



SNOWY MONARO
REGIONAL COUNCIL

BUSINESS PAPER

Administrator Delegations Meeting
17 October 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 MONDAY 17 OCTOBER 2016
COMMENCING AT 9.30AM**

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. CORPORATE BUSINESS - KEY DIRECTION 1. SUSTAINING OUR ENVIRONMENT FOR LIFE**
 - 3.1 Jindabyne Memorial Hall Waiver of Hall Hire Fees for Fundraising Event 2
- 4. CORPORATE BUSINESS - KEY DIRECTION 2. EXPANDING CONNECTIONS WITHIN THE REGION AND BEYOND**
 - 4.1 Financial Support for the Columbarium Jindabyne Cemetary 6
- 5. CORPORATE BUSINESS - KEY DIRECTION 3. STRENGTHENING OUR LOCAL ECONOMY**

Nil
- 6. CORPORATE BUSINESS - KEY DIRECTION 4. CREATING SAFER, HEALTHIER AND THRIVING COMMUNITY**

Nil
- 7. CORPORATE BUSINESS - KEY DIRECTION 5. ENHANCING OUR HEALTHY, ACTIVE LIFESTYLE**

Nil
- 8. CORPORATE BUSINESS - KEY DIRECTION 6. MANAGING DEVELOPMENT AND SERVICE DELIVERY TO RETAIN THE THINGS WE VALUE**

Nil
- 9. CORPORATE BUSINESS - KEY DIRECTION 7. PROVIDING EFFECTIVE CIVIC LEADERSHIP AND CITIZEN PARTICIPATION**
 - 9.1 Adoption of Communication and Engagement Plan - SMRC Merger Implementation 10
 - 9.2 Update on Merger Project - September 2016 42
- 10. CONFIDENTIAL MATTERS**

3.1 JINDABYNE MEMORIAL HALL WAIVER OF HALL HIRE FEES FOR FUNDRAISING EVENT

Record No:

| | |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Responsible Officer: | General Manager |
| Author: | Asset Manager |
| Key Direction: | 1. Sustaining Our Environment for Life |
| Delivery Plan Strategy: | DP1.6 Ensure Council services, facilities and land holdings achieve best practice for sustainability. |
| Operational Plan Action: | OP1.22 Ensure Council has a safe reliable, sustainable and cost effective assets through the effective management of Facilities, Infrastructure, Plant, Motor Vehicle and Equipment Assets. |
| Attachments: | 1. Jindabyne Memorial Hall email from Jindabyne Bush Pigs for waiver of fees ↓ |
| Cost Centre | Cost Centre 1550 and Work Order OP 1000013 Jindabyne Memorial Hall |
| Project | |
| Further Operational Plan Actions: | |

EXECUTIVE SUMMARY

Council annually grants in kind support by way of the waiver of fees and charges to different events held within our Shire. The Jindabyne Bush Pigs Rugby Club is holding a fundraising event and has requested Council considers to waiver the Fees and Charges for the hire of the Jindabyne Memorial Hall.

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

OFFICER'S RECOMMENDATION

That Council considers

- A. To waiver the Fees and Charges of \$162.75 for the hire of the Jindabyne Memorial Hall for a fundraising event for the Jindabyne Bush Pigs Rugby Club.

BACKGROUND

Council annually grants in kind support by way of the waiver of fees and charges to different events held within our Shire. The Jindabyne Bush Pigs Rugby Club is holding a fundraising event on Saturday 12th November 2016 for a black tie ball to raise funds for one of their Club's players who unfortunately broke his neck in the Bush Pigs last game of their season.

The funds raised from this event is to ease the financial burden on Steve Rompannen and his family during his recovery and the Bush Pigs have requested Council considers to waiver the Fees and Charges for the hire of the Jindabyne Memorial Hall for their fundraising event.

QUADRUPLE BOTTOM LINE REPORTING

1. Social

By providing fair and honest contributions to community groups in an open and transparent manner.

2. Environmental

The maintenance and care of the Jindabyne Memorial Hall avoids any environmental impacts.

3. Economic

Schedule of Fees and Charges 2017

Jindabyne Community Hall

| | | |
|------------|-----------|-----------------------------|
| Whole Hall | Full Cost | 75% Rebate for Charity User |
| Per Day | \$651.00 | \$162.75 |

The request is for the waiver of Fees and Charges for the whole of the Jindabyne Memorial Hall on 12th November 2016. The Jindabyne Memorial Hall Cost Centre 1550 has sufficient funds available to cover this sponsorship.

4. Civic Leadership

Support community based groups which address community needs. Council makes decisions regarding donations to community groups, individuals and events based on Council's Policy GOV011.

Determination by Administrator

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

Signature:

Date:

This information is provided from Snowy Monaro Regional Council

From: Lorraine Thomas
Sent: Wed, 12 Oct 2016 15:21:00 +1100
To: ECM PROD
Subject: 2016 10 11 Jindabyne Memorial Hall request for waiver of fees for hall hire
Jindabyne Bush Pigs Rugby Club

#ecmbody
#QAP qap Assets Community Halls Operating

Lorraine Thomas
Assets Manager



PO Box 714
COOMA NSW 2630

Direct (02) 6451 1176
Phone 1300 345 345
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From: Lorraine Thomas
Sent: Wednesday, 12 October 2016 1:55 PM
To: Lorraine Thomas
Subject: FW: Jindabyne Hall Hire

Lorraine Thomas
Assets Manager



PO Box 714
COOMA NSW 2630

Direct (02) 6451 1176
Phone 1300 345 345
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Sent: Tuesday, 11 October 2016 12:58 PM

To: Lorraine Thomas

Subject: Jindabyne Hall Hire

Hi Lorraine

As you might be aware one of our front rowers broke his neck in the last game of the season, he has had 1 operation and can now walk but has limited use of his left arm.

