclosed under privacy legislation and regulations they will not be made available to the general public.

When Council resolves to adopt the Delivery Program 2014 – 2017 and Operational Plan 2017, all submissions received will then be responded to by the responsible officers of Council.

Formal resolutions are now required by Council in order to comply with the *Local Government Act 1993.*

Submissions -

At the conclusion of the week's reporting period Council has not received any submissions relating to the draft IPR Suite of Documents on public exhibition.

QUADRUPLE BOTTOM LINE REPORTING

1. Social

The content of the IPR suite of documents enables Council to work toward achieving its aims in relation to access and equity. Access and equity activities are those which promote fairness in the distribution of resources to those most in need; recognise and promote people's rights and; improve the accountability of decision makers.

The plans ensure that people have fairer access to the economic resources and services essential to meeting their basic needs and improving the quality of life; give people better opportunities for genuine participation and the opportunity to be involved in the decisions affecting their lives.

All community members are provided with an opportunity to submit feedback and recommendations relating to the public exhibition of the Draft IPR Documents, as the actions and related budget, along with the Fees & Charges may impact them. All submissions are considered carefully by both staff and the Administrator.

2. Environmental

A key direction of the Community Strategic Plan is to "Sustain Our Environment for Life". In addition, the content of the IPR suite of documents is underpinned by sustainability principles. The quadruple bottom line, a requirement of the IPR Framework is in place to ensure Council considers the impacts of decisions on four key areas; this includes consideration of any impacts on the environment.

3. Economic

The recommendations made in relation to the submissions relating to the Draft IPR Documents are made in the best interest of the community. All economic impacts that come from these recommendations have been considered and where necessary the budget has been amended to reflect these changes. The budget presented for adoption is a balanced budget. To ensure the long term financial sustainability of the Shire, Council must consider both the long and short term ramifications of each decision.

4. Civic Leadership

In accordance with the guidelines handed down by the NSW Government, all newly merged councils must place their IPR documents on public exhibition for a minimum period of 28 days and have the suite of documents adopted by the 1 August 2016.

On 29 June 2016, Council met and resolved as follows:

COUNCIL RESOLUTION   64/16

That Council:

A.   Endorse the amended draft suite of IPR Documents and authorise them to be placed on public exhibition for a period of 28 days during this period submissions covering the Suite of IPR Documents may be made and received up until close of business on 27 July 2016;

B.   Receive a further report concerning all submissions received following the exhibition period, to enable consideration of any submissions prior to the formal adoption of the 2014-2017 Delivery Program and 2017 Operational Plan; and

C.   Undertake community consultation during the period of public exhibition.

Approved by Administrator Lynch

Following consideration of the all submissions received the IPR documents were reviewed and amended prior to presenting a final report to council for their consideration and adoption before the 1 August 2016.

Council is fulfilling its legislative role by ensuring appropriate planning is undertaken in accordance with the Section 406 (1) of the Local Government Act 1993 and the Division of Local Government Guidelines. The suite of IPR Documents will ensure the long term sustainability of the Shire.

3.3   YAMAGA SISTER CITY COMMITTEE MINUTES 8 JUNE 2016

Record No:

Responsible Officer:	General Manager
Author:	Acting Executive Assistant
Key Direction:	7. Providing Effective Civic Leadership and Citizen Participation
Delivery Plan Strategy:	DP7.2 Council's leadership is based on ethics and integrity to enable informed and appropriate decisions in the community's best interest
Operational Plan Action:	OP7.5 Provide timely, accurate and relevant information to Council to enable informed decision making.
Attachments:	1. Yamaga Sister City Committee Minutes 8 June 2016 ⇓ 2. Letter from Consulate- General of Japan - 25 May 2016 ⇓ 3. Geoff Bowland Request - File note 22 March 2016 ⇓

Cost Centre

Project

Further Operational Plan Actions:

EXECUTIVE SUMMARY

The Yamaga Sister City Committee held its scheduled meeting on 8 June 2016. The purpose of this report is to advise of the current activities of the Yamaga Sister City Committee and to recommend the future format of the Committee.

The following officer's recommendation is submitted for Council's consideration.

OFFICER'S RECOMMENDATION

That Council
A. Supports the continuation of the Sister City Relationship with Yamaga; and
B. Continues the Section 355 Yamaga Sister City Committee;
C. Supports the Consulate-General of Japan 2016 Australia-Japan Relations Essay Contest for New South Wales and Northern Territory Secondary School Student;
D. Distributes their letter of 25 May 2016 to all High Schools in the Snowy Monaro Regional Council Local Government Area; and
E. Endorses the Section 355 Yamaga Sister City Committee to write to the Japanese Consulate explaining Council and the Sister City Relationship and ask if they will consider giving their prizes in Cooma during the Yamaga Exchange Program.

BACKGROUND

The Sister City Relationship between Yamaga, Japan and Cooma, Australia and has been ongoing for a number of years and has founded a program in which high school students from Monaro High School and Yamaga go on exchange for a cultural and educational exchange. This exchange and relationship has been highly successful for a number of years – originating in the 1970s.

The Yamaga Sister City Committee is combined of members from the Snowy Monaro Regional Council and Local Representation Committee, the Cooma Lions and Cooma Rotary clubs.   The committee aims to provide strategic direction and assistance to the Council in promoting and developing relationships between Snowy Monaro Regional and Yamaga Councils through programs that encourage cultural and educational exchanges and funding for youth and young person educational opportunities and other suitable projects.

The Committee has recently granted a round of funding for local organisations that meet the above requirements.

QUADRUPLE BOTTOM LINE REPORTING

1. **Social**

   The Yamaga Sister City Committee allows social interaction between two communities for young people that gives them opportunity to attain cultural education. The Committee also gives back to the community by providing funding for local organisations to better services for our young people and youth.

2. **Civic Leadership**

   The Lions and Rotary clubs are influential members in the committee and organise exchanges between the students from Cooma and Yamaga. The working relationship between Council, Lions and Rotary enables important community groups to work together to provide better services for the community.

Determination by Administrator

Approved by Administrator Dean Lynch in accordance with Section 226 dot point one (1) or (2) of the Local Government Act 1993

Signature: ....

Date: ....

![Snowy Monaro Regional Council logo — Stronger together Better together]

Minutes

Yamaga Sister City Committee

Date/Time   Wednesday, 8 June 2016, at 4.10pm
Location   Committee Room, Cooma Head Office, Snowy Monaro Regional
                  Council

Attendance

Member (Representing)	Present	Apology	Absent
Angela Ingram (Chair) – Cooma LRC	✓		
Dean Lynch – Administrator SMRC		✓	
Joseph Vescio – SMRC		✓	
Chris Reeks – Lions Club	✓		
John Britton – Lions Club	✓		
John Clarke – Rotary Club			✓
Neil Brown – Rotary Club	✓		
Katherine Miners (Secretary) – SMRC	✓		

1   Apologies

That the apologies of Dean Lynch, Joseph Vescio, and John Clarke be accepted. It is noted that Tony Kaltoum, John Vucic, Jim Hatfield and Les Sutcliffe are no longer members of this committee.

2   Confirmation of Previous Minutes – 2 March 2016

It was noted that the Minutes of the meeting held on 2 March 20016 were an accurate record of the meeting.

3   Business Arising from the Previous Minutes

3.1   Lions Yearly Payment

Lions are to discuss this matter at their meeting tonight.

3.2   Rotary Yearly Payment

Rotary has approved for this payment to be made.

3.3   Funding Applications

It was noted that the funding applications were successful and that another round may be opened later in the year.

3.4   History of Yamaga

Chris Reeks has sorted his records into year lots, however, it needs to be organised. Chris Reeks will ask Tony McKenzie if he has any records pre-dating Chris's records.

4   Disclosure of Interest - nil

5   Funding Request – Geoff Bowland

As the Australian National Busking Championships is a Rotary event, Rotary is not able to ask for money to be donated out of the Yamaga fund grant money. Under Rotary's Terms of Reference, Rotary cannot support this request. If was decided that the cost of sending the winner to Yamaga could be prohibitive if there is an ensemble that wins. Another issue that arose was if winner was from Cooma it would mean that the money that has been designated to be used in the area would not be spent in the area or on someone from the area. Mr Bowland has been made aware of this decision as he is a member of Rotary.

6   Impact of Amalgamation and Continuation of Sister City Relationship

It was discussed between the members that the Snowy Monaro Regional Council has a commitment to this 355 Committee and that the Administrator had verbally advised that he supported the continuation of the sister city relationship. There was discussion around what could be the new structure for the committees. The members were advised that the Local Representation Committee meeting will be on Tuesday 14 June 2016 after which time more information will be able to be provided as to how the committees will be structured.

7   Identification and Activity of Sister City Relationships from Former Snowy River Shire Council and Bombala Council and Snowy Monaro Regional Council's View on them

It was noted that the former Snowy River Shire Council sister city relationships that were dormant, and also that the former Bombala Council had a sister city relationship in the USA that may have been active. The Committee agreed that they are supportive of maintaining these relationships and it was noted that the successful relationships should be continued. Council should determine what's active/not currently active. It was discussed that perhaps the dormant committees should be contacted to ask them to consider if their committee and relationship is worth continuing. There was further discussion around whether there should be separate or combined sister city committees for relationships or if there should there be subcommittees that report to one committee. Angela Ingram will be able to advise after the Local Representation Committee meeting. Lions and Rotary are both supportive of continuing the Yamaga and Cooma sister city relationship.

Recommendation:

That Council supports the continuation of the sister city relationship with Yamaga and continues the Section 355 Yamaga Sister City Committee.

8   Acquittal Forms

Katherine Miners is to obtain acquittal forms from the successful funding applicants.

9   Consulate-General of Japan 2016 Australia-Japan Relations Essay Contest

The committee agreed that this is an excellent competition. The committee would like to send a request to the Consulate-General of Japan asking them to have their prize giving in Cooma when the Yamaga exchange students are here. Chris Reeks will provide document to Japanese teacher at Monaro High School for his information.

Recommendation:

That Council supports the Consulate-General of Japan 2016 Australia-Japan Relations Essay Contest for New South Wales and Northern Territory Secondary School Students and distributes their letter of 25 May 2016 to all high schools in the Snowy Monaro Regional Council Local Government Area.

That Council endorses the Section 355 Yamaga Sister City Committee to write to the Japanese Consulate explaining Council and the sister city relationship and ask if they will consider giving their prizes in Cooma during the Yamaga exchange program.

10   General Business

10.1 Film Festival

South East Arts are running YOOFTube Film festival for ages 12-20 in which the filming will be done on smart phones or tablets. They will be holding workshops around the area and there will be a Snowy Monaro Regional competition. Rotary will provide some sponsorship by way of providing some prizemoney for winners from the region. Screening of these films will occur during the November Festival and could coincide with showing old film archives. If we have entries to showcase from YOOFTube why not expand to a film festival and include old footage - there is someone from coast who can digitise old films. Neil Brown is to forward information about YOOFTube to Katherine Miners to send to the committee members. Rotary would like to grow YOOFTube however there is no further action at this stage.

10.2 Relevant Dates

The Yamaga exchange students arrive 5 November 2016 and leave 11 November 2016. Their Itinerary is to be forwarded to the committee members by Lions.

The Australian National Busking Championships are to held around 5 November 2016 – Rotary to confirm the date.

The Yamaga civic reception will be held on 7 November 2016 in the Cooma Head Office Chambers.

11   Next Meeting

The next meeting is to be held on Wednesday 31 August at 4.00pm in Committee Room, Cooma Head Office, Snowy Monaro Regional Council.

There being no further business, the meeting closed at 5pm.

TEL: 9250-1000   **CONSULATE-GENERAL OF JAPAN**   G.P.O. BOX 4125
                                                                          SYDNEY   2001

                                        LEVEL 12
                                  1 O'CONNELL STREET
                                        SYDNEY

25th May 2016

Dear Cooma-Monaro/Yamaga (Kamoto) Sister City Committee,

I am delighted to be able to forward you information regarding the **2016 Australia-Japan Relations Essay Contest for New South Wales and Northern Territory Secondary School Students.**

As representatives of your local Australia-Japan Sister City Committee, we would be grateful for your assistance in spreading word about this contest, which we believe will help to foster a better understanding of Japan and promote closer sister-city ties.

The contest is conducted by the Consulate-General of Japan in Sydney with the aim of encouraging a deeper understanding of Japan and Australia-Japan relations among NSW and NT students from Years 7 to 12. This is an English language essay contest that is open to all students, not only those studying Japanese. Submissions close on **Wednesday 24th August 2016** and must arrive at the Consulate-General of Japan in Sydney by this date.

Please find enclosed a flyer, as well as a copy of the essay cover sheet and the entry guidelines. We have already contacted local schools and regional libraries, but it would be appreciated if you could pass this information to any other parties who might be interested in participating. Entry guidelines and essay cover sheets are also available for download on our website: www.sydney.au.emb-japan.go.jp

We thank you for your consideration and look forward to receiving many interesting entries this year.

Yours sincerely,

Kazuma Hatano
Consul

2016 Australia-Japan Relations Essay Contest

for NSW and NT Secondary School Students

Conducted by the Consulate-General of Japan in Sydney

PRIZES: FIRST PLACE (SENIOR) *Trip to Japan courtesy of Japan Airlines and JTB*
A free return economy class air ticket from Sydney to Tokyo Narita; 7-Day Japan Rail Pass & 3 nights' accommodation at Shiba Park Hotel in Tokyo.*

FIRST PLACE (JUNIOR): $300 worth of books SCHOOL OF THE YEAR: $400 worth of books

OUTSTANDING & HIGHLY COMMENDED: UNIQLO Gift Vouchers

More details: www.sydney.au.emb-japan.go.jp

Essay Topics

Senior: Recently, a Japanese developed maglev train broke the land speed record by travelling over 600km/h during testing. Do you believe high speed trains should be introduced to Australia? Based on the history of the *shinkansen* in Japan, discuss some of the possible costs and benefits of introducing high speed trains to Australia.

Junior: Robots are becoming an increasingly important part of contemporary society. Outline some of the ways in which robots are currently employed in Australia and Japan, and discuss what role you believe they will play in the future.

*Terms & Conditions: The definition of 'return economy class air ticket' is an international flight between Sydney and Tokyo (Narita) only, including fuel surcharges. Ticket must be issued by 31st March 2017 and travel must be completed before 30th June 2017 or within 3 months from date of issue. Booking conditions apply, subject to availability. The cost of airport taxes and domestic airfares is the responsibility of the prize winner. Prizes and prize conditions are not negotiable, transferable, exchangeable or redeemable for other prizes. Previous first prize winners are ineligible to win the first prize in the same division, in the following year.
NOTE: ● All entries must have an entry form attached to be eligible.
● NSW or NT residents who attend schools in other states are ineligible to enter. An entrant's school, private or public, must be part of New South Wales or the Northern Territory.

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2016 AUSTRALIA-JAPAN RELATIONS ESSAY CONTEST
for New South Wales and Northern Territory Secondary School Students

ENTRY GUIDELINES

1. AIM

The aim of this essay contest is to encourage and develop a better understanding of Japan, and Australia-Japan relations, amongst secondary school students in New South Wales and the Northern Territory.

2. ENTRY QUALIFICATIONS

- The contest is open to students enrolled in New South Wales and Northern Territory secondary schools, both public and private, including seventh year primary schools in the Northern Territory.

- The level at which a student is eligible to enter is in accordance with the school year she/he is presently in. (See **Divisions** below.)

- Previous winners of a First Prize in the Australia-Japan Relations Essay Contest for NSW & NT Secondary School Students, are ineligible to win the First Prize in the following year, but are still welcome to enter and compete for the other prizes.

3. DIVISIONS

SENIOR DIVISION: (Years 9-12)   JUNIOR DIVISION: (Years 7-8)

4. ESSAY TOPICS

Senior Division – 1300-1600 words
Recently, a Japanese developed maglev train broke the land speed record by travelling over 600km/h during testing. Do you believe high speed trains should be introduced to Australia? Based on the history of the shinkansen in Japan, discuss some of the possible costs and benefits of introducing high speed trains to Australia.

Junior Division – 700-1000 words
Robots are becoming an increasingly important part of contemporary society. Outline some of the ways in which robots are currently employed in Australia and Japan, and discuss what role you believe they will play in the future.

NOTES for students

- The essay must be your own work. You can gather information about Japan from books and the internet in order to increase your knowledge of Japan, but you must write your essay in your own words.

- At the same time, it is very important that you **reference the sources of information with footnotes**. Please note that your essay must include a **bibliography**, which is a list of the information sources you have used in your essay. Absence of footnotes and bibliography may result in disqualification.

1

- We are interested in your ideas and opinions, but please try to substantiate (give reasons for) your opinions.

- **Please conform to the word limit as specified** and write the exact word count on the cover sheet.

- Please fill out and attach the *Cover Sheet* to your essay. The *Cover Sheet* must be checked and signed by your teacher. Please ensure you use the *2016 Cover Sheet*.

5. CONDITIONS and PROCEDURE

1. The **closing date** for entries is **Wednesday, 24 August 2016**.

    Please ensure enough time for postage as essays **must** arrive *by this date* at the Consulate-General of Japan in Sydney.

    Mailing address: Essay Contest – Information Section
    Consulate-General of Japan, Sydney
    GPO Box 4125
    SYDNEY NSW 2001

2. When submitting your essay please ensure you include a fully completed *Cover Sheet,* **which includes your exact word count**. The *Cover Sheet* should be filled in by you as the author of the essay, and then checked and signed by your teacher.

3. The length of the essay for Junior Division must be within 700-1000 words and for the Senior Division within 1300-1600 words.

4. The essay should be submitted on A4 paper, in at least the equivalent of **12-point sized Times New Roman font** or **10-point sized Arial font**.

5. Essays must be written in English.

6. Essays **must** include *references and a bibliography*.

7. Essays will not be returned.
    Please keep a copy of the essay for your own records.

6. Copyright of the essays will be retained by the Consulate-General of Japan in Sydney.

7. **Results** will be announced on the Consulate's website (www.sydney.au.emb-japan.go.jp), in **October 2016**.

8. A prize-giving ceremony is scheduled to take place in November or December 2016 (date to be confirmed).

6. SCHOOL OF THE YEAR AWARD

- The Consulate-General of Japan in Sydney will select the School of the Year from the pool of schools which have submitted a high percentage of top quality essays. Previous winners of the School of the Year Award in the Australia-Japan Relations Essay Contest for NSW & NT Secondary School Students are ineligible to win the School of the Year Award in the following *two* years.

7. JUDGES

The judging panel will comprise academics and people knowledgeable in Australia-Japan relations and Japanese culture, including members of the Consulate.

8. PRIZES

The first place winner in the Senior Division will receive a return economy class air ticket* to Japan, courtesy of Japan Airlines. In addition, the first place winner will be provided with a 7-day Japan Rail Pass (Ordinary Class) and 3 nights accommodation at Shiba Park Hotel in Tokyo (conditions apply, subject to availability), courtesy of JTB Australia Pty Ltd.

The first place winner in the Junior Division will receive $300 worth of books of the winner's own choice**.

The **"Outstanding Essays"** in both divisions will receive a $150 gift voucher from UNIQLO.

The **"Highly Commended Essays"** in both divisions will receive a $50 gift voucher from UNIQLO.

Each prize winner will also be awarded a certificate, a discount voucher from Books Kinokuniya and other Japanese goods.

The School of the Year award will be given to the school with the highest percentage of top quality essays, as deemed by the judges. The school will receive $400 worth of books**.

Please note that no correspondence will be entered into in relation to the prize conditions. Prizes are not transferable or exchangeable.

*The definition of 'return economy class air ticket' is an international flight between Sydney and Tokyo (Narita) only, including fuel surcharges. Ticket must be issued by 31st March 2017 and travel must be completed before 30th June 2017 or within 3 months from date of issue. Booking conditions apply, subject to availability. The cost of airport taxes and domestic airfares is the responsibility of the prize winner. Prizes and prize conditions are not negotiable, transferable, exchangeable or redeemable for other prizes. Previous first prize winners are ineligible to win the first prize in the same division, in the following year.

**Arranged with the cooperation of Books Kinokuniya.

The closing date for the contest is:
Wednesday 24 August 2016

3

2016 AUSTRALIA-JAPAN RELATIONS ESSAY CONTEST
for New South Wales and Northern Territory Secondary School Students

--- COVER SHEET ---
(To be filled in by student and checked and signed by teacher)

ESSAY DETAILS

Division:	☐ Junior Division *(Please tick one.)*		☐ Senior Division	
Title:				
Number of words:				

(Please state the *exact* word length, excluding footnotes or endnotes and bibliography. Your essay must be *within* the word limit range.)

STUDENT DETAILS

Name:	Ms Mr *(Please circle one.)* title given name surname		
Address:	street number and name / post office box number		
	town/suburb	state/territory	Postcode
Telephone:	( ) area code	**Email address:**	
Year of birth:		**School year:**	
Have you ever participated in the Australia-Japan Relations essay contest?		Yes No	
If so, which division did you enter? *(Please circle one)*		Junior A Junior B Senior	
How did you hear about this year's contest? *(Please circle one)*		Teacher Library Noticeboard Online Other_____	

SCHOOL DETAILS

Name of school:			
Address:	street number and name / post office box number		
	town/suburb	state/territory	postcode
Telephone: ( ) area code		**Facsimile:** ( ) area code	
Name of principal:	title given name surname		
Name of teacher in charge:	title given name surname		
Subject/s taught:			
Preferred email contact:			

"To the best of my knowledge, I declare that this is the student's own work."

....
Signed: (teacher in charge)

File Note

Subject:	Geoff Bowland Request for Funding from Yamaga				
Date:	22 March 2016	**Time:**	2pm	**File:**	SC289

I received a call from Geoff Bowland who advised me that he would like to apply for some funding from the Yamaga Sister City Committee. He would like the funds to go towards sending the winner from the National Busking Competition to go to Yamaga after the next National Busking Competition in November.

Mr Bowland advised me that he was part of Rotary. I suggested that as Rotary is part of the Yamaga Sister City Committee that Mr Bowland speaks to Neil Brown, Les Sutcliffe, Jim Hatfield and John Clarke to see if that would be something Rotary would like to pursue.

I also advised that I would pass it around as a possible agenda item when calling the next meeting.

geoff@goengineering.com.au

Katherine Miners
Acting Executive Assistant to the General Manager and the Mayor
for
John Vucic
General Manager

3.4   SUBMISSION OF THE TRANSITION PLAN AND COMMUNICATIONS PLAN TO DEPARTMENT OF PREMIER AND CABINET

Record No:

Responsible Officer:	Director Special Projects Office
Key Direction:	7. Providing Effective Civic Leadership and Citizen Participation
Delivery Plan Strategy:	DP7.1 Ensure that legislative obligations are met throughout all Council departments.
Operational Plan Action:	OP7.2 Completion of reporting requirements in accordance with legislation.
Attachments:	1. SMRC Transition Plan - 30 June 2016 ⇩ 2. SMRC - Communications Plan - Implementation Project ⇩
Cost Centre	3130 - Amalgamation
Project	Implementation Project

Further Operational Plan Actions: OP7.2 Completion of reporting requirements in accordance with legislation.

