

**Draft Community
and Staff
Communication
and Engagement
Plan**

Offices: 144 Wallace St, Braidwood
10 Majara St, Bungendore
256 Crawford St, Queanbeyan

Contact: **Bungendore/Braidwood:**
Ph: 02 6238 8111
Fax: 02 6238 1290
Queanbeyan:
Ph: 6285 6000
Fax: 6285 6666
E: council@qprc.nsw.gov.au
W: www.qprc.nsw.gov.au

Table of Contents

Background	4
Executive summary.....	5
Principles guiding the communication and engagement plan.....	6
Risks and opportunities	6
Roles and responsibilities	7
IAP2 Public Participation Spectrum	7
Key stakeholder identification and analysis	8
Community communications and engagement.....	9
Website	9
Information Tree	10
Social media.....	11
Use of video	11
Administrator's column	12
LRC Chair column	12
Media releases	12
Media interaction	13
Advertising	13
Advertising - For Your Information	14
Advertising - Other advertising	15
Community newsletter	15
Rates notice inserts	16
Community meetings.....	17
High visibility of Council staff	17
Branding.....	17
QPRC art/imagery competition	18
Live streaming of Council meetings	18
Implementation Plan.....	19
Communications survey	19
Staff communications and engagement	20
Intranet.....	20
Internal newsletter	20
Transition updates.....	21
Suggestion/question box	21
Quarterly catch	21
Transition team.....	22
New directives	22
Staff surveys.....	22
QPRC Consultative Committee	23
External communications and engagement actions.....	24
Internal communication and engagement actions	27

Background

The NSW Government announced the merger of the former Queanbeyan City and Palerang councils on 12 May 2016. Former Queanbeyan City Mayor, Tim Overall was appointed Administrator, former Queanbeyan City Council General Manager Peter Tegart was appointed as the General Manager and former Palerang Council General Manager Peter Bascomb as the Deputy General Manager.

The NSW Department of Premier and Cabinet (DPC)

advised that one of the first priorities for the new councils 'will be to develop a community engagement and communication plan, linked closely to the implementation plan'.

A broader Communications Strategy for Queanbeyan-Palerang Regional Council is being developed.

Queanbeyan-Palerang Regional Council – snapshot

Population: 56,368 (increasing to 76,000 by 2031)
Area: 5,319km²
One and half hours travel between east and west border
Assets: Valued around \$600m
Budget: \$190m

Over 400 full time equivalent staff with a staff to resident ratio of 7:1000 – one of the lowest in regional NSW.



Executive summary

Ensuring thorough communication and engagement with the residents and ratepayers of the Queanbeyan-Palerang Local Government Area is a key focus of Council. A major part of the strategy is having well-informed and engaged staff.

The Local Government Area is quite unique. The main population area of Queanbeyan is only minutes away from Parliament House and its residents have access to the services and infrastructure of a capital city. Other parts of the Local Government Area have limited internet and mobile phone service and rely heavily on written correspondence or face-to-face conversations.

The way in which we communicate and engage with our residents and staff is changing at a rapid pace due to the progress of digital engagement. We must be aware of the restrictions some residents face in terms of internet access and the ability to view digital communications.

The explosion of social media and other digital communications have created communities which rely on immediate news. No longer will residents accept receiving news that is 2-3 weeks old – they want the most current news - now.

Council's end goal must be to move towards increased digital communications, however it must ensure strategies are in place to reach those residents who have limited internet access or are not technology savvy.

The actions included in this plan will see Council provide its residents and staff with timely, accurate and relevant information.

The success of the actions in this plan will be monitored through a number of strategies, specifically an annual communications survey which will be sent to a random sample of residents and ratepayers. The results of this survey will allow Council to adjust its communications methods to address the gaps in the community.

Principles guiding the communication and engagement plan

The guiding principles for this plan are:

- Be open and transparent with the community
- Provide the community with timely and accurate information
- Ensure the community feels included in the process
- Utilise existing communications avenues to spread messages (community groups etc)
- Where appropriate utilise the functions of the IAP2 public participation spectrum – inform, consult, involve, collaborate and empower
- Utilise the 'Information Tree' to guide the complexity and language of information and communications to community and staff.

Risks and opportunities

Risks:

- Traditional media sources and outlets transforming into new entities and no longer collate and distribute council information
- Inaccurate information being circulated by external influences, including former councillors and parties opposed to the establishment of the new council
- Media and social media representatives with preferences against the merger failing to promote messages of the new organisation
- Uninformed staff circulating inaccurate or no information and the snowball effect this has
- Communications expectations of what the merger will/won't provide
- Experiences of former Palerang staff from 2004 merger

Opportunities

- Develop and foster well-informed community and community groups
- Utilise the Local Representation Committee (LRC) to act as a conduit for key messaging to the wider community
- Encourage well-informed staff to speak with family and friends to spread key messages
- Empower staff to seek answers to their questions via appropriate avenues
- Introduce new or upgraded technologies to enable community and staff access to information and provide feedback
- Capture and utilise appropriate ideas and manage issues in the early stages
- Improve visibility and awareness through community and staff forums
- Targeted, consistent messaging developed for different audiences
- Experiences of former Palerang staff from 2004 merger

Roles and responsibilities

Queanbeyan-Palerang Regional Council employs a Manager Integrated Planning and Communications. Sitting within this section is the Communications Coordinator and Website and Digital Communications Coordinator. The majority of communications will be developed and disseminated through this section. Information and media releases will be developed in accord with Council's Contact with Media Policy.