The surgeon has said that he cant work for 2 years and of course will never play rugby again.

We are holding a function to raise some money to ease the financial burden on himself and his famiy.

The planned date is 12/11/16, it will be a black tie ball.

We were hoping to hold it in the Memorial Hall and hoping that council could waive the hire fee as it is for a good local cause.

The footballers name is Steve Rompannen, he is a local glazier from Alpine Glass and Screens.

How do I go about this please or what forms do I need to fill in

cheers

4.1 FINANCIAL SUPPORT FOR THE COLUMBARIUM JINDABYNE CEMETARY

Record No:

| | |
|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| Responsible Officer: | Acting Executive Assistant |
| 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. Email Resolution of Request For Additional Financial Support For The Columbarium Jindabyne Cemetery ↓ |
| Cost Centre | 8020 – Heritage Management |
| Project | 922232 – Niche Wall Jindabyne |
| Further Operational Plan Actions: | |

EXECUTIVE SUMMARY

An application was made for \$20,000 to the State Government for additional work at the Jindabyne Cemetery Niche Wall Project, only \$15,000 was granted from the State Government. It was agreed that Council approve the request from the Lions Club of Jindabyne for additional funding in the sum of up to \$10,000 to complete the Columbarium Project as per the attached copy of Council Resolution Note 4 Amendment to Original Motion. The Former Snowy River Shire Council also indicated to Mr Farmer at the meeting if there was a shortfall in the grant applications that Council would reconsider its position.

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

OFFICER'S RECOMMENDATION

That Council

- A. Approve a donation of \$5,000 to the Jindabyne Lions Club for the Columbarium to be funded from the Snowy River Shire Council unrestricted reserves.

BACKGROUND

An application was made for \$20,000 to the State Government for additional work at the Jindabyne Cemetery Niche Wall Project, only \$15,000 was granted from the State Government. It was agreed that Council approve the request from the Lions Club of Jindabyne for additional funding in the sum of up to \$10,000 to complete the Columbarium Project as per the attached copy of Council Resolution Note 4 Amendment to Original Motion. The Former Snowy River Shire Council also indicated to Mr Farmer at the meeting if there was a shortfall in the grant applications that Council would reconsider its position.

The resolution from Council 8 December 2015 is attached.

QUADRUPLE BOTTOM LINE REPORTING

1. Social

No social impact.

2. Environmental

Any environmental impact has been met under the Development Application process.

3. Economic

There are funds available for this cost from unrestricted reserves.

4. Civic Leadership

Determination by Administrator

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

Signature:

Date:

Hi Joe

Below is the resolution from the report 'Request for Additional Financial Support for the Columbarium Jindabyne Cemetery' that went to the Delivery and Operations Committee meeting on the 8 December 2015.

9.3 REQUEST FOR ADDITIONAL FINANCIAL SUPPORT FOR THE COLUMBARIUM JINDABYNE CEMETERY

EXECUTIVE SUMMARY

The construction of the Columbarium at Jindabyne Cemetery is in its closing stages and the Jindabyne Lions Club has approached Council to secure additional financial support of \$10,000 to deliver the project to a desirable high standard.

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

COMMITTEE RECOMMENDATION

DOC276/15

That Council approve the request from the Lions Club of Jindabyne for additional funding in the sum of \$10,000 to complete the Columbarium Project at the Jindabyne Cemetery subject to: -

A. Council provides immediately funds in the sum of \$10,000 as follows: -

i) \$5, 572 from budget cost centre 0810

ii) \$4, 448 from other Internal Reserves cost centre 7595

10

MINUTES OF THE COUNCIL MEETING AS DELIVERY AND OPERATIONS COMMITTEE MEETING OF SNOWY RIVER SHIRE COUNCIL
 HELD ON TUESDAY 8 DECEMBER 2015

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B. Council notes that the Lions Club of Jindabyne has delivered an application to the NSW State Government for \$20,000 to complete construction.

Moved Cllr Stewart-Beardsley

Seconded Cllr Frost

CARRIED

Note 4: Amendment to Original Motion

Note 4: Amendment to Original Motion

The above recommendation was an amendment to the original motion. The amendment on being put to the vote was carried and became the substantive motion.

The original motion Moved: Cllr Shumack, Seconded: Cllr Wallace was:

"That Council approve the request from the Lions Club of Jindabyne for additional funding in the sum of up to \$10,000 to complete the Columbarium Project at Jindabyne Cemetery and if approved that it be subject to: -

- A. A successful application from the State Government Council in the sum of \$20,000*
- B. Following written advice of successful State Government funding that Council provides funds in the sum of up to \$10,000 as follows: -*
 - i) \$5, 572 from budget cost centre 0810*
 - ii) \$4, 448 from other Internal Reserves cost centre 7595"*