OP7.5 Provide timely, accurate and relevant information to Council to enable informed decision making.

OP7.6 Ensure that governance structures are open, transparent and fully accountable and that these are supported by relevant instruments.

OP7.9 Ensure channels, including Council Website, are maintained to improve accessibility to information.

OP7.16 Improve organisation wide Risk Management through use of ISO 31000 principles.

OP7.17 Effective management of Council funds to ensure financial sustainability.

OP7.23 Investigate and implement the outcomes of Council's completed Fit For the Future program.

OP7.24 Ensure Council attracts, retains and develops a capable workforce that delivers positive outcomes.

OP7.25 Council will maintain effective personal management systems that ensure the organisation is sustainableOP7.39 Undertake consultation with community and staff, providing assistance where possible, throughout the Fit For the Future Program.

OP7.40 Support and encourage public engagement methods which invite comment from community and informs the decision making.

OP7.42 Increase public awareness of our service delivery through community education and consultation to establish an agreed level of service that the community is willing to pay for, linking in with Council's proposed IPART Application for a Special rate Variation increase.

OP7.43 The Executive Leadership Team will be responsible for implementing the organisation's strategies and objectives, and for carrying out the day-today management and control of Council's affairs.

EXECUTIVE SUMMARY

On 12 May 2016 the Governor General issued the Local Government (Council Amalgamations) Proclamation 2016. This resulted in three former local government areas being merged into one new council.

The Department of Premier and Cabinet (DPC) have issued guidelines and checklists of more than 300 actions to be completed to transition the former councils to the new entity. This includes development of an implementation plan that will ensure that the merger achieves ten key results that will make the amalgamation successful.

The Special Projects Office has produced a transition plan that incorporates all the required actions throughout phase one and phase two of road map issued by DPC. This was submitted to DPC by the due date of 30 June 2016.

In addition communication plans are required for both staff (internal) and the community (external). A draft communication plan incorporating both of these plans has been developed and also submitted to the DPC on 30 June 2016 in accordance with the implementation action checklist.

The following officer's recommendation is submitted for Council's consideration.

OFFICER'S RECOMMENDATION

That Council receive and note:
A. the first iteration of the SMRC Transition Plan;
B. the first iteration of the SMRC Communication and Engagement Plan; and
C. That these plans have been submitted to Department of Premier and Cabinet in accordance with the due date as required (30 June 2016)

BACKGROUND

These plans have been submitted to the Department of Premier & Cabinet in accordance with the required actions detailed to achieve Phase One of the Road Map and are aligned to the 10 key results expected from Local Government reform.

QUADRUPLE BOTTOM LINE REPORTING

1. Social

The transition plan is a comprehensive approach to ensuring and documenting the key actions required to meet the 10 key results of council mergers.

By undertaking these actions Council will be able to achieve the long term goal of better, stronger more efficient local government.

Key to achieving this is engagement with our internal and external stakeholders. A draft communication plan with actions has been developed and will be circulated to staff for comment and refined as the project progresses.

The Communication plan aims to improve effective two-way lines of communication with up-to-date information being presented in a timely and accurate manner.

2. Environmental

There is no negative impact on the environment by accepting the recommendations of this report. It is noted that sustainability will be a focus when considering continuous improvement opportunities, particularly through service planning, delivery and support when transforming the Council.

3.   Economic

The funding of these milestones contained in the implementation project is undertaken within the New Council Implementation Fund.

Although there are no tangible financial benefits of improved communications, we expect to see an improvement in the efficiency and coordinated delivery of communications throughout the organisation; saving money in time and eradication of the duplication of roles and duties. In addition, the focus will be to use information management as a control method of a number of enterprise risks.

This project is budgeted through wages paid to deliver the merger project.

4.   Civic Leadership

Having a formal and documented plan with allocated responsibility will encourage far greater accountability to deliver agreed outcomes that meet legislative, operational and community requirements.

In addition, all future planning and progress to merge the councils is monitored and progress against the ten key results will be recorded, not only for the next 12 months but well into the future.

The communication plan will enhance Council's reputation throughout our Community to deliver a better, stronger Council as a result of amalgamation. By being proactive we plan to have clear, consistent, relevant information being distributed to the community through a variety of mediums in order to maximise engagement.

Determination by Administrator

Approved by Administrator in accordance with *Section 226 dot point one (1) of the Local Government Act*

Signature: ....

Date: ....

TRANSITION PLAN
Snowy Monaro Regional Council - NSW
2016 - 2017

SNOWY MONARO
REGIONAL COUNCIL

Transition Plan 2016 - 2017

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1   Executive Summary

Council Structure and Services

On 12 May 2016 the State Government issued a Proclamation dissolving the former Bombala, Cooma-Monaro Shire and Snowy River Councils and creating the Snowy Monaro Regional Council. A profile of the new Council is summarised in the following table.

Table 1: Snowy Monaro Regional Council Profile

Snowy Monaro Regional Council	
Population (2014)	20, 707
Area	15, 162 sq. km
IPART Rating	The merger proposal is consistent with the findings of the ILGRP (2013) and IPART's Fit for the future assessments (2015).
Operating Revenue (2013-14)	$65.7m (Projected 2019-20)
Operating Results (2013-14)	+2.2m projected improvement to 2019-20 operating results.
Asset Base	$527.6m
Infrastructure Backlog	28%
Number of Councillors	11
Number of Staff	427

Since the Proclamation the Snowy Monaro Regional Council has continued operating with the current structures and services in place until decisions are made by Council on the final structure and service delivery options. The process to achieve this will involve a review of all services to confirm continuity, either through legislation or demand, and to ascertain the level of service that the community is prepared to pay for. When completed, an organisation structure that will enable the most cost effective and efficient service delivery will be considered by Council. It is estimated that this will take from 6 to 12 months to complete, during which time an interim organisation structure will be adopted.

In adopting the new structure, final decisions will also need to be made about the most effective and efficient location of functions.

The codes, plans, strategies and policies of the new Council are to be, as far as practicable, a composite of the corresponding codes, plans, strategies and polices of each of the former councils. Specific details and processes to implement these activities are being led by the Administrator and Interim General Manager.

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Actions and Timeline

The Transition Plan includes a number of immediate transitional considerations, outlines the implementation timeline, then gives a more detailed breakdown of actions in accordance with the 10 Key Results identified in the Department of Premier and Cabinet's guidelines.

The Transition Plan has 2 major phases (commencing from Proclamation on 12 May 2016), with a number of milestones, shown in the figure below. Phase 2 commences post Local Government Elections in September 2017 and extends to the end of December 2017.

Figure 1: Transition Plan Timeline

Within the action plans, there are key strategies and plans that need to be developed, e.g. Communication and Engagement Plan, Information and Communication Technology Plan, Asset Management Plans, Workforce Plan etc. Each of these will contain actions for implementation.

Transition Priorities

The following major priorities have been identified and will be closely managed throughout the Transition period:

1. **Community trust and confidence** – a supportive and well informed community will make a significant difference to what is achieved during the transition period and beyond. It is recognised that work needs to be done to rebuild lost confidence.
2. **Minimising loss of momentum in existing commitments** – it is important to maintain service levels that meet community expectations until they can be reviewed over the transitional period.
3. **Maintaining staff confidence** –change management and effective leadership during the transition process will be critical in providing clarity, assurance and communicating the opportunity to be part of the exciting and positive change

Transition Plan 2016 - 2017

Budget

The Department of Premier and Cabinet have provided funding of $5 million to support the Transition process. Initial budget forecasting shows the expected cost of the transition will be $6 million. Corporate systems implementation and external consultancy alone are expected to consume the majority of the DPC funding. Snowy Monaro Regional Councils geography, with respect to the distance between its internal offices and its proximity to major city centres, will mean that cost of travel and communication infrastructure will also contribute significantly to the cost of implementation.

The Council will be preparing and adopting estimates to enable the continuity of expenditure associated with ongoing services and projects already underway.

People and Change Management

The Transition Plan provides a framework for achieving positive change management. The plan will establish protocols that minimise disruption, ensure clear and transparent processes are followed, and set the tone of the desired culture of Snowy Monaro Regional Council.

The process of appointing managers and staff into the new structure will to be implemented in a considered manner. Opportunities for re- training and redeployment will be worked through with staff as applicable. Staff are guaranteed employment during the three year Transition period (unless contracts otherwise expire). A capacity audit to assist with this will be part of the sub-project associated with the Strategic Workforce Plan.

There will be a range of industrial relations issues to address including the introduction of a new award and harmonisation of benefits, salaries and wages. Our approach to harmonisation will need to be adopted in consultation with employees and the relevant unions.

Transition Plan 2016 - 2017

Risk Management

The Transition Plan identifies key strategic and critical operational risks that will need to be closely managed and monitored during the Transition period.

The Transition Plan also identifies actions to develop an Enterprise Risk Management Policy and Plan for the new Council by August 2016. This will build on risk management documentation and processes already in place in the amalgamating Councils.

Communication

The first priority is to provide confidence to communities that services will not be reduced. This includes maintaining usual communications about services, projects and events.

A process for consolidating existing communication and engagement methods across the new Council will be developed through the Communication and Engagement Plan. The Plan will also detail the Council's overall communication and engagement approach and program of milestones and actions.

The Administrator will act as the designated Council spokesperson during Phase 1 and 2 of the Transition.

It will be particularly important for there to be close collaboration on communications and media management between staff across the new Council and the Special Projects Office.

Monitoring and Reporting

The new Council must report to the Department of Premier and Cabinet on its progress against the Roadmap for the Transition period on a regular basis.

The Council will also report regularly to the community on progress in delivering the Transition Plan and achieving the identified benefits, as well as key milestones and successes.

Transition Plan 2016 - 2017

2 Background

2.1 Local Government Structural Reform

The NSW Government through the Department of the Premier and Cabinet (DP&C) and the Office of Local Government (OLG) has been working with local councils and communities since 2011 to strengthen council performance and ensure local government is well placed to meet future community needs.

A first key step in that process was the Independent Local Government Review Panel's comprehensive review of local government and subsequent recommendations for wide-ranging structural reform and improvements to the system. In response, the NSW Government initiated the Fit for the Future reforms that required each local council to self-assess against key performance indicators and submit proposals demonstrating how they would meet future community needs.

The NSW Government appointed the Independent Pricing and Regulatory Tribunal (IPART) in 2015 to assess each council's submission. Bombala Council, Cooma-Monaro Shire Council and Snowy River Shire Council each submitted Fit for the Future proposals to remain as standalone councils. In assessing each council's submission, IPART determined that all 3 Councils were 'not fit' and that a merger was needed to achieve the required scale and capacity to meet the needs of residents now and in the future.

Snowy Monaro Regional Council was proclaimed by the Governor of New South Wales on Thursday 12 May 2016.

The stages of the Government's council amalgamation process are summarised in the following diagram.

Figure 2: Stages of the Amalgamation Process

Councils discuss voluntary merger / boundary change or Minister flags changes under consideration	**Pre-Proposal Phase** No legal requirements but opportunity to: • Consult staff on possible changes • Audit workplace / entitlements • Review current workplace plans
Begins: Proposal made by Minister under s.218E Ends: Date specified in Proclamation	**Proposal Period** • Employee entitlements preserved • No forced redundancies (except senior staff) • Restrictions on changes to staff terms and contributions and to senior staff termination payments
Begins: Proposal made by Minister under s.218E Ends: Date specified in Proclamation	**Transition Phase** • Detail planning and preparation for new council
Minimum 3 years from day staff transfer to new council	**Establishment and Protection Phase** • No forced redundancies (except for senior staff) • Transferred staff retain conditions • Maintain staff numbers in rural centres as far as practicable
4 Yearly cycle for Community Strategic Plan, Delivery Program and Workforce Plan	**Establishment and Protection Phase** • Continuing planning, training and improvement • Finalise redundancies for staff not required under new structure • Maintain staff numbers in rural centres as far as practicable

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2.2 Council Structure

Profiles of the former Councils and the amalgamated Snowy Monaro Regional Council are provided in the following table.

Table 2: Bombala Council, Cooma-Monaro Shire Council and Snowy River Shire Council Profiles

	Bombala Council	Cooma-Monaro Shire Council	Snowy River Shire Council	Snowy Monaro Regional Council
Population (2014)	2,422	10,216	8,069	20,707
Area	3,947 sq. km	5,185 sq. km	6,030 sq. km	15,162 sq. km
IPART Rating	NOT FIT	NOT FIT	NOT FIT	The merger proposal is consistent with the findings of the ILGRP (2013) and IPART's Fit for the future assessments (2015).
Operating Revenue (2013-14)	$9.2m	$19.0m	$25.0m	$65.7m (Projected 2019-20)
Operating Results (2013-14)	-$1.3m	-$4.9m	$0.7m	+2.2m projected improvement to 2019-20 operating results.
Asset Base	$87.8m	$223.8m	$216.0m	$527.6m
Infrastructure Backlog	25%	17%	39%	28%
Number of Councillors	7	9	7	9
Number of Staff	64	200	163	427

Source: Australian Bureau of Statistics, Department of Planning and Environment, Office of Local Government, Council Long Term Financial Plan, Fit for the future submission to IPART and IPART Assessment of Council Fit for the future Proposals.

Note: Totals may not sum due to rounding. Estimates of the new councils operating performance and financial position are based on aggregation of each existing councils projected position as stated in respective Long Term Financial Plans (2013-14). In addition, it is assumed efficiency savings are generated from a merger, and this is reflected in the projected 2019-20 operating results for the new council. Further details are available in NSW Government (2015), Local Government Reforms: Merger Impacts and Analysis, December.

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A map illustrating the boundary of the Snowy Monaro Regional Council is provided below.

Figure 3: Council Boundary Map

Transition Plan 2016 - 2017
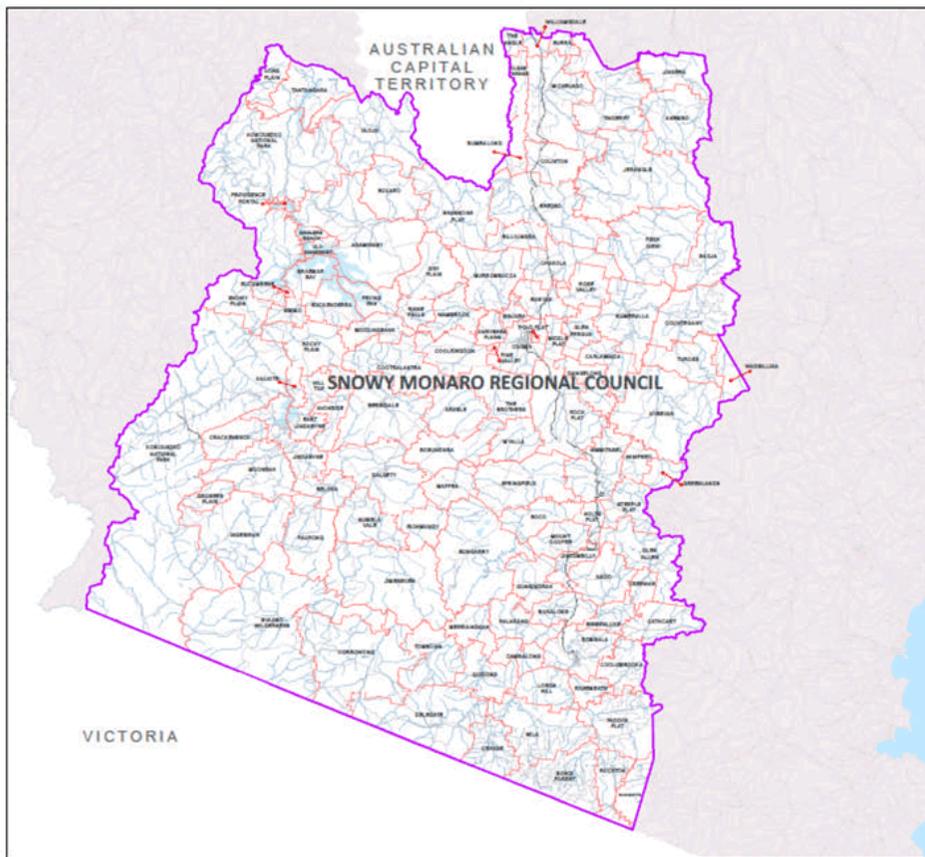
3 Principles and Priorities

3.1 Transition Principles

The following principles provide guidance to the Administrator, Interim General Manager, staff and the community about the way in which the Transition process will be implemented in the Snowy Monaro Regional Council.

Service:	Focus on client and maintain seamless service delivery to communities
Innovation:	Embrace opportunities to improve services and infrastructure for communities
Cohesion:	Bring together and build on the strengths of strategies, structures, staff and systems
Engagement:	Inform and involve communities, staff and other partners, including industry unions, in branding, planning and implementing change
Integrity:	Ensure ethical, open and accountable governance and administration
Respect (Pride):	Value the knowledge and contributions of staff, communities and other partners

Transition Plan 2016 - 2017

3.2 Transition Priorities

The success of the transition will depend on the support provided for the transition in terms of funding and management. The Department of Premier and Cabinet have provided funding to help support the transactions that will be incurred as the Council transition in a single entity.

There needs to be particular attention paid to the following priorities:

1. **Community trust and confidence** – a supportive and well informed community will make a significant difference to what is achieved during the transition period and beyond. It is recognised that work needs to be done to rebuild lost confidence.
2. **Minimising loss of momentum in existing commitments** – it is important to maintain service levels that meet community expectations until they can be reviewed over the transitional period.
3. **Maintaining staff confidence** –change management and effective leadership during the transition process will be critical in providing clarity, assurance and communicating the opportunity to be part of the exciting and positive change.

Snowy Monaro Regional Council will also need to be mindful of taking the community with it, building trust and confidence in the capability and commitment of local government to deliver the best possible outcomes within its resources. Communication and engagement will be essential to ensure the community is well informed and has the opportunity to be involved in such matters as setting the vision and strategic priorities and addressing service issues. Local Representative Committees and the Communication and Engagement Plan will be vital throughout this process. There will be to be a focus on supporting staff during the transition.

The Transition Plan will provide a framework for achieving positive change management. The Plan will establish protocols that will minimise disruption, ensure clear and transparent processes are followed, and set the tone of the desired culture of Snowy Monaro Regional Council.

The Plan highlights a number of immediate transitional considerations, outlines the implementation timeline, then gives a more detailed breakdown of actions in accordance with the same categories as the Department of Premier and Cabinet's guidelines and associated documents. A summary of cost estimates for major Transition categories has also been included, which will be updated throughout the project lifecycle.

The detailed Transition activities are very much focused on ensuring the change and the accompanying investment in the foundations of the new Snowy Monaro Regional Council will fully reap the potential benefits that come with the scale and capacity now afforded to it.

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In adopting the new structure, final decisions will need to be made about the location of functions. This will need to give consideration to factors such as:

- meeting the needs of the organisation while also meeting the needs and locational preferences of staff to the greatest extent possible
- the degree to which co-location is important (for example, it is desirable for the finance team to co-locate to ensure optimal efficiency which would suggest some specialisation of function in each location), and
- ensuring each locality has a sufficient senior manager representation as a point of contact for the community as required

The process of appointing managers and staff into the new structure will need to be implemented in a considered manner. Opportunities for re-training and redeployment will need to be worked through with staff as applicable. Staff are guaranteed employment during the three year transition period (unless contracts otherwise expire). A capacity audit to assist with this will be part of the sub-project associated with the Strategic Workforce Plan which will be have three iterations throughout the Transition Project as detailed in Section 3: Project Phase.

There will be a range of industrial relations issues to address including the introduction of a new award and harmonisation of benefits, salaries and wages. Our approach to harmonisation will need to be adopted in consultation with employees and the relevant unions.

Transition Plan 2016 - 2017

4 Timeline and Major Milestones

4.1 Transition Timelines

The Transition Plan has 2 major phases which are illustrated in the figure below.

Phase 1 of the Transition, commenced on the day of Proclamation, 12 May 2016 and end with the Local Government Election on 9 September 2017. Phase 2 (post-Election) encompasses 10 September to 22 December 2017.

Figure 4: Transition Plan Timeline and Milestones
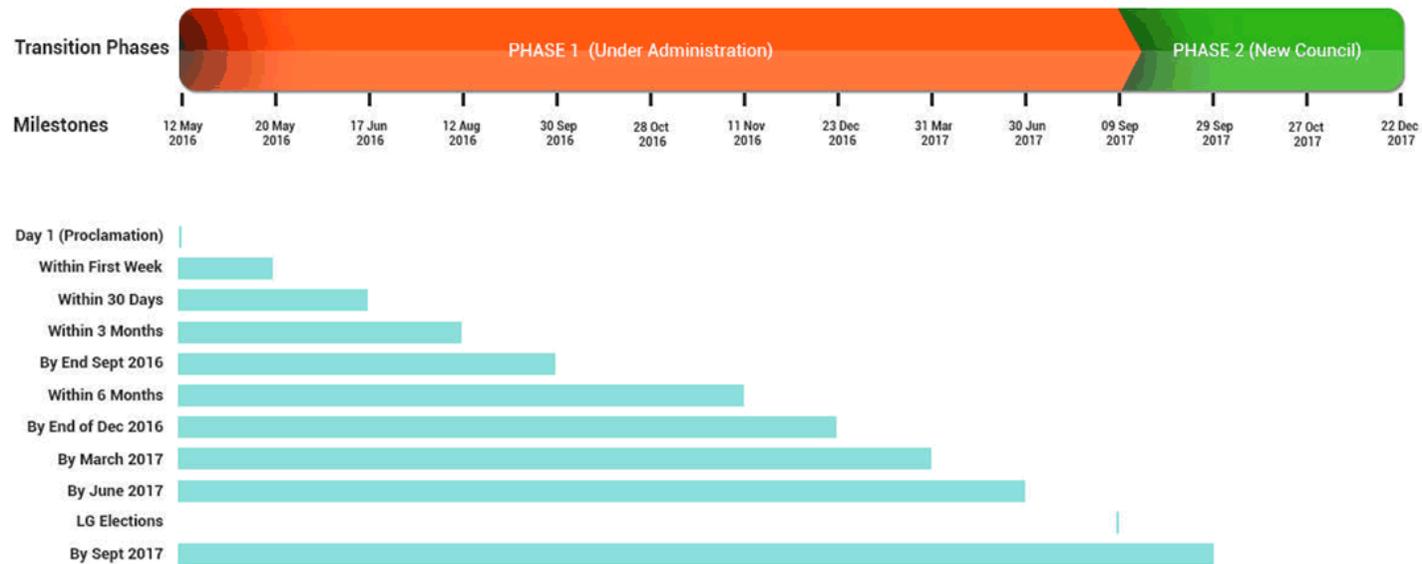
Transition Plan 2016 - 2017

4.2 Key Milestones

The NSW Government have identified the following key Milestones in the Transition period (refer also to figure 3):

Table 3: Transition Key Milestones

Milestone	Date Range
• Day 1 (Proclamation)	• 12 May 2016
• Within First Week	• 12 May – 20 May 2016
• Within 30 Days	• 12 May – 17 June 2016
• Within 3 Months	• 12 May – 12 August 2016
• By End September 2016	• 12 May – 30 September 2016
• Within 6 Months	• 12 May – 11 November 2016
• By End of December 2016	• 12 May – 23 December 2016
• By March 2017	• 12 May – 31 March 2017
• By June 2017	• 12 May – 30 June 2017
• Local Government Elections	• 9 September 2017
• By September 2017	• 12 May – 29 September 2017

Transition Plan 2016 - 2017

5   Governance structure

On 12 May 2016 the State Government issued a Proclamation dissolving the former Bombala, Cooma-Monaro and Snowy River Councils and created Snowy Monaro Regional Council.

