Gunnedah & Liverpool Plains Shire Councils

Resource Sharing Strategy

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Contents

1. Document management

Document Information

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Version	Date	Author	Description of Change
0.1	17-Nov-14	Colin Forman	Initial Draft
0.2	9-Dec-14	Eric Groth	Review
0.3	6-Jan-15	Robert Hunt	Review
1.0	14-Jun-15	Colin Formann	Finalise Dates Dates/Planning Workshop Duration
1.1	18-Jun-15	Colin Formann	Minor amendment to exec summary

2.   Approval management

The tables below provide details of document approvals.

A signed copy of the final document is held within the project files.

Document approval

Version 1.0 of this document was approved by:

Version	Name	Representing	Date Approved
1.1	Eric Groth	Gunnedah Shire Council	14-Jun-15
1.1	Ron Van Katwyk	Liverpool Plains Shire Council	18-Jun-15

3.   Purpose of this document

The purpose of this document is to detail a structured framework to guide Gunnedah Shire Council and Liverpool Plains Shire Council through assessment and implementation of resource sharing opportunities. Following a structured, strategic framework will help avoid the trap of ad hoc, poorly informed decision-making and ensure that quality outcomes are delivered for both communities.

4. Audience for this document

This document is written for the information of and assessment by a defined audience comprising Gunnedah Shire Council (GSC) and Liverpool Plains Shire Council (LPSC) Stakeholders.

It is not for general circulation.

The audience for this document is:

- Elected Members;
- Council Staff;
- External reviewers to whom this document has been provided with the prior approval of GSC & LPSC.

5. Executive Summary

The NSW State Government Fit for the Future package was announced in September 2014. This package requires all NSW Councils to prepare a submission to the State Government by July 2015 detailing how they plan to become "Fit for the Future" under the Office of Local Government (OLG) assessment criteria.

The package also contained a number of suggested mergers for Councils as determined by the NSW Local Government Review Panel. Gunnedah Shire Council and Liverpool Plains Shire Council are both submitting proposals to stand alone and a merger will not form part of the submission to the OLG. Opportunities to share resources between the two organisations have been pursued and will be further explored as this project progresses through the identified assessment stages.

Gunnedah Shire Council and Liverpool Plains Shire Council are a good strategic and organisational fit to share resources. The two Councils are of a similar size and already enjoy a good working relationship at many levels. The Councils share a large common boundary with shared interests in key strategic local infrastructure. The two main population centres of Gunnedah and Quirindi are about an hour's driving distance from each other. Both Councils use the Civica Authority local government system as their main line of business application which provides some uniformity between the organisations in back office functions and the operation of key business processes.

Whilst there may be other opportunities for both organisations to participate in shared service offerings on a regional scale, both organisations see key strategic advantages in partnering with each other to achieve economies of scale without sacrificing local autonomy, adaptability and flexibility in service delivery.

This document details a strategic framework to shape the identification, assessment and implementation of shared services between GSC and LPSC. The framework is based on best practice guidance provided by the NSW Office of Local Government on collaboration and partnerships between councils. The approach has also been modelled broadly on the approach taken by New Zealand councils in establishing the Bay of Plenty Shared Services Company (BOPLASS). The BOPLASS model has been academically acclaimed in many case studies and adopts a flexible, modern approach to shared services based on the following key concepts:

- A committed executive leadership, good communication and stakeholder engagement are key to success;

- Shared IT systems are the foundational building block of resource sharing (resource sharing is information sharing);

- A flexible, effective and well planned governance structure is crucial;

- Developing "centres of excellence" strengthens local democracy and minimises the impact to the local economy and staff.

It is important that a clear strategic planning model is used to guide thinking and avoid the trap of ad hoc, poorly informed decision-making. The framework utilises a six step model with the first three steps performed sequentially before being split off into a number of individual project streams running concurrently for each individual service:

- Stage 1 - Identify Resource Sharing Opportunities

- Stage 2 - Change Management and Stakeholder Engagement Planning

- Stage 3 – High Level Planning & Due Diligence

- Stage 4 – Detailed Service Plans

- Stage 5 – Agree and Commence

- Stage 6 - Monitor effectiveness - evaluate/modify/improve

The use of a clear model, coupled with the strong governance framework that has been outlined within this document shall provide a structured roadmap to unlocking the exciting potential benefits that exist for both communities from working together on a serious resource sharing initiative.

6.   Objectives and Principles

Objectives and principles are important guiding statements that shape the nature of the partnership. They are high level and non-specific but can be used as a prism to shape decision making. It is important that both councils explicitly state the objectives they want to achieve through the proposed partnership. It is then important to articulate the strategies that will be used to achieve these objectives as per a set of overarching principles. These objectives and principles are outlined in the section below:

6.1   Objectives

- More effective use of Council resources;

- Reduce costs;

- Enhance scale and capacity;

- Enhance service delivery;

- Improve succession planning;

- Create career opportunities for Staff.

6.2   Principles

- Mutually beneficial outcomes for both communities;
- Transparency, openness and developing trust;
- Strengthening local democracy and maintaining local autonomy;
- Keeping jobs in rural communities and building local economies;
- Balancing economies of scale with agility and flexibility;
- Good communications, fostering stakeholder involvement and planning for change;
- Careful planning, risk management and evidence based decision making.

7. Resource Sharing Framework

The first step in considering a collaborative relationship is to develop a framework that will guide the project from initial investigation of opportunities through to implementation. This framework should have a number of key elements including:

- Articulating the core business of the arrangement;

- Providing a framework for decision making;

- Explain the business to others in order to inform, motivate and involve;

- Guide benchmarking and performance monitoring;

- Stimulate change and become the building block for future work.

The strength of any resource sharing arrangement lies in the strategic planning work initially undertaken. This includes consideration of a range of matters including identifying opportunities and issues, determining what is to be achieved and decisions about how success will be measured. The following section outlines the model for investigation and implementation of resource sharing arrangements between GSC and LPSC.

The process:

The framework consists of a number of stages. The first three stages are to be completed sequentially with the remaining stages to split into a number of parallel streams. Formal sign-off via an agreed governance structure is to be completed before progression to the next stage can occur. The use of formal, structured stage boundaries provides rigour to the process and prevents the natural temptation to dive ahead and gloss over stages of planning.

A visual representation of the process is presented overleaf:

Resource Sharing Framework Overview

Identify	• Identify opportunities • Develop overall project plan • Form resource sharing project team
Communicate	• Communications planning • Change management • Stakeholder engagement
Assess	• Risks, benefits and financial analysis • Identify likely business models • Develop high level resource sharing plan

Deliver

Business Plan
Implementation Plan
Agree & Commence

Deliver

Business Plan
Implementation Plan