Regards

9.1 ADOPTION OF COMMUNICATION AND ENGAGEMENT PLAN - SMRC MERGER IMPLEMENTATION

Record No:

| | |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Responsible Officer: | Director Special Projects Office |
| 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: | OP7.39 Undertake consultation with community and staff, providing assistance where possible, throughout the Fit For the Future Program. |
| Attachments: | 1. SMRC Merger Implementation Project - Communication Plan ↓ |
| Cost Centre | 3130 - Merger |
| Project | Communication Plan |
| Further Operational Plan Actions: | <p>OP7.2 Completion of reporting requirements in accordance with legislation.</p> <p>OP7.5 Provide timely, accurate and relevant information to Council to enable informed decision making.</p> <p>OP7.6 Ensure that governance structures are open, transparent and fully accountable and that these are supported by relevant instruments.</p> <p>OP7.9 Ensure channels, including Council Website, are maintained to improve accessibility to information.</p> <p>OP7.16 Improve organisation wide Risk Management through use of ISO 31000 principles.</p> <p>OP7.17 Effective management of Council funds to ensure financial sustainability.</p> <p>OP7.23 Investigate and implement the outcomes of Council's completed Fit For the Future program.</p> <p>OP7.24 Ensure Council attracts, retains and develops a capable workforce that delivers positive outcomes.</p> <p>OP7.25 Council will maintain effective personal management systems that ensure the organisation is sustainable</p> <p>OP7.39 Undertake consultation with community and staff, providing assistance where possible, throughout the Fit For the Future Program.</p> <p>OP7.40 Support and encourage public engagement methods which invite comment from community and informs the decision making.</p> <p>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.</p> <p>OP7.43 The Executive Leadership Team will be responsible for implementing the organisation's strategies and objectives, and for carrying out the day-to-day management and control of Council's affairs.</p> |

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) issued guidelines that include a communication plan to ensure we maintain engagement and accountability with our community. A draft communication plan incorporating both internal and external plans was developed and submitted to the DPC on 30 June 2016 in accordance with the implementation action checklist. It was then issued to all staff and the local representative committees for comment before now submitting a final copy to the Administrator requesting formal adoption.

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

OFFICER'S RECOMMENDATION

That Council adopt the SMRC Communication and Engagement Plan for the Implementation Plan project.

BACKGROUND

The communication plan

QUADRUPLE BOTTOM LINE REPORTING

1. Social

The implementation plan is a comprehensive approach to ensuring and documenting the key actions required to meet the 10 key results of council mergers. As a project it is important that we keep our communities engaged in deliverables and progress which is enabled through a formal communication plan.

A draft communication plan was issued to all staff and the three Local Representative Committees for comment. There were eight responses during consultation and following consideration of the comments and feedback, a number of changes were made to the document. It is noted however that they have not changed any intent of the plan, rather clarified and refined the language contained or added additional actions that have improved the plan.

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

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:



Communication and Engagement Plan Implementation Plan Project

October 2016

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1 Executive Summary

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. Effective, meaningful communication with our community can:

1. Assist in building a positive reputation
2. Strengthen relationships with stakeholders
3. Generate community support and involvement
4. Improve customer satisfaction levels
5. Attract new business and residents to the area
6. Improve staff morale and job satisfaction

The project milestones focus on delivering the 10 key results identified in the Roadmap for Phase 1 including:

- Communication about service continuity
- A new visual identity
- A new website
- Statements of vision and priorities
- Priority projects for the Stronger Communities Fund



Involved communities who have their say

Clear and consistent communication and meaningful engagement with communities will be a crucial component to a successful implementation process.

It is expected that new councils will retain existing community engagement methods throughout Phase 1, such as advisory committees, online forums, citizens' panels and 'have a say' events. In many cases, existing community engagement methods will have 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 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.

Figure 1: Key Priority - Involved communities who have their say



Communities can readily identify with their new council

One of the most important early tasks in beginning to grow a shared identity for a 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 each new council will have adopted a logo and other key elements of the visual identity by the end of 2016. The visual identity should support the name of the new council, as well as the shared values of the community.

Communities and staff should be engaged in the development of the visual identity of their new council, with processes to support this included in the communication and engagement plan.

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

Figure 2: Key Priority - Communities can readily identify with their new council

This Communication and Engagement Plan is intended for the delivery of the Implementation Plan. Our project management framework requires the development of specific communication plans for each project undertaken to transition into the merged Council.

1.1 Purpose and objectives

This Communications and Engagement Plan seeks to:

- Maximise engagement with internal and external stakeholders while delivering project milestones contained in the Implementation Plan.
- Increase effective dialogue with specific external stakeholders and the general public.
- Improve residents' knowledge of Council's core service delivery, responsibilities and goals.
- Improve Council's reputation.
- Improve website content
- Improve Council's corporate image through consistent branding (use of logo, style guides, uniform, consistent language tone and styles).
- Educate the community on the benefits of using technology to improve engagement with Council.
- Ensure staff are up-to-date about Council activities.
- Improve organizational communication and the communication skills of employees.
- Raise awareness internally about the importance of effective communication.

Action plans for each objective have been developed, with distinct actions for Council staff and the wider community. Action plans are flexible, and can be altered as objectives are achieved, changed or developed.

1.2 Change Management

The key principles that underpin the implementation project are based on the work of change management and leadership expert John P Kotter¹. They are:

Establishing a sense of urgency

The Implementation Plan will highlight the significant amount of work required for a successful merger. A structured approach within clear timelines will contribute to 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. These priorities were developed by the Department of Premier and Cabinet for local government reform. Development of the organisational vision will be important to achieve results by understanding what a modern council looks like in 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 is important for staff to understand how their roles contribute to achieving both the organisational and community visions.