Each Council had adopted an organisation structure within 12 months of the Local Government elections in September 2012. Their current structures were detailed in their Delivery Programs and Annual Operational Plans. Clause 29 of the Proclamation states:

"The initial structure of a new Council is, as far as practicable, to be a composite of the organisation structure of each of the former council."

Since the Proclamation the Snowy Monaro Regional Council continued as per the previous Councils but this meant that there were 13 Senior/Executive Staff on the new Council, a number with similar responsibilities. It is not practical to continue with such a large Executive and it has been appropriate to implement an Interim Structure.

Generally it is proposed that the current structure remain in place until such time as various decisions are made by Council impacting on how Council does business, e.g. provided in-house, contracted, opportunity for resource sharing as well as the level of service Council proposes to provide. The process to achieve this will involve a service review of all current services to confirm that the services continue to be required either through legislation or demand, and secondly to ascertain the level of service that the community is prepared to pay for. Once this has been completed an organisation structure that will enable the most cost effective and efficient service delivery will be presented to Council for consideration.

It is estimated that this process will take from 6 to 12 months to complete and the following structure is proposed until a permanent structure has been adopted.

Currently the only senior staff positions at Snowy Monaro Regional Council are the General Manager, the Deputy General Managers and the former Snowy River Director of Community and Environmental Services. Other executive staff are employed under the Local Government (State) Award. It is unlikely that they currently meet the total remuneration package for the positions as required by Part 3A of the *Statutory and Other Offices Remuneration Act 1975*. It is anticipated that following the services review and permanent structure adoption, the new Executive positions will be classified and likely meet the Local Government Act requirements for senior staff.

Once the structure has been confirmed it is intended to laterally transfer staff from the existing Executive Team into these position and those members not transferred into a Director role will be appointed as Deputy Directors or retain their manager role.

Transition Plan 2016 - 2017

There are a number of organisational differences between the structures of the three Councils, for example weeds management was included in the Planning Division in Cooma and Bombala with it being located in Technical Services and Operations Division in Snowy River. The interim structure has supported consolidation of these services to be the responsibility within one Division enabling service delivery to be coordinated at an Executive level.

The following structure has been implemented until such time as the services review is completed and the permanent structure adopted; the status of each Division together with the principal activities, roles and responsibilities is listed in Appendix 1.

Figure 5: Transition Organisation Structure

Transition Plan 2016 - 2017
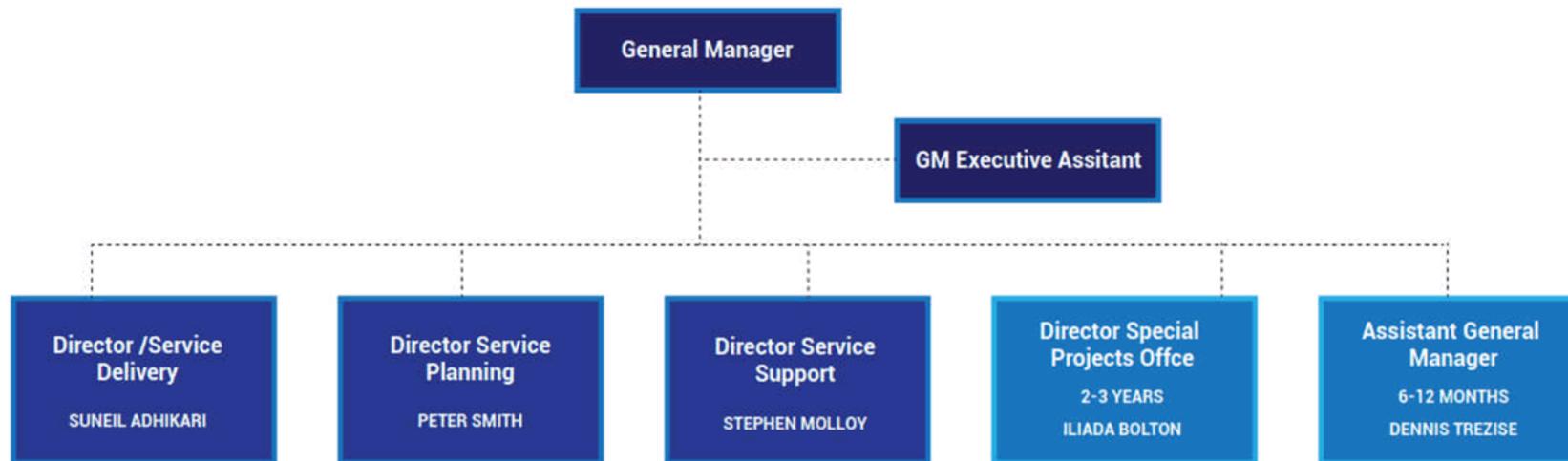
5.1 Roles and responsibilities

The following roles and responsibilities apply to the Transition period. Some of the roles will also have business as usual responsibilities during this time.

Table 4: Transition Structure Roles and Responsibilities

Title	Role	Responsibilities
Administrator	• The decision making body for Council during the Transition period • Making decisions with the future in mind • Providing community leadership	• Overseeing preparation and delivery of the Implementation Plan • Engaging communities and partners in planning for the new council • Establishing and managing the LRC • Chairing council and committee meetings • Acting as the council spokesperson • Maintaining ethical, open and accountable governance • Attending major civic and community events • Managing the performance of the interim General Manager • Leading preparation of the statement of vision and priorities for the community • Adopting the operational plans 2016-17 and 2017-18, including the budget • Engaging key local stakeholders • Communicating comprehensively with communities and staff
Local Representation Committee	• Provide advice to the Administrator's office with regard to community views • Assisting to engage communities and partners in planning for the new council	• Providing advice on local views and issues • Providing input to the operational plans 2016-17 and 2017-18 • Advising on the communication and engagement plan for the community

Transition Plan 2016 - 2017

Title	Role	Responsibilities
		• Providing input to the statement of vision and priorities for the community
Interim General Manager	• Lead, monitor and ensure that Council achieves the Implementation Plan targets, including identification of measurable benefits	• Ensuring business and service continuity. • Coordinating development of key plans to help guide potential change • Leading communication to staff, communities and other partners • Providing effective day to day management and leadership of the organisation throughout the initial period of change • Ensuring the operational plan is implemented with a focus on service continuity, reporting regularly to the governing body on progress and other significant matters • Building a new organisational culture, and active staff commitment to improvement and change • Leading the development of council's strategic direction, guiding preparation of the draft community strategic plan, delivery program and operational plan • Providing the governing body with information and ensuring it can make informed decisions and perform all governance and civic duties • Undertaking functions delegated by the governing body within guiding policies and governance frameworks, reporting regularly to the governing body on performance • Communicating, liaising and consulting with the community about service continuity, strategic planning and opportunities for change • Ensuring all statutory and proclamation requirements are met
Executive Team	• Provide leadership for the organisation and divisional area of responsibility	• Supporting the General Manager • Supporting the transition approved changes

Transition Plan 2016 - 2017

Title	Role	Responsibilities
	• Champions of organisational change	• Contributing to preparation, delivery and monitoring of the Transition Plan • Supporting development of key plans to help guide potential change • Supporting communication to staff, communities and other partners • Supporting the General Manager to create a positive organisational culture during a time of change • Contributing to preparation of operational plans, including the budget • Contributing to preparation of the statement of vision and priorities • Supporting Department Managers in the delivery of operational and transitional plans
Special Projects Office	• Coordinating the organisational approach to the Transition process • Supporting the Interim General Manager	• Responsible for the development of the Implementation Plan • Communicate key implementation messages/requirements from the Interim General Manager and Government • Consult, set, monitor and report on all implementation deadlines and milestone dates including reporting to DPC • Work with external partners to assist with the implementation rollout • Identify, address and mitigate risk issues associated with the Transition • Undertaking other activities as required to support the implementation of the new council
Special Projects Office	• Coordinating the organisational approach to the Transition process • Supporting the Interim General Manager	• Responsible for the development of the Implementation Plan • Communicate key implementation messages/requirements from the Interim General Manager and Government

Transition Plan 2016 - 2017

Title	Role	Responsibilities
		• Consult, set, monitor and report on all implementation deadlines and milestone dates including reporting to DPC • Work with external partners to assist with the implementation rollout • Identify, address and mitigate risk issues associated with the Transition • Undertaking other activities as required to support the implementation of the new council
Information Management staff	• Contributing to preparation and delivery of the Transition Plan	• Leading preparation and delivery of the Information Management component of the Transition Plan
Finance Staff (including Statutory and Management Accounting)	• Contributing to preparation and delivery of the Transition Plan	• Undertaking analysis to support respective components of the Transition Plan development and implementation • Undertaking analysis and modelling to support the preparation of the new long term financial plan • Undertaking financial analysis and due diligence activities • Undertake analysis and modelling of business/operating systems
Governance and administration staff	• Contributing to preparation and delivery of the Transition Plan • Supporting the organisation's communications needs in a changing environment	• Undertaking analysis to support respective components of the Transition Plan development and implementation • Timely and considered advice to the Administrator to assist in his role through Council reporting systems • Coordinating and undertaking due diligence activities • Leading the review of delegations and controls for higher risk activities • Support the LRC

Transition Plan 2016 - 2017

Title	Role	Responsibilities
		• Supporting the SPO in preparing and delivering communication and engagement planning components of the Transition Plan for the community and staff • Supporting the SPO in preparing and managing the new corporate identity • Supporting ongoing communication and engagement with communities and staff
Integrated planning and reporting staff	• Contributing to preparation and delivery of the Transition Plan	• Leading analysis and engagement to support the preparation of new IP&R documents
Human resources staff	• Contributing to preparation and delivery of the Transition Plan	• Undertaking analysis and modelling to support the preparation of the new workforce planning component of the Transition Plan • Supporting the General Manager to create a positive organisational culture during a time of change • Supporting communication to staff, particularly to clarify employment arrangements • Manage industrial relations • Integration of WHS systems and processes • Organise training, development and appropriate support for staff • Assist in preparation of the new salary structure • Supporting establishment and operation of a Consultative Committee
Customer services staff	• Contributing to preparation and delivery of the Transition Plan	• Undertaking analysis and modelling to support the preparation of the customer services component of the Transition Plan • Ensure a consistent customer service model across the organisation

6 Resources and Budget

The Transition Plan includes funding of $5 million to support the Transition process. Initial budget forecasting shows the expected cost of the transition will exceed the funding provided; external consultancy and the corporate systems implementation alone are expected to consume the majority of the $5 million. It is expected that a significant portion of internal staff time will be required for Transition projects and recorded within operational cost centres.

Other merger costs include consultation and finalising the integrated planning and reporting suite of documentation for the community and new entity, the creation of a new organisational structure, a review of services delivered, implementation of the new logo and the alignment and merging of the systems that the Council's use to support service delivery. Due to the geography of Snowy Monaro Regional Council, both in respect to the distance between its internal offices and its proximity to major city centres, cost of travel and communication infrastructure will be a significant contributor to the overall cost of the implementation.

To satisfy clause 211 of the Regulation, the Proclamation enables the authorisation of the money necessary to meet expenditure for the period 1 July 2016 until the operational plan 2016-17 is adopted. The Council will be preparing and adopting estimates to enable the continuity of expenditure associated with ongoing services and projects underway. Regular monitoring of the cost of the implementation will be reported to promote transparency and effective decision making, as well as the managing the high risk of over expenditure that will impact on future operational budgets.

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A preliminary estimate of Transitional costs by category is provided in the following table.

Table 5: Preliminary Estimate of Transition Costs

Expense Categories	Estimated Costs ($)
External Consultancy (HR, Project Management, Finance, Strategy)	$1,100,000
Branding (logo design, new signage, stationary, Council issued PPE and uniforms)	$200,000
Corporate IT systems Implementation	$3,000,000
Information Technology & Communications	$280,000
Human Resources	$560,000
Directly Attributable Staff Costs (including salaries, conferences and travel)	$680,000
Governance and Administration (community engagement, advertising, and other administrative costs)	$180,000
Total Transitional Costs	**$6,000,000**

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7 Key Results and Actions

The New South Wales Government has identified 10 Key Results it expects all new Councils to have delivered during the Transition period.

Activities undertaken by Snowy Monaro Regional Council will continue in accordance with the Proclamation. The delivery of key services undertaken by the former Cooma Monaro, Bombala and Snowy River councils continues in the same way.

The codes, plans, strategies and policies of the new council are to be, as far as practicable, a composite of the corresponding codes, plans, strategies and polices of each of the former councils. Specific details and processes to implement these activities are being led by the Administrator and Interim General Manager.

The following sections detail each of the 10 Key Results and the main actions to be undertaken. The source of these actions is the Department of Premier and Cabinet's *Implementation Action Checklist* and the planning work undertaken by the Interim General Manager and Director, Special Projects Office.

Each of these actions has been aligned to the interim organisational structure, assigned a responsible position and allocated a start and end date in alignment with the *Implementation Action Checklist.*

Within the action plans, there are key strategies and plans that need to be developed, e.g. Communication and Engagement Plan, Information and Communication Technology Plan, Asset Management Plans, Workforce Plan etc. Each of these plans will include actions for implementation.

In this respect the actions listed in each of the following 10 Key Result areas are higher level actions. In addressing these actions the Council will project manage them to task level where required.

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7.1 Service continuity with smart service improvements

The first priority for the implementation process is that there be no disruption in the provision of existing services to communities. This includes traditional services such as maintaining infrastructure, assessing development applications, protecting the environment, supporting community development and collecting waste and recycling. It also includes a wide range of other services which contemporary councils provide, like promoting local business, supporting culture and the arts and running saleyards, and cemeteries.

While many of the benefits of new councils will be maximised over the longer term, there will be opportunities for Snowy Monaro Regional Council to identify and deliver smart service improvements in the earlier stages of the implementation process.
For instance, we may be able to provide wider access to:

- existing facilities, such as libraries, community halls, and community centres
- existing programs, like recycling expos and other sustainability workshops
- community events.

We will also endeavour to find smart ways of using the New Council Implementation Fund to achieve benefits in the process of setting up the new council.

Transition Plan 2016 - 2017

The following table lists the main actions that will be undertaken to deliver on Key Result 1.

Table 6: Key Result 1 Actions

KEY RESULT	**1**	Service continuity with smart service improvements
KEY AREA	**1.1**	Services, Systems and Assets
STRATEGY	**1.1.1**	Maintaining service continuity

Actions	Responsibility	Business Unit	Start Date	End Date
1.1.1.1 Provide continuity of governance, service and civic activities.	Manager Corporate/Governance	Corporate Governance	12-May-2016	20-May-2016
1.1.1.2 Make any urgent arrangements needed to maintain service continuity.	Interim General Manager	Office of the General Manager	12-May-2016	20-May-2016
1.1.1.3 Designate a Public Officer for the new council.	Interim General Manager	Corporate Governance	12-May-2016	20-May-2016
1.1.1.4 Ensure that rates notices are issued by 1 August 2016.	Deputy Director Service Support	Financial Accounting & Reporting	12-May-2016	12-Aug-2016
1.1.1.5 Maintain the integrity of record keeping.	Director Service Support	Records Management	12-May-2016	22-Dec-2017

| **STRATEGY** | **1.1.3** | Reviewing assets |

Actions	Responsibility	Business Unit	Start Date	End Date
1.1.3.1 Review the proclamation to ensure that all vehicle leases have been transferred to the new council and that all vehicles are registered and insured.	Deputy Director Service Delivery	Fleet & Procurement	12-May-2016	12-May-2016
1.1.3.2 Undertake any urgent actions needed to ensure that vehicles are registered, insured and legally drivable.	Deputy Director Service Delivery	Fleet & Procurement	12-May-2016	12-May-2016

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Actions	Responsibility	Business Unit	Start Date	End Date
1.1.3.3 For each of the former councils, document property details, including the address, encumbrances and interests, current use, certificate of title and leases or licenses on the land.	Director Service Delivery	Land and Property Management	12-May-2016	20-May-2016
1.1.3.4 This process should include 'ground-truthing' the existence and condition of assets where needed.	Director Service Delivery	Land and Property Management	12-May-2016	20-May-2016
1.1.3.5 Confirm what has been transferred to the new council under the proclamation. (Real estate - owned)	Deputy Director Service Delivery	Land and Property Management	12-May-2016	20-May-2016
1.1.3.6 Consider whether there are any leases that should not be carried forward to the new council and any action that needs to be taken.	Director Service Delivery	Land and Property Management	12-May-2016	20-May-2016
1.1.3.7 Advise relevant parties of the proclamation and name of the new council. (Real estate - owned)	Finance Manager	Land and Property Management	12-May-2016	20-May-2016
1.1.3.8 For each of the former councils, document all leases, including the address, encumbrances and interests, current use and lease documents.	Director Service Delivery	Land and Property Management	12-May-2016	20-May-2016
1.1.3.9 Confirm what has been transferred to the new council under the proclamation. (Real estate - leased)	Deputy Director Service Delivery	Land and Property Management	12-May-2016	20-May-2016
1.1.3.10 Consider whether there are any leases that should not be carried forward to the new council and determine any action that needs to be taken.	Director Service Delivery	Land and Property Management	12-May-2016	20-May-2016
1.1.3.11 Advise relevant parties of the proclamation and name of the new council. (Real estate - leased)	Director Service Support	Land and Property Management	12-May-2016	20-May-2016

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Actions	Responsibility	Business Unit	Start Date	End Date
1.1.3.12 For each of the former councils, document all fixtures, fittings, plant and equipment and chattels owned and their location.	Deputy Director Service Delivery	Strategic Planning - Infrastructure & Assets	12-May-2016	20-May-2016
1.1.3.13 Confirm what has been transferred to the new council under the proclamation. (Plant and equipment - owned)	Deputy Director Service Delivery	Strategic Planning - Infrastructure & Assets	12-May-2016	20-May-2016
1.1.3.14 For each of the former councils, document all fixtures, fittings, plant and equipment and chattels leased or hired and their location.	Deputy Director Service Delivery	Strategic Planning - Infrastructure & Assets	12-May-2016	20-May-2016
1.1.3.15 Confirm what has been transferred to the new council under the proclamation. (Plant and equipment - leased or hired)	Deputy Director Service Delivery	Strategic Planning - Infrastructure & Assets	12-May-2016	20-May-2016
1.1.3.16 Consider whether there are any items leased that should not be carried forward to the new council and any action that needs to be taken.	Director Service Delivery	Strategic Planning - Infrastructure & Assets	12-May-2016	20-May-2016
1.1.3.17 Advise relevant parties of the proclamation and name of the new council. (Plant and equipment - leased or hired)	Director Service Support	Strategic Planning - Infrastructure & Assets	12-May-2016	20-May-2016
1.1.3.18 Confirm what has been transferred to the new council under the proclamation. Consider whether there are any leases that should not be carried forward to the new council and determine any action that needs to be taken. (Maintenance and service agreements)	Director Service Delivery	Financial Accounting & Reporting	12-May-2016	20-May-2016
1.1.3.19 Advise relevant parties of the proclamation and name of the new council. (Leases - other)	Finance Manager	Financial Accounting & Reporting	12-May-2016	20-May-2016

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Actions	Responsibility	Business Unit	Start Date	End Date
1.1.3.20 Review continuous improvement programs in the asset management strategies of the former councils and decide whether to proceed with planned actions.	Director Service Delivery	Strategic Planning - Infrastructure & Assets	12-May-2016	17-Jun-2016
1.1.3.21 Develop, adopt and implement new, consolidated Asset Management Policy.	Director Service Delivery	Strategic Planning - Infrastructure & Assets	12-May-2016	17-Jun-2016
1.1.3.22 Develop, adopt and implement a new, consolidated Asset Management Strategy.	Director Service Delivery	Strategic Planning - Infrastructure & Assets	12-May-2016	17-Jun-2016
1.1.3.23 Develop, adopt and implement a new, consolidated water business plan.	Director Service Delivery	Strategic Planning - Infrastructure & Assets	12-May-2016	17-Jun-2016
1.1.3.24 Develop, adopt and implement a new, consolidated sewerage business plan.	Director Service Delivery	Strategic Planning - Infrastructure & Assets	12-May-2016	29-Sep-2017
1.1.3.25 For each of the former councils, document any plans for the acquisition or disposal of material assets.	Director Service Delivery	Strategic Planning - Infrastructure & Assets	12-May-2016	20-May-2016
1.1.3.26 Consider whether there are any plans for the acquisition or disposal of assets which should not be continued and any action needed. Report to the Administrator where necessary.	Director Service Delivery	Strategic Planning - Infrastructure & Assets	12-May-2016	17-Jun-2016
1.1.3.27 Councils may provide a water supply and sewerage service under the Act, as a Water Authority under the Water Management Act, or as a county council in conjunction with other councils.	Director Service Delivery	Water Services	12-May-2016	20-May-2016
1.1.3.28 Identify arrangements for water and sewerage services to understand financial requirements such as pricing, billing, reporting and capital expenditure needs.	Director Service Delivery	Sewerage Services	12-May-2016	20-May-2016

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STRATEGY   1.1.4   Establishing consistent systems, services, plans and policies

Actions	Responsibility	Business Unit	Start Date	End Date
1.1.4.1 Establish the PMO to support the Interim General Manager in implementing the new council.	Interim General Manager	Office of the General Manager	12-May-2016	20-May-2016
1.1.4.2 Review and consolidate the privacy management plans and policies of each former council to comply with: • Government Information (Public Access) Act 2009 • Privacy and Personal Information Protection Act 1998 • Health Records and Information Privacy Act 2002 • Further information on councils' privacy obligations is available at www.ipc.nsw.gov.au.	Manager Corporate/Governance	Corporate Governance	12-May-2016	20-May-2016
1.1.4.3 Establish a PMO to work intensively on the implementation of the new council.	Interim General Manager	Office of the General Manager	12-May-2016	17-Jun-2016
1.1.4.4 For each of the former councils, document: • systems and processes • insurance arrangements • unresolved matters.	Manager Corporate/Governance	Risk Management & WHS	12-May-2016	20-May-2016
1.1.4.5 Ensure new workers compensation arrangements are in place.	Manager Corporate/Governance	Risk Management & WHS	12-May-2016	30-Jun-2017
1.1.4.6 For each of the former councils, document: • salary structures and their associated costs • positions and position descriptions • staff locations • local agreements, and any individual arrangements, as well as the basis of the arrangement and the costs • local policies.	Manager Corporate/Governance	Human Resources	12-May-2016	20-May-2016