IAP2 Public Participation Spectrum

The actions outlined in this plan have been linked with the internationally-recognised International Association for Public Participation's (IAP2) Public Participation Spectrum which shows the different levels of participation we intend to undertake with the community and staff. The Spectrum has been supplied by the IAP2 Federation.

IAP2'S PUBLIC PARTICIPATION SPECTRUM



The IAP2 Federation has developed the Spectrum to help groups define the public's role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

INCREASING IMPACT ON THE DECISION 					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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For example, community and other stakeholders will be engaged early (ie involve or collaborate) in the design and roll out of a major project or strategy through forums or

Draft Community and Staff Communication and Engagement Plan

working groups. Once a draft is prepared, the broader community is consulted through exhibition and forums, and once a final decision or design is made, the community is informed by public notice or information on the website.

The following table illustrates a typical level of interest and influence of stakeholders in Council activities, while the schematic below illustrates the estimated scope and frequency of involvement of those parties. A similar stakeholder analysis will be prepared for key issues and projects.

Key stakeholder identification and analysis

Stakeholder	Level of interest (High, Medium, Low)	Level of influence (High, Medium, Low)
1. Ratepayers	Medium	Medium
2. Non-ratepaying residents	Medium-low	Low
3. Former Councillors	High	Low
4. Local Representation Committee members	High	Medium
5. Council Customer Service staff	High	Medium
6. Community groups	Medium	High
7. Residents and Ratepayers Associations	High	Medium
8. Media	High	High
9. Social media audience	Medium	Medium
10. Council executive	High	High
11. Council managers	Medium	Medium
12. Council staff	Medium	Medium
13. Administrator	High	High
14. Department of Premier and Cabinet representatives	High	High
15. Social media pages related to area	Medium	Low



Community communications and engagement

Website

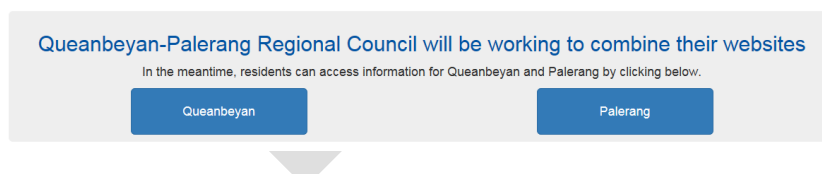
In the Interim Phase, the former Queanbeyan (QCC) and Palerang (PC) websites will be maintained and updated with links created from the former PC website to the former QCC website for matters such as Council meeting documents, positions vacant and documents on exhibition. The domain name has been secured for the QPRC website and this is being used as a landing page, with links to the former QCC and PC sites.

A project will commence soon to develop a full QPRC website. This will be a joint project between the transition team and communications team, with a small internal working group. It is likely that the community will also be consulted about the website. It is anticipated that this will be finalised by the first half of 2017.

This project forms part of the ICT Strategy which features the following elements: self-enquiry; self-service; interactive property and enquiry mapping; interactive asset and project mapping.

Actions:

- Development of QPRC website
- Introduction of self-serve, applications and mapping tools