Empower others to act on the vision

The success of the implementation process will be achieved by empowering staff. It will be important that staff not only understand the organisational vision, but are empowered to act in response to opportunities created 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 our communities. It is vital that these opportunities are identified and valued: it may take time for us to realise local benefits, however during the transition we will welcome fresh ideas that achieve short-term gains for our community.

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

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

term change process that will realise the vision of a strong and sustainable local government sector.

Embed new approaches

The establishment of the new council provides an opportunity to explore and embed new approaches and benefits and provides a strong foundation for ongoing, continuous improvement. Embedding corporate values and principles in our operations will build a strong modern council supported by a positive workplace culture.

1.3 Risks and Opportunities

1.3.1 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

1.3.2 Opportunities

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

1.4 Project Roles and Responsibilities

The Transition Plan identified the following roles and responsibilities related to communication during the implementation project:

| Council Role | Responsibility (Internal and External) |
|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Administrator | <ul style="list-style-type: none"> 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 Council's 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 Local Representative Committee members where appropriate |
| General Manager | <ul style="list-style-type: none"> Lead communication with staff, build a new organisational culture, and encourage an active commitment to improvement and change among staff Spokesperson for all high-level administrative, operational, sensitive, and management issues Communicate, liaise and consult with the community about service continuity, strategic planning and opportunities for change May authorise a nominated member of management to speak on specific matters Implement social media strategy that enhances existing community engagement methods |

| Council Role | Responsibility (Internal and External) |
|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Director Special Projects Office | <ul style="list-style-type: none"> Spokesperson for matters relating to the functions and activities of the transition process Engagement with staff delivering the Implementation Plan's sub-projects Communication with staff, embedding organisational culture, and engaging with staff to capture areas of opportunity for efficiency and improvement |
| Executive Staff (Directors) | <ul style="list-style-type: none"> Spokespersons for matters relating to major projects and operational issues in their Divisions |
| Managers/Project Staff | <ul style="list-style-type: none"> Spokespersons for non-contentious Council activities, events and projects directly related to their role |

1.5 Project Resources and Budget

No resources are currently allocated to corporate communications. This Communication Plan has been prepared by Special Projects Office and utilises the existing merger funding. Additional support will be provided by staff who already provide communications support in their roles.

2 Communication and Engagement Approach

2.1 Principles of Good Communication

| | |
|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Visibility | High visibility is critical to commencing and maintaining a dialogue with your stakeholders. Visibility leads to recognition and acceptance; it helps the community to see the breadth and value of your work. |
| Repetition | Wherever possible, messages should be repeated to ensure they receives community consideration. The more a message is repeated the wider its audience will become. |
| Simplicity | Communication must be simple and straight forward to ensure messages are received and clearly understood. |
| Value | Ensuring a message has a reasonable level of value for the recipient is paramount to gain their attention and interest. 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 community impact as their foundation. |
| Variety | To ensure a message is received by the community at large, it needs to be placed in diverse, targeted communication vehicles. The more vehicles (website, newspapers, direct mail, on-hold phone messages, website, social media, etc) utilised, the wider coverage will be. |

| | |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Listening | Good (and effective) communication is about dialogue. If you send a message you must expect to receive a response. It is important that feedback on all issues is encouraged and processed. Nothing will dampen the community's enthusiasm quicker than believing 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, have 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 | To determine if messages are communicated effectively, set measurable goals and ensure evaluation processes are planned and executed |

3 Communication Plan – Staff

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

3.1 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

3.2 Communication and Engagement Action Plan – Internal

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

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) | Local Representative Committees (LRCs) | 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 e-mail to all staff Face-to-face meetings | Weekly | GM |
| All Staff | Updates on staff matters and how it effects employees and the workplace | E-mail to indoor staff Toolbox meetings for outdoor staff CC minutes Relevant industrial relations matters | Monthly | CC |

SNOWY MONARO
REGIONAL COUNCIL

[proposal]

| Audience/ Stakeholder | Message | Mode of Communication | Frequency | Responsible Person |
|--------------------------|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------|----------------|-----------------------|
| All Staff | Progress of the implementation plan | E-mail to all staff Staff noticeboards | Monthly | DSPO |
| All Staff | Policy development and review | E-mail Staff noticeboards Reports to staff committees Team meetings | As required | ET |
| All Staff | Change management advice and assistance | All staff e-mail Team meetings EAP | As required | ET |
| All Staff | Recognise the value of employee knowledge and contributions | Face-to-face meetings Staff meetings Individual eE-mail | When available | ET |
| All Staff | Significant achievements | E-mails Toolbox meetings Media releases issued to all staff before going out externally | As required | GM |

SNOWY MONARO
REGIONAL COUNCIL

[proposal]

| Audience/ Stakeholder | Message | Mode of Communication | Frequency | Responsible Person |
|--------------------------|---------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-------------|-----------------------|
| All Staff | Updates on industrial matters and how it effects employees and the workplace | E-mail Toolbox meetings for outdoor staff Meeting minutes Relevant industrial relations matters CC minutes | As required | GM |
| All Staff | Progress in the new organisation | General Manager video recording issued via e-mail E-mail | Quarterly | GM |
| All Staff | Three years' protection from forced redundancy for transferred staff. | General Manager video recording issued via e-mail | Quarterly | GM |
| All Staff | Regular reminders, availability and contact details for Employee Assistance Programs (EAPs) | E-mail Staff noticeboards Face-to-face meetings Payslip advice | Weekly | GM |
| All Staff | Update on Status of transition | E-mails Toolbox meetings | Weekly | GM |
| All Staff | Progress in the new organisation | General Manager e-mail to all staff Staff noticeboards | Weekly | GM |