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Actions	Responsibility	Business Unit	Start Date	End Date
1.1.4.7 Maintain the integrity of records of employment conditions.	Manager Corporate/Governance	Human Resources	12-May-2016	22-Dec-2017
1.1.4.8 For each of the former councils, document: • payroll systems • frequency of payroll • cost of payroll • any specific or unusual arrangements.	Manager Corporate/Governance	Human Resources	12-May-2016	20-May-2016
1.1.4.9 Include actions in the Implementation Plan to: • decide how payroll will be run • plan for a consolidated payroll system • develop and test the new system • implement the new system.	Manager Corporate/Governance	Human Resources	12-May-2016	30-Sep-2016
1.1.4.10 Deliver the program to establish the new payroll system.	Manager Corporate/Governance	Human Resources	12-May-2016	30-Sep-2016
1.1.4.11 Submit funding proposal for New Council Implementation Fund	Interim General Manager	Office of the General Manager	12-May-2016	17-Jun-2016
1.1.4.12 Issue rates notices	Interim General Manager	Financial Accounting & Reporting	12-May-2016	17-Jun-2016
1.1.4.13 Review financial policies, procedures and forms and identify any areas which require urgent attention.	Finance Manager	Financial Accounting & Reporting	12-May-2016	17-Jun-2016
1.1.4.14 Interim arrangements may be required in the early stages of the implementation process.	Director Service Support	Financial Accounting & Reporting	12-May-2016	17-Jun-2016
1.1.4.15 Potential policy areas to focus on include: • tendering and procurement of goods and services • Investment Policy	Finance Manager	Financial Accounting & Reporting	12-May-2016	17-Jun-2016

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Actions	Responsibility	Business Unit	Start Date	End Date
• asset accounting policies including capitalisations thresholds, depreciation methods and disposal policies • payment of fees and expenses and provision of facilities to councillors. • thresholds, depreciation methods and disposal policies • payment • Borrowing Policy				
1.1.4.16 Develop a staged and prioritised program in the Implementation Plan to consolidate financial policies, procedures and forms.	Finance Manager	Financial Accounting & Reporting	12-May-2016	30-Sep-2016
1.1.4.17 Deliver the program to consolidate financial policies, procedures and forms.	Finance Manager	Financial Accounting & Reporting	12-May-2016	30-Jun-2017
1.1.4.18 For each of the former councils, document financial management and reporting systems. This includes systems for issue of financial documents, tax invoices, cheques, payment remittance advice, purchase orders, pay slips, rates and charges notices and receipts.	Deputy Director Service Support	Financial Accounting & Reporting	12-May-2016	20-May-2016
1.1.4.19 Put in place any interim arrangements needed to maintain financial management and reporting.	Deputy Director Service Support	Financial Accounting & Reporting	12-May-2016	20-May-2016
1.1.4.20 Develop a program in the Implementation Plan to harmonise financial management and reporting systems.	Deputy Director Service Support	Financial Accounting & Reporting	12-May-2016	30-Sep-2016
1.1.4.21 Develop, test and deliver harmonised financial management and reporting systems.	Deputy Director Service Support	Financial Accounting & Reporting	12-May-2016	12-Aug-2016
1.1.4.22 Review customer payment facilities to ensure there are no urgent issues which will impact service continuity. This includes: EFTPOS terminals	Finance Manager	Financial Accounting & Reporting	12-May-2016	12-May-2016

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Actions	Responsibility	Business Unit	Start Date	End Date
• BPAY Day one • Australia Post • website payments • direct debit.				
1.1.4.23 Undertake an analysis of the investment policies, procedures and delegations of the former councils. Prepare an investment policy for the new council and put it to the council for adoption.	Finance Manager	Financial Accounting & Reporting	12-May-2016	17-Jun-2016
1.1.4.24 Put in place any interim arrangements needed to manage records across the new council.	Director Service Support	Records Management	12-May-2016	17-Jun-2016
1.1.4.25 Review and update arrangements throughout Phase 1.	Director Service Support	Records Management	12-May-2016	29-Sep-2017
1.1.4.26 Develop a program in the Implementation Plan to harmonise record systems.	Director Service Support	Records Management	12-May-2016	30-Sep-2016
1.1.4.27 Develop, test and deliver a harmonised system for managing records.	Director Service Support	Records Management	12-May-2016	22-Dec-2017
1.1.4.28 Review policies and procedures for media and higher-risk social media and determine any action that needs to be taken, potentially including a report to council.	Manager Corporate/Governance	Corporate Governance	12-May-2016	17-Jun-2016
1.1.4.29 Document service levels and plan a process for service level review, as part of the Implementation Plan.	Director Special Projects Office	Transition Project Management	12-May-2016	30-Sep-2016
1.1.4.30 Prepare a report on the key areas of the service review and associated recommendations.	Director Special Projects Office	Transition Project Management	12-May-2016	12-Aug-2016

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Actions	Responsibility	Business Unit	Start Date	End Date
1.1.4.31 Document all policies and procedures of the former councils.	Manager Corporate/Governance	Corporate Governance	12-May-2016	17-Jun-2016
1.1.4.32 Put in place any interim arrangements needed to consistently manage priority policies and procedures. Review and update arrangements throughout Phase 1.	Manager Corporate/Governance	Corporate Governance	12-May-2016	17-Jun-2016
1.1.4.33 Develop a prioritised program in the Implementation Plan to harmonise policies and procedures.	Manager Corporate/Governance	Corporate Governance	12-May-2016	30-Sep-2016
1.1.4.34 Deliver the prioritised program in the Implementation Plan to harmonise policies and procedures.	Manager Corporate/Governance	Corporate Governance	12-May-2016	22-Dec-2017
1.1.4.35 Determine a consistent way of answering telephone calls across the new council and communicate this to staff.	Deputy Director Service Support	Customer Service	12-May-2016	12-May-2016
1.1.4.36 Put in place any interim arrangements needed to consistently manage customer requests and complaints across the new council. Review and update arrangements throughout Phase 1	Deputy Director Service Support	Customer Service	12-May-2016	17-Jun-2016
1.1.4.37 Develop a program in the Implementation Plan to harmonise customer request and complaint systems.	Director Service Support	Customer Service	12-May-2016	30-Sep-2016
1.1.4.38 Develop, test and deliver a harmonised system for managing customer requests and complaints.	Director Service Support	Customer Service	12-May-2016	12-Aug-2016
1.1.4.39 Bring together the Local Environmental Plans administratively into a single document.	Director Service Planning	Strategic Planning - Land and Land Use	12-May-2016	30-Jun-2017

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Actions	Responsibility	Business Unit	Start Date	End Date
1.1.4.40 Deliver the program to fully consolidate Local Environmental Plans.	Director Service Planning	Strategic Planning - Land and Land Use	12-May-2016	30-Jun-2017

STRATEGY   1.1.6   Planning for ICT

Actions	Responsibility	Business Unit	Start Date	End Date
1.1.6.1 Put in place any interim arrangements needed to ensure functionality	Director Service Support	Information Communications Technology	12-May-2016	20-May-2016
1.1.6.2 Prepare the first iteration of the ICT Plan.	Director Service Support	Information Communications Technology	12-May-2016	17-Jun-2016
1.1.6.3 Monitor, review and adapt the plan as needed. (ICT)	Director Service Support	Information Communications Technology	12-May-2016	22-Dec-2017
1.1.6.4 For each of the former councils, document all telecommunications services or facilities and related access and use agreements.	Director Service Support	Information Communications Technology	12-May-2016	20-May-2016
1.1.6.5 Confirm what has been transferred to the new council under the proclamation. (Telecommunications)	Director Service Support	Information Communications Technology	12-May-2016	20-May-2016
1.1.6.6 For each of the former councils, document all computer hardware and software owned, leased or licensed, including any related software licence agreements.	Director Service Support	Information Communications Technology	12-May-2016	20-May-2016
1.1.6.7 Confirm what has been transferred to the new council under the proclamation. (Computer systems and technology)	Director Service Support	Information Communications Technology	12-May-2016	20-May-2016

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STRATEGY   1.1.7   Transitional Planning

Actions	Responsibility	Business Unit	Start Date	End Date
1.1.7.1 Redefining new service levels, delivery methods and supporting structures	Director Special Projects Office	Transition Project Management	12-May-2016	22-Dec-2017

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7.2 Robust governance that delivers confidence to communities

Communities will be seeking confidence that Snowy Monaro Regional Council continues to maintain robust and transparent governance systems. This is a core expectation of local government, which is particularly critical during a time of change.

In the early stages of implementation, Snowy Monaro Regional Council will have a particularly strong focus on identifying, mitigating and managing risk. The Implementation Plan will include a section which identifies strategic risks to Phase 1 of the implementation process, as well as critical operational risks.

Other key areas of governance and administration that need to be a particular focus during the Transition period include:

- ensuring appropriate delegations are in place
- undertaking a wide range of due diligence activities
- managing contracts, tenders and procurement
- maintaining insurances
- maintaining registers
- maintaining local regulatory activities

The following table lists the main actions that will be undertaken to deliver on Key Result 2.

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Table 7: Key Result 2 Actions

KEY RESULT   **2**   Robust governance that delivers confidence to communities

KEY AREA   **2.1**   Integrated Planning and Reporting

STRATEGY   **2.1.1**   Preparing a new community strategic plan

Actions	Responsibility	Business Unit	Start Date	End Date
2.1.1.1 Prepare a draft community strategic plan for consideration of the new council	Manager Corporate/Governance	Integrated Planning & Reporting	12-May-2016	23-Dec-2016
2.1.1.2 Prepare and adopt a statement of vision and priorities, with community input	Manager Corporate/Governance	Integrated Planning & Reporting	12-May-2016	29-Sep-2017
2.1.1.3 Prepare the first iteration of a communication and engagement plan for the community.	Director Special Projects Office	Transition Project Management	12-May-2016	23-Dec-2016
2.1.1.4 Monitor, review and adapt the plan as needed. (Community and engagement plan - community)	Director Special Projects Office	Transition Project Management	12-May-2016	22-Dec-2017

STRATEGY   **2.1.2**   Preparing operational plans

Actions	Responsibility	Business Unit	Start Date	End Date
2.1.2.1 Prepare and commence exhibition of draft operational plan, budget, fees and charges for 2016-17.	Deputy Director Service Support	Integrated Planning & Reporting	12-May-2016	17-Jun-2016
2.1.2.2 Adopt an operational plan, budget and fees and charges for 2016-17.	Deputy Director Service Support	Integrated Planning & Reporting	12-May-2016	30-Sep-2016
2.1.2.3 Prepare the draft operational plan 2017-18, including integrated budget, with community input.	Manager Corporate/Governance	Integrated Planning & Reporting	12-May-2016	30-Sep-2016

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2.1.2.4 Adopt the operational plan 2017-18, including integrated budget.	Manager Corporate/Governance	Integrated Planning & Reporting	12-May-2016	30-Sep-2016

STRATEGY   2.1.5   Preparing a new Resourcing Strategy

Actions	Responsibility	Business Unit	Start Date	End Date
2.1.5.1 Complete analysis and modelling to support preparation of the new resourcing strategy. (Workforce Plans)	Manager Corporate/Governance	Human Resources	12-May-2016	29-Sep-2017

KEY AREA   2.2   Governance and Administration

STRATEGY   2.2.1   Establish Interim Council

Actions	Responsibility	Business Unit	Start Date	End Date
2.2.1.1 Adopt an Interim Executive Team structure.	Interim General Manager	Office of the General Manager	12-May-2016	20-May-2016
2.2.1.2 Make appointments to the Interim Executive Team and establish the internal working group.	Interim General Manager	Office of the General Manager	12-May-2016	17-Jun-2016
2.2.1.3 Adopt an organisational structure, including consultation with Consultative Committee.	Interim General Manager	Office of the General Manager	12-May-2016	17-Jun-2016
2.2.1.4 Lodge disclosure of interest form.	Manager Corporate/Governance	Corporate Governance	12-May-2016	12-Aug-2016
2.2.1.5 Determine business address and contact details for new council.	Director Service Support	Office of the Administrator	12-May-2016	12-May-2016

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2.2.1.6 Prepare for adoption the following within the first 3 meetings of Council	Manager Corporate/Governance	Transition Project Management	12-May-2016	20-May-2016
Actions	**Responsibility**	**Business Unit**	**Start Date**	**End Date**
• Schedule of council and committee of council meetings • Revised delegations • Media protocols • Review of membership of advisory committees and committees established under Section 355 of the Act, if necessary • Adoption of membership and terms of reference for the LRC • Adoption of membership and terms of reference for the IAG • JRPP nominations, if necessary • Nominations of members to other major regional and local bodies • Interim Executive Team structure • Appointment of auditor				
2.2.1.7 Ensure new schedule of council and committee meetings is being appropriately advertised.	Manager Corporate/Governance	Corporate Governance	12-May-2016	20-May-2016
2.2.1.8 Establish the LRC and IAG to provide local representation and input.	Director Special Projects Office	Office of the Administrator	12-May-2016	22-Dec-2017
2.2.1.9 Deliver the Week One Implementation Plan	Director Special Projects Office	Transition Project Management	12-May-2016	20-May-2016
2.2.1.10 Undertake a thorough review of the Implementation Plan to focus on the second year of the council	Director Special Projects Office	Transition Project Management	12-May-2016	30-Sep-2016

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Actions	Responsibility	Business Unit	Start Date	End Date
2.2.1.11 Confirm that the appointment of all authorised officers has been transferred to the new council as part of the proclamation.	Interim General Manager	Office of the General Manager	12-May-2016	20-May-2016
2.2.1.12 Review and update arrangements as needed throughout Phase 1.	Director Special Projects Office	Transition Project Management	12-May-2016	23-Dec-2016
2.2.1.13 The interim General Manager will be the RAO until another staff member is appointed to the role.	Interim General Manager	Corporate Governance	12-May-2016	20-May-2016
2.2.1.14 Make appointments to acting senior staff roles	Interim General Manager	Office of the General Manager	12-May-2016	17-Jun-2016
2.2.1.15 Ensure the Administrator, interim General Manager and designated persons complete and lodge a disclosure of interest form.	Manager Corporate/Governance	Corporate Governance	12-May-2016	17-Jun-2016
2.2.1.16 Determine whether any key advisors or interim arrangements are needed in specialist areas to support the new council.	Interim General Manager	Office of the General Manager	12-May-2016	30-Sep-2016
2.2.1.17 Appoint key advisors to the new council, potentially including: s • accountants • auditors • bankers • insurance brokers • legal • taxation.	Director Special Projects Office	Transition Project Management	12-May-2016	12-Aug-2016

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Actions	Responsibility	Business Unit	Start Date	End Date
2.2.1.18 Determine and publicise a new schedule of council and committee meetings.	Manager Corporate/Governance	Corporate Governance	12-May-2016	20-May-2016
2.2.1.19 Hold the first meeting of the new council	Manager Corporate/Governance	Corporate Governance	12-May-2016	20-May-2016
Actions	**Responsibility**	**Business Unit**	**Start Date**	**End Date**
2.2.1.20 Determine date for first meeting of council and arrange for it	Manager Corporate/Governance	Corporate Governance	12-May-2016	20-May-2016
2.2.1.21 Prepare a new schedule of council and committee meetings	Manager Corporate/Governance	Corporate Governance	12-May-2016	17-Jun-2016
2.2.1.22 Prepare the first iteration of the Implementation Plan.	Director Special Projects Office	Transition Project Management	12-May-2016	12-Aug-2016
2.2.1.23 Prepare a code of conduct for the new council which is compliant with the Model Code of Conduct. This may be based on the code of conduct of one of the former councils.	Manager Corporate/Governance	Corporate Governance	12-May-2016	12-Aug-2016
2.2.1.24 Put the new code of conduct to council for adoption.	Manager Corporate/Governance	Corporate Governance	12-May-2016	12-Aug-2016
2.2.1.25 Due diligence activities - Establish Audit Committee.	Interim General Manager	Office of the General Manager	12-May-2016	17-Jun-2016
2.2.1.26 Continue to deliver the Implementation Plan and monitor and report progress.	Director Special Projects Office	Transition Project Management	12-May-2016	22-Dec-2017
2.2.1.27 Establish a Consultative Committee	Interim General Manager	Human Resources	12-May-2016	17-Jun-2016

STRATEGY   2.2.2   Reviewing delegations

Actions	Responsibility	Business Unit	Start Date	End Date

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2.2.2.1 Review delegations and controls of higher risk functions to ensure appropriate decision making.	Manager Corporate/Governance	Corporate Governance	12-May-2016	20-May-2016

STRATEGY   2.2.4   Undertaking Due Diligence

Actions	Responsibility	Business Unit	Start Date	End Date
2.2.4.1 For each of the former councils, document all current and pending legal proceedings and tribunal action, including the venue, jurisdiction and status. Also document all potential litigation and legal disputes and any debt recovery actions underway or proposed.	Manager Corporate/Governance	Risk Management & WHS	12-May-2016	20-May-2016
2.2.4.2 Analyse all legal and administrative proceedings and determine any action that needs to be taken.	Manager Corporate/Governance	Risk Management & WHS	12-May-2016	20-May-2016
2.2.4.3 For each of the former councils, document local regulations in place.	Deputy Director Service Planning	Regulatory & Compliance Services	12-May-2016	20-May-2016
2.2.4.4 Put in place any interim arrangements needed to manage any priority issues relating to local regulations.	Deputy Director Service Planning	Regulatory & Compliance Services	12-May-2016	20-May-2016
2.2.4.5 Review changes underway or being considered at the time of the proclamation. Determine whether the changes should progress.	Director Service Planning	Regulatory & Compliance Services	12-May-2016	20-May-2016
2.2.4.6 Develop a staged program in the Implementation Plan to consolidate local regulations.	Deputy Director Service Planning	Regulatory & Compliance Services	12-May-2016	30-Sep-2016
2.2.4.7 Deliver the program to consolidate local regulations.	Deputy Director Service Planning	Regulatory & Compliance Services	12-May-2016	12-Aug-2016

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Actions	Responsibility	Business Unit	Start Date	End Date
2.2.4.8 Appoint an internal audit committee for the new council.	Interim General Manager	Office of the General Manager	12-May-2016	12-Aug-2016
2.2.4.9 Hold a joint meeting of the internal audit committees of the former councils and new council.	Interim General Manager	Office of the General Manager	12-May-2016	17-Jun-2016
Actions	**Responsibility**	**Business Unit**	**Start Date**	**End Date**
2.2.4.10 Ensure the new council is identified as an employer for superannuation benefits.	Finance Manager	Human Resources	12-May-2016	20-May-2016
2.2.4.11 Assess the defined benefit superannuation plans that all former councils contributed to on behalf of employees, including the: • share of any deficit in the scheme • contributions • number of staff in the scheme.	Finance Manager	Human Resources	12-May-2016	12-Aug-2016
2.2.4.12 Seek advice from superannuation funds about transfer of staff to the new council.	Finance Manager	Human Resources	12-May-2016	12-Aug-2016
2.2.4.13 Conduct a thorough review of existing insurance arrangements. This may include:	Manager Corporate/Governance	Risk Management & WHS	12-May-2016	20-May-2016
• ensuring insurance arrangements for the former councils still apply until new arrangements are put in place • preparing a schedule of current insurance coverage Within first week • identifying any outstanding insurance claims or related issues • reviewing any existing industry insurance pool arrangements				

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Actions	Responsibility	Business Unit	Start Date	End Date
• evaluating existing workers compensation coverage and insurance arrangements.				
2.2.4.14 Develop a program in the Implementation Plan to consolidate insurances.	Manager Corporate/Governance	Risk Management & WHS	12-May-2016	30-Sep-2016
2.2.4.15 Deliver the program to consolidate insurances.	Manager Corporate/Governance	Risk Management & WHS	12-May-2016	23-Dec-2016
Actions	**Responsibility**	**Business Unit**	**Start Date**	**End Date**
2.2.4.16 Establish and receive: new ABNs and TFNs • Registrations for tax requirements, such as GST, FBT and PAYG withholding.	Finance Manager	Financial Accounting & Reporting	12-May-2016	20-May-2016
2.2.4.17 For each former council, review the grant register and note milestones and reporting conditions attached to the grants.	Director Service Support	Financial Accounting & Reporting	12-May-2016	17-Jun-2016
2.2.4.18 Contact grant providers to advise them the new council has been proclaimed and discuss whether this has any impact on the funding.	Director Service Support	Financial Accounting & Reporting	12-May-2016	17-Jun-2016
2.2.4.19 For each former council, review grant programs and identify the policies, types of grants, target groups, levels of funding and the assessment process.	Director Service Support	Financial Accounting & Reporting	12-May-2016	17-Jun-2016
2.2.4.20 Identify any grants awarded, but not yet paid, along with any outstanding acquittal requirements from grant recipients.	Director Service Support	Financial Accounting & Reporting	12-May-2016	17-Jun-2016
2.2.4.21 Determine how the establishment of the new council affects the contract and any action required.	Finance Manager	Risk Management & WHS	12-May-2016	20-May-2016

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Actions	Responsibility	Business Unit	Start Date	End Date
2.2.4.22 Notify contractors that the new council has been proclaimed and advise on the impact, if any, on their contract.	Finance Manager	Financial Accounting & Reporting	12-May-2016	20-May-2016
2.2.4.23 Document copies of all agreements.	Director Service Delivery	Strategic Planning - Infrastructure & Assets	12-May-2016	20-May-2016
2.2.4.24 Confirm what has been transferred to the new council under the proclamation. Consider whether there are any leases that should not be carried forward to the	Director Service Delivery	Strategic Planning - Infrastructure & Assets	12-May-2016	20-May-2016
Actions	**Responsibility**	**Business Unit**	**Start Date**	**End Date**
new council and determine any action that needs to be taken. (Leases – other)				
2.2.4.25 Identify and document all contracts to which the former councils were a party or which relate to them. This should include government contracts and funding agreements. It should also include construction, Suppliers, sales, agency, insurance, consultant, contractor, employment and other contracts.	Director Service Delivery	Strategic Planning - Infrastructure & Assets	12-May-2016	20-May-2016

STRATEGY 2.2.6 Reviewing legal and administrative proceedings

Actions	Responsibility	Business Unit	Start Date	End Date
2.2.6.1 Review council nominations to joint Regional Planning Panels	Director Service Planning	Strategic Planning - Land and Land Use	12-May-2016	20-May-2016
2.2.6.2 Document any outstanding notices, orders or demands issued to the former councils by any regulatory authority concerning compliance with environmental, pollution or health and safety requirements.	Manager Corporate/Governance	Regulatory & Compliance Services	12-May-2016	20-May-2016

