

2016 • 2017



END OF TERM REPORT

IMPLEMENTING SNOWY VALLEYS COUNCIL

LEADING, ENGAGING
AND SUPPORTING
STRONG AND VIBRANT
COMMUNITIES

Snowy Valleys Council acknowledges and respects the traditional owners of the land we meet on.

We recognise and respect their cultural heritage, beliefs and continuing relationship with the land.

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CONTENTS

From the Administrator.....	4
Meet the Executive Team.....	6
About Snowy Valleys.....	8
Strategic Capacity.....	10
Outstanding Service Provision.....	11
Robust Community Relationships.....	12
Strong Performance.....	18
Sound Organisational Health.....	20
Financial Position.....	22
Strong Communities and Infrastructure.	28
The Future.....	32



FROM THE ADMINISTRATOR PAUL SULLIVAN

There's much to be proud of when you review the progress of Snowy Valleys Council over the past 15 months.

Integrating and bringing together two organisations with different cultures was never going to be an easy feat. The staff and community have helped and supported the transition process.

The merger process also involved bringing Snowy Works and Services, the business unit of the former Tumut Shire Council, under the common brand of Council. The efficiencies of merging the works department are evident, with the expansion of skills and the ability to utilise plant across all parts of the larger council area.

The development of a new organisational structure has ensured Council can place emphasis on key facets of capital works and be the driver of economic development within the new Local Government Area.

The Stronger Community Grants provided an opportunity for organisations big and small across the region to undertake projects to develop capacity and improve facilities.

These, along with the Infrastructure Funds have put an emphasis on town amenity, making the region much more appealing to visitors and potential new residents, and is enhancing pride within those communities.

We have reinforced relationships with major employers including Visy and Snowy Hydro and continue to maintain a strong connection with other industry players along with State and Federal Government Agencies and relevant Ministers.

It has been enjoyable attending many of the local events and I am delighted to see them continuing to be successful. I particularly enjoyed CiderFest in Batlow in May and Tumbafest in Tumbarumba in February. The region is lucky to have so many wonderful events including Lanterns on the Lagoon, the Festival of the Falling Leaf and Tumbarumba Tastebuds among many others. With such committed communities, I am sure they will continue to be successful for many years to come.

The highlight of my time here has by far been the engagement with staff and their positive contribution to ensure the success of the new Council, despite the personal attachments to the pre-merger entities.



We have a tremendously capable and committed staff.

What's also special about this region is the ability of each community to maintain its individual identity. I have thoroughly enjoyed my time in the various communities and have formed some strong personal connections. It has been a great delight to attend school presentations, various sporting events, art exhibitions and other celebrations.

Two financially strong and capable councils have formed a formidable Council area that now has greater scale and capability. We can take advantage of opportunities to undertake more diverse capital works projects by working collaboratively.

However, there is a component of the community who still oppose the merger, which I thoroughly understand.

We are fortunate to share the local government area with very strong corporate

residents, such as Forests NSW, National Parks and Wildlife Services and Snowy Hydro. We have sustainability in our economy through tourism, primary industries and processing and Snowy Hydro. These industries complement each other and are the driver of economic development. This will be enhanced by the anticipated Snowy 2.0 project, which will, if undertaken, bring many benefits to this area.

We are continuing to address investment in infrastructure throughout the region with a program of repairing roads, bridges and improving town amenity, including sport and recreation facilities.

Paul Sullivan
17 August 2017



MEET THE EXECUTIVE TEAM



Interim General Manager, Bob Stewart

Bob Stewart was the General Manager of the former Tumut Shire Council from 2008 to 2016.

At the time of proclamation of Snowy Valleys Council in May 2016, Bob was appointed as the Interim General Manager and led the initial process of the merger of the two Councils.

Bob resigned from this position in November 2016.



Acting Interim General Manager, Kay Whitehead

Kay started with Tumbarumba Shire Council in 1983, and has held a number of administrative and finance positions within Council since that time.

Kay completed her Bachelor of Business (Accountancy) with Charles Sturt University while employed with Council and in 1996 was appointed Director of Corporate Services.

Kay became the General Manager of Tumbarumba Shire Council in 2010.

Kay took on the role of Deputy General Manager at the time of proclamation.

After the resignation of General Manager, Bob Stewart, Kay was appointed as Acting Interim General Manager.



Matt Christensen
Director Assets & Infrastructure

Matt held roles in the former Tumut Shire Council and has a total of 16 years in Local Government in both Queensland and New South Wales.

Matt holds a Bachelor of Engineering Technology. His focus is on working on sustainable infrastructure addressing issues of liveable communities and pride of place.



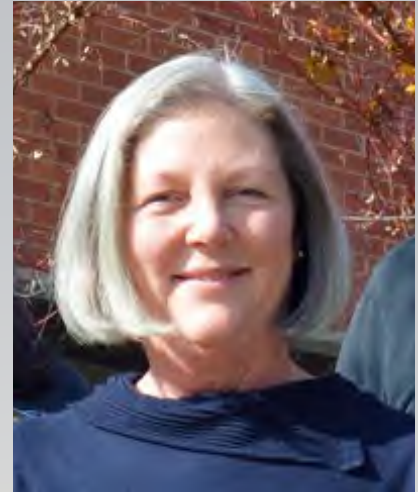
Gus Cox
Director Strategy, Community & Development

Gus has 14 years experience in Local Government and a Director with the previous Tumbarumba Shire Council.

Gus holds a Bachelor of Applied Science (Environmental Health) and a Graduate Diploma in Urban and Regional Planning.

He has been responsible for a number of capital projects including

- Senior Independent Living Units
- NPWS Khancoban Visitor Office
- Tumbarumba Community Sporting Hub; and
- Administration of the Hume and Hovell Track Maintenance Contract



Robyn Harvey
Director Internal Services

Robyn commenced in the Director role at Snowy Valleys Council in June 2017.

Robyn brings 35 years of management experience in Health in operational and strategic roles.

Robyn holds a Master of Public Administration and many years experience in leading change in large and complex organisations.

ABOUT SNOWY VALLEYS

On 12 May 2016, the NSW Government merged Tumbarumba Shire Council and Tumut Shire Council by proclamation to create Snowy Valleys Council. The NSW Government appointed an Administrator, Paul Sullivan, to oversee the implementation of the new council until elections are held in September 2017.

The Snowy Valleys Council region is located in the western foothills of the Snowy Mountains, bordered by Kosciuszko National Park in the east and the Murray River to the south. It has a population of around 15,000 people, and covers 8,960 square kilometres. Agriculture and softwood timber industries, including Australia's largest softwood processing mill provide the region's economic base.