SNOWY MONARO
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[proposal]

| Audience/ Stakeholder | Message | Mode of Communication | Frequency | Responsible Person |
|--------------------------|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------|
| 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 e-mail 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 e-mail Staff noticeboards Demonstrated (visible) behaviours of leadership team | Weekly | GM, ET |
| All Staff | Celebration of successes | E-mail to all staff Staff noticeboards Staff meetings Media releases | When identified/ achieved | GM, ET |

SNOWY MONARO
REGIONAL COUNCIL

[proposal]

| Audience/ Stakeholder | Message | Mode of Communication | Frequency | Responsible Person |
|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------|
| All Staff | Availability of Operational Plan for 2016-2017 and how it affects day-to-day work plans and supports business as usual | E-mail 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 | E-mail Staff noticeboards Team meetings | When Available (Feb 2017) | GO |
| All Staff | Early and accurate information about staff employment arrangements | E-mail Toolbox meetings for outdoor staff CC minutes Relevant industrial relations matters Payslip advice | As required | HR |
| All Staff | Advertising vacancies and internal recruitment procedures | E-mail 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 | E-mail Performance reviews Face-to-face meetings | As required | HR |

SNOWY MONARO
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[proposal]

| Audience/ Stakeholder | Message | Mode of Communication | Frequency | Responsible Person |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------------------|
| All Staff | Development of a new salary structure following establishment of the new council. | E-mail 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 E-mail | Monthly | HR |
| All Staff | Opportunities for training for career and professional development | E-mail to indoor staff Toolbox meetings for outdoor staff CC minutes Relevant industrial relations matters Payslip advice | When available | HR |
| All Staff | Preparation of new human resources plans including: <ul style="list-style-type: none"> • equal employment opportunity plan • workplace health and safety plan • training plans • workforce plan | E-mail Staff noticeboards Team meetings CC meetings WHS Committee meetings | When available | HR |
| All Staff | Website content updates | E-mail | As required | PM |

SNOWY MONARO
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[proposal]

| Audience/ Stakeholder | Message | Mode of Communication | Frequency | Responsible Person |
|---------------------------------------|---------------------------------------------------------------------------------|---------------------------------|----------------|-----------------------|
| All Staff | Issuing a style guide for all staff within the new council | E-mail Style guide | Aug 2016 | PM |
| All Staff | Launch of intranet site and how it can be accessed | E-mail Staff noticeboards | When available | PM |
| Consultative Committee | Updates on staff related matters and how it effects employees and the workplace | Reports to CC Payslip advice | As required | HR |
| Consultative Committee | Changes to organisational structure | Reports to CC | Monthly | HR |
| Executive Team | Changes to Implementation Plan sub-project plans | Face-to-face meetings E-mail | As required | PM |
| General Manager | Changes in implementation project plan | Report to ET | As required | DSPO |
| General Manager | Challenges to delivering business as usual | Face-to-face meetings E-mail | As required | ET |
| General Manager | Update on operational matters | Face-to-face meetings | Weekly | ET |
| Local Representative Committees | Update on status of transition plan | Reports to Joint LRC | Quarterly | DSPO |

SNOWY MONARO
REGIONAL COUNCIL

[proposal]

| Audience/ Stakeholder | Message | Mode of Communication | Frequency | Responsible Person |
|---------------------------------------|------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------|-----------------------|
| Local Representative Committees | Progress in the new organisation | Administrator email to LRC members | Monthly | A |
| Local Representative Committees | Policy development and review | E-mail Reports to LRC committee meetings | As required | ET, GMEA |
| Local Representative Committees | Preparing the draft operational plan 2017-18 | E-mail Reports to LRC committee meetings | Feb-Mar 2017 | A, GM, ET |
| Peer to Peer Groups | Integration opportunities for service efficiencies and effective delivery | Working group meetings Managers group meetings Cross functional team meetings | As required | ET, DSPO |
| Special Projects Office | Budget allocations using implementation fund | E-mail | As required | ET |
| Special Projects Office | Implementation Plan sub-project plans and progress | Face-to-face meetings E-mail | Fortnightly | PM |

4 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.

4.1 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 government and non-government agencies eg. NPWS
- State MPs
- Federal MPs
- Media
- CBRJO member Councils
- Visitors / Tourists

4.1 Communication and Engagement Action Plan – External

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

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) | Local Representative Committees (LRCs) | 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 | E-mail 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 Chambers of Commerce meetings | As required | GO |
| CBRJO member Councils | Opportunities and participation in joint working agreements and projects | Face-to-face meetings | Quarterly | GM, ET |

SNOWY MONARO
REGIONAL COUNCIL

[proposal]

| 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 E-mail distribution lists Target specific stakeholder groups Media releases Customer survey | As required | A, GM, DSPO |
| Community | Completion of projects funded through Stronger Community Fund | E-mail Letter Formal openings | On completion of major projects | A, GM, DSPO |

SNOWY MONARO
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[proposal]

| 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, LRCs |

SNOWY MONARO
REGIONAL COUNCIL

[proposal]

| 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, LRCs |

SNOWY MONARO
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[proposal]

| 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, LRCs |
| 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 |