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2.2.6.3 Determine how to respond to any outstanding notices, orders or demands.	Director Service Planning	Regulatory & Compliance Services	12-May-2016	20-May-2016
2.2.6.4 For each of the former councils, document: • registered and unregistered trademarks and certificates • patents and registered designs and certificates	Director Service Support	Risk Management & WHS	12-May-2016	20-May-2016
Actions	**Responsibility**	**Business Unit**	**Start Date**	**End Date**
• copyrights and certificates • business and domain names and certificates • proprietary computer software • all intellectual property rights granted • Also document any employment or confidentiality agreements that protect the confidentiality of the intellectual property of the former councils				
2.2.6.5 Confirm that all trademarks, patents, copyrights, designs, and business names are transferred to the new council under the proclamation. Consider whether: • existing intellectual property is sufficiently protected • any new arrangements need to be entered into • any confidentiality agreements need to be varied or extended.	Director Service Support	Risk Management & WHS	12-May-2016	20-May-2016
2.2.6.6 For each of the former councils, document: • any active and unresolved matters • a brief summary of matters from the previous two years.	Manager Corporate/Governance	Risk Management & WHS	12-May-2016	17-Jun-2016

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2.2.6.7 Determine the manner in which the new council will execute documents and ensure this is formally determined, communicated and adhered to.	Interim General Manager	Office of the General Manager	12-May-2016	17-Jun-2016
2.2.6.8 Locate and replace the common seals of the former councils with the common seal of the new council	Interim General Manager	Office of the General Manager	12-May-2016	17-Jun-2016
2.2.6.9 Ensure arrangements for the custody and use of the common seal comply with clause 400 of the Regulation.	Interim General Manager	Office of the General Manager	12-May-2016	17-Jun-2016

STRATEGY   2.2.7   Maintaining registers

Actions	Responsibility	Business Unit	Start Date	End Date
2.2.7.1 For each of the former councils, validate the contents of the land register.	Director Service Delivery	Land and Property Management	12-May-2016	17-Jun-2016
2.2.7.2 Develop a program in the Implementation Plan to consolidate land registers.	Director Service Delivery	Land and Property Management	12-May-2016	30-Sep-2016
2.2.7.3 Deliver the program to consolidate land registers.	Director Service Delivery	Land and Property Management	12-May-2016	12-Aug-2016
2.2.7.4 Continue to maintain the pecuniary interest register.	Manager Corporate/Governance	Corporate Governance	12-May-2016	22-Dec-2017
2.2.7.5 Consolidate the pecuniary interest registers of the former councils.	Manager Corporate/Governance	Corporate Governance	12-May-2016	17-Jun-2016
2.2.7.6 Table the consolidated pecuniary interest register at the first possible council meeting, complete with disclosure of interest forms.	Manager Corporate/Governance	Corporate Governance	12-May-2016	12-Aug-2016
2.2.7.7 Continue to maintain registers of political donation disclosures.	Director Service Planning	Corporate Governance	12-May-2016	22-Dec-2017

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2.2.7.8 Consolidate registers of political donation disclosures of the former councils.	Director Service Planning	Corporate Governance	12-May-2016	17-Jun-2016

STRATEGY   2.2.8   Considering local regulation

Actions	Responsibility	Business Unit	Start Date	End Date
2.2.8.1 Document all environmental planning instruments and development control plans for which the former councils were the consent authority or that applied to the former local government area	Director Service Planning	Strategic Planning - Land and Land Use	12-May-2016	20-May-2016
2.2.8.2 Document the powers and responsibilities of existing planning panels, such as Independent Hearing and Assessment Panels.	Director Service Planning	Strategic Planning - Land and Land Use	12-May-2016	20-May-2016
2.2.8.3 Document all environmental planning instruments, development control plans and planning proposals which were being progressed or were before the former councils.	Director Service Planning	Strategic Planning - Land and Land Use	12-May-2016	20-May-2016
2.2.8.4 Prepare a report to the Administrator on whether and how planning instruments, proposals and plans which were being progressed or were before the former councils should progress during Phase 1.	Director Service Planning	Strategic Planning - Land and Land Use	12-May-2016	12-Aug-2016
2.2.8.5 Develop a staged program in the Implementation Plan to fully consolidate Local Environmental Plans.	Director Service Planning	Strategic Planning - Land and Land Use	12-May-2016	30-Sep-2016

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KEY AREA   2.3   Finances

STRATEGY   2.3.1   Maintaining sound financial management

Actions	Responsibility	Business Unit	Start Date	End Date
2.3.1.1 Complete analysis and modelling to support preparation of the new resourcing strategy. (Long term financial plan)	Director Service Support	Financial Accounting & Reporting	12-May-2016	29-Sep-2017
2.3.1.2 Notify bankers of all former councils that the new council has been proclaimed.	Finance Manager	Financial Accounting & Reporting	12-May-2016	20-May-2016
2.3.1.3 Open new bank accounts and make other changes to banking arrangements, including investments, loans and payroll issues.	Finance Manager	Financial Accounting & Reporting	12-May-2016	30-Jun-2017

STRATEGY   2.3.3   Undertaking financial due diligence

Actions	Responsibility	Business Unit	Start Date	End Date
2.3.3.1 Obtain an ABN and TFN and reserve the domain name for the new council.	Finance Manager	Financial Accounting & Reporting	12-May-2016	22-Dec-2017
2.3.3.2 For each of the former councils, document the location, purpose, policy and procedures of stores.	Finance Manager	Engineering and Operations Management	12-May-2016	17-Jun-2016
2.3.3.3 Undertake a stocktake of stores and inventory.	Finance Manager	Engineering and Operations Management	12-May-2016	17-Jun-2016
2.3.3.4 For each of the former councils, document other leases including finance leases and operating leases.	Deputy Director Service Support	Financial Accounting & Reporting	12-May-2016	20-May-2016
2.3.3.5 Novated leases between a former council, employee and a finance company also need to be identified.	Deputy Director Service Support	Financial Accounting & Reporting	12-May-2016	20-May-2016

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2.3.3.6 For each former council, document interests held in other entities as identified in Note 19 of the Financial Statements, including: • subsidiaries • joint arrangements • associates • unconsolidated structured entities. Also document: • interagency agreements, such as for collection of the natural disaster levy • memberships, including of regional organisations of councils and county councils • MOUs • resource sharing arrangements • sister cities • support for business and tourism organisations • any other organisational affiliations.	Finance Manager	Financial Accounting & Reporting	12-May-2016	20-May-2016
2.3.3.7 Confirm details of interests in other entities that have been carried forward to the new council under the proclamation.	Director Service Support	Financial Accounting & Reporting	12-May-2016	17-Jun-2016
2.3.3.8 Determine whether the merger affects continuation of the interest and any action required.	Director Service Support	Financial Accounting & Reporting	12-May-2016	17-Jun-2016
2.3.3.9 Determine whether the merger affects any commitments under the terms of any existing MOUs or interagency agreements and any action required.	Manager Corporate/Governance	Financial Accounting & Reporting	12-May-2016	17-Jun-2016

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Actions	Responsibility	Business Unit	Start Date	End Date
2.3.3.10 Determine whether any parties need to be notified that the new council has been proclaimed and any action required.	Director Service Support	Financial Accounting & Reporting	12-May-2016	17-Jun-2016
2.3.3.11 Collate agreements for loans made by former councils to other organisations such as local clubs.	Manager Corporate/Governance	Financial Accounting & Reporting	12-May-2016	17-Jun-2016
2.3.3.12 Check the terms of the agreement are being met, including if repayments are up to date.	Director Service Support	Financial Accounting & Reporting	12-May-2016	17-Jun-2016
2.3.3.13 Confirm that the loans have been transferred to the new council under the proclamation.	Deputy Director Service Support	Financial Accounting & Reporting	12-May-2016	17-Jun-2016
2.3.3.14 Advise relevant organisations of the proclamation of the new council.	Finance Manager	Financial Accounting & Reporting	12-May-2016	17-Jun-2016
2.3.3.15 For all former councils, document: • all finance and credit agreements, including the amount, debtor, interest and repayment schedules • all bank guarantees • all internal loans, including purpose, conditions, and term interest payments.	Deputy Director Service Support	Financial Accounting & Reporting	12-May-2016	20-May-2016
2.3.3.16 Confirm what has been transferred to the new council under the proclamation. (Loans - to councils)	Deputy Director Service Support	Financial Accounting & Reporting	12-May-2016	20-May-2016
2.3.3.17 Review loan and security agreements, including internal loans.	Deputy Director Service Support	Financial Accounting & Reporting	12-May-2016	20-May-2016
2.3.3.18 Consider consolidating and/or renegotiating loan terms to provide favourable repayment structures.	Deputy Director Service Support	Financial Accounting & Reporting	12-May-2016	20-May-2016

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Actions	Responsibility	Business Unit	Start Date	End Date
2.3.3.19 Consider whether there are any agreements and arrangements that should not be continued and any action needed.	Deputy Director Service Support	Financial Accounting & Reporting	12-May-2016	20-May-2016
2.3.3.20 Advise lending institutions of the proclamation of the new council.	Deputy Director Service Support	Financial Accounting & Reporting	12-May-2016	20-May-2016
2.3.3.21 Seek advice about any additional actions needed relating to loans.	Deputy Director Service Support	Financial Accounting & Reporting	12-May-2016	20-May-2016
2.3.3.22 For each of the former councils, review readiness for the audit of Special Schedule 7 to be undertaken as part of the financial statements 2015-16.	Director Service Support	Strategic Planning - Infrastructure & Assets	12-May-2016	28-Oct-2016
2.3.3.23 Document the balance and transactions of all trust funds.	Finance Manager	Financial Accounting & Reporting	12-May-2016	12-Aug-2016
2.3.3.24 Confirm that trust funds have been transferred to the new council under the proclamation.	Finance Manager	Financial Accounting & Reporting	12-May-2016	20-May-2016
2.3.3.25 For each of the former councils, review bank statements and bank reconciliations.	Finance Manager	Financial Accounting & Reporting	12-May-2016	20-May-2016
2.3.3.26 Prepare a list of all petty cash and change floats and validate amounts.	Finance Manager	Financial Accounting & Reporting	12-May-2016	20-May-2016
2.3.3.27 For each former council, document the reserve: • type and purpose • balance and any recent transfers • how the funds were raised.	Finance Manager	Financial Accounting & Reporting	12-May-2016	12-Aug-2016

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Actions	Responsibility	Business Unit	Start Date	End Date
2.3.3.28 Assess whether reserves are adequate to cover the liabilities they are held to offset (e.g. bonds and deposits, employee leave entitlements) or any other intended purpose for the funds.	Finance Manager	Financial Accounting & Reporting	12-May-2016	12-Aug-2016
2.3.3.29 Also assess whether there is a shortfall in s94 reserves to fund plans.	Finance Manager	Financial Accounting & Reporting	12-May-2016	12-Aug-2016
2.3.3.30 Determine any action that needs to be undertaken to protect the integrity of the reserves, including appropriate record keeping.	Finance Manager	Financial Accounting & Reporting	12-May-2016	12-Aug-2016
2.3.3.31 Document any bank guarantees or securities held by a former council as an alternative to providing a bond or deposit.	Finance Manager	Financial Accounting & Reporting	12-May-2016	20-May-2016
2.3.3.32 Review all legal documentation to assess the guarantee value, purpose and conditions.	Finance Manager	Financial Accounting & Reporting	12-May-2016	20-May-2016
2.3.3.33 Advise the institution providing the guarantee that the new council has been proclaimed.	Finance Manager	Financial Accounting & Reporting	12-May-2016	20-May-2016
2.3.3.34 Confirm that the guarantee has been transferred to the new council under the proclamation.	Finance Manager	Financial Accounting & Reporting	12-May-2016	20-May-2016
2.3.3.35 For all former councils, prepare a register of all bonds, deposits and retentions.	Finance Manager	Financial Accounting & Reporting	12-May-2016	20-May-2016
2.3.3.36 Undertake an assurance process to check the register against supporting documentation.	Finance Manager	Financial Accounting & Reporting	12-May-2016	20-May-2016

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Actions	Responsibility	Business Unit	Start Date	End Date
2.3.3.37 Review the funding held in reserve to offset these liabilities, as this may need to be adjusted as part of the consolidation of all reserve funds.	Finance Manager	Financial Accounting & Reporting	12-May-2016	20-May-2016
2.3.3.38 For each former council, review the investments registers and the most recent investment reports to the former councils to provide an overview of the performance and value of all investments.	Director Service Support	Financial Accounting & Reporting	12-May-2016	20-May-2016
2.3.3.39 Review the employee leave entitlements liability of the former councils and assess the size of the liability and any corresponding reserve fund.	Finance Manager	Financial Accounting & Reporting	12-May-2016	30-Sep-2016
2.3.3.40 Review the business activities (if any) of each former council to determine the effects of the establishment of the new council.	Finance Manager	Financial Accounting & Reporting	12-May-2016	17-Jun-2016
2.3.3.41 Consider the impact of identical business activities coming together, such as commercial trade waste, and any implication this may have on a council's obligations under the National Competition Policy should the combined gross operating turnover of the business exceed $2 million (category 1 business activity). Note that all category 1 business activities are expected to generate a return on capital invested. Further guidance on the National Competition Policy is available from: • NSW Government Policy statement on the Application of National Competition Policy to Local Government • Pricing and costing for Council Businesses – A Guide to Competitive Neutrality.	Finance Manager	Financial Accounting & Reporting	12-May-2016	17-Jun-2016

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Actions	Responsibility	Business Unit	Start Date	End Date
2.3.3.42 Determine the auditor for the new council, who must be a person who provided auditing services for one or more of the former councils.	Director Service Support	Financial Accounting & Reporting	12-May-2016	17-Jun-2016
2.3.3.43 Ensure audited financial reports for the former councils are prepared for the period from 1 July 2015 until the date of establishment of the new council	Director Service Support	Financial Accounting & Reporting	12-May-2016	23-Dec-2016
2.3.3.44 Ensure the audited financial report for the new councils is prepared for the period from the date of establishment of the new council to 30 June 2017.	Director Service Support	Financial Accounting & Reporting	12-May-2016	27-Oct-2017

STRATEGY   2.3.6   Preparing audited financial reports

Actions	Responsibility	Business Unit	Start Date	End Date
2.3.6.1 Designate a RAO for the new council.	Interim General Manager	Corporate Governance	12-May-2016	20-May-2016

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7.3 Easy to do business with, in person and online

It is expected that residents, ratepayers, businesses, suppliers and other customers will continue to be able to do business with SMRC without interruption. This includes the ability to access customer service centres in person – at all existing locations – and to do business online.

The Council website is a critical means of:

- providing information, including updates on local projects and services
- information on applying for permits and licences, such as parking and outdoor dining
- obtaining documents for lodging development applications
- reporting an issue, such as dumped rubbish or a broken footpath
- seeking input on plans and policies
- paying bills, such as rates and water.

The website is therefore an important contributor to ongoing service continuity. It is expected that there will be a single point of entry to the website of the new council within the first 30 days. SMRC will build on the collaborative work performed in this area prior to the merger to have a fully integrated new website in place as soon as possible.

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The following table lists the main actions that will be undertaken to deliver on Key Result 3.

Table 8: Key Result 3 Actions:

KEY RESULT   **3**   Easy to do business with, in person and on-line
KEY AREA   **3.1**   Governance and Administration
STRATEGY   **3.1.1**   Managing contracts, tenders and procurement

Actions	Responsibility	Business Unit	Start Date	End Date
3.1.1.1 Identify and commence priority due diligence activities, such as reviewing contracts.	Finance Manager	Corporate Governance	12-May-2016	20-May-2016
3.1.1.2 Contracts with some advisors to the former councils may need to be terminated	Finance Manager	Transition Project Management	12-May-2016	12-Aug-2016
3.1.1.3 Review tenders which are planned or under assessment and determine any action that needs to be taken	Director Service Delivery	Engineering and Operations Management	12-May-2016	20-May-2016
3.1.1.4 Consider any opportunities to consolidate tenders.	Director Service Delivery	Engineering and Operations Management	12-May-2016	20-May-2016

KEY AREA   **3.2**   Communication and engagement
STRATEGY   **3.2.1**   Creating a single point of entry to the websites

Actions	Responsibility	Business Unit	Start Date	End Date
3.2.1.1 Deliver a new website.	Director Service Support	Information Communications Technology	12-May-2016	31-Mar-2017

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7.4 Engaged staff who understand their roles and how they contribute to the new council

The success of the new council will depend on a positive and service-focused organisational culture. This will include staff feeling secure in their employment, understanding their roles in the new council and being excited by the potential for development and other opportunities.

There is an opportunity during the implementation process to recognise and build on the strengths of existing staff, policies, services, systems and processes across the new council, while also ensuring normal service delivery is maintained. Building on a strong foundation will contribute to the success of Snowy Monaro Regional Council, which in turn will support a sense of achievement and a positive work environment for staff, with opportunities for development and promotion.

One of the most important roles of the interim General Manager will be to communicate frequently with staff. This includes providing early and accurate information about their employment arrangements

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The following table lists the main actions that will be undertaken to deliver on Key Result 4.

Table 9: Key Result 4 Actions

KEY RESULT	4	Engaged staff who understand their roles and how they contribute to the new council
KEY AREA	4.1	Human Resources
STRATEGY	4.1.2	Communicating with staff

Actions	Responsibility	Business Unit	Start Date	End Date
4.1.2.1 Provide clarity to staff about job security and consultation processes.	Manager Corporate/Governance	Human Resources	12-May-2016	20-May-2016
4.1.2.2 Communicate effectively with Staff, communities and partners.	Interim General Manager	Office of the General Manager	12-May-2016	12-Aug-2016
4.1.2.3 Prepare a staff communication and engagement plan.	Director Special Projects Office	Transition Project Management	12-May-2016	31-Mar-2017
4.1.2.4 Prepare the first iteration of a communication and engagement plan for staff.	Director Special Projects Office	Transition Project Management	12-May-2016	17-Jun-2016
4.1.2.5 Monitor, review and adapt the plan as needed. (Community and engagement plan - staff)	Director Special Projects Office	Transition Project Management	12-May-2016	22-Dec-2017

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STRATEGY   4.1.4   Developing the organisational structure to senior staff level

Actions	Responsibility	Business Unit	Start Date	End Date
4.1.4.1 Adopt an interim structure to senior staff level	Interim General Manager	Office of the General Manager	12-May-2016	17-Jun-2016
4.1.4.2 Develop and recommend an interim structure to senior staff level	Interim General Manager	Human Resources	12-May-2016	17-Jun-2016
4.1.4.3 Develop and recommend an organisational structure to senior staff level, including consultation with Consultative Committee	Interim General Manager	Human Resources	12-May-2016	20-May-2016
4.1.4.4 Make appointments to senior staff roles after consultation with council	Interim General Manager	Human Resources	12-May-2016	20-May-2016

STRATEGY   4.1.5   Filling vacancies

Actions	Responsibility	Business Unit	Start Date	End Date
4.1.5.1 Develop a procedure for filling vacancies during Phase 1, which complies with the Act and the Award	Manager Corporate/Governance	Human Resources	12-May-2016	17-Jun-2016

STRATEGY   4.1.7   Developing a new salary structure

Actions	Responsibility	Business Unit	Start Date	End Date
4.1.7.1 Identify process and timing for moving to new salary structure.	Manager Corporate/Governance	Transition Project Management	12-May-2016	20-May-2016

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STRATEGY   **4.1.9**   Implementing successful change management

Actions	Responsibility	Business Unit	Start Date	End Date
4.1.9.1 For each of the former councils, document the way in which: • staff have typically been consulted broadly and on human resources, workplace and industrial matters • representation on the Consultative Committee has worked.	Manager Corporate/Governance	Human Resources	12-May-2016	12-Aug-2016

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7.5 Involved communities who have their say

Clear and consistent communication and meaningful engagement with the community will be a crucial component to a successful implementation process; the community will need to readily identify with their new council.

It is expected that SMRC will retain existing community engagement methods throughout Phase 1, such as advisory committees, online forums, community workshops and a social media presence. In many cases, existing community engagement methods will play an even more important role, as they provide a way for community members to be informed about and engaged in the vision and activities of the new council.

Other opportunities for meaningful community participation in the early phases of the implementation process include:
- developing and promoting the new visual identity
- developing the statement of vision and priorities
- providing input to priorities for the Stronger Communities Fund
- planning a wide range of capital works projects
- developing consistent plans and policies across the new council in key operational areas.

One of the most important early tasks in beginning to grow a shared identity is the development of the new visual identity. This includes elements such as the logo, colour palette and other visual identifiers. SMRC expects to have the key elements of the visual identity consistent with its new logo by the end of 2016. The visual identity will support the new name of Council, as well as the shared values of the community.

The new website is one of the first places the visual identity will be featured. Other ways to support communities to identify with Snowy Monaro Regional Council include changing prominent signage in key locations, using festivals and events to engage the entire community, as well as presence on social media.

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The following table lists the main actions that will be undertaken to deliver on Key Result 5.

Table 10: Key Result 5 Actions

KEY RESULT	**5**	Involved communities who have their say
KEY AREA	**5.1**	Communication and Engagement
STRATEGY	**5.1.1**	Maintaining communications including media liaison

Actions	Responsibility	Business Unit	Start Date	End Date
5.1.1.1 Appoint the council media spokesperson and review associated protocols.	Manager Corporate/Governance	Office of the Administrator	12-May-2016	17-Jun-2016
5.1.1.2 Review associated media protocols.	Manager Corporate/Governance	Communications and Public Relations	12-May-2016	17-Jun-2016
5.1.1.3 Establish a single phone number for entry to council	Director Service Support	Customer Service	12-May-2016	17-Jun-2016
5.1.1.4 Adopt a new council spokesperson and communicate to staff.	Manager Corporate/Governance	Corporate Governance	12-May-2016	20-May-2016
5.1.1.5 Reserve social media accounts for new council	Manager Corporate/Governance	Communications and Public Relations	12-May-2016	20-May-2016
5.1.1.6 Reserve a domain name for the new council.	Director Service Support	Information Communications Technology	12-May-2016	20-May-2016
5.1.1.7 Develop a functional single point of entry for new council website.	Director Service Support	Information Communications Technology	12-May-2016	17-Jun-2016

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STRATEGY   5.1.2   Maintaining community engagement

Actions	Responsibility	Business Unit	Start Date	End Date
5.1.2.1 Seek a list of all major community events scheduled in each of the former council areas and work with the interim General Manager to agree who will attend major events.	Director Service Support	Tourism	12-May-2016	20-May-2016
5.1.2.2 Hold at least monthly meetings of each LRC and the IAG.	Director Special Projects Office	Office of the Administrator	12-May-2016	22-Dec-2017
5.1.2.3 Write to all key community groups and partners	Director Special Projects Office	Office of the Administrator	12-May-2016	20-May-2016
5.1.2.4 Determine and publicise the business addresses, contact details and physical locations of the new council's service centres and work locations. This includes: • postal address • telephone numbers • website address • email addresses.	Director Service Support	Office of the Administrator	12-May-2016	20-May-2016
5.1.2.5 Organise for telephone numbers to appear in and digital versions of the White Pages, noting the due dates for print version listings.	Director Service Support	Customer Service	12-May-2016	12-Aug-2016
5.1.2.6 Continue to deliver community engagement activities	Manager Corporate/Governance	Integrated Planning & Reporting	12-May-2016	17-Jun-2016

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STRATEGY   5.1.3   Preparing a communication and engagement plan

Actions	Responsibility	Business Unit	Start Date	End Date
5.1.3.1 Prepare a community communication and engagement plan	Director Special Projects Office	Transition Project Management	12-May-2016	17-Jun-2016

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7.6 Communities can readily identify with their new council

One of the most important early tasks in beginning to grow a shared identity for the new Council is the development of the new visual identity. This includes elements such as the logo, colour palette and other visual identifiers.