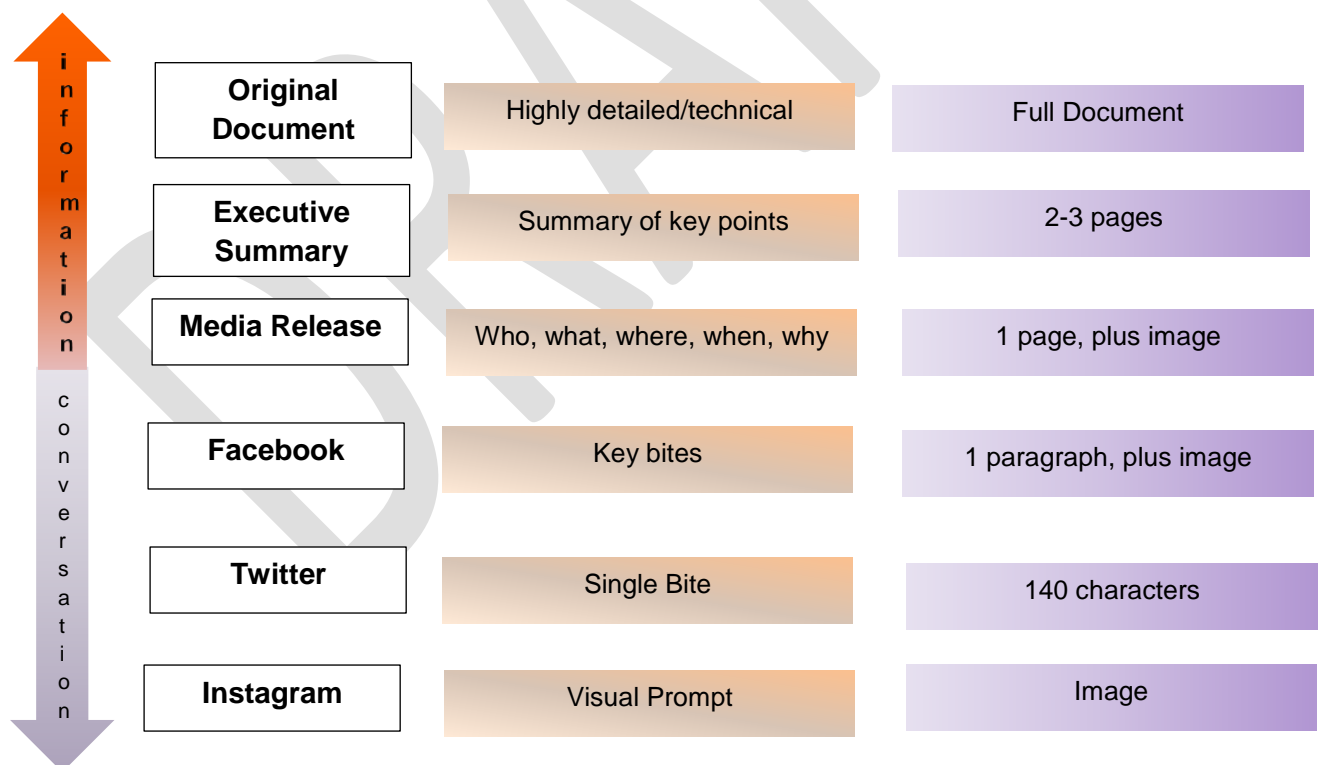
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Information Tree

The advent of social media has changed the nature of communications significantly. Social media introduces an element of immediacy to all of Council's communications and also requires an adjustment to how messages need to be constructed and disseminated. Social media also places restrictions on the level of detail which can be distributed.

Council is applying an 'Information Tree' approach which moderates the complexity and scale of information to the audience and immediacy of the information. For example, significant studies, strategies and plans will be published on the website in accessible pdf format. An executive summary of those documents will outline the purpose, key findings and directions for inclusion on the web splash page and other print documents available at other sites or for distribution. Media releases will be framed around the 'who, what, where, when, why' platform and published through traditional and print media. A smaller grab (say one paragraph) will be selected, with web links, for broadcast on social media. Infographics, Instagram and other visual tools will be used to prompt community and staff awareness.

As the level of complexity and detail of the information decreases, so too will the language convert to a more conversational style. The 'information tree' needs to be applied to all Council's communications where it is actively seeking a 'conversation' with the community and as Council transitions from the more traditional communication methods to the social media spectrum. This spectrum moves from one-way communication to being more interactive.



Actions:

- The concept of the Information Tree be implemented and staff provided guidance on how they can achieve intended outcomes.

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Social media

The social media accounts of the former QCC and PC have been merged. Now, Council has a presence on Facebook, Twitter and Youtube. The QPRC accounts are administered by the communications team, with assistance provided by some customer service staff.

The accounts will continue to provide information on Council activities, decisions and projects while also responding to community questions where reasonable. The accounts will share information affecting the wider QPRC region.

The social media policies of the former QCC and PC will be reviewed and a consolidated policy will be prepared.

Currently, the QPRC Facebook page has around 4000 likes. It is recommended that a like campaign be conducted. This would see a call out for residents to like our page and share our page to go into the draw to win a prize. Prizes could be an iPad, package from The Q or something similar.

Numerous other specialised accounts (Youth Centre, The Q, Community Businesses, Libraries etc) will continue to operate as they did prior to the merger.

Council's Social Media profile extends to YouTube, Facebook and Twitter, however there is an opportunity to expand this to Instagram.

Actions:

- Review of Social Media Policy
- Instigate a Facebook like campaign
- Investigate use of Instagram
- Quarterly reporting of social media and website analytics to Executive.

Use of video

Prior to the merger, staff at the former QCC had begun looking at increased messaging via video. Due to resource and staff skill-set restrictions, this was only undertaken on a few occasions, however good results were achieved.

In the development on the new QPRC website, it is recommended that funding be allocated to engage a consultant to prepare some animated videos for educational purposes (waste, sewer system, rates and much more). These animated videos have been used by a variety of organisations and are generally short, sharp and informative.

The use of video to deliver key messages from the Administrator and General Manager should also be progressed. Council has the equipment to undertake this.

Actions:

- Continue to investigate the use of video to communicate with residents and use of animated videos on new website

Draft Community and Staff Communication and Engagement Plan

Administrator's column

The Administrator currently produces a weekly column for the Queanbeyan Age. This column is also available on Council's website and is published on social media.

Given that the Queanbeyan Age only covers a small geographical area of the local government area, there is a requirement to spread this message through other publications.