SNOWY MONARO
REGIONAL COUNCIL

[proposal]

| 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 |

SNOWY MONARO
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[proposal]

| 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, LRCs |
| Community | Promotion of Community Events supported by Council | Information brochures Noticeboards Mobile banners Website Online forums Social media E-mail distribution lists Newsletters Signage Radio Print media Community noticeboards | Weekly | GM, GO, LRCs |

SNOWY MONARO
REGIONAL COUNCIL

[proposal]

| 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 e-mail 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 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 | As directed (currently fortnightly) | A, GM, DSPO |
| Department of Premier and Cabinet | Promoting success of the amalgamation | Media releases Fortnightly teleconferences | When identified | DSPO |

SNOWY MONARO
REGIONAL COUNCIL

[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 | E-mail Face-to-face meetings | As required | |
| Federal MPs | Providing input to priorities for the Stronger Communities Fund | E-mail Face-to-face meetings | As required through to Aug 2017 | A, GM, SPO |
| Industry Unions | Changes to organisational structure | CC 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 | E-mail Face-to-face meetings | As required | A, GM |
| State MPs | Providing input to priorities for the Stronger Communities Fund | E-mail Face-to-face meetings | As required through to Aug 2017 | A, GM, SPO |

SNOWY MONARO
REGIONAL COUNCIL

[proposal]

| 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 |

5 Monitoring and Communicating Progress

One of the keys to delivering change successfully is to monitor and evaluate the project as it progresses in order to understand what worked, and why, and 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, the 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

9.2 UPDATE ON MERGER PROJECT - SEPTEMBER 2016

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: | OP7.5 Achieve a stronger, more efficient Council through a successful merger. Executive Team at its meeting on 13 October 2016 resolved that the matter be deferred to the meeting to be held on 20 October 2016. |
| Attachments: | 1. Stronger Councils Framework - Snowy Monaro Regional Council ↓ 2. Proposed Stages of Transition - October 2016 ↓ |
| Cost Centre | 3130 – Merger Project |
| Project | Merger – Implementation Project Further Operational Plan Actions: OP7.24 Undertaken an efficient and effective merger process as a result of any State Government decision to create the new local government area of Snowy Monaro Regional Council. OP7.33 Undertake a review Council services and deliver efficiencies in consultation with the community. OP7.32 Undertake consultation with community and staff, providing assistance where possible, throughout the merger process. OP7.37 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 the implementation of the proposed State Government merger. |

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) issued a road map to assist councils with a number of tasks that will contribute to a successful merger. In July 2016, the Administrator approved engagement of the Global Collaboration Tool which will automate the planning, reporting and monitoring of the transition plan and in the medium term, the implementation plan.

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

OFFICER'S RECOMMENDATION

That Council receive and note the report "Update on Merger Project – September 2016"

BACKGROUND

This report seeks to provide a progress update of some of the critical actions specified by DPC from the Special Projects Office for information of the Administrator. Future reports will be generated from the global collaboration tool.

| Activity | Progress Notes |
|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Staff Engagement | <p>Special Projects team have consulted with all staff across all offices and worksites.</p> <p>Suggestion boxes are available at all work sites and are monitored weekly. Suggestions are put to the executive team and frequently asked questions sheets are developed to provide responses.</p> <p>Regular emails are sent to all staff updating on activities of the SPO.</p> <p>A presentation was made to the management group early in September.</p> |
| Implementation Plan | <p>The Global Collaboration Tool is being uploaded with SMRC plans. Originally it was built to only be used for management of the transition plan, however we have been able to include the operational plan, which will enable the software to be used to plan, monitor and report progress on achieving both service continuity activities as well as our merger actions.</p> <p>The transition plan will be reported on as at 30 September 2016 and we will now refer to all merger activities under our 'implementation plan' which will ensure success to achieve our stronger council framework by September 2017.</p> <p>Key user training has been completed, with the system due to go live by Tuesday 18 October 2016.</p> |
| Vision, Values, Culture | <p>A workshop with the leadership team is being facilitated by 'People Mastery' during October 2016.</p> |
| Communication and Engagement Plan | <p>Communication and engagement plan for both internal and external stakeholders has been out for consultation and is subject to it's own report requesting adoption. There is still no dedicated resource to communications activities.</p> |
| 2017 Operational Plan, budget, fees and charges | <p>The Operational Plan was adopted in July 2016. The fees and charges have been consolidated. Budgets are still being managed in three separate financial systems, however SPO is currently investigating how this financial data can be included in the CAMMS software to provide an overview of budget against both the operational and implementation plans.</p> |

| Activity | Progress Notes |
|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Service Reviews | In August 2016, CAMMS undertook the service review of 79 services that Council provides. During this process, a SWOT analysis for each service was performed; this resulted in 779 improvement items identified by the service owners. The Special Projects Office has reviewed all the items identified and analysed the data to enable progress these items where appropriate under the implementation plan. |
| Organisational Structure | Following prioritisation of the outputs of the service review, scenario modelling will be undertaken to provide the Administrator and General Manager with options of an organisation structure that will support service delivery. A workshop is being held in October to receive feedback and direction from the Administrator and General Manager which will inform the modelling process. |
| IT System | The Director Service Support has completed the review of the request for information from the two selected vendors. Contract negotiations will commence next month. |
| Workforce Planning | The Workforce Planning module available in the CAMMS system is active and all HR data is available in the 'warehouse'. This piece is critical for informing the organisational structure options as it directly relates positions to service areas. It will also be the tool for developing our implementation/transformation workforce plans directly linked to future community and corporate strategic plans. |

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. Given that a milestone of 30 September 2016 has been reached, the plan will now be adapted to be our 'implementation' plan. The identified actions will enable council to achieve the long term goal of better, stronger more efficient local government.