It is expected that the new Council will have adopted a logo and other key elements of the visual identity by the end of 2016. The visual identity will support the name of the new Council, as well as the shared values of the community.

The new website will be one of the first places the visual identity will be featured. Other ways to support the community to identify with the new Council will include changing prominent signage in key locations and using cultural events to engage the entire community.

The following table lists the main actions that will be undertaken to deliver on Key Result 6.

Table 11: Key Result 6 Actions

KEY RESULT	6	Communities can readily identify with their new council
KEY AREA	6.1	Visual Identity
STRATEGY	6.1.1	Developing the new visual identity

Actions	Responsibility	Business Unit	Start Date	End Date
6.1.1.1 Adopt a logo and other elements of the visual identity for the new council.	Director Service Support	Corporate Governance	12-May-2016	23-Dec-2016
6.1.1.2 Prepare a style guide for the new Council	Director Service Support	Corporate Governance	12-May-2016	23-Dec-2016

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7.7 A shared vision and direction for the whole community

By the end of December 2016, SMRC expects that a succinct statement of vision and priorities will have been prepared. The statement will provide high level guidance for the early period of the new council.

The statement of vision and priorities will both provide a consistent, high level direction for the entire new council area and recognise the unique identity of individual communities within it. The community strategic plans of the previous councils will be a key input to the preparation of the statement. The statement will also include input from the community and staff.

The statement of vision and priorities will provide direction for the preparation of the operational plan and budget for 2017-18. It will also provide a starting point for the preparation of the draft community strategic plan.

The following table lists the main actions that will be undertaken to deliver on Key Result 7.

Table 12: Key Result 7 Actions

KEY RESULT	7	A shared vision and direction for the whole community
KEY AREA	7.1	Vision and priorities
STRATEGY	7.1.1	Preparing the statement of vision and priorities

Actions	Responsibility	Business Unit	Start Date	End Date
7.1.1.1 Prepare and adopt a statement of vision and priorities, with community input	Manager Corporate/Governance	Corporate Governance	12-May-2016	29-Sep-2017

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7.8 Rates maintained within existing pathways and resources used wisely to serve the entire council area

To provide certainty to communities, the NSW Government's policy position is that rating structures in place prior to the establishment of Snowy Monaro Regional Council will be maintained for a period of four years. The proclamation requires new councils to apply the rating structure, rating categories and sub-categories that applied in each former council area for 2015-16 in 2016-17. This ensures there are no changes to rate paths for the first year of the government's committed four-year rate path freeze for new councils.

During Phase 1, SMRC will also undertake a service review, focusing on priority areas. Recommendations on the best way forward to both serve the needs of the entire council area and use resources wisely will be reported to the new Council.

The following table lists the main actions that will be undertaken to deliver on Key Result 8.

Table 13: Key Result 8 Actions

KEY RESULT	8	Rates maintained within existing pathways and resources used wisely to serve the entire council area
KEY AREA	8.1	Rating
STRATEGY	8.1.1	Maintain pre-merger rating structures and categories for four years

Actions	Responsibility	Business Unit	Start Date	End Date
8.1.1.1 Prepare a report on the outcomes of the service review and associated recommendations.	Director Special Projects Office	Corporate Governance	12-May-2016	12-Aug-2016

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7.9 Expected benefits which are clear, measurable and on target

Communities will have a strong interest in seeing the benefits of the new council.

By September 2016 SMRC will need to identify potential local benefits. By the end of December 2016, the Implementation Plan must include a clear statement of local benefits, with actions to achieve those benefits.

Snowy Monaro Regional Council will identify and assess opportunities for continuous improvement programs in areas such as asset management, online service delivery or community engagement.

Local Representation Committees will also be consulted on their ideas for benefits. SMRC will also engage with the community on potential benefits from the establishment of the new council. This engagement will support the process of bringing together communities to plan for the future of Snowy Monaro Regional Council.

SMRC will undertake regular reporting to their communities on the progress of delivering the Implementation Plan and achieving the identified benefits. This will include updates on how funding from the Stronger Communities Fund is supporting the realisation of benefits.

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The following table lists the main actions that will be undertaken to deliver on Key Result 9.

Table 14: Key Result 9 Actions

KEY RESULT	9	Expected benefits which are clear, measurable and on target
KEY AREA	9.1	Local Benefits
STRATEGY	9.1.1	Identify potential local benefits

Actions	Responsibility	Business Unit	Start Date	End Date
9.1.1.1 Include the statement of local benefits, prepared with community input, in the Implementation Plan.	Director Special Projects Office	Transition Project Management	12-May-2016	23-Dec-2016
9.1.1.2 Monitor, review and adapt the Plan as needed. (Implementation Plan)	Director Special Projects Office	Transition Project Management	12-May-2016	22-Dec-2017
9.1.1.3 Incorporate the statement of local benefits into the Implementation Plan	Director Special Projects Office	Transition Project Management	12-May-2016	30-Sep-2016

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7.10 A newly elected council working for the whole community

Holding the first elections for new councils will be a critical milestone for local communities. The Act requires the first election of a new Council to be conducted by the NSW Electoral Commission.

The Transition Plan needs to provision for:

- widely communicating the process and timeliness for local community members to nominate as candidates in the elections
- promoting the date of the election and voting locations
- supporting pre-election information sessions for potential candidates run by the Office of Local Government and LGNSW
- running a thorough induction process for new councillors, as well as an ongoing program of professional development and support.

The following table lists the main actions that will be undertaken to deliver on Key Result 10.

Table 15: Key Result 10 Actions

KEY RESULT	**10**	A newly elected council which is working for the whole community
KEY AREA	**10.1**	Council Election
STRATEGY	**10.1.1**	First election of a new council

Actions	Responsibility	Business Unit	Start Date	End Date
10.1.1.1 Undertake necessary statutory requirements in respect of engaging Electoral Commission and undertake required tasks as necessary.	Manager Corporate/Governance	Corporate Governance	12-May-2016	12-Aug-2016
10.1.1.2 Develop and implement a comprehensive induction program for new Councillors including required training.	Manager Corporate/Governance	Corporate Governance	12-May-2016	12-Aug-2016
10.1.1.3 Include planning for the local government elections in the Implementation Plan.	Manager Corporate/Governance	Transition Project Management	12-May-2016	30-Sep-2016

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Actions	Responsibility	Business Unit	Start Date	End Date
10.1.1.4 Deliver the prioritised program in the finance related sub-Transition Plan.	Deputy Director Service Support	Financial Accounting & Reporting	12-May-2016	17-Jun-2016
10.1.1.5 Prepare statutory documentation for consideration and adoption by Audit Committee.	Interim General Manager	Office of the General Manager	12-May-2016	12-Aug-2016
10.1.1.6 Develop and implement consolidated WHS requirements as part of the human resources related sub-Transition plan.	Manager Corporate/Governance	Risk Management & WHS	12-May-2016	30-Jun-2017
10.1.1.7 Develop and implement a consolidated human resources related sub-Transition plan inclusive of workforce planning related requirements	Manager Corporate/Governance	Human Resources	12-May-2016	30-Sep-2016
10.1.1.8 Notify insurers of the former councils that the new council has been proclaimed.	Manager Corporate/Governance	Risk Management & WHS	12-May-2016	20-May-2016
10.1.1.9 Develop, adopt and implement a new, consolidated Enterprise Risk Management Policy.	Manager Corporate/Governance	Risk Management & WHS	12-May-2016	12-Aug-2016
10.1.1.10 Develop, adopt and implement a new, consolidated Enterprise Risk Management Plan.	Manager Corporate/Governance	Risk Management & WHS	12-May-2016	12-Aug-2016
10.1.1.11 Give consideration to potential rating structures post 4 year rate freeze	Director Service Support	Financial Accounting & Reporting	12-May-2016	30-Jun-2017
10.1.1.12 Develop, adopt and implement a harmonised Asset Management Plans.	Director Service Delivery	Strategic Planning - Infrastructure & Assets	12-May-2016	29-Sep-2017
10.1.1.13 Monitor, review and adapt the plan as needed. (Customer Service)	Director Service Support	Customer Service	12-May-2016	12-Aug-2016

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8   Risk Management

This section identifies key strategic risks and critical operational risks during the Transition period. The amalgamating Councils have risk management plans in place which have in part informed this analysis, in particular the critical operational risks.

Section 7.10 of the Transition Plan also identifies actions to develop an Enterprise Risk Management Policy and Plan by August 2016. The following key strategic and critical operational risks would be reviewed as part of the subsequent risk assessment process. The risk consequence and likelihood ratings based on the risk matrix contained in Appendix 2.

8.1 Key Strategic Risks

Table 16: Key Strategic Risks

Risk	Causes	Consequences	Controls	Treatment	Consequence	Likelihood	Risk
Funding is not adequate for a successful merger	No data informing the Transition budget. Mismanagement of available funding. Unrealistically short timeframes. Potentially poor project management.	Having to fund out of operations. Negative impact on Council funds. Damage to reputation with stakeholders. Future financial liability.	Dedicated budget manager (SPO). Regular financial reporting to the General Manager, Project team. External reporting on expenditure against budget to DPC (6 monthly). Proposed expenditure report to DPC by September 2016.	Internal audit of project costs.	Severe	Almost Certain	Extreme

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Risk	Causes	Consequences	Controls	Treatment	Consequence	Likelihood	Risk
	Unforeseen or unplanned expenses.		Fund through utilisation of reserves or savings as a last resort.				
Merged Council does not meet the communities expectation	Unrealistic community expectations. Unrealistic local political expectations. Lack of community engagement. Inaccurate media and promotional messages from the State government aligning with the reality of what can be delivered at what cost.	Damage to reputation. Community and political backlash. Threat to governance and management structure. Loss of community trust and confidence in Council. Loss of community confidence in the State Government and the Local Member.	Media and information provided through variety of communication channels as per communication plans. Continuation of business as usual service provision as a minimum.	Community communication and engagement strategy. Celebrate/communicate the wins during Transition. Community engagement following service levels identification and projections.	Moderate	Possible	High

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Risk	Causes	Consequences	Controls	Treatment	Consequence	Likelihood	Risk
The merged Council cannot meet the benchmarks for a Fit for the Future Council	Four year rate freeze. Poor implementation of the Transition Plan and associated strategies. Unforeseen or unplanned expenses. Original estimates not correct. Government has not accurately analysed and costed mergers. The Improvement Plans not achieved. Inability to fund infrastructure backlog.	Damage to reputation with stakeholders. Limitations imposed on funding opportunities. Provide less services and/or reduced service levels to the community. Further restructuring of the organisation and consequent impact on staff.	Budget review and reporting. Integrated planning and reporting. Reviewing and implementing Fit for the Future improvement plans. Include the community in service delivery options. Continual development and improvement of asset management plans and processes.	None identified.	Major	Unlikely	Medium

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8.2 Critical Operational Risks

Table 17: Critical Operational Risks

Risk	Causes	Consequences	Controls	Treatment	Consequence	Likelihood	Risk
Organisational structure does not meet Council needs/ or results in under performance and loss of key staff	Various sections of Council overstaffed. Local Government Award. Retaining positions for three years. Three separate pay systems. Lack of confidence in applying HR policies and procedures equitably. Different HR practices of former councils. Unclear vision and values. Unclear advice from industry and legal advisors.	Workforce Planning Hazards. Loss of productivity Increase Industrial relations disputes Increase in Workers Compensation claims Loss of key staff. Lack of trust of the merged entity being a better structure for employees and the community. Low staff morale. Disgruntled staff due to perceived or actual inequities. Loss of skills and knowledge. Inability to refill positions to the desired level of	Identify key priorities and achieving them in a short timeframe to gain trust. Assist employees with identifying career paths and progression opportunities. Organisational Restructure. Promote ownership of work environment Redundancy/Redeployment. Local Government Award. Communicate changes through staff meetings. Strong IR and HR policies.	Structural review of existing positions. Services efficiencies achieved and monitored from being delivered in different locations. Service review – first 6 months and provide draft structure to support it. Review Workers Compensation contracts & align. Alignment of WHS policies. Staff consultation. Continued support of Consultative Committee. Harmonisation of pay scales and	Moderate	Possible	High

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Risk	Causes	Consequences	Controls	Treatment	Consequence	Likelihood	Risk
		expertise or experience.	Negotiation processes. Workers Comp Risk Audit -assessment of merged staff. Mental Health and Stress Leave – coping with change/position succession - EAP. New positions assessed by Oosoft and advertised based on outcomes. Review existing processes from merged Councils Review how other councils assess positions.	employment conditions. Maintain good communications between council and unions. Prioritise policies for implementation formed by recommendations of existing policies. Overarching Policies supported by detailed procedures. Increase managers' and supervisors' capacity to deal with change and staff issues.			
Council does not achieve shared values, norms and expectations across the organisation	Clear and strong leadership and Management Teams. Existing Cultural differences that are embedded by historical affiliations.	Culture change will be disruptive. Loss of reputation internally and externally. Loss of productivity.	Strong leadership. Consistent message continuously communicated Performance management for non-compliance with	Analysis of three cultures and development of clear values, vision and expectations.	Moderate	Almost Certain	High

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Risk	Causes	Consequences	Controls	Treatment	Consequence	Likelihood	Risk
	Resistance to Change. Inconsistent communication. Vision and values not formally developed, documented or supported. Ad-hoc and irregular references to organisational culture.	Loss of key staff. Disagreement regarding process or policy leading to confusion and reduced service levels. Reduced level of teamwork. Conflict and tension.	communicated direction.	Celebrate successes that align with the desired culture Provide regular 'chunks' of certainty that reinforce desired culture Provide a culture that embraces a combination of people, change and results.			
Disruption of core services being delivered effectively and efficiently resulting in loss of community confidence	Organisational hierarchy preventing achievement of service delivery improvement opportunities. Inconsistent policies. Existing contracts held by each council. Councils functioning on different systems. Additional burden of merger processes eating into staff time.	Potential for service levels to be inconsistent or result in a decline for some community areas. Lack of trust of the merged entity being a better structure for employees and the community. Strategic community objectives not met.	Consistent communication. Interim organisational structure outlining clear reporting lines. Systems, structure and process that reinforces the desired culture. Merger work groups determining day one/week one	Merger work groups to select best practice policies. Audit of contracts (includes termination clauses). Implement management processes. Timeline Support from ICT systems to deliver implementation of corporate system.	Moderate	Likely	High

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Risk	Causes	Consequences	Controls	Treatment	Consequence	Likelihood	Risk
			objectives and implementing them. Service review analysis and service level projections.	Corporate System selection and Implementation – review timeline, utilise merged staff to complete implementation External Services review. Clear values for new organisation. KPI reporting and performance systems in place. Utilise LGPA PwC Operational Effectiveness Survey. Community engagement following service levels identification and projections. Recording and monitoring customer complaints.			
ICT system does not meet Council needs resulting in the organisation's	Poor assessment of requirements.	Loss of data integrity. Loss of key staff.	Appoint consultant to undertake review	Appropriate project and contract management.	Moderate	Possible	High

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Risk	Causes	Consequences	Controls	Treatment	Consequence	Likelihood	Risk
inability to operate or manage efficiently and in accordance with the needs of its diverse stakeholders	Under-delivery by software provider. Poor implementation project management. Bias choice in choosing provider. Lack of training and ongoing support. Inadequate time management and controls for implementation.	Disruption to core services and functions. Adverse effect on reputation externally and internally. Over-spend and Significant 'sunk' costs on unnecessary products. Damage to reputation if return on investments is unable to be demonstrated.	of Corporate Systems – Appoint I-Platium. Adequate (human) resourcing – Allocated HR/Personnel. Suitable and managed IT Contracts. Review of contract by legal expert. Review of current contracts.	Documentation and evaluation and of past lessons learned. Data cleansing exercise. Migration plan.			
Records management, systems and processes result in a loss of information that cannot be retrieved and breaches legislative and organisational requirements	Records Management - Gaps in recording and distribution of information. Different management systems at each of the branch offices including both hard copy and digital methods of record keeping.	Adverse effect on delivering services to community. Breaches of customer services charters. Loss of productivity. Loss of confidence in the Council.	Due diligence audit (includes digital and hard copy records). Best practice procedures and policies implemented and communicated. Consolidating a records management plan and procedures.	Project Plan to address issues of: • Data Loss. • Email data. • Data Integrity. • Data storage. • Storage Consolidating records storage and management. Access to training for staff and succession	Moderate	Almost Certain	High

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Risk	Causes	Consequences	Controls	Treatment	Consequence	Likelihood	Risk
	Cost. Backlog of records. Inconsistent procedures/communication between offices. Vendors/Suppliers and customers not informed about changes to organisation. Individual employees responsible for records management at place of work. Skills, expertise and availability of staff responsible for system including archiving and destruction. Lack of training to all end users and audit mechanisms to monitor compliance.	Potential for legal action against Council.	Interim records management system developed. Compliance with legislation. Adequate (human) resourcing.	planning to multi-skill work teams. Training plans and induction for all staff.			

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Risk	Causes	Consequences	Controls	Treatment	Consequence	Likelihood	Risk
Lack of financial responsibility resulting in uncontrolled spending outside of allocated budgets for delivering planned services and operations	Lack of oversight during transition period. Staff turnover. Opportunistic vendors. Poor project planning and management when allocating budget to deliverables. Former culture of spending money and finding it later.	Further decline in operating performance. Loss of confidence in Council by the public. Scrutiny from other levels of government. Financial resources being diverted from other areas to support poor financial management.	Budget review. Regular reporting. Organisational structure reflecting adequate positions for budget oversight.	Best practice policies in financial management. Regular reporting to Council. Recognition of budgeting that promotes financial responsibility.	Major	Possible	High
Misinterpretation or disregard for statutory and legal responsibilities resulting in increased legal proceedings against council	Incompatible Risk Management practices. Low staff morale resulting in WHS claims or IR disputes. Delivering projects in a quick manner without adequately considering legal implications.	Unforeseen legal costs. Damage to reputation. Loss of productivity when engaged in legal proceedings. Focus shifted away from day-to-day activities.	Harmonising insurance risk liabilities to reduce risk to Council. Adequate insurance and increase staff training in legal response. StateWide Guidelines and tools. Strong IR policies.	Review existing processes from merged councils. Communications between council and unions. Legal advice and representation. Coordinated monitoring of legal responsibility	Moderate	Possible	High

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Risk	Causes	Consequences	Controls	Treatment	Consequence	Likelihood	Risk
	Increased scope of diverting responsibilities to other areas within council without justification.		Communications between council and unions. Staff consultation. Continued support of Consultative Committee. Negotiation processes. Legal advice and representation. Business improvement opportunities informing policies and procedures.	through governance structures.			

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9   Monitoring, Reporting and Communicating Progress

This final section summarises the communication framework and responsibilities for monitoring progress. It aligns with and refers to key actions within engagement and communication plans for the community and staff.

9.1 Communication and Reporting Objectives

The first priority is to provide confidence to communities that services will not be reduced. This includes maintaining usual communications about services, projects and events.

Council has reviewed existing communication and media policies and procedures early in Phase 1. Early priorities have:

- determined the designated council spokesperson
- clarified responsibilities for preparing and approving media releases and managing media enquiries
- reviewed higher priority social media tools and procedures

The Administrator will act as the designated Council spokesperson during Phase 1 and 2 of the Transition.

Council uses a wide range of communication methods. It is expected that most communication methods will continue in the early stages of the Transition. This includes maintaining regular media releases, newsletters, print media advertisements and most forms of social media.

A process for consolidating communication and engagement methods across the new Council will be developed through the Communication and Engagement Plan. The Plan will also detail the Council's overall communication and engagement approach and program of milestones and actions.

It will be particularly important for there to be close collaboration on communications and media management between staff across the new Council and the Special Projects Office.

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The following table summarises the key Council roles and responsibilities for external and internal communication during the Transition process.

Table 18: Council Roles and Transition Communication Responsibilities

Council Role	Responsibility (Internal and External)
Administrator	Primary external spokesperson for the Snowy Monaro Regional Council on all matters related to the merger and implementation/transition.
	May direct the Interim General Manager to act as a spokesperson or delegate a spokesperson.
	Primary spokesperson on political and major issues such as government announcements, significant Council projects, events and high profile issues.
	Primary spokesperson for decisions made at Ordinary and Extraordinary Meetings of Council and Councils Local Representative Committees. The Administrator may delegate this task to the Interim General Manager or Director where appropriate.
	Engaging communities and partners in planning for the new council
	Attending major civic and community events The Administrator may delegate this task to the Local Representative Committee members where appropriate.
Interim General Manager	Leading communication with staff, building a new organisational culture, and encouraging an active staff commitment to improvement and change
	Spokesperson for all high-level administrative, operational, sensitive and management issues.
	Communicating, liaising and consulting with the community about service continuity, strategic planning and opportunities for change.
	May authorise a nominated member of management to speak on specific matters.
Director Special Projects Office	Spokesperson for matters relating to the functions and activities of the transition process and engagement with staff who will be delivering sub-projects of the implementation plan.
	Communication with staff, embedding organisational culture, and engaging with staff to capture areas of opportunity for efficiency and improvement
Executive Staff (Directors)	Spokespersons for matters relating to major projects and operational issues in their Divisions.
Managers/Project Staff	Spokespersons for non-contentious Council activities, events and projects directly related to their role.

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9.2 Communication Roles and Responsibilities

One of the keys to delivering any successful change process is to monitor and evaluate the project as it progresses. The reason for doing this is not only to understand what worked – and why – but also to be able to respond flexibly to events as they unfold.

The monitoring of the Transition Plan and reporting on achievement of milestones is part of an ongoing cycle undertaken throughout Phases 1 and 2.

The new Council must report to the Department of Premier and Cabinet on its progress against the Roadmap for the Transition period on a regular basis.

The Council will also report regularly to the community on progress in delivering the Transition Plan and achieving the identified benefits, as well as key milestones and successes.

The following table summarises the reporting needs of key stakeholders in the Transition process, as well as the delivery mechanisms and frequency of reporting.