It is recommended that the Administrator's Column also appear in the Braidwood Times and the Bungendore Weekly. The former QCC also had an arrangement for a monthly column in the Stoney Creek Gazette.

Actions:

- Weekly Administrator's Column in Queanbeyan Age, Braidwood Times and Bungendore Weekly

LRC column

Given the role of the Local Representation Committee, it has been suggested that the Committee have a column in some of the local newspapers and newsletters.

It is important to ensure the LRC is promoting the same, consistent messages as those coming from QPRC. Therefore, it is recommended that any column developed by the LRC is done so in consultation with Council's communications team.

It is also recommended that the LRC does not have a column in the same edition of a particular newspaper/newsletter as the Administrator.

Actions

- Column from the LRC to appear in community newspapers/newsletters – to be coordinated through the Communications team
- Column from the LRC does not appear in same publication as Administrator's column

Media releases

Media releases will continue to be developed and circulated to the regional media. This includes newspapers, newsletters, radio stations and TV stations.

Media releases are uploaded to Council's website and a condensed version is posted on social media.

Actions

- Continue to publish media releases in traditional and social media.

Media interaction

The QPRC has a wide and varied collection of media outlets. In the west of the local government area, the media scene is dominated by the Canberra press, radio and TV outlets, with Queanbeyan news very much dwarfed by Canberra news.

Towards Braidwood and Bungendore, a number of small newspapers and newsletters are developed to keep specific communities updated with a range of information. Many of these newspapers and newsletters run on small budgets and are developed by part-time editors. Nevertheless, their reach and importance in the community should not be underestimated.

The media landscape is also undergoing some change with the merger of the Queanbeyan Age and Queanbeyan Chronicle into one publication and the mooted expansion of the Braidwood Times to take in the Bungendore market. The outcome of these changes were not known at the time of writing this plan.

Media briefings are a good way of bringing the media up to date on specific issues and explaining some of the background. These have been used successfully in the past and it is recommended that briefings continue when required.

It is also recommended that the communications team meet with the editors of the region's newspapers on a quarterly basis to discuss Council matters.

Actions:

- Media briefings held as required
- Quarterly meetings with local editors

Advertising

Councils are currently required by legislation to advertise a range of matters in newspapers that circulate within the local area at least once a fortnight. These matters include development applications on notification, development application determination, Council meeting dates, road closures etc.

To meet this requirement and keep our community up to date, it is recommended that QPRC implement the advertising plan as soon as possible.

Currently, councils in NSW are required under some sections of the Local Government Act, Regulations and other legislative requirements, to advertise in a newspaper which circulates fortnightly in the area. An amendment to the Local Government Act is currently being considered by the NSW Government and if finalised, would change the advertising requirements and allow increased online advertising. Council's advertising arrangements will be reviewed if/when this change is implemented. It is likely council will move away from advertising in newspapers to more digital forms of advising or promoting council activities and events.

Advertising - For Your Information

It is recommended that Council place a full page advertisement in the Queanbeyan Chronicle, Braidwood Times and Bungendore Weekly once a fortnight. These ads will include Council meeting dates, road closures, development applications on notification, development application determinations, documents on exhibition and any other matters. These ads will not include job advertisements.

While not all areas of the local government area may be covered by these three newspapers, they are deemed the most appropriate for advertising Council information.

Due to space restraints and cost, newspaper ads should be kept as short as possible and point back to Council's website for further information.

Actions:

- Place the fortnightly 'For Your Information' in the Queanbeyan Chronicle, Braidwood Times and Bungendore Weekly. Remove For Your Information ad from the Queanbeyan Age, due to impending merger with Chronicle
- Review Council's advertising arrangements when the change to legislation is implemented.

Draft Community and Staff Communication and Engagement Plan

Advertising - Other advertising

From time to time, other advertising will be required outside the For Your Information advertisement. This may be an urgent development application notification, Council-run event or something else. Any advertising outside the For Your Information advertisement should be discussed with the communications team prior to being booked. Some advertising is placed on cross-street banners and roadside boards or signage. The communications team will provide advice on the best avenue to advertise, whether that be newspaper, radio, television or digital. It is then the responsibility of the Council officer to book the ad and provide a proof to the communications team prior to final sign off.

The following options exist in terms of print advertising:

Publication	Frequency	Circulation and area	Delivery method
Queanbeyan Age	Weekly	1,600 – Queanbeyan	Purchased/subscription
Queanbeyan Chronicle	Weekly	9,200 – Queanbeyan	Delivered
Canberra Times	Daily	24,000 Mon-Fri 34,000 Sat 22,000 Sun Canberra, Queanbeyan, wider region	Purchased/subscription/ online
Canberra Weekly	Weekly	Canberra, Queanbeyan and surrounding area 42,000 copies distributed weekly Estimated 90,000 readers per week	Bulk drop
City News	Weekly	Canberra, Queanbeyan and surrounding area	Bulk drop
Braidwood Times	Weekly	860 per week Braidwood and outlying areas	Purchased/subscription
Bungendore Weekly	Weekly	12,000 residents – Bungendore, Braidwood, Queanbeyan and surrounding areas	Bulk drop, letter box delivery
District Bulletin	Monthly	Estimated 16,000 monthly readers Bungendore, Braidwood, Queanbeyan and surrounding areas	Bulk drop, letter box delivery

Actions:

- Explore options to advertise or promote council issues, projects or events on electronic or temporary roadside and building signage, or road crossing banners
- Install branded project signage at sites of key council projects

Community newsletter

The former QCC published a community newsletter six times per year. The eight-page newsletter was printed and distributed to 22,000 households in Queanbeyan. The former PC did not have a community newsletter.

Since the merger, one edition of the QPRC News has been developed and distributed to around 28,000 households.

Draft Community and Staff Communication and Engagement Plan

The former PC had a successful weekly e-newsletter. It is recommended that this process is continued by QPRC and the subscribers to that list continue to receive the newsletter. The e-newsletter should be promoted via all other communications methods and a subscriber campaign be conducted to increase the number of subscribers with a small prize offered.

The cost and delay in delivery through Australia Post is another concern. It is proposed to harvest email addresses through normal Council transactions with residents and business to accelerate the means to disseminate information in a more convenient and trackable manner.

It is recommended that a four-page community newsletter continue to be published bi-monthly. Given the reduction in pages, but increase in distribution costs, this will be cost neutral to the organisation based on the budget set aside for newsletter by the former QCC.

It is recommended that Council approach the market to obtain pricing for the newsletter and enter into a contract with the successful provider.

Actions

- Community newsletter be published every two months and distributed throughout entire Local Government Area
- Seek quotes and enter into a contract for printing/distributing newsletter
- Monitor effectiveness of community newsletter, especially in relation to delivery delays with Australia Post.
- Re-establishment of weekly e-newsletter with a campaign to attract subscribers
- Harvest email addresses for expansion of subscribers for e-newsletter.

Rates notice inserts

The former QCC regularly inserted information into the quarterly rates notice to communicate with its ratepayers. This is a successful and proven way of communicating with ratepayers and should continue under QPRC.

While a sound method of communicating with ratepayers, the focus needs to be on quality, not quantity. To assist with this, it is recommended that a limit of no more than two inserts be included into a rates notice.

The first rates notice of the financial year (August) is to include an overview of the adopted Operational Plan. In 2016-17 this will not be possible due to the timeframe of adopting the Operational Plan, however an overview will appear in the community newsletter.

Requests for other rates notice includes should be put through the communications team.

Actions:

- Inclusion of fliers in rates notices for ratepayers across the whole LGA, but restricted to two inserts

Community meetings

Both former councils held regular community meetings across the local government area, including Queanbeyan, Bungendore and Braidwood. These meetings were well attended and it is recommended that these continue three times per year - February-March, June-July and October-November. Other location-specific meetings should be held as required.

Actions:

- Community meetings to be held in Queanbeyan, Braidwood and Bungendore every four months and other areas of the LGA as required

High visibility of Council staff

While community meetings and a range of other activities will benefit the community, Council representatives need to be seen in the community.

Council and the wider QPRC will hold a range of community events over the year and it is recommended that, where possible, Council have an information stall to talk to residents about the new local government area and answer any questions they may have.

Actions:

- Where possible, Council have an information stall at Council and community events throughout the local government area
- Utilise events to survey residents and collect information on the preferred form and content of information delivered to community

Branding

Interim branding for QPRC has been implemented and will remain in place at least until after the 2017 election. The newly-elected Council may choose to change the name of the Council and undertake thorough branding activity.

It is recommended that the interim QPRC branding be refreshed through a professional agency and remain in place until after the 2017 election. Logos should be styled so they may remain in place should the council name change.

In the interim, 'we are QPR' is being rolled out as a slogan for community and staff newsletters and recruitment.

Approval should be sought through the communications team for any branding matters.

Actions:

- Styling and logos be refreshed to position the council brand before the 2017 elections.

QPRC art/imagery competition

The former Palerang council ran a competition to attract art of the local government area to hang in prominent places in the Council buildings. This competition engaged the community and showcased the beauty of the local government area.

It is recommended that a similar competition be developed for QPRC. The competition should include photography, along with other art, and will be open to all residents of the local government area. A prize will be made available for winning entries. Work will need to be done regarding the terms and conditions of entry to ensure that Council is able to use as many of the entries as possible in future publications.

The imagery may then be used in council strategic documents such as the community strategic plan and development plans to reinforce the identity of the LGA and promote community buy-in to those plans.

Actions:

- An art/photography competition be organised to collect art/photos representative of life in QPR for Council use in publications.

Live streaming of Council meetings

Prior to the merger, both QCC and PC had explored live streaming Council meetings. With Council meetings alternating between Queanbeyan and Bungendore, and the logistical issues that creates, it is recommended that Council progress the matter of live streaming of Council meetings. This will allow a much larger section of the community to view Council meetings. The issue of how to achieve live streaming if meetings are held outside the two principal centres (Queanbeyan and Bungendore) will also need to be considered. Further investigations will need to be undertaken to look at broadening this approach to allow community members to participate in the meeting without being there in person.

Some areas of the LGA don't have adequate internet access to stream the live service. Satellite access to the NBN is helping to address this matter and the Administrator and General Manager will continue to lobby the relevant authorities to help improve the area's internet access.

Council is negotiating with third parties to provide free WiFi in the towns' CBDs.

It is hoped the review of the Local Government Act will facilitate electronic/remote means of communication and meeting. This should alleviate issues of distance, especially enabling those unlikely to travel to meetings at night.

Actions:

- Provision of live streaming services for meetings held in Queanbeyan and Bungendore be progressed
- Explore technologies to enable online and telecom discussion and meetings with community and committees.

Implementation Plan

Council will regularly report on progress against the key issues and actions identified in the merger implementation plan.

Communications survey

Along with a range of other monitoring, Council will conduct an annual communications survey with a random selection of the community. The survey will give Council and understanding of what is working and connecting with the community and where gaps needs to be addressed.

Actions:

- Annual communications survey to a random sample of residents

Public exhibition of documents

From time to time, Council will be required to publicly exhibit documents or information for community feedback. Any documents/information that are placed on public exhibition should be exhibited in the following ways:

- Available on Council's website
- Hard copies available at Council's three customer service centres
- Hard copies available at Council's three libraries
- Advertisements in Council's For Your Information ad in the Queanbeyan Chronicle, Bungendore Weekly and Braidwood Times.

Further communications via media releases and social media should be discussed with the communications team.

Some Council projects, documents and information may require further consultation and engagement activities, including information sessions, community meetings and so on. A separate consultation and engagement plan should be developed with assistance from Council's Communications team.

Actions:

- Council exhibit its documents/information on exhibition via the abovementioned methods
- Any projects that require additional consultation and engagement activities should have a separate consultation and engagement plan developed with assistance from the Communications team

Staff communications and engagement

Intranet

Both former councils had an intranet for staff news and links to important documents. An intranet must be continued for the new organisation and given that QCC recently upgraded and launched its intranet it is recommended that the QCC intranet become the new intranet for QPRC.

Some information will be required to be transferred from the Palerang intranet to the QPRC intranet.

The Intranet should include key staff information, including the organisational structure, HR information, directives, policies and much more.

Actions:

- Intranet of former QCC intranet be made available to all staff
- Improve methods and technologies to improve internal communications (virtual meetings, Lync, Zoom, SmartBoard, SMS & Twitter broadcasts, employee online help desk, live chat, on-line learning for communication of key policies and processes, use of gaming technology to increase engagement)

Internal newsletter

Council employs more than 400 employees and is one of the largest employers in the local government area. Given this, the importance of ensuring our staff are informed is vitally important. Council's staff residences and worksites are distributed across and outside the LGA into the ACT and other LGAs.

It is recommended that Council's communications team prepare a monthly newsletter for staff. The newsletter will touch on a range of topics, with a heavy focus on progress the transition team is making. The newsletter will also be used to celebrate wins across the organisation, either in relation to transition matters or general business. The newsletter will also provide an update on the outcome of Council meetings.

In addition, the General Manager will visit offices and worksites to increase visibility and create forums for feedback. Addresses to staff will be reinforced through video links on the intranet. This assist maintaining a chronology of issues and actions through the merger transition.

A regular contribution from Council's Workplace Consultative Committee (WCC) should be provided via the chair.

The newsletter will be available on Council's Intranet and distributed to operational staff in hard copy.

Draft Community and Staff Communication and Engagement Plan

Actions:

- Internal newsletter developed once a month and distributed to staff
- Communication from WCC provided in internal newsletter

Transition updates

The General Manager will provide a weekly update to Department of Premier and Cabinet (DPC) as the organisation moves from the interim phases towards transformation.

That status report will guide a staff update on 'what's happening this/next week', activities of teams and FAQs. It is expected that this update will be short and will include links to the intranet/website where applicable. Intranet access is not always available. Hardcopies are attached to pay notices.

Issues raised in the weekly update will be expanded in the monthly newsletter.

Actions:

- Continue the weekly transition updates and monthly newsletters

Suggestion/question box

All staff are able to ask questions relating to the transition of the organisation, or general organisational matters. This can be done through an anonymous form on Council's intranet or by emailing members of the transition team. There should also be boxes provided at depots and other general staff areas. The questions will be answered and also communicated through the monthly staff newsletter.

Actions:

- Continue provision of suggestion/question box – both electronic and hard copy

Quarterly catch

Bringing the two organisations together will be a challenging task, especially with the distance between the three major offices and the perceptions of staff subject to the 2004 merger. To assist in combating this, the former QCC practice of a quarterly 'catch' with staff will continue. The 'catch' will be held in different locations and will see staff from the three locations come together for a short update on Council matters and a barbecue lunch.

The Quarterly Catch will feature a 'meet the team' segment where a new team will be introduced at each meeting

Actions:

- Instigate Quarterly Catch meetings at revolving locations, including 'meet the team' segment

Transition team

The establishment and mix of members in the Transition team (Project Management Office PMO) from the former councils provides a visual connection to staff and a means of distributing transition issues and updates to the broader staff groups from which the transition team member was seconded. The Transition Team will be fluid – it will be led by the Transition Project Officers and as we move through the harmonisation process, teams and individuals will be circulated through to provide their individual expertise into the processes or policies that are a priority at the time.

Actions:

- Establish protocol and tools to facilitate PMO staff to engage and distribute information with staff groups

New directives

As the organisation grows, there will be a requirement to combine directives from the former councils. As these directives are developed, they will go through the regular consultative process of the Workplace Consultative Committee, Executive Team and Management Group. When adopted, the new directives should be communicated with all staff via an email and follow up in the monthly newsletter.

Actions

- Harmonise and communicate revised workplace Directives

Staff surveys

Both former organisations had a commitment to ensuring employees had a voice through a range of mechanisms, including surveys. QPRC remains committed to regular staff surveys to measure employee expectations and receive feedback in relation to a range of matters include culture, engagement, reward and recognition. Prior to the merger announcement, staff of the former Palerang council completed a 'pulse' survey which was designed to identify the feeling of staff towards the merger. Shortly after the merger announcement, staff from the former Queanbeyan City Council completed the survey. Council's Transition Team will be working through the results of these surveys and developing strategies to address some of the matters raised. Further culture-related surveys will be conducted in the coming months. Coupled with information extracted from the proposed Organisational Culture Inventory (OCI) survey, this will provide the diagnostics to monitor and report on cultural change.

Actions:

- Staff OCI and pulse surveys to be utilised to monitor current state and progress on cultural change.

QPRC Consultative Committee

The QPRC Consultative Committee is a legislative internal workplace committee. The Consultative Committee's key deliverable for the first quarter is the development of an internal communication and engagement plan which will be designed to ensure all staff are consulted on a range of matters that may impact on them as part of the harmonisation process. This plan is a pivotal component of employee consultation and feedback.

A regular contribution from Council's Workplace Consultative Committee (WCC) should be provided via the chair in monthly staff newsletters.

Actions:

- Communication from WCC provided in internal newsletter

External communications and engagement actions

Actions	Audience	Monitor effectiveness	Responsibility	IAP2 spectrum	Timeframe
Development of QPRC website	Entire community	Google analytics – reported quarterly to Executive	Manager Integrated Planning and Communications /Website and Digital Communications Officer	Inform, consult, involve	First half 2017
Introduction of self-serve, applications and mapping tools	Entire community	Uptake of applications and technology	Manager Integrated Planning and Communications, ITBAU	Involve Collaborate	June 2017
Review of social media policy	Social media users/administrators	Minimise complaints regarding social media accounts	Manager Integrated Planning and Communications	Consult Involve	September 2016
Facebook like campaign	Prospective social media followers	Increase in number of likes	Communications Coordinator	Involve	By December 2016
Quarterly reporting of social media and website analytics to Executive	Executive	Increase in social media and website analytics	Manager Integrated Planning and Communications / Website and Digital Communications Officer	Inform	Quarterly
Investigate use of Instagram and nudge	Social media follows Use of mapping tools		Communications Coordinator	Inform Involve	December 2016
Continue to investigate the use of video the communicate with residents and use of animated videos on new website	Entire community		Manager Integrated Planning and Communications / Website and Digital Communications Officer	Inform	First half of 2017
Weekly Administrator's Column in Queanbeyan Age, Braidwood Times and Bungendore Weekly	General community	Communications survey	Communications Coordinator	Inform	All columns in place by 31 July
Column from the LRC to appear in community newspapers/newsletters – to be coordinated through the Communications team	Specific communities	Communications survey	Communications Coordinator	Inform	Schedule developed and column implemented by 31 July
Column from the LRC does not appear in same publication as Administrator's column	Community	Media monitoring	Communications Coordinator	Inform	Ongoing
Media briefings	Media	Media monitoring	Communications Coordinator	Inform Consult Involve	As required
Meetings with newspaper editors	Media	Media monitoring	Manager Integrated Planning and Communications and Communications Coordinator	Inform Consult Involve	Meet with each editor one per quarter

Draft Community and Staff Communication and Engagement Plan

Actions	Audience	Monitor effectiveness	Responsibility	IAP2 spectrum	Timeframe
Place the fortnightly 'For Your Information' in the Queanbeyan Chronicle, Braidwood Times and Bungendore Weekly. Remove For Your Information ad from the Queanbeyan Age, due to impending merger with Chronicle	General community	Communications survey	Communications Coordinator	Inform	In place by 31 July
Explore options to advertise or promote council issues, projects or events on electronic or temporary roadside and building signage, or road crossing banners	Community	Awareness of Council issues, projects and events Communications survey	Coordinated through Communications team and implemented by project lead	Inform	As required
Install branded project signage at sites of key Council projects	Community	Number of project sites without signage	Coordinated through Communications team and implemented by project lead	Inform	As required
Continuation of community newsletter every two months – distributed to entire LGA	General community	Communications survey	Communications Coordinator	Inform Consult	Bi-monthly January March May July September November
Seeks quotes and enter into a contract for printing/distributing newsletter	Suppliers	Newsletter deadlines are met	Manager Integrated Planning and Communications	N/A	By September 2017
Re-establishment of weekly e-newsletter and run a campaign to attract subscribers	Registered community members	Communications survey Increase in number of subscribers	Communications Coordinator and Website and Digital Communications Coordinator	Inform	31 July
Harvest email addresses for expansion of subscribers for e-newsletter	Community	Increase in e-newsletter subscriptions	Communications Coordinator and Website and Digital Communications Coordinator	Inform	Ongoing
Inclusion of fliers in rates notices continue, but restricted to two inserts. Included in rates notices to entire LGA	Ratepayers	Communications survey	Manager Integrated Planning and Communications	Inform Consult	As per rate notice deadlines
Community meetings to be held in Queanbeyan, Braidwood and Bungendore every four months and other areas of the LGA as required	Ratepayers and residents	Communications survey Community Satisfaction Survey	Manager Integrated Planning and Communications	Inform Consult Involve	February-March, June-July and October-November Other areas as required
Where possible, Council have an information stall at Council and community events throughout the local government area	Community	Engagement at events	Manager Integrated Planning and Communications and Manager Family and Community Services	Inform Consult Involve	As required
Utilise events to survey residents and collect information on the preferred form and content of information delivered to community	Event attendees	Responses to surveys	Event managers	Consult	As required

Draft Community and Staff Communication and Engagement Plan

Actions	Audience	Monitor effectiveness	Responsibility	IAP2 spectrum	Timeframe
Styling and logos refreshed to position Council brand before the 2017 election	All	Implementation of brand	Manager Integrated Planning and Communications	Inform	Prior to September 2017 election
Art/photography competition organised to collect art/photos representative of life in QPR for Council use in publications	Artists/residents	Collection of art/photography obtained to use in documents/offices	Manager Integrated Planning and Communications and Manager Family and Community Services	Involve	March 2017
Provision of live streaming services for meetings held in Queanbeyan and Bungendore to be progressed	Residents	Number of views of Council meetings	Manager Integrated Planning and Communications	Inform Involve	September 2016
Explore technologies to enable online and telecom discussion and meetings with community and committees	Residents	Participation in discussions	Manager Integrated Planning and Communications and ITBAU	Consult Involve	September 2017
Undertake annual communications survey of a random sample of residents	Random sample of residents	Survey response rate	Manager Integrated Planning and Communications	Consult	July 2017
Council exhibit its documents/information on exhibition via the methods on Page 18	Residents	Number of submissions received on documents/information	Staff responsible for document/information on exhibition	Inform Consult	As required
Any projects that require additional consultation and engagement activities should have a separate consultation and engagement plan developed with assistance from the Communications team	Residents	Development of consultation and engagement plans	Staff responsible for document/information on exhibition	Inform Consult Involve	As required

Internal communication and engagement actions

Actions	Audience	Monitor effectiveness	Responsibility	IAP2 spectrum	Timeframe
Intranet of former QCC intranet be made available to all staff	Staff	Number of Intranet hits Reduction in enquiries across Council for standard information	Manager Integrated Planning and Communications and Manager ITBS	Inform	July 2016
Look at improved ways to harness technology to improve internal communications (virtual meetings, SMS & Twitter broadcasts, employee online help desk, live chat, on-line learning for communication of key policies and processes, use of gaming technology to increase engagement)	Staff	Implementation of new technology	Manager People and Excellence, Manager Integrated Planning and Communications and Manager ITBS	Inform Involve	September 2017
Internal newsletter developed once a month and distributed to staff	Staff	Internal communications survey	Communications Coordinator	Inform	Monthly
Weekly transition updates	Staff	Staff engagement and information on merger via culture surveys	Transition team	Inform	Weekly
Continue provision of suggestion/question box	Staff	Number of suggestions/questions lodged	Transition team	Consult Involve	As required
Hold Quarterly Catch, including 'meet the team' segment	Staff	Attendance at Quarterly Catch	Transition team	Inform Involve	Quarterly
Establish protocol and tools to facilitate PMO staff to engage and distribute information with staff groups	Staff	Distribution of information	Transition team	Inform Consult	December 2016
Communication from QPRC Consultative Committee provided in internal newsletter	Staff	Staff aware of actions of QPRC Consultative Committee	QPRC Consultative Committee chair	Inform	Following each meeting
Commitment to communicating adoption of directives	Staff	Staff aware of new and amended directives	Officer responsible for directive	Inform	Following adoption of directive
The staff Organisational Culture Inventory and pulse surveys be utilised to monitor the current state and progress on cultural change	Staff	Response rate to survey Development to survey action plan	Manager People and Excellence	Consult Involve Collaborate	To be confirmed