2. Environmental

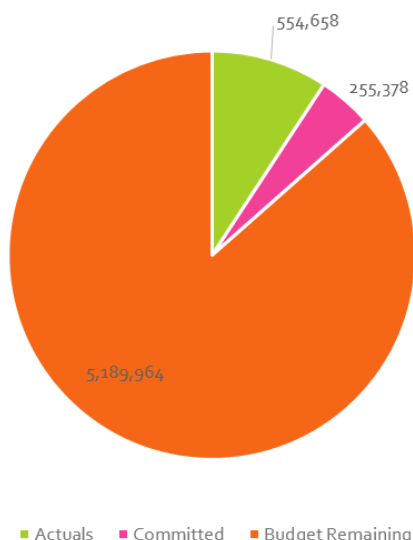
There is no negative impact on the environment by accepting the recommendations of this report. It is noted that sustainability will be a focus when considering continuous improvement opportunities, particularly through service planning, delivery and support when transforming the Council.

3. Economic

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

Below is a summary of budget allocation and spend as at 15 September 2016:

Spending Snapshot



| | Sum of Committed | Sum of Actuals | Sum of Budget Remaining |
|-----------------------------------------|---------------------|------------------|----------------------------|
| Human Resources | \$- | \$- | \$560,000 |
| External Consultancy & Products | \$218,350 | \$223,320 | \$658,330 |
| Branding & Logo Costs | \$- | \$7,994 | \$172,006 |
| Corporate System Implementation | \$- | \$- | \$3,000,000 |
| Information Technology & Communications | \$65,180 | \$5,192 | \$209,628 |
| Directly Attributable Staff Costs | \$- | \$27,335 | \$592,665 |
| Governance and Administration | \$13,630 | \$3,534 | \$191,466 |
| Grand Total | \$297,160 | \$267,376 | \$5,384,094 |

4. Civic Leadership

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

Snowy Monaro Regional Council has made a conscious decision to invest in a product that will improve the planning, delivery, monitoring and reporting of our operational and implementation plans. This contributes to a more open and transparent business as well as increasing confidence for decision makers.

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

Determination by Administrator

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

Signature:

Date:

SNOWY MONARO REGIONAL COUNCIL

| Managing | | Measuring | Transforming | | | | | | | | | | | | | | | | | | | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--|---------------|----------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------------------------------------------------------------------------------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What are the first steps? | | What is the evidence to show we're on the right path? | Where are we going? | | | | | | | | | | | | | | | | | | | | | | |
| A strong council | 10 key results <ul style="list-style-type: none">• Service continuity, with smart service improvements• Robust governance that delivers confidence to communities• Easy to do business with, in person and online• Engaged staff who understand their roles and how they contribute to the new council• Involved communities who have their say• Communities can readily identify with their new council• A shared vision and direction for the whole community• Rates maintained within existing pathways and resources used wisely to serve the entire council area• Expected benefits which are clear, measurable and on target• A newly elected council working for the whole community | Evidence of success to September 2017 <table><tr><th colspan="2">Measurable evidence</th></tr><tr><th>Priority area</th><th>Evidence</th></tr><tr><td>Value for money</td><td><ul style="list-style-type: none">• Net financial savings (NPV) of \$3.709m over 10 years included in Council's financial forecasts• Net financial benefit of at least \$350k achieved by September 2017</td></tr><tr><td>Community satisfaction</td><td><ul style="list-style-type: none">• 60% of the community satisfied with Council's overall performance</td></tr><tr><td>Infrastructure</td><td><ul style="list-style-type: none">• 5 year costed capital works program adopted for exhibition by March 2017• 100% Stronger Community fund major projects identified and estimated</td></tr><tr><td>Online services</td><td><ul style="list-style-type: none">• 20% of services available online• 70% increase in website traffic• 50% community meetings use video conferencing</td></tr><tr><td>Customer service</td><td><ul style="list-style-type: none">• 90% satisfaction with Council's customer service</td></tr><tr><td>Community partnerships</td><td><ul style="list-style-type: none">• Increased number of partnerships with community organisations• 95% of community funding accessed</td></tr><tr><td>Staff and culture</td><td><ul style="list-style-type: none">• 75% of staff who feel the organisation has a positive future and are committed to its success</td></tr><tr><td colspan="2">Other important evidence or actions</td></tr><tr><td colspan="2"><ul style="list-style-type: none">• Economic Development Plan completed• Tourism Strategy completed• Land use planning strategies developed and being implemented for priority areas• Community Engagement Strategy that reflects a variety of online and off line methods prepared• Customer service system that tracks responses to complaints and compliments implemented</td></tr></table> | Measurable evidence | | Priority area | Evidence | Value for money | <ul style="list-style-type: none">• Net financial savings (NPV) of \$3.709m over 10 years included in Council's financial forecasts• Net financial benefit of at least \$350k achieved by September 2017 | Community satisfaction | <ul style="list-style-type: none">• 60% of the community satisfied with Council's overall performance | Infrastructure | <ul style="list-style-type: none">• 5 year costed capital works program adopted for exhibition by March 2017• 100% Stronger Community fund major projects identified and estimated | Online services | <ul style="list-style-type: none">• 20% of services available online• 70% increase in website traffic• 50% community meetings use video conferencing | Customer service | <ul style="list-style-type: none">• 90% satisfaction with Council's customer service | Community partnerships | <ul style="list-style-type: none">• Increased number of partnerships with community organisations• 95% of community funding accessed | Staff and culture | <ul style="list-style-type: none">• 75% of staff who feel the organisation has a positive future and are committed to its success | Other important evidence or actions | | <ul style="list-style-type: none">• Economic Development Plan completed• Tourism Strategy completed• Land use planning strategies developed and being implemented for priority areas• Community Engagement Strategy that reflects a variety of online and off line methods prepared• Customer service system that tracks responses to complaints and compliments implemented | | Vision <p>A strong council delivers results for its community, builds successful partnerships and has the leadership, culture, people and capacities to make this happen</p> Characteristics <ul style="list-style-type: none">• Strategic capacity• Outstanding service provision• Robust community relationships• Strong performance• Sound organisational health |
| | Measurable evidence | | | | | | | | | | | | | | | | | | | | | | | | |
| Priority area | Evidence | | | | | | | | | | | | | | | | | | | | | | | | |
| Value for money | <ul style="list-style-type: none">• Net financial savings (NPV) of \$3.709m over 10 years included in Council's financial forecasts• Net financial benefit of at least \$350k achieved by September 2017 | | | | | | | | | | | | | | | | | | | | | | | | |
| Community satisfaction | <ul style="list-style-type: none">• 60% of the community satisfied with Council's overall performance | | | | | | | | | | | | | | | | | | | | | | | | |
| Infrastructure | <ul style="list-style-type: none">• 5 year costed capital works program adopted for exhibition by March 2017• 100% Stronger Community fund major projects identified and estimated | | | | | | | | | | | | | | | | | | | | | | | | |
| Online services | <ul style="list-style-type: none">• 20% of services available online• 70% increase in website traffic• 50% community meetings use video conferencing | | | | | | | | | | | | | | | | | | | | | | | | |
| Customer service | <ul style="list-style-type: none">• 90% satisfaction with Council's customer service | | | | | | | | | | | | | | | | | | | | | | | | |
| Community partnerships | <ul style="list-style-type: none">• Increased number of partnerships with community organisations• 95% of community funding accessed | | | | | | | | | | | | | | | | | | | | | | | | |
| Staff and culture | <ul style="list-style-type: none">• 75% of staff who feel the organisation has a positive future and are committed to its success | | | | | | | | | | | | | | | | | | | | | | | | |
| Other important evidence or actions | | | | | | | | | | | | | | | | | | | | | | | | | |
| <ul style="list-style-type: none">• Economic Development Plan completed• Tourism Strategy completed• Land use planning strategies developed and being implemented for priority areas• Community Engagement Strategy that reflects a variety of online and off line methods prepared• Customer service system that tracks responses to complaints and compliments implemented | | | | | | | | | | | | | | | | | | | | | | | | | |
| A strong community | Local benefits – initial thoughts <ul style="list-style-type: none">• An efficient structure that delivers agreed services in the most cost efficient and effective way• Better community conversations about service levels and costs• Better planning for sustainable facilities within the region• Better economic development and tourism planning for the region• Improved e-service delivery• Improved asset management planning and transparent maintenance programs• Improved tracking and responsiveness to complaints | Vision and priorities – initial thoughts <ul style="list-style-type: none">• Providing appropriate infrastructure to meet community needs, including roads• Creating a strong, vibrant and growing local economy and supporting industries• Maintaining and enhancing all services that support community life• Ecologically sustainable development• Council is recognised as an inclusive, effective, service provider and an employer of choice• Council governance is recognised as being transparent with decision-making based on integrity | | | | | | | | | | | | | | | | | | | | | | | |



Proposed Stages of Transition Project

| Task | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |
|-------------------------------------------------------------|-----------|-----|-----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Continuity of service maintained | | | | | | | | | | | | | | | | | |
| Put in place interim structure | Completed | | | | | | | | | | | | | | | | |
| Development of Transition Plan (May-Sep 2016) | Completed | | | | | | | | | | | | | | | | |
| Development of Communication Plan | Completed | | | | | | | | | | | | | | | | |
| Development of Implementation Plan (Aug-Sep 2017) | | | Completed | | | | | | | | | | | | | | |
| Services review | | | Completed | | | | | | | | | | | | | | |
| Prioritisation of key projects for stronger community funds | | | | | | | | | | | | | | | | | |
| Delivery of 2017 operational plan | | | | | | | | | | | | | | | | | |
| Identify sub-projects to deliver implementation plan | | | | | | | | | | | | | | | | | |
| Delivery of Implementation Plan | | | | | | | | | | | | | | | | | |
| Delivery of sub-projects of Implementation Plan | | | | | | | | | | | | | | | | | |
| Development of the new organisation structure | | | | | | | | | | | | | | | | | |
| ICT system implementation | | | | | | | | | | | | | | | | | |
| Transfer staff into the new organisational structure | | | | | | | | | | | | | | | | | |
| Community Engagement – Community Strategic Plan (2018-2038) | | | | | | | | | | | | | | | | | |
| Develop 2018 Delivery and Operational Plan | | | | | | | | | | | | | | | | | |

We are (about) here

Document Owner: Director Special Projects
12 October 2016