Table 17: Reporting to Key Stakeholders

Key Stakeholder	Reporting Needs	Frequency	Delivery
Department of Premier and Cabinet	Ensuring Council is delivering on the mandated actions and milestones in the Implementation Checklist.	As directed. Currently fortnightly	Implementation Checklist Report (Action progress reporting).
	Promoting success of the amalgamation.	When identified	Media releases. Weekly teleconferences
Business community	Progress of the new organisation	Quarterly	Email progress reports to each Chamber of Commerce in the region Attend meetings as required
	Promotion of council activities	As required	LinkedIn
Town communities	Assurance of business as usual	Weekly	Regular news pages in local press
	Promotion of council activities	As required	Social media posts

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Key Stakeholder	Reporting Needs	Frequency	Delivery
	Progress of the new organisation	Quarterly	Electronic newsletter through email subscription
	Progress of Stronger Community Fund projects	As required	Media releases Social media
Administrator	Ensuring Council is delivering on the mandated actions and milestones in the Implementation Checklist.	Monthly	Report to Council
	Progress in the new organisation	Weekly	General Manager email to all staff
	Identification of challenges and recommended solutions to deliver the implementation plan	As required	Report to Council
Staff	Embedding organisational vision and culture	Weekly	General Manager all staff email Staff noticeboards
		Quarterly	General Manager and/or leadership team site visits and attendance at toolbox meetings
		Quarterly	General Manager video recording issued via email
	Progress in the new organisation	Weekly	General Manager email to all staff Staff noticeboards
		Quarterly	Attend team meetings
	Celebration of successes	When identified/achieved	Email to all staff Staff noticeboards Staff meetings
	Progress of the implementation plan	Monthly	Email to all staff Staff noticeboards
	Changes in implementation project plan	As required	Report to executive team meeting

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Appendix 1: Divisional Activities and Responsibilities
A. Service Planning Division

Status: On-going - Includes Former BC Regulatory Services, CMSC Environmental, SRSC Community and Environmental Services Divisions and BC Economic/Tourism Department

Delivery Program Strategic Outcomes - Once the Delivery Programs of the three former Councils have been harmonised the Strategic Outcomes that are allocated to this Division will be identified in a subsequent report

Service Planning Division		
Principal Activties		
	Strategic/Statutory Land Use Planning	Social Planning
	Vegetation Management	Community & Cultural Development
	Regional & Catchment Planning	Community Transport
	Resource Management & Planning	Community Aged Care & Disability Services
	Environmental Health	Residential Aged Care
	Urban & Rural Development	Children & Young People
	Environmental Regulation & Compliance	Customer Service
Responsibilities		
	Strategic Planning	Community/Social planning and Development
	Crown Reserves Planning	Cultural Planning and Development
	Land Use Planning	Children and Young People
	Building Services	Library Services
	Development Assessment Services	S94 plans management and
	Recreational & Open Space Planning	Main street design
	Public Health Services	Activity applications
	Regulatory & Compliance Services	Community safety
	Natural Resource Management Policy and Delivery	Shop front community liaison
	Noxious Weed Control	Macro economic planning
	Cemetery Management	Main street planning and design activities
	GIS	Historical Services
	Community Information	Volunteer management

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Service Planning Division		
Responsibilities		
	Residential Aged Care	Community development (Aboriginal, child and family, affordable housing)
	Community Care and Support Services (older people, people with a disability and their carers)	Tourism Strategic planning (industry, investment, cluster development)
	Jindabyne & Berridale Customer Service (front counter/customer enquiries)	Animal Control

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B. Service Delivery Division

Status: On-going - Includes Former BC Engineering, CMSC Engineering Services, SRSC Technical Services Divisions

Delivery Program Strategic Outcomes - Once the Delivery Programs of the three former Councils have been harmonised the Strategic Outcomes that are allocated to this Division will be identified in a subsequent report

Services Delivery Division		
Principal Activties		
	Air Transport Facilities	Emergency Services
	Plant	Water Supply
	Property (operations)	Waste Water
	Recreation Parks & Gardens	Waste
	Recreation (Swimming Pools)	Asset Management Strategy & Plan
	Road Services	
Responsibilities		
	Open spaces (parks/reserves) recreational strategic design,	Quarry operations
	Recreation/sports contact role	RMS Road maintenance Council Contracts
	S.355 Committees (buildings, hall, sports grounds and reserves),	Workshops/depot operations
	Floodplain planning	Heavy & Light fleet management
	Crown reserves (trustees)	Street lighting
	Ecological services	Traffic committee
	Cemeteries maintenance	Asset management Strategic Planning
	Waste Management	Future works program development
	Emergency (LEMO), RFS/SES liaison	Buildings (inc. halls)
	Engineering development control	Sportsgrounds
	S.94 & S.64 plans project engineering and construction	Swimming pools
	S64 plans management	Holiday parks
	Water supply	Airfield management
	Sewerage Strategic planning	Council land (vacant, leasing, development, unformed road reserves)

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Services Delivery Division		
Responsibilities		
	Stormwater management plans	Council commercial and residential property management, and
	Integrated Water Cycle Management	Supply management (stores, tendering, contracting)
	Flood studies and Management Plans	Infrastructure (tourism/economic development elements)
	Infrastructure survey design	Implementation of recommendations of various Council plans
	Construction and Maintenance (roads, bridges, drainage, footpaths, cycleways, bus shelters)	Main street project management

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C. Service Support Division

Status: On-Going - Incudes Former BS Corporate Services Department, CMSC Corporate Services, SRSC Corporate Services and SRSC Governance and Executive Services Divisions

Delivery Program Strategic Outcomes - Once the Delivery Programs of the three former Councils have been harmonised the Strategic Outcomes that are allocated to this Division will be identified in a subsequent report

Service Support Division		
Principal Activties		
	Financial Accounting	Organisational Services
	Management Accounting	Strategic Corporate Management Planning
	Grants Management	Human Resources
	Rates and Water Billing	Risk Management & WHS
	Information Communications Technology	Corporate Governance
	Records Management	Integrated Planning & Reporting
	Communications and Public Relations	
Responsibilities		
	External audit	Internal Audit. Executive support
	Statutory Financial reporting	Media liaison (press release coordination)
	Rates	Protected Disclosures
	Water	Formal Complaints Management
	Investments	Code of Conduct Complaints Coordination
	Debtors/ Creditors	Access to Information
	Asset Accounting	Privacy Management
	Loans	Integrated Planning and Reporting Framework (CSP, DP, OP, WMP) Preparation
	Budgeting	Annual Report
	Systems administration	Organisational Performance Reporting
	Financial planning	Elections
	Banking	Delegations
	Grants Applications and Coordination	Event Liaison

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Service Support Division		
Responsibilities		
	Records management	Economic Development Plan
	Information Technology	Council Public Relations
	Network administration	Donation Coordination
	ICT Helpdesk	Business paper and minutes
	Corporate Systems Management	Organisational Policy Systems and Review
	Community Information and	Insurance
	Property (legal administration)	Human Resource Information Systems
	Internal and Internal Advisory Committee Support (governance)	Recruitment and Retention
	Workforce Planning	Employee Performance Management
	Corporate and Individual Training & Development	Salary System
	Employee and Industrial Relations	Competency Assessments
	Employee Assistance Program	Payroll
	Induction	Workers Compensation
	WHS and Risk Management	

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D. Special Projects Office

Status - Required for 2 to 3 years

Special Projects Office		
Principal Activities		
	Implementation of Merger	Implementation of performance reporting system
	Harmonisation of policies and procedures for Council	Community Education/Information and Engagement for merger
Responsibilities		
	Day to day management of Council in absence of General Manager	Funds management of transition funding
	Develop and implement the Transition Plan	Planning, delivery and reporting across all projects
	Provide guidance and support to the merger working groups	Effective brand management
	Reporting on the progress of the transition	

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Appendix 2: Risk Matrix

Risk Matrix		Likelihood				
		Conceivable (1)	**Unlikely (2)**	**Possible (3)**	**Likely (4)**	**Almost Certain (5)**
Consequence	**Insignificant (1)**	Low (1)	Low (2)	Low (3)	Medium (4)	Medium (5)
	Minor (2)	Low (2)	Medium (4)	Medium (6)	Medium (8)	High (10)
	Moderate (3)	Low (3)	Medium (6)	High (9)	High (12)	High (15)
	Major (4)	Medium (4)	Medium (8)	High (12)	High (16)	Extreme (20)
	Severe (5)	Medium (5)	High (10)	High (15)	Extreme (20)	Extreme (25)

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Communication and Engagement Plan
Implementation Plan Project

June 2016

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[proposal]

Contents

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1   Executive Summary

It is important to acknowledge and understand the benefits of good communication. Effective communication provides a strong foundation upon which Council can more effectively develop and maintain our local communities.

Research has shown that community awareness of Council's services leads to stronger support and in many cases assistance.

If aligned with our Implementation Plan, Delivery Program and Operational Plan effective communication can reduce costs and increase community support. All of which make the day-to-day activities and long term goals and aims easier to achieve.

Effective communication with our Community can also provide these benefits:

1. Assists in building a positive reputation

2. Strengthens and bonds relationships with stakeholders

3. Generates community support and involvement

4. Improves customer satisfaction levels

5. Provides a platform of strength from which to manage any crisis

6. Attracts business and residents to the area

7. Improves staff morale and job satisfaction

2   Introduction

This communication and engagement plan has been developed to ensure that the key milestones of the implementation plan project are communicated effectively to Council's many stakeholders. The project milestones, focused on delivering the Roadmap for Phase 1, include:

- communications about service continuity

- a new visual identity

- a new website

- statement of vision and priorities

- community priorities for the Stronger Communities Fund

While this Communication and Engagement Plan is intended for the delivery of the Implementation Plan, each sub-project that will be undertaken to deliver the Implementation Plan will have its own project plan including a documented communication plan.

2.1   Purpose and objectives

This Communications and Engagement Plan has the following objectives:

- Maximise engagement with internal and external stakeholders while delivering project milestones contained in the Implementation Plan.

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- Increase the level of effective, two-way communication with external targeted audiences and the public in general.

- Improve our community's knowledge of Council's core service delivery, responsibilities and goals.

- To raise the positive image and reputation of Council to our community and other key stakeholders.

- Improve the corporate image through consistent branding (use of logo, style guides, uniform, consistent language tone and styles).

- Improve website content, educate on the benefits of usage and improve the capacity for emerging technologies for our community.

- Keep our internal audience up-to-date with regard to Council activities.

- Raise the awareness of the role of good communications across the organisation and improve the communication skills of employees.

For the objectives above, an Action Plan has been developed separately for staff and for the community. The Action Plan is a flexible document and can be altered as objectives are achieved, changed or developed.

2.2   Change Management

The key principles that underpin the implementation project are based on the work of change management and leadership expert John P Kotter[1]

Establishing a sense of urgency

The Implementation Plan will highlight the significant amount of work required for a successful merger. A structured approach within determined timelines can help create a sense of urgency.

A powerful guiding coalition

Responsibility for the success of the merger sits with the Administrator and interim General Manager. They will be supported by the Special Projects Office and the NSW Department of Premier and Cabinet's Implementation Liaison Managers.

Create a vision

The implementation plan will be clearly linked with the 10 key results expected of new councils. Local development of the organisational vision will be important, based on achieving these results and looking to the future.

The organisational vision or mission will support development of the statement of vision and priorities for the new community strategic plan.

Communicate the vision

Effective communication to staff about the organisational vision, community vision and the roadmap will be fundamental to the success of the new council. It will be

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[1] Department of Premier & Cabinet, Managing Change: Guidance for Key Staff, May 2016, Page 39

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important for staff to understand how their roles contribute to the achievement of both organisational and community visions.

Empower others to act on the vision

The success of the implementation process will be achieved by empowering key staff. It will be important that staff not only understand the organisational vision but can also take action to realise the opportunities offered by the new council.

Plan for and create short-term wins

Identify and celebrate the 'quick wins' that achieve efficiencies and give confidence to staff and communities. It is vital that these opportunities are identified and valued: many benefits will be long term but fresh ideas will be welcomed and short-term gains planned.

Consolidate improvements

The implementation process will build on the individual and collective strengths of the former councils. It is important to recognise that the new council is part of a longer term change process that will realise the vision of a strong and sustainable local government sector.

Institutionalise new approaches

The establishment of the new council provides an opportunity to explore and institutionalise new approaches and benefits and provides a strong foundation for ongoing, continuous improvement.

2.3   Risks and Opportunities

2.3.1   Enterprise Risk Framework

The enterprise risk management framework will guide the development of risks and opportunities through each project plan. When undertaking a risk assessment the following categories are considered:

- Workforce planning
- Work health and safety
- Leadership and management
- Business continuity
- Environment
- Financial

- Communication and information
- Reputation
- Facilities and assets
- Legal
- Political
- Public liability

- Historical
- Flora and fauna
- Operations
- Time
- Emergency and disaster response

2.3.2   Opportunities

The Implementation Plan project will ensure that opportunities for service improvements, efficiencies and financial benefits are documented. Engagement with Council stakeholders is imperative to ensure the success of achieving the identified opportunities.

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2.4   Project Roles and Responsibilities

The Transition Plan has identified the following roles and responsibilities required for communications during the Implementation project:

Council Role	Responsibility (Internal and External)
Administrator	• Primary external spokesperson for the Snowy Monaro Regional Council on all matters related to the merger and implementation/transition • May direct the Interim General Manager to act as a spokesperson or delegate a spokesperson • Primary spokesperson on political and major issues such as government announcements, significant Council projects, events and high profile issues • Primary spokesperson for decisions made at Ordinary and Extraordinary Meetings of Council and Councils Local Representative Committees. The Administrator may delegate this task to the Interim General Manager or Director where appropriate • Engaging communities and partners in planning for the new council • Attending major civic and community events • The Administrator may delegate this task to the Local Representative Committee members where appropriate
General Manager	• Leading communication with staff, building a new organisational culture, and encouraging an active staff commitment to improvement and change • Spokesperson for all high-level administrative, operational, sensitive and management issues • Communicating, liaising and consulting with the community about service continuity, strategic planning and opportunities for change • May authorise a nominated member of management to speak on specific matters
Director Special Projects Office	• Spokesperson for matters relating to the functions and activities of the transition process and engagement with staff who will be delivering sub-projects of the implementation plan • Communication with staff, embedding organisational culture, and engaging with staff to capture areas of opportunity for efficiency and improvement

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Council Role	Responsibility (Internal and External)
Executive Staff (Directors)	• Spokespersons for matters relating to major projects and operational issues in their Divisions
Managers/Project Staff	• Spokespersons for non-contentious Council activities, events and projects directly related to their role

2.5   Project Resources and Budget

Currently there is no resources allocated to corporate communications. This communications plan has been prepared by Special Projects Office and is included in salaries and wages of the project budget. Additional support will be provided by staff who provide communications support in the operational budgets of existing service areas.

3   Communication and Engagement Approach

3.1   Principles of Good Communication

Visibility	To commence or maintain a strong two-way communication relationship with your stakeholders it is important that you are visible as much as possible. Visibility leads to recognition and acceptance plus it allows the community to see the breadth and value of your work.
Repetition	Wherever possible a repetitive schedule should be devised for message placement to ensure it receives community consideration. The more a message is repeated the wider its audience will become.
Simplicity	The community is busy with many aspects of their lives whether at work or home. Communication must be simple and straight forward out of respect for their time.
Value	Ensuring a message has a reasonable level of value for the recipient is paramount to gain their attention and interest. A simple rule of thumb here is that Council operations hold little value to the community but how those operations affect the community hold a high level of value. Therefore, messages should be structured with the community effect as their foundation.
Variety	To ensure a message is received by the community at large it needs to be placed in a number of different and targeted communication vehicles. The more vehicles (website, newspapers, direct mail, on-hold phone messages, website, social media, etc) it appears in, the wider its likely coverage will be.

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Listening	Good (and effective) communication requires two parties – the giver and the receiver. If you send a message you must also expect to receive some form of response at times. It is important that feedback on all issues is encouraged and processed. Nothing will dampen the community's enthusiasm quicker than when they believe they are not being listened to.
Consistency	To build credibility and a positive reputation messages need to be consistent. If your messages are ALWAYS simple, hold a value for the recipient, encourage feedback and are placed in a variety of different places they will generate and earn respect at an increasing level each time they are placed.
Evaluation	The only accurate way of knowing if your communication is good or not is to evaluate its effectiveness (and the best way to do that is to set a goal for each one and then evaluate if it has been achieved).

4   Communication Plan – Staff

Uncertainty and misinformation can occur in the absence of regular communication. It will be important for Council to maintain clear and open communication with our internal stakeholders, including positive communication about opportunities created by the new council.

4.1   Key stakeholder identification and analysis

The key internal stakeholders have been identified as follows:

- Administrator
- Local Representative Committees
- Executive Team
- Merger Working Groups
- Managers
- All Council Staff

4.2   Communication and Engagement Action Plan – Internal

The following Communication Action Plan has been developed for internal communication.

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Abbreviations:

General Manager (GM)	Administrator (A)	Director Special Projects (DSPO)	Human Resources Department (HR)
General Manager A/Executive Assistant (GMEA)	Administrator A/Executive Assistant (A/EA)	Special Projects Office (SPO)	Consultative Committee (CC)
Executive Team (ET)		Sub-Project Project Manager (PM)	Governance Officer (GO)

COMMUNICATIONS PLAN – INTERNAL

Audience/ Stakeholder	Message	Mode of Communication	Frequency	Responsible Person
Administrator	Identification of challenges and recommended solutions to deliver the implementation plan	Report to Council	As required	DSPO
Administrator	Update on status of transition plan	Council reports	Monthly	DSPO
Administrator	Ensuring Council is delivering on the mandated actions and milestones in the Implementation Checklist.	Report to Council	Monthly	DSPO
Administrator	Update on status of transition plan	Council reports	Monthly	ET
Administrator	Progress in the new organisation	General Manager email to all staff Face-to-Face meetings	Weekly	GM

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Audience/ Stakeholder	Message	Mode of Communication	Frequency	Responsible Person
All Staff	Updates on staff matters and how it effects employees and the workplace	Email to indoor staff Toolbox meetings for outdoor staff Consultative Committee minutes Relevant Industrial Relations matters Minutes of CC meeting	Monthly	CC
All Staff	Progress of the implementation plan	Email to all staff Staff noticeboards	Monthly	DSPO
All Staff	Policy development and review	Email Staff noticeboards Reports to staff committees Team meetings	As required	ET
All Staff	Change management advice and assistance	All staff email Team meetings EAP	As required	ET
All Staff	Recognise the value of employee knowledge and contributions.	Face-to-face meetings Staff meetings Individual Email	When available	ET

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Audience/ Stakeholder	Message	Mode of Communication	Frequency	Responsible Person
All Staff	Significant achievements	E-mails Toolbox meetings Media releases issued to all staff before going out externally	As required	GM
All Staff	Updates on industrial matters and how it effects employees and the workplace	Email Toolbox meetings for outdoor staff Minutes of the meeting Relevant Industrial Relations matters Minutes of CC meeting	As required	GM
All Staff	Progress in the new organisation	General Manager video recording issued via email	Quarterly	GM
All Staff	Three years' protection from forced redundancy for transferred staff.	General Manager video recording issued via email	Quarterly	GM
All Staff	Regular reminders, availability and contact details for Employee Assistance Programs	Email Staff noticeboards Face-to-face meetings Payslip advice	Weekly	GM
All Staff	Update on Status of Transition	E-mails Toolbox meetings	Weekly	GM

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Audience/ Stakeholder	Message	Mode of Communication	Frequency	Responsible Person
All Staff	Progress in the new organisation	General Manager email to all staff Staff noticeboards	Weekly	GM
All Staff	Embedding organisational vision and culture	General Manager and/or leadership team site visits and attendance at toolbox meetings Face-to-face meetings General Manager video recording issued via email Payslip advice	Quarterly	GM, ET
All Staff	Items to be achieved over the coming week	E-mails Staff noticeboards Team meetings	Weekly	GM, ET
All Staff	Actions to be achieved over the coming week	E-mails Staff noticeboards Team meetings	Weekly	GM, ET
All Staff	Embedding organisational vision and culture	General Manager all staff email Staff noticeboards Demonstrated (visible) behaviours of leadership team	Weekly	GM, ET

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Audience/ Stakeholder	Message	Mode of Communication	Frequency	Responsible Person
All Staff	Celebration of successes	Email to all staff Staff noticeboards Staff meetings Media releases	When identified/ achieved	GM, ET
All Staff	Availability of Operational Plan for 2016-2017 and how it affects day-to-day work plans and supports business as usual	Email Staff noticeboards Team meetings	Jul 2016	GO
All Staff	Notification of commencement of community consultation for development of the statement of vision and priorities for the community strategic plan	Email Staff noticeboards Team meetings	When Available (Feb 2017)	GO
All Staff	Early and accurate information about staff employment arrangements.	Email Toolbox meetings for outdoor staff Consultative Committee minutes Relevant Industrial Relations matters Payslip advice	As required	HR

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Audience/ Stakeholder	Message	Mode of Communication	Frequency	Responsible Person
All Staff	Advertising vacancies and internal recruitment procedures	Email Staff noticeboards Reports to ET Reports to CC Intranet	As required	HR
All Staff	Availability of training opportunities for staff including completion of essential licensing, qualifications and professional development	Email Performance reviews Face-to-face meetings	As required	HR
All Staff	Development of a new salary structure following establishment of the new council.	Email Staff Noticeboards Reports to Consultative Committee Team meetings	As required	HR
All Staff	Updates on industrial matters and how it effects employees and the workplace	Face-to-face meetings Email	Monthly	HR
All Staff	Opportunities for training for career and professional development	Email to indoor staff Toolbox meetings for outdoor staff Consultative Committee minutes Relevant Industrial Relations matters Payslip advice	When available	HR

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Audience/ Stakeholder	Message	Mode of Communication	Frequency	Responsible Person
All Staff	Preparation of new human resources plans including • equal employment opportunity plan • workplace health and safety plan • training plans • workforce plan.	Email Staff noticeboards Team meetings Consultative Committee Meetings WHS Committee Meetings	When available	HR
All Staff	Website content updates	Email	As required	PM
All Staff	Issuing a style guide for all staff within the new council	Email Style guide document	Aug 2016	PM
All Staff	Launch of intranet site and how it can be accessed	Email Staff noticeboards	When available	PM
Consultative Committee	Updates on staff related matters and how it effects employees and the workplace	Reports to Consultative Committee meetings Payslip advice	As required	HR
Consultative Committee	Changes to organisational structure	Reports to Consultative Committee meetings	Monthly	HR
Executive Team	Changes to Implementation Plan sub-project plans	Face-to-Face meetings Email	As required	PM
General Manager	Changes in implementation project plan	Report to executive team meeting	As required	DSPO

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Audience/ Stakeholder	Message	Mode of Communication	Frequency	Responsible Person
General Manager	Challenges to delivering business as usual	Face-to-face meetings Email	As required	ET
General Manager	Update on operational matters	Face-to-face meetings	Weekly	ET
Special Projects Office	Budget allocations using implementation fund	Email	As required	ET
Special Projects Office	Implementation Plan sub-project plans and progress	Face-to-Face meetings Email	Fortnightly	PM

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5   Communication Plan – Community

The communication and engagement plan includes clear and ongoing messages about the council's commitment to service continuity. It also identifies the requirement to provide updates to the community and Council partners on progress in implementing the new council. A focus will be on celebrating the achievement of key milestones and successes.