The vast local government area created includes the towns and villages of Adelong, Batlow, Brungle, Jingellic, Khancoban, Rosewood, Talbingo, Tumbarumba and Tumut.

The softwood timber industry provides a robust economic base for the area centred on the Visy and Carter Holt Harvey softwood processing mills in Tumut and the Hyne mill in Tumbarumba. Other key industries include agriculture, viticulture, tourism, retail, hydro-electricity generation and horticulture. Larger employers include Snowy Hydro Limited, National Parks and Wildlife Service, the Forestry Corporation of NSW, national retail chains and the Mannus Correctional Centre.

Our highest priority as a new council is to ensure we continue to deliver high quality services to all of our local communities. Our commitment to council staff is to develop a culture that directly contributes to Council's success and to be a positive customer centric organisation.

We consider it to be crucially important that we enable our residents to have meaningful open dialogue and to encourage them to have a voice in support of their communities.



Snowy Valleys Council is centred around the Tumut and Tumbarumba regions on the western falls of the Great Dividing Range half way between Canberra and Wagga Wagga.

The council area includes the western part of Kosciuszko National Park. The total land area of the council is 8,960ha. A large proportion of land is occupied by the National Parks and Wildlife Service and the Forestry Corporation of NSW.

The council is midway between Sydney and Melbourne with excellent highway links to both.



Population has been stable over recent years and is likely to stay so. (NSW Dept of Planning , 2014 revisions).

Nineteen percent of residents are aged 65 and over, which is higher than the State average of just under 15% (ABS, 2011). This will have implications for likely future demand for social services (health and welfare), and associated business opportunities such as aged care.



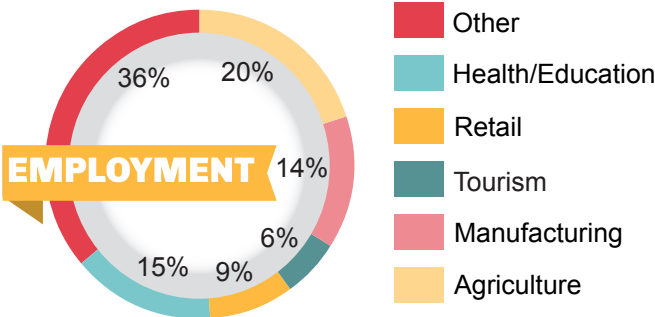
The sources of employment provide a good snapshot of Snowy Valleys Council's economy. The strong contribution of the primary sector (agriculture, including forestry) and manufacturing (largely involving timber processing) is clear. In addition to the traditional strength of the primary sector, Snowy Valleys Council can also offer major strengths as a manufacturing centre. This provides opportunities for services based on supply to processing activities, as well as ensuring a labour force with well-established manufacturing skills.



Snowy Valleys Council is characterised as having a resource-based economy, with activity focused on the availability of raw materials including water and forests. We also have world-scale processing facilities. Additionally, the Council's location provides a strong base for tourism activities.

With a growing labour force and declining unemployment levels, continued growth and expansion in Snowy Valleys Council economy can be expected.

This growth is likely to result in an expanding population, and a range of future investment opportunities.



STRATEGIC CAPACITY

The Council is a strong partner in the system of government with a strategic outlook confidently representing and progressing matters of local and regional significance, Council remains a strong partner in the REROC group.

During the period of Administration, Council established two key committees. The Local Representation Committee (pictured below) consisted of former Councillors of the Tumubarumba and Tumut Shires and community members with a genuine interest in the success of the new Council.

Upon commencement, committee members agreed unanimously to continue as a single committee, rather than as a separate group representing each former entity and to display solidarity between the two previous councils.

The Committee was charged with providing advice to the Administrator on local views and issues. This included:

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

The Implementation Advisory Group (IAG) was established to provide support and oversight

of the merger transition process at a strategic level. The members of the IAG were Ian Chaffey, Scott Stevenson, Brent Livermore and Rowan Bieske.

The Department of Premier and Cabinet (DPC) provided significant support and direction for all newly merged Councils. The Administrator, Acting General Manager and Executive Manager of the Project Management Office were involved in all the workshops and networking events held by DPC.

In March 2017, Council engaged a specialist Project and Change Management Manager to lead the Project Management Office, responsible for ensuring merger projects and initiatives are completed in a timely manner.

Business as usual has continued during this period of change and uncertainty. A review of the previous Councils' Strategic and Delivery Plans highlights completion of planned works and activities and service levels have not been compromised during this period.

Going forward, a new permanent General Manager will be recruited by the newly elected Council. The Executive Leadership Team (Directors) have a wealth of experience and capability, and once Divisional Managers are appointed in August 2017, the Council will have strong leadership and the strategic capacity to continue to build the new Council.



From left to right: Alan Becke, Rowan Bieske, James Hayes, Glenyce Francis, Tim O'Brien, Sue Fletcher, Scott Stevenson, Trina Thomson, Ian Chaffey, Margaret Isselmann, Brent Livermore (Julie Giddings absent)

OUTSTANDING SERVICE PROVISION

New Council Implementation Fund

As part of the merger implementation the State Government provided \$5million to support the implementation costs of the merger. This funding is being used across a range of key initiatives including:

- People and Culture - \$830k
- Community Engagement and Relations - \$50k
- Branding and Logo - \$990k
- Tourism and Economic Development \$285k
- Information Technology and Communication Strategies - \$2.65m
- Service Reviews - \$120k
- Administration Costs \$180k

Council is required to report to the Office of Local Government on the expenditure of these funds. Additionally Council is required to provide detail of any identified financial or efficiency benefits resulting from the full integration of the new council.

Outstanding Service Provision

Quality customer service provision was recognised as a determination of success in the development of a new integrated council. The new organisation structure provides for a Coordinator of Customer Service position. The focus of this role is to ensure the same levels of service and standards for all customers and ratepayers of SVC regardless of their location.

The highly regarded model of service at the Tumbarumba Administrative office, through Service NSW, will continue to provide a range of state and local services.

Harmonisation of service levels and rates and charges will be a focus of the new Council.

The development of the 2017-18 budget for Council went part way to harmonising some fees and charges, specifically relating to waste services.

High level service reviews of 37 functions of Council has been completed. This baseline data will be invaluable to the new Council in developing consistent service standards across the LGA. Dashboard technology will also enable the Executive and Council to have real time data on service delivery costs and processes.

Whole of area road conditioning has been completed which will inform future capital and maintenance programs based on sound asset management data.

The introduction of live streaming of council meetings will improve the connection and transparency of decision making with our community.

ROBUST COMMUNITY RELATIONSHIPS

Media Relations

A comprehensive Community Update was published weekly during the merger implementation phase in the two primary local newspapers the Tumbarumba Times and Tumut and Adelong Times. There was also a monthly feature appearing in the cross border publication The Corryong Courier, which services the southern-most end of the LGA. The publication is also published on Council's website.

The Community Update was considered essential to increasing the information flow about the merger process and its progress, Council's projects and initiatives. The update also assisted in raising the profile of the Administrator and the Council.

The Community Update was also a crucial component in the roll out of the new corporate identity.

Council has established good working relationships with the local media. A steady supply of media releases enjoy a 90% appearance rate, and are supplemented with story hooks and interviews.

The Administrator, Paul Sullivan, has a weekly segment on the local community radio station, Sounds of the Mountains.

He also regularly participates in radio and television interviews with the regional stations based out of Wagga Wagga, including Prime 7, WIN Wagga and the ABC Riverina.

Administrator Roadshow – August 2016

"I want to take the opportunity to meet the communities of the council area and hear their thoughts on the future".

The Administrator, Interim General Manager and the members of the Local Representative Committee embarked on the first whole of LGA 'Roadshow' in August 2016.

Along with providing an update of the merger implementation process, Mr Sullivan provided information on the Stronger Communities grant program and invited input into the NSW Government's infrastructure funds provided to merged councils.

Mr Sullivan reinforced the role of the Local Representative Committees (LRCs) during this shire-wide engagement exercise. The Administrator roadshow took place across the month of August 2016.

COMMUNITY MEETINGS

8th August	TUMUT
9th August	ROSEWOOD
10th August	ADELONG
11th August	TUMBARUMBA
15th August	TALBINGO
16th August	TOOMA
17th August	BATLOW
22nd August	BRUNGLE
23rd August	JINGELLIC
24th August	KHANCOBAN

A pattern of themes emerged from these meetings around the need for leadership, stronger community engagement, economic growth, vision and long term strategy and optimism about the future. Many also expressed the desire of stability beyond the Administrators' current term.

An infographic was developed and published to capture the "Top Ten Community Concerns" raised during this Roadshow.



Stronger Communities Grant Presentations – November 2016

Over a two week period in November 2016, Administrator Mr Paul Sullivan hosted Stronger Communities Grant Presentations to the successful recipients of the funding in each of the towns and villages of the Snowy Valleys Council (refer to page 28 for full list).



Communications and Community Engagement – April - August 2017

A commitment to clear, transparent communication and engagement with residents and stakeholders are the foundations of Snowy Valleys Council's Community Engagement Framework adopted in August 2017.

The Community Engagement Framework complements the corporate communications plan developed to guide communication activities with the community during implementation and transition phases.

The Framework includes a set of principles to guide Council's approach to community engagement and new initiatives such as a dedicated page on Council's new website to promote and receive feedback.

The Framework allows Council to investigate the establishment of Strategic Reference Groups where residents nominate to provide feedback, guidance and recommendations on specific issues. There is also an emphasis on the use of new technologies to help overcome the barrier of distance.

The Framework is heavily skewed towards embedding engagement into the culture of the Council organisation, representing a significant shift away from traditional council thinking.

New engagement techniques like social media and livestreaming of council meetings will help increase access and participation opportunities.

The newly elected Council will use the framework to guide future engagement.

Livestreaming of Council Meetings – March 2017

Council has introduced webcasting of Council meetings as another step in strengthening the connection with the communities of the Snowy Valleys Council.

Live streaming of Council meetings commenced in March 2017 to allow interested community members to view proceedings without the need to physically attend.

Residents also gain greater insight into the role of councillors as they make decisions based on the best interests of the entire Snowy Valleys area.

Community Appearances

During the period of Administration, Snowy Valleys Council has engaged with a large cross section of people through council and community meetings, staff workplace and depot visits, community forums, guest speaking invitations and other events.

Social Media

Snowy Valleys Council uses social media, in addition to traditional methods, to connect with our online communities on initiatives and opportunities, along with the promotion of events and important notifications.

Staff are actively encouraged to utilise Council's social media platforms as an important communication and engagement tool to promote their division's activities, services and initiatives.

Snowy Valleys Up Close Community Unification Campaign – June 2017

Snowy Valleys Council launched its exciting new Snowy Valleys Up Close campaign on Wednesday 7 June 2017, to encourage local residents to explore the communities around them.

The concept was conceived during consultations with the community for the corporate identity, and was an agreed priority of the Local Representative Committee and Council's Executive team. There was a recognised need to undertake an engagement initiative that was somewhat removed from the Council itself, encouraging residents to have an 'up close' look at the myriad of experiences that the Snowy Valleys Council area has to offer, free of any political taint.

'Snowy Valleys Up Close' is a collection of inspiring stories told by our local ambassadors. These people are everyday residents of the LGA - community members, leaders, volunteers and shop keepers.

The project is based on professional videography that showcases some of the best places to visit in the Snowy Valleys. One new experience will be added each week over the course of a year and shared via a highly visual website and social media channels.

Snowy Valleys Council locals are invited on an ongoing basis to share their own favourite experiences and become an Up Close ambassador to feature on the project's website and social media channels.

Check it out at: <https://www.youtube.com/channel/UC5PgMhTopFmOSrTup7Gp3iA>
www.snowyvalleysupclose.com.au



Snowy Valleys Council Corporate Identity – August 2016 – May 2017

Snowy Valleys Council engaged the Destination Marketing Store (DMS) to assist with the development of a brand strategy and logo for the newly formed Snowy Valleys Council, as a part of the NSW Government's council amalgamation process.

DMS' role was to deliver a Corporate Brand and a Community Engagement Project.

The deliverables included:

- Corporate Identity (for the Snowy Valleys Council including logo development)
- Corporate brand guidelines
- Community engagement framework and campaign
- Positioning the visitor economy – Roadmap for Snowy Valleys Council

The brand strategy deliverables included the identification of:

- A Vision for SVC
- Brand and the organisation's values
- Brand archetype and personality
- Brand essence
- Brand attributes
- Positioning statement

Community engagement was undertaken during August 2016 and consisted of a combination of highly publicised meetings and one on one sessions with key stakeholders, along with the opportunity to submit comments and thoughts via email.

The objective of the workshops was to uncover and articulate a meaningful and relevant brand identity for Snowy Valleys Council. Brands are a foundation and underpin the culture of any organisation.

The Snowy Valleys Council brand should be expressed with every interaction a customer has with Snowy Valleys Council. It is expected the brand should be engaging, respected and appreciated by all who interact with it.

The new corporate identity will position Snowy Valleys Council as an organisation that is solution-focused, proactive and committed to supporting strong and vibrant communities across the region.

By having a clear, unifying vision for the Council, we have set the foundations to ensure Snowy

Valleys Council is community-minded, transparent and always acts with integrity.

The invaluable input from staff and the community highlighted some key issues across the region, including:

- A very strong desire for the new Council to be solution-focused and avoid regulation for regulation's sake;
- Ensuring transparency in decision-making and communicate outcomes of community consultation processes;
- Supporting vibrant communities by being proactive and providing balance in the location of a range of Council roles, focus and services throughout the region;
- Encouraging investment and support a diverse economy, including growing the visitor economy by having a strategic plan for tourism and events; and
- Increasing the opportunities for young people to participate in the community.




Once the corporate brand strategy was finalised, the community was provided with the opportunity to have their say on their preferred logo design.

As a result of feedback from the community the Council was very pleased to allow a student from each of the high schools in the region to be part of the logo design process.

On 5 October, Council invited all four high schools to nominate a student to spend a day in the design studio with the creative team based in Sydney. The students had an opportunity to see first-hand how to develop a logo based on the Snowy Valleys Council's new vision and brand strategy.

In late October, Council facilitated a community-wide vote on their preferred logo from three designs. Both online and hardcopy voting options were offered, with staff conducting advertised 'pop up' sessions in each of the communities. Vote cards were distributed via letterbox drop across the SVC LGA.



Our Future. Your Vote!

Snowy Valleys Council invites the communities of our region to have their say on the logo that will represent our people and our organisation into the future.

Following consultation, we have developed three designs based on our core values and vision to support and enable strong and vibrant communities across our region. The logo is a symbol of the unity and success we hope to achieve. It is underpinned by our genuine commitment to seek solutions, provide exemplary service, ensure transparency and engage in a meaningful way with our communities. This is your opportunity to have your say and vote for your favourite logo design. Vote now: www.snowyvalleys.nsw.gov.au

Voting closes: 5pm Friday, 2 December 2016

If you are unable to vote online, please tick the box of the logo you like best below. Once you have voted, drop off the postcard to your local library or to the Council office nearest you. This is your opportunity to have your say and vote for your favourite logo design.

☐ Logo 1: The shield
☐ Logo 2: The flags
☐ Logo 3: The initials

Voting closes: 5pm Friday, 2 December 2016

Voting took place between 8 November and 2 December, with a total of 1435 votes being lodged either online or by hard copy.

Of the 1435 votes received, 'The Shield' received 575 of those votes closely followed by option 3 'The Initials' with 520 votes. Option 2, 'The Flags', was the least popular design receiving just 340 votes.

Determining the new Snowy Valleys Council identity and branding was an important step in creating the new Council.

Extensive consultation was conducted to select the final logo.



The logo uses a traditional idea of a shield that has been recreated in a contemporary fashion. The colours represent the natural environment, the distinct four seasons and the vibrancy of the communities that make up the Snowy Valleys Council region. The 'v' aspect of the shield relates to the valleys of the Snowy Valleys Council.

The roll out of the brand is well underway with new uniforms for staff, logos on all fleet vehicles and the main administration buildings displaying new signs. Replacing town entrance signage and street signs is an ongoing program rolling out over the remainder of 2017.

Snowy Valleys Council officially launched its new brand with staff boasting new uniforms, a new look website and stationery and work teams across the council area are busy removing the former council signage from 12 May 2017.

Administrator Paul Sullivan said that the twelve month anniversary of the council was a good time to begin rolling out the new look for Snowy Valleys Council across its assets.

Staff began replacing the shire gateway signage and the former council logos from vehicles and plant in the fleet replaced with the new Snowy Valleys Council branding.

The new brand will be rolled out progressively, with Council adopting a practical approach to methodically tackle the enormity of the rebranding exercise.

Certain assets were identified as being of high priority, such as staff uniforms, corporate stationery, shire boundary signs and the signage on the two main office buildings. Others will be phased in over a period of time.

Council staff also began the removal of anti-merger signage installed on public road reserves and lands on 12 May 2017.

Snowy Valleys Council Brand Story – May 2017

A staff team led the project to create a video to shine a light on the faces of Snowy Valleys Council, those people who live and work in the community. The brand video was an important first step in linking our new communities together, creating a sense of ownership and promise for the future.

The video was prepared and rolled out as part of the official 'launch' of the Snowy Valleys Council corporate identity on 12 May 2016.

The highly engaging clip shows staff living the values of Snowy Valleys Council and features employees from across a spectrum of council locations and services, putting human face to the organisation. <https://youtube/Dh6-CNnDT8Q>

Administrator Listening Tour – May 2017 – June 2017

The Council Administrator was out in the communities of the Snowy Valleys local government area on a

'listening tour' during May and June 2017 to interact with residents on council issues, provide an update on the merger and encourage nominations for the council election in September.

Mr Sullivan took the opportunity to check in with the Stronger Communities projects to see how they were progressing.

He took the lead role in encouraging communities to start thinking about suitable candidates for the new council ahead of the election on 9 September on his tour.

Residents did not need to make an appointment and were encouraged to drop by for a chat.

The Listening Tour was an informal way of connecting with the community to talk to those residents who wouldn't normally make an appointment at the council chambers.



Snowy Valleys Council

LEADING, ENGAGING AND SUPPORTING STRONG AND VIBRANT COMMUNITIES

ADMINISTRATOR LISTENING TOUR

MAY 23 - JUNE 8

Wednesday, May 24, Talbingo Mens Shed, 10am – 11am	Wednesday, May 31, Khancoban shopping precinct, 11am – 12pm
Thursday, May 25, Tumbarumba (in front of pharmacy), 10am – 11am	Thursday, June 1, Rosewood Golf Club, 3pm – 4pm
Tuesday, May 30, Adelong Café, 9:30am – 10:30am Wednesday, May 31	Friday, June 2, Jingellic Hotel, 11am – 12pm
Tuesday, May 30, Born and Bred, Tumut, 1pm-2pm	Thursday, June 8, Coffee and More, Batlow, 12pm – 1pm



STRONG PERFORMANCE

The previous councils of Tumut and Tumbarumba were both well established, well managed organisations with dedicated committed staff with extensive capability, experience and local knowledge.

The communities are passionate and engaged. This forms a sound basis to the creation of the new Snowy Valleys Council (SVC) to ensure the council is a robust, flexible and capable organisation delivering high quality services.

A number of benchmarking reports have been completed during the first 12 months of the SVC operations. The purpose is to identify current costs and levels of service across all functions provided by the previous two councils and which the SVC will continue to deliver. The reports include the extensive service review project, the business metrics report commissioned through Crowe Howarth and the Local Government Professionals Performance Excellence Survey.

Council has also completed customer and staff satisfaction audits. The results of these will serve as a benchmark for future survey results. The intention is to continually improve the performance of the SVC.

During September 2016 the NSW Government in partnership with all merged Councils commissioned a telephone survey based on a random selection process of 400 residents within the newly formed Snowy Valleys Council.

Emergency and disaster management were the highest rated area in terms of both performance and importance, with 86% of respondents indicating that it is very important and 77% noted that the service is done very well.

Key recommendations in the report included a focus by Council on the following key areas over the next 12 months:

- Providing value for money
- Condition of unsealed and sealed roads
- Listening to the views of the whole community
- Being a well-run and managed council

The overall performance of the newly formed council at the time of the survey had an index score of 51 which was less than the average for other newly formed regional/rural councils average of 56. It is expected that the work Council has undertaken since then in integrating the two previous councils to create the SVC will have made an impact on these results. However there is no doubt that the new elected Council and the leadership team of the Council will need to work together on a range of strategies to ensure that services are provided to a level that the community expects.



CHARACTERISTICS OF A STRONG COUNCIL

SNOWY VALLEYS COUNCIL



Enduring characteristics



Strategic capacity

The council is a strong partner in the system of government, with a strategic outlook, confidently representing and progressing matters of local and regional significance.

Longer term indicators

- There is a clear vision for the future and a pathway for achieving it
- Governance frameworks enable councillors to fulfill their strategic role
- Council can leverage its improved scale to partner with and influence State and Federal Governments in delivering local priorities and services

We know we are making progress by September 2017 through...



Outstanding service provision

Residents and businesses have an efficient, convenient and satisfying experience when using council services, information and infrastructure.

- Residents have easy access to services through their preferred channel
- Businesses and residents have a positive experience of council service delivery
- Residents have access to well-maintained community infrastructure
- Regulation implementation is predictable, consistent and fair

- Net financial savings (NPV) of \$XX million over 10 years included in Council's financial forecasts
- Net financial benefit (including New Council Implementation Grant) of \$XX achieved by September 2017



Robust community relationships

Residents and businesses have a voice in the vision for their community and there is meaningful, open dialogue between the council and community on solving local issues.

- Effective community engagement mechanisms are in place, and enable an ongoing community conversation with meaningful participation
- Council understands and considers the diversity of community views
- Community has confidence in council as a trusted leader

- % of the community satisfied with Council's overall performance
- 5 year costed capital renewal works program adopted by March 2017
- % of the staff who feel the organisation has a positive future and are committed to its success



Strong performance

The council is a robust, flexible and capable organisation that delivers on the needs of the community.

- Operations are efficient, and efficiencies are reinvested to the benefit of the community
- Council demonstrates strong financial performance

- 90% of housing development applications determined within 40 days



Sound organisational health

Council staff, leadership and culture directly contribute to the council's success and to positive, customer-centric culture and delivery.

- Strong, diverse leadership and a culture that values performance and adaptability
- A skilled, motivated and accountable workforce

A NEW MODEL FOR SUCCESS

SOUND ORGANISATIONAL HEALTH

As part of the creation of the Snowy Valleys Council (SVC) a new set of values that underpin the vision of the Council have been adopted.

A comprehensive Culture program was developed in consultation with staff aimed at supporting the creation of the “as one” culture of SVC. As part of this program fifteen staff have been appointed as Culture Champions to assist the Executive and People and Culture Division in implementing the actions required to foster a new culture.

The role of a culture champion is to model the values within the work environment and to provide support to staff within their section in accepting and implementing change. Effectively, they are supportive of their work colleagues and of the new values.

An organisation structure has been implemented resulting in a workforce of 241 full time equivalent positions. The structure reflects the strength and expertise of the combined workforce of the previous councils with lateral transfers offered to over 98% of staff.

Ongoing recruitment and placement into management and other positions will continue until September 2017.

A salary system has been implemented and plans are in place to develop the new SVC performance appraisal system by November 2017.

Three Directors have been appointed to manage the Directorates of:

- Assets and Infrastructure,
- Internal Service,
- Strategy, Community and Development.



The team have engaged an Executive Leadership mentor and coach to work with them to develop a strong new cohesive leadership team.

Council has now had over 600 days without a lost time injury incurred at the workplace - a testimony to the strong WHS systems and processes in place.

An Employee Survey was conducted in November 2016, completed by 179 respondents. The purpose of the survey was to identify how to increase passion and progress and connectedness by measuring current performance on a range of organisational practices.

This assessment helped to identify areas where key changes could be made to drive stronger staff engagement and progress. In a newly merged organisation this is an important measure to be taken during the early phase of integration of staff and work practice.

Embedding the organisational structure, which leads to integration of work practices, systems and processes, will provide an improvement in the results of this type of survey. This can be one measure of success of the merger.

Some of the initial findings included:

- That the level of engagement within the staff in the business of council was moderate with 74% of survey respondents indicating they are satisfied.
- Results were very favorable relating to the work staff undertake, their commitment to success and job satisfaction
- Results were less than favorable relating to leadership, transition, recruitment and career progression. This would be typical for a council which was only six months post amalgamation.
- Results were poor relating to communication, change and transition, and progress towards unification to a new integrated and functioning council. Again, this is very typical for the time at which the survey was completed.

The results of this survey informed a range of improvement strategies and the development of the culture program.

A repeat survey will be completed in 2018 around the two-year anniversary of the Council being established.

Integrated systems, processes and work practices

A fully integrated council requires a single IT system with a robust, high performing communication network. Extensive work has been undertaken to connect the two administration buildings and associated depots and sites throughout the greater SVC area.

This has been a challenge to the council due to the geography, and having to upgrade old infrastructure to allow the connectivity needed to work seamlessly across the area.

Additionally the internal corporate systems need to merge into one preferred system. This will then allow a streamlining and harmonisation of work practices that should result in efficiencies.

This work has commenced but will be an ongoing project of significance through 2018.

Policies and Procedures

New Snowy Valleys Council policies and procedures are being developed based on the previous councils' positions.

The Council will work towards harmonisation and unification of all council policies post September 2017.

Tourism and Economic Development Plans

During the community engagement activities undertaken by Snowy Valleys Council such as for the Corporate Branding Project and Major Infrastructure Projects, it was made clear to Council that our communities want to see an increased focus on tourism and economic development across the council area.

Council has engaged Sasha Lennon from SC Lennon and Associates to develop the new council's Economic Development Strategy. The overall objective of this strategy is to support health, strong and vibrant communities in the council area, in accordance with Council's vision of 'leading, engaging and supporting strong and vibrant communities'.

The Economic Development Strategy will involve comprehensive research, consultation and engagement with residents, businesses and community groups to create a blueprint to prepare the region for a vibrant and sustainable future.

Mike Ruzzene from Urban Enterprises has been engaged to prepare the Destination Management Plan for SVC. The plan will establish clear directions for destination development for the entire Snowy Valleys Council area, and outline the roles and structures governing tourism in the locality and clearly articulate Council's vision for the future.

These strategic documents will be prepared in close consultation with the community, and the newly elected Council will participate in the development and endorsement of both strategies.

FINANCIAL POSITION

At June 2017 Ordinary Council Meeting, Snowy Valleys Council Administrator Paul Sullivan adopted the council's operational plan for the next financial year.

The plan includes council's annual budget, fees and charges (including rates) and capital works program.

The \$57.8 million budget for the next financial year will allow for all current services to be maintained and a healthy capital works program to be undertaken.

The draft plans were available for public comment in May and Council received four submissions relating to fees and charges.

One submission objecting to the Section 64 and 94 contributions and three submissions objecting to the increase in waste charges for Tumbarumba were received and considered, with Council committing to a comprehensive review of both areas in the next financial year.

The adopted plans can be viewed on Council's website:
www.snowyvalleys.nsw.gov.au

2017-18 Budget

The starting point for the preparation of the 2017-18 Budget was to take the 2016-17 budget and apply the following increases to reflect changes in the financial environment over the past twelve (12) months:

- a) Rates increased by 1.5% as approved by the IPART annual determination. This increase is allowed outside of the commitment to 'rates harmonisation' in the four (4) years following the merger proclamation;
- b) Wages increased by 2.8% in line with the current State Award;
- c) Materials and contracts by 1% to reflect the annual CPI impact;

- d) Fees and Charges increase by 2% as a combination of b) and c);
- e) Grants income by 2%; and
- f) Interest on Investment by 2.75% as supported by projected investment portfolio returns.

2017-18 Budget Preparation

The draft operational budget for 2017-18 for Snowy Valleys Council combines the former Tumbarumba and Tumut Shire Council's operating budgets and have been adjusted by the agreed percentage increases stated above.

A number of capital grants have been secured for Clarke's Hill rehabilitation and redevelopment of the Tumbarumba Caravan Park. The budget includes capital works that were highlighted in the former long term financial plans together with works required due to condition assessments.

The draft 2017-18 budget includes expenditure for both the Stronger Communities Infrastructure Funds and the Implementation funds for the financial year. With the amalgamation of the former Councils gaining traction items such as a new organisation structure will impact on the operating budget and adjustments may be required between functional areas.

The operating budget indicates that Snowy Valleys Council will have an operating deficit after capital grants of \$1.6M of which \$1.5M will be incurred due to amalgamation expenditure, leaving a small deficit of approx. \$90K. The grants received from State Government for the amalgamation was received in the 2016-17 financial year and will be held in a restricted reserve to cover the anticipated \$1.5M expenditure in 2017-18.

Income & Expenses 2017/18 Budget

Income	Draft Budget 2017/18
Rates and Annual Charges	19,140,049
User Charges and Fees	19,404,156
Interest and Investment Revenues	733,645
Other Revenues	978,798
Grants & Contributions - Operating	8,423,489
Grants & Contributions - Capital	9,036,720
Net gain from disposal of assets	122,420
Total Income from Continuing Operations	57,839,277

Expenses	Draft Budget 2017/18
Employee Costs	17,459,599
Borrowing Costs	685,734
Materials & Contracts	15,373,158
Expenditure Relating to Implementation Fund	1,500,000
Depreciation	11,001,544
Other Expenses	4,389,688
Total Expenses from Continuing Operations	50,409,723
Net Operating Result from Continuing Operations	7,429,554
Net Operating Result before Capital Items	(1,607,166)

2017/18 Project Listing

Description	Amount
GENERAL FUND - Roads	
Wee Jasper Road - Safety Works	255,000
Merivale Street Reconstruction	300,000
Rural Road Culvert Replacement Program	120,000
Fairview Road US Pavement Renewal	189,000
Brindabella Valley Road US Pavement Renewal	225,000
Adelong Cemetery Road	150,000
Jepson Avenue	70,000
Foleys Lane West	22,000
Old Town Bridge Tumut	70,000
Brindabella Road - Priority Sections	130,000
Tooma Road - Segment 60	140,000
Tooma Road - Segment 80	120,000
Tooma Road Segment 470	35,000
Alpine Way - Segment 50	125,000
Possum Point Road	70,000
Khancoban Boat Ramp Road	40,000
Munderoo Road	45,000
Courabyra Road (2km-3km)	70,000
Tintaldra Road	70,000
Maragle Road	135,000
Gilbert Street (Kent to Selwyn)	90,000
King Street (Regent to Selwyn)	48,000
Munderoo Ournie Road	75,000
Walteela Road	45,000
River Road	55,000
Chisholm Street	22,000
Clarkes Hill Rehabilitation	3,553,565
Campbell to Gilmore Stormwater	60,000
Kent Street Project - Stormwater	125,000

2017/18 Project Listing

Description GENERAL FUND - Other	Amount
Glenroy Reserve - new accessible access (ramp)	15,000
Rosewood Park Toilets - Replace	80,000
Khancoban Shopping Centre Toilets - Complete refurb.	35,000
Tumbarumba - Carcoola Weatherproof structure removal of deck	25,000
Tumbarumba - Creekscape Upgrade 4 yr project	396,000
Tumbarumba - Records Shed drainage	3,500
Tumbarumba Swimming Pool Aluminium picnic sets	15,000
Tumbarumba Install CCTV at Creekscape	13,000
Tumbarumba Retirement Village - Stage 2 Construct 4 new units	550,000
Tumbarumba Retirement Village - Stage 2 Activity Centre	225,000
Rail Trail Development	3,535,672
Tumbarumba Caravan Park Refurbishment	2,037,500
Adelong Falls Capital Projects	10,000
Batlow Caravan Park Licence Requirements	20,000
Tumut Riverwalk Sports Precinct Masterplan	50,000
Adelong Apex Park Public amenities upgrade for disabled amenities	50,000
Tumut Bottlebrush Drive Playground Replacement - to meet compliance	35,000
Tumut Cemetery Masterplan Implementation	120,000
Batlow Showground Amenities - combined with 16/17 Rollover of \$100K	100,000
Tumut Riverglade Oval Drainage	40,000
Adelong Pool BBQ	25,000
Adelong Showground Amenities/Show Office upgrade	10,000
Batlow Hockey Field amenities upgrade	10,000
Tumut Stockwell Park Furniture	10,000
Building Renewals	130,000
Riverina Highlands Building - Forestry Carpet Replacement	40,000
Jingellic Toilet - Extension & renovation consisting of new accessible toilet	65,000
Jingellic Install fencing around playground equipment adjacent to shop	4,500
Mannus Lake - Pedestrian bridge linkage and paths	22,000
Tumbarumba - Council Chambers - built in zip heater	5,000
	14,131,737

2017/18 Project Listing

Description	Amount
DOMESTIC WASTE MANAGEMENT	
Domestic Waste Buildings (Ordinary Meeting Feb. 17)	100,000
Tumbarumba - Waste Transfer Station - Extension to existing shed	32,000
	132,000
WORKS DEPOT / FLEET	
Replace plant equipment as required under the Plant Replacement Program	1,195,000
Batlow Works Depot - Demolition and Replacement of Machinery and Storage Shed	90,000
	1,285,000
MERGER PROJECTS	
Stronger Communities Infrastructure Projects	4,000,000
Signage and other small projects	1,000,000
ICT Review - Network and Business System	1,500,000
	6,500,000
WATER	
Lambie and Godfrey Pump Stations Augmentation	300,000
Tumut WTP Clearwater Pump #2 renewal and/or replacement	90,000
Tumut WTP Clearwater Tank Cover ***	35,000
Tumut WTP Sand Filters ***	10,000
Tumut WTP Inline Mixer Replacement	25,000
Cloverdale Reticulation main	60,000
Currawong Road Reticulation Main	50,000
Brungle WTP Trim Dosing Chlorine	15,000
Talbingo and Batlow WTPs Chlorine leak SCADA integration ***	15,000
25mm Water Meters Upgrade (Talbingo, Batlow, Adelong)	40,000
Tumut Water Mains Extensions (Bundara and Rover Street)	40,000
Water Infrastructure All Towns	100,000
Albury Street - Boundary Street to McMeekin Street	50,000
Boat Ramp Poly line (Waterfall Farm Road)	50,000
	850,000

2017/18 Project Listing

Description SEWER	Amount
Sewerage Infrastructure All Towns	25,000
Batlow Sludge Lagoons Construction + Piezometer + Testing	150,000
Batlow STP Effluent Reuse Upgrade Works (incl. signs etc.)	15,000
Tumut STP decommission old tank, replace with shed	50,000
Talbingo STP roof clear water tank	30,000
Adelong STP Chlorine Analyser for Effluent Tanks + SCADA	25,000
SOPs for Batlow STP, Batlow WTP, Brungle WTP, Talbingo STP	25,000
Sewerage Mains Relining	100,000
Smoke Detection Program Talbingo, Adelong	30,000
Review of Tumut Golf Course Effluent Reuse vs. Raw Water	10,000
Lyne Street (Batlow Road to the west)	100,000
Sheather Street (Bradney Street line)	50,000
	610,000
	850,000
TOTAL 2017-18 CAPITAL PROJECTS	23,508,737



STRONG COMMUNITIES AND INFRASTRUCTURE

The Stronger Community Grants Program provided \$1.5M from State Government. This has allowed us to partner with the following organisations to deliver a variety of exciting projects.

Adelong Progress Association	Connecting the Community with Rehabilitated Adelong Creek	\$20,000
Batlow Senior Citizens Village Association	Refurbishment of Units	\$50,000
Brungle Memorial Hall Committee	Brungle Memorial Hall Restoration	\$50,000
Gilmore Progress Association	The Gilmore Hall Renovation Project	\$50,000
Lanterns on the Lagoon	Lanterns on the Lagoon Solar Path Lighting	\$11,591
Lions Club of Tumut	Lions Junction Park	\$16,492
Riverina Highlands Landcare Network	Building Community Capacity	\$28,150
Rotary Club of Batlow	BBQ and covered tables for Memorial Park	\$27,956
Rotary Club of Batlow	Community Ride-on Mower	\$5,000
Rotary Club of Batlow	Information Sign at Cow and Calf	\$601
Rotary Club of Batlow	Streetscape Improvements at Pump Station	\$2,346
Rotary Club of Batlow	Cover for Table and Seating Batlow Library	\$5,301
Rotary Club of Batlow	Upgrade Batlow Lookout	\$9,430
Rotary Club of Tumut	Ken Warby Signage	\$5,000
Rotary Club of Tumut	Pioneer Park Shelter	\$48,400
Sounds of the Mountains	Upgrade Broadcast Infrastructure	\$50,000
Talbingo Men's Shed	Extension to Shed	\$32,000
Tumut Aero Club Inc.	Hangar Upgrade Cladding Component	\$33,250
Tumut Art Society	Making the Arts Accessible	\$6,200
Tumut Basketball Association	Cooling in the Basketball Hall	\$21,488
Tumut Clay Target Club	Automatic Emergency Defibrillator	\$3,258
Tumut Historical Society	Skillion Roof Addition	\$16,000
Tumut Junior Cricket Association	Enclosed Multipurpose Training Facility	\$50,000
Tumut Potters Inc.	Purchase of New Kiln	\$9,923
Khancoban & District Children's Resource Centre	Electrical Upgrade of Lighting and Wiring	\$3,620



Radio Upper Murray - Tumbarumba site	Replacement Community Radio Broadcast Site	\$50,000
Tumbarumba Adult Riding Club	Construction and Fencing of a Sand Arena	\$43,550
Tumbarumba Australian Football & Netball Club	Netball Court Upgrade	\$50,000
Tumbarumba Camera Club	Training Equipment	\$489
Tumbarumba Equine Club	Upgrade Access Road, Shade Structure & Lighting	\$37,130
Tumbarumba Little Athletics	Improving Little Athletics in Tumbarumba	\$40,212
Tumbarumba Polocrosse Club	Polocrosse Ground Revamp - Earthworks	\$23,500
Tumbarumba Pony Club	Indoor Sports Facility	\$39,035
Tumbarumba Rodeo Club	Arena Upgrade	\$17,490
Rotary Club of Tumbarumba	Police Paddock - Scenic Lookout Design Planning	\$2,800
Rotary Club of Tumbarumba	Upgrade Tumbarumba Christmas Tree Lights	\$26,762
Batlow Apple Blossom Festival	Replace Stolen Items	\$2,629
Batlow RSL Club Limited	Fix the Lid	\$50,000
Brungle Recreation Reserve Trust	Playground for Brungle	\$27,489
Brungle Tumut Local Aboriginal Land Council	Celebration of the 50th Anniversary of the Referendum	\$8,431
Christmas in Tumut Committee	Tumut CBD Christmas Decorations	\$17,278
Red Energy Rock the Turf	Red Energy Rock the Turf Event	\$10,000
Tumut Racecourse Reserve Trust	Upgrade Racecourse Function Centre	\$19,610
Tumut Showground Trust	New Amenities Block	\$50,000
Friends of Tumbarumba Library	Youth Area Redevelopment and External Space	\$12,000
Glenroy Heritage Reserve Committee	Refurbishment of Toilets at Glenroy Heritage	\$23,444
Tooma Recreation Reserve Management Committee	Upgrade Tooma Hall Facilities	\$50,000
TumbaFest	TumbaFest Event	\$10,000
Khancoban Country Club	Beautification of Beer Garden and Roof Repairs	\$14,880
Khancoban Golf Club	Repair and Upgrade Fairway Mower and Golf Cart	\$5,000
Khancoban Golf Club	Upgrade 9 Hole Grass Greens	\$3,000
Khancoban Country Club Tennis Club	Tennis Court Resurfacing	\$49,797
Rosewood Golf Club	Equestrian and Grounds Improvements Earthworks	\$21,500
Tumbarumba Artists on Parade	Purchase of Stage, Curtain and Lighting	\$14,500
Tumbarumba RSL Sub-Branch	Tumbarumba Memorial Hall Upgrade	\$9,969
Camp Hudson Management Committee	Construction of Paved and Covered Assembly & Dining Facility	\$21,945
Tumut Rugby Union Football Club	Jarrah Oval Playing Surface Upgrade	\$50,000
Tumut Town Band	Repairs to Bandroom Roof	\$10,000
Jingellic and District PA&H Society	Clean Water, Clean Catering	\$50,000
Khancoban Angling Club	Bringenbrong Reserve	\$3,026



STRONG COMMUNITIES AND INFRASTRUCTURE

The Infrastructure Fund is part of the NSW Government's Stronger Communities Fund for merged councils. Snowy Valleys Council received a \$10 million allocation last year, of which \$1.4 million was distributed through the Stronger Communities small grants program in October 2016. The remaining \$8.6 million has earned around \$200,000 in interest over the term.

In January 2017, Snowy Valleys Council held a schedule of community forums to identify priority projects to be funded from the infrastructure fund provided by the State Government.

This important piece of work added to the momentum created by the August community meetings and Stronger Communities grant program.

Administrator Sullivan actively encouraged as many people as possible to attend these forums to *"...get a feel for those projects that would benefit the greater community rather than just hear the opinions of one or two vocal groups."*

Council appointed consultants Linqage International to facilitate the consultation process.

Workshops were held with over 300 people attending. A series of additional meetings were held with different sectors of the community to understand their needs and engage them in future planning.

The consultant report was made available to the community via Council's website in March 2017.

The NSW Government imposed stringent conditions on how the money was to be allocated, with particular emphasis on high levels of meaningful engagement with the community and the funding of projects that deliver new or improved infrastructure or services.

The \$8.8 million investment allows us to address some longstanding issues and aspirations of the community.

It's a one-off opportunity to get some of these projects underway.

Whilst not every idea raised was funded, there are plans to use the information gathered in the consultations to identify projects that can be scoped and costed in anticipation of future grant programs and strategic plans.

Major infrastructure projects for the Snowy Valleys Council area totalling \$8.8 million were announced by Council Administrator Paul Sullivan at an extraordinary meeting of Council in August 2017.

The acquisition of the Batlow Cannery, a major CBD redevelopment for Tumut and the purchase of the Khancoban general store are among the projects to be funded through the NSW Government's Stronger Communities Fund.

The projects, once delivered, would provide significant long-term economic and social benefits to the Snowy Valleys Council.



THE FUTURE

In September 2017, an historic first election will be held to select nine councillors to take the Snowy Valleys Council forward to create a new robust council that is flexible and capable and that delivers on the needs and aspirations of our diverse communities.

Elected councillors will have ongoing support and training, including a Council induction and ongoing professional development and leadership program.

What's next and maintaining momentum?

Council has been preparing for the first elected body for Snowy Valleys Council on 9th September. Nine councillors will take on the responsibility and challenges of forming a locally representative council working together to create a strong organisation capable of providing services and infrastructure to the greater Snow Valleys Council region.

Candidate information sessions were held and a range of information was provided to community members interested in taking on this community leadership role.

Internally the council is preparing for a comprehensive Councillor onboarding program to ensure the new Councillors have the information, tools and support needed for them to succeed. This includes a detailed induction to the role of Councillor and then an ongoing professional development program including a range of short workshops aimed at providing a thorough understanding of the functions and operations of the Council organisation. Central to this will be a focus on preparing for the development of the Snowy Valleys Council new Community Strategic Plan and the associated resourcing plans required for the Integrated Planning and Reporting framework.

One of the first major tasks for the Council will be the selection and appointment of a permanent General Manager. Advertising for this position will commence mid-August so that the new Council will have a list of prospective applicants ready to review when they commence their term in mid to late September.

The appointment of the permanent General Manager is a key success factor as the new leadership and Councillor team. They will then need to develop strong, cohesive and cooperative working relationships to ensure the ongoing integration of Snowy Valleys Council as a united and strategic local government authority.

Transition to Transformation:

Internally the Council will continue on a range of projects and programs to build the efficiency and effectiveness of the organisation. With a new leadership team in place and staff positions clarified it will be time to reinvigorate the staff towards final integration of processes, systems and work practices. The culture program focus will be critical in supporting the creation of robust and connected teams working towards a common goal, with improved outcomes.

Organisations involved in amalgamations or mergers evolve through two phases of creating a new organisation –

- Transition, where staff, resources, assets and traditions and culture “transition” into the one new organisation.
- Transformation is when the merged organisation truly becomes new, unique and fully integrated and has the opportunity to transform itself into a high performing community focused engaged and responsive entity.

Priorities for 2017/18:

- Integration to one corporate IT system
- Internet and communication connectivity across the Local Government Area
- Finalising the organisation structure and recruitment to vacant positions
- Development and implementation of performance appraisal system in consultation with the consultative committee
- Development and roll out of training and support programs around building new teams and individual performance and capability
- Integration and streamlining of work practices and processes
- Extensive community engagement and adoption of Snowy Valleys Council new Community Strategic Plan and associated resource plans
- Establishing service levels and understanding full cost of delivery through structured service review program
- Completion of the Destination Management Plan
- Completion of the Economic Development Strategy
- Completion of new website
- Harmonisation of all previous policies and procedures
- Creation of the Local Environmental Plan and Development Control Plan
- Maximising funding opportunities to support the extensive capital works and infrastructure projects