In addition, each of the plans for each sub-project that is identified to achieve a successful transition will include specific communication plans that will identify the opportunities for engagement on high priority implementation activities.

5.1   Key stakeholder identification and analysis

The key external stakeholders have been identified as follows:

- Ratepayers
- Non Ratepaying Residents
- Absentee Landholders
- Community Groups
- Local Business
- Other Agencies Government and Non-Government eg. NPWS
- State MPs
- Federal MPs
- Media
- CBRJO member Councils
- Visitors / Tourists

5.1   Communication and Engagement Action Plan – External

The following Communication Action Plan has been developed for internal communication.

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[proposal]

Abbreviations:

General Manager (GM)	Administrator (A)	Director Special Projects (DSPO)	Human Resources Department (HR)
General Manager A/Executive Assistant (GMEA)	Administrator A/Executive Assistant (A/EA)	Special Projects Office (SPO)	Consultative Committee (CC)
Executive Team (ET)		Sub-Project Project Manager (PM)	Governance Officer (GO)

COMMUNICATIONS PLAN – COMMUNITY

Audience/ Stakeholder	Message	Mode of Communication	Frequency	Responsible Person
Business community	Progress of the new organisation	Email progress reports to each Chamber of Commerce in the region Attend meetings as required	Quarterly	A/EA, A, GM
Business community	Consultation, support and assistance to business and industry in the region. Member of the Small Business Friendly Council initiative	Attend Chamber of Commerce meetings Website	As required	A, GM
Business community	Contract information available to suppliers regarding purchasing policies, terms and conditions etc	Website	As required	ET
Business community	Promotion of council activities	LinkedIn	As required	GO
CBRJO member Councils	Opportunities and participation in joint working agreements and projects	Face-to-face meetings	Quarterly	GM, ET

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Audience/ Stakeholder	Message	Mode of Communication	Frequency	Responsible Person
Community	General updates on council business, including promotion of council activities, assurance of business as usual and progress of the new organisation	Radio	Weekly	A, GM
Community	Identifying opportunities for local benefits flowing from the establishment of the new council.	Public forum Social media Print media Local Representative Committee Email distribution lists Target specific stakeholder groups Media releases Customer survey	As required	A, GM, DSPO
Community	Completion of projects funded through Stronger Community Fund	Email Letter Formal openings	On completion of major projects	A, GM, DSPO

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Audience/ Stakeholder	Message	Mode of Communication	Frequency	Responsible Person
Community	Preparing the draft operational plan 2017-18	Public meetings in each town Drop-in sessions Local media Website Facebook Direct mail to community groups Local Representative Committees Community panel Community and stakeholder forums Submissions	Feb-Mar 2017	A, GM, ET

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Audience/ Stakeholder	Message	Mode of Communication	Frequency	Responsible Person
Community	Developing the statement of vision and priorities	Public meetings in each town Drop-in sessions Local media Website Facebook Direct mail to community groups Community panel Community and stakeholder forums Online forums Drop in sessions Submissions	Feb-Mar 2017	A, GM, ET, GO

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Audience/ Stakeholder	Message	Mode of Communication	Frequency	Responsible Person
Community	Providing input to priorities for the Stronger Communities Fund	Media release Public notices Community noticeboards Drop-in sessions Direct mail to community groups Social Media Website Survey Citizen panels Local Representative Committees	As required through to Aug 2017	A, GM, SPO
Community	Raise awareness of engagement with council that will achieve real benefits for the community	Public meetings in each town Drop-in sessions Local media Website Facebook Direct mail to community groups Local Representative Committees Community panel Signage Digital board/screen	As required	A, GM, SPO, GO

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Audience/ Stakeholder	Message	Mode of Communication	Frequency	Responsible Person
Community	Progress of Stronger Community Fund projects	Media releases Facebook	As required	A, SPO, GO
Community	Developing consistent plans and policies across the new council in key operational areas	Website – Public exhibition Customer Service Officers Council news page Hard copies at reception areas Targeted forums Community panel	As required	ET
Community	Updates on Council services (eg road closures, pool closures, changes to schedules)	Website Social Media Public Notices Radio advertising Community Noticeboards Signage Digital board/screen	As required	ET, GO

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Audience/ Stakeholder	Message	Mode of Communication	Frequency	Responsible Person
Community	Planning and designing capital works projects	Print media Tender specifications Website Stronger Communities Fund Assessment Panel Facebook	As required	GM, ET, SPO
Community	Promotion of Community Events supported by Council	Information brochures Noticeboards Mobile banners Website Online forums Social media Email distribution lists Newsletters Signage Radio Print media Community noticeboards	Weekly	GM, GO

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Audience/ Stakeholder	Message	Mode of Communication	Frequency	Responsible Person
Community	General updates on council business, including promotion of council activities, assurance of business as usual and progress of the new organisation	Facebook Posts	As required	GO
Community	General updates on council business, including promotion of council activities, assurance of business as usual and progress of the new organisation	Electronic newsletter through email subscription	Quarterly	GO
Community	General updates on council business, including promotion of council activities, assurance of business as usual and progress of the new organisation	Regular news pages in local press (print media)	Weekly	GO
Community	Recognising the history of the former councils	Photo displays at each chamber or within the town Development of a photo book representing all the former local government areas	Dec 2016	SPO
Department of Premier and Cabinet	Ensuring Council is delivering on the mandated actions and milestones in the Implementation Checklist.	Implementation Checklist Report (Action progress reporting).	As directed. (Currently fortnightly)	A, GM, DSPO
Department of Premier and Cabinet	Promoting success of the amalgamation.	Media releases. Fortnightly teleconferences	When identified	DSPO

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[proposal]

Audience/ Stakeholder	Message	Mode of Communication	Frequency	Responsible Person
Federal MPs	General updates on council business, including promotion of council activities, assurance of business as usual and progress of the new organisation	Email Face-to-face meetings	As required	
Federal MPs	Providing input to priorities for the Stronger Communities Fund	Email Face-to-face meetings	As required through to Aug 2017	A, GM, SPO
Industry Unions	Changes to organisational structure	Consultative Committee Meetings Letter Face-to-face meetings	Nov 2016	GM
Media	General updates on council business, including promotion of council activities, assurance of business as usual and progress of the new organisation	Regular news pages in local press Media releases	Weekly	A, GM, SPO, GO
State MPs	General updates on council business, including promotion of council activities, assurance of business as usual and progress of the new organisation	Email Face-to-face meetings	As required	A, GM
State MPs	Providing input to priorities for the Stronger Communities Fund	Email Face-to-face meetings	As required through to Aug 2017	A, GM, SPO

SNOWY MONARO
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Audience/ Stakeholder	Message	Mode of Communication	Frequency	Responsible Person
Visitors / Tourists	Promotion of Community Events supported by Council	Information brochures Noticeboards Mobile banners Website Social media Signage Radio Print media Community noticeboards	Quarterly	GO

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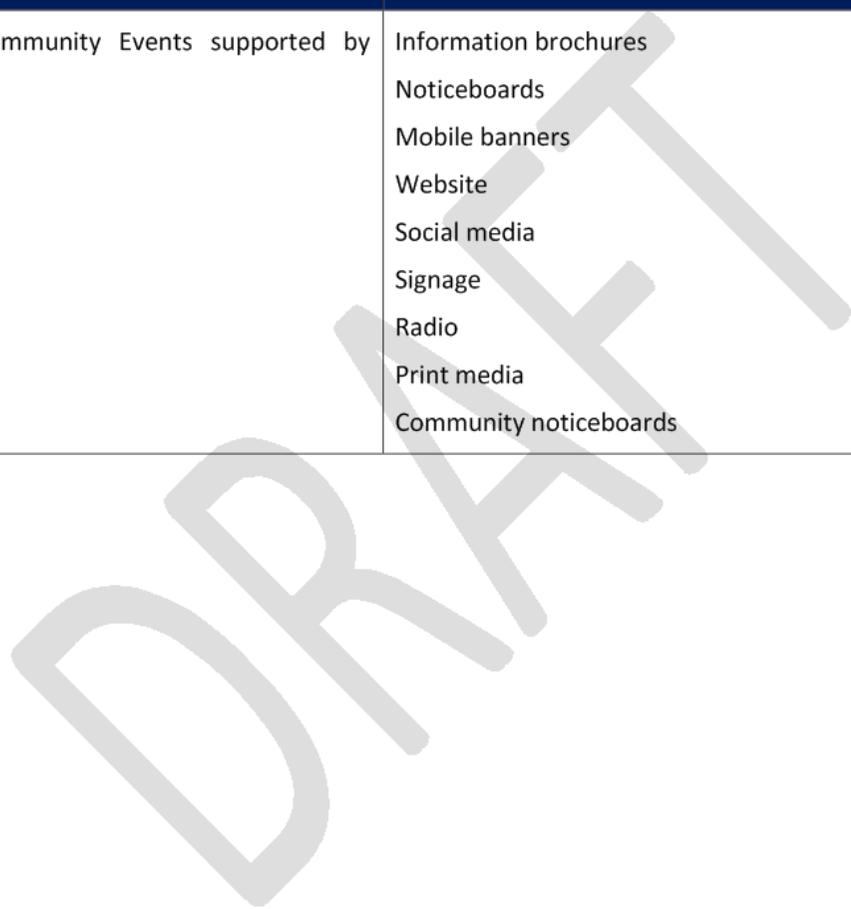
6   Monitoring and communicating progress

One of the keys to delivering any successful change process is to monitor and evaluate the project as it progresses. The reason for doing this is not only to understand what worked – and why – but also to be able to respond flexibly to events as they unfold. This Communication and Engagement plan will be monitored and reviewed frequently by the Special Projects Team and updated if required to ensure it continues to achieve its objectives.

Council must report to the Department of Premier and Cabinet on its progress against the Roadmap for the Transition period on a regular basis.

Council will also report regularly to the community on progress in delivering the Transition Plan and achieving the identified benefits, as well as key milestones and successes.

In addition SPO will assist all other Project Managers to ensure consistent and regular communications to all stakeholders through individual communication plans for successful delivery and achievement of the sub-projects.

Documentation
Policy – Code of Conduct
Model Code of Conduct for Local Councils in NSW
Procedures for the Model Code of Conduct for Local Councils in NSW
Policy – Communications

3.5   FORMAL ADOPTION OF LOCAL REPRESENTATIVE COMMITTEE (LRC) TERMS OF REFERENCE AND LRC MEMBER AGREEMENT

Record No:

Responsible Officer:	Director Special Projects Office
Key Direction:	7. Providing Effective Civic Leadership and Citizen Participation
Delivery Plan Strategy:	DP7.2 Council's leadership is based on ethics and integrity to enable informed and appropriate decisions in the community's best interest
Operational Plan Action:	OP7.5 Provide timely, accurate and relevant information to Council to enable informed decision making.
Attachments:	1. SMRC - Local Representative Committees - Terms of Reference ⇩
	2. SMRC - Local Representative Committee - Member Agreement ⇩
Cost Centre	3130 – Merger
Project	Transition Plan
Further Operational Plan Actions:	OP7.2 Completion of reporting requirements in accordance with legislation.
	OP7.6 Ensure that governance structures are open, transparent and fully accountable and that these are supported by relevant instruments.
	OP7.40 Support and encourage public engagement methods which invite comment from community and informs the decision making.

EXECUTIVE SUMMARY

On 12 May 2016 the Governor General issued the Local Government (Council Amalgamations) Proclamation 2016 dissolving Bombala Shire Council, Cooma-Monaro Shire Council and Snowy River Shire Council.

The Department of Premier and Cabinet (DPC) issued *"Governing During Change: Guidance for Administrators"* which includes a road-map assisting those councils who were merged by the proclamation with a list of actions to make the merger a success. An action of the Administrator is to establish a Local Representative Committee (LRC).

Model Terms of Reference for Local Representative Committees was provided to Councils in the Guidance. This was adjusted to suit the needs and responsibilities for the committees supporting the Administrator of the new Snowy Monaro Regional Council. In addition, a member agreement was developed to acknowledge a mutual understanding of the importance of the role of an LRC member.

Both documents were approved by the Administrator before being issued to each of the appointment members of the LRC and are now presented for formal adoption in accordance with the advice from DPC.

The following officer's recommendation is submitted for Council's consideration.

OFFICER'S RECOMMENDATION

That Council formally adopt the

3.5   FORMAL ADOPTION OF LOCAL REPRESENTATIVE COMMITTEE (LRC) TERMS OF REFERENCE AND LRC MEMBER
           AGREEMENT

A.   Local Representative Committees – Terms of Reference
B.   Local Representative Committees – Member Agreement

BACKGROUND

QUADRUPLE BOTTOM LINE REPORTING

1. Social

The purpose for the LRC is to provide advice to the Administrator on local views and issues and is a mechanism for community engagement with Council.

There are three LRCs each representing the former Local Government Areas which now make up the new Snowy Monaro Regional Council. In addition, the majority of members are former Councillors who already have strong community relationships with their constituents.

2. Environmental

Adopting this recommendation will have no negative impact on environmental sustainability.

It is expected that when making recommendations, the LRCs will have considered impacts of their recommendation in accordance with the quadruple bottom line, including environmental sustainability.

3. Economic

Although the formation of LRC's is a result of amalgamation, there is sufficient budget to provide for the servicing of these representative committees in the operational budget.

4. Civic Leadership

Local Representative Committees are a mechanism that will enable the perspectives of communities across the new council area to be understood. There are likely to be many local matters about which the LRCs will be able to provide valuable information and input.

The committees have been established and will continue to meet regularly until the council election in September 2017.

There will be regular meetings of each of the LRCs. Minutes will contain recommendations of the committee and will be presented to the next Ordinary meeting of Council.

Each member of the committees, when acting as a representative is bound by the policies of Council. In addition, the Administrator has delegated members of the LRCs to be his representative on many other local community committees, including all of the existing Section 355 Committees.

Local Representative Committees (LRC)

Terms of Reference

June 2016

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1   Name

The name of the committee is the Snowy Monaro Local Representation Committee (SMLRC).

Three separate LRCs have been formed to represent the former local government area and will be known as:

- Bombala SMLRC;
- Cooma SMLRC; and
- Snowy River SMLRC

2   Purpose

The purpose of the LRC is to provide advice to the Administrator on local views and issues. This includes:

- providing input to the operational plans 2016-17 and 2017-18
- advising on the communication and engagement plan for the community
- providing input to the statement of vision and priorities
- assisting to engage communities and partners in planning for the new council.

3   Membership

The LRC primarily comprises councillors of the former council who have demonstrated a commitment to the success of the new council. The Administrator will appoint members of the LRC and may appoint other community representatives where appropriate.

Membership of the three Snowy Monaro Local Representation Committees are as follows:

Bombala	Cooma	Snowy River
Steve Goodyer	Rogan Corbett	John Cahill
Di Hampshire	Angela Ingram	Peter Beer
Paul Perkins	Craig Mitchell	John Shumack
Gabrielle Rea	Winston Phillips	Bob Frost

3.1   Termination

a. The Administrator, on approval of the Minister, may terminate any person's membership of the Committee and will do so in writing. Such termination takes effect on the date specified in the notice.

b. In the event of a vacancy occurring on the Committee for any reason, the Administrator will seek the Ministers approval to appoint a former Councillor or community member to fill the vacancy.

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4   Meetings

a. At all meetings of the Committee, 50 percent of the members, plus one; shall constitute a quorum. A quorum must be present within fifteen minutes of the nominated commencement time.

b. At all meetings of the committee, a quorum must be present. (refer 4.1a)

c. The General Manager and other council staff may attend LRC meetings, on the invitation of the Chairperson.

d. Each member is required to notify the Committee of any pecuniary interest at the meeting

4.1   Meeting Schedule

a. The LRC will meet at least monthly, with capacity for additional meetings as needed.

b. Meeting schedules will be determined by the Chairperson, in consultation with LRC members.

4.2   Meeting Arrangements

Arrangements for meetings will be as follows:

a. the agenda and supporting material will be circulated at least five days prior to a meeting

b. any supporting material or papers that are confidential will be clearly marked as such and remain confidential to members

c. any general business items tabled during meetings will be short, requiring no more than five minutes' presentation or discussion

d. meetings will be run in a fair and independent manner and support open and constructive dialogue

e. minutes will be circulated within three working days of each meeting.

4.3   Standard Agenda Items

Agendas will be determined by the Chairperson. As a minimum, agendas will include the following standard items:

a. meeting open and apologies

b. confirmation of previous minutes and matters arising

c. reports on priority actions

d. reports and advice on local views and emerging issues

e. presentation of minutes from external committees

f. specific items varying from meeting to meeting

g. review of relevant meeting actions or follow up requirements

h. formal close.

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4.4   Voting

a. Each member of the Committee is entitled to one (1) vote on any issue put to the vote of members at any meeting of the Committee.

b. The Chair at any meeting shall, in the case of an equal number of votes have a second or casting vote.

5   Chairperson

a. The Administrator will determine the chairperson of the LRC.

b. The Chair shall preside at all meetings of the Committee at which the Chair is present, and in the absence of the Chair, the Deputy Chair shall preside. If both the Chair and the Deputy Chair are absent, the first business of every such meeting shall be to elect an Acting Chair to preside over that meeting and, for the purpose of so presiding, that person shall have all the powers of the Chair.

6   Reporting

a. The LRC will be appointed by, and report to, the governing body.

b. Secretariat support will be provided to prepare agendas and minutes of each meeting.

c. The minutes of each meeting, once approved, are to be presented to the next meeting of council.

7   Principles

The following principles provide guidance to communities, Administrators, interim General Managers and staff about the way the NSW Government expects the implementation of new councils to be conducted.

These principles provide high-level guidance for the LRCs and should be considered when making recommendations to the Administrator.

Service	Maintaining seamless service delivery to our communities.
Opportunity	Embrace opportunities to improve services and infrastructure for our communities
Cohesion	Bringing together strengths and strategies and identifying ways we can build on these
Engagement	Informing and involving our communities when planning and implementing change
Integrity	Ethical, open and accountable governance and administration
Respect	Commitment to valuing the knowledge and contributions of others including staff, communities and other partners

8   Code of Conduct

The Model Code of Conduct applies to the members of each of the Snowy Monaro Local Representation Committees.

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[proposal]

9   Remuneration of Members

Members of the LRC will be remunerated in accordance with the Local Government Remuneration Tribunal determination dated 29 March 2016. The maximum rate for a councillor in the rural council category, being $11,290 per annum.

10   Media Liaison

a.   The Administrator is the designated media spokesperson for the new council.

b.   Members are to adhere to the Snowy Monaro Regional Council Communications Policy (SMRC0004).

Documentation
SMRC0001 – Policy – Code of Conduct
SMRC0001 – Model Code of Conduct for Local Councils in NSW
SMRC0001 – Procedures for the Model Code of Conduct for Local Councils in NSW
SMRC0002 – Policy – Payment of Expenses and Provision of Facilities to Councillors Policy Number
SMRC0004 – Policy – Communications
Local Government Remuneration Tribunal Annual Report and Determination – 29 March 2016

I, ...   **,** agree to adhere to the Terms of Reference for the Snowy Monaro Local Representation Committee (SMLRC), to which I have been appointed, and to at all times remain committed to the success of the new Snowy Monaro Regional Council.

In exercising the functions of my role on the SMLRC, I agree to uphold the values of the committee, being:

1. **Respect for our history** – I will be respectful and honour the history and traditions of the former Cooma Monaro, Bombala and Snowy River councils

2. **Community and resident focused** – I will focus on service delivery continuity for residents, the community and other stakeholders during the transition period

3. **Collaborative and cooperative transition** – I will work collaboratively to facilitate a smooth and timely transition

4. **Integrity and mutual respect** – I will act with integrity, mutual respect and professionalism at all times and in the best interests of the Snowy Monaro Regional Council

5. **Open and clear communications** – I will engage in open, clear and consistent communications that reflect the position of the SMLRC and the Administrator to minimise uncertainty for all stakeholders impacted by the transition

6. **Fact-based decision-making** – I will contribute to discussions based on objective, data-based criteria and on merit - not power, emotions or politics

In addition, I agree that I will have a:

- Commitment to making the new Council a success;
- Desire to represent the views of the community;
- Willingness to make decisions that are in the best interest of the community;
- Commitment to promote the new Council to the Community, where permitted by the Administrator;
- Commitment to work collaboratively with other committee members.

I understand that my membership on the SMLRC will be terminated in the event that I fail to uphold the values of the committee, its Terms of Reference, or I cease to be committed to the success of the new Snowy Monaro Regional Council.

....
Signature

....
Print Name

Date: ....

| 250.2016.26.1 | Issue Date: 08/06/2016 | Revision Date: 01/09/2017 | Page 1 of 1 |

4.   CONFIDENTIAL MATTERS

In accordance with Section 10A(2) of the Local Government Act 1993, Council can exclude members of the public from the meeting and go into Closed Session to consider confidential matters, if those matters involve:

- (a)   personnel matters concerning particular individuals; or
- (b)   the personal hardship of any resident or ratepayer; or
- (c)   information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business; or
- (d)   commercial information of a confidential nature that would, if disclosed;
- (i)   prejudice the commercial position of the person who supplied it, or
- (ii)   confer a commercial advantage on a competitor of the council, or
- (iii)   reveal a trade secret,
- (e)   information that would, if disclosed, prejudice the maintenance of law; or
- (f)   matters affecting the security of the council, councillors, council staff or council property; or
- (g)   advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege or information concerning the nature and location of a place; or
- (h)   an item of Aboriginal significance on community land.

and Council considers that the closure of that part of the meeting for the receipt or discussion of the nominated items or information relating thereto is necessary to preserve the relevant confidentiality, privilege or security of such information, and discussion of the material in open session would be contrary to the public interest.

In accordance with Section 10A(4) of the Local Government Act 1993 the Chairperson will invite members of the public to make verbal representations to the Council on whether the meeting should be closed to consider confidential matters.

RECOMMENDATION

1.   THAT pursuant to Section 10A subsections 2 & 3 and Section 10B of the Local Government Act, 1993 (as amended) the following items on the agenda for the Ordinary Council meeting be dealt with in Closed Session for the reasons specified below:

4.1   Selection of Facilitator - People, Leadership and Culture Workshop - Implementation Project

Item 22.1 is confidential in accordance with s10(A)(2)(di) of the Local Government Act because it contains commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it and discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

2.   The press and public be excluded from the proceedings of the Council in Closed Session on the basis that these items are considered to be of a confidential nature.

3.   That the Minutes and Business Papers including any reports, correspondence, documentation or information relating to such matter be treated as confidential and be withheld from access by the press and public, until such time as the Council resolves that the reason for confidentiality has passed or become irrelevant.

4.   That the resolutions made by the Council in Closed Session be recorded in the Minutes of the Council Meeting.

5.   That upon this recommendation being moved and seconded, the Chairperson   invite representations from the public as to whether this part of the meeting should be closed to consider the nominated item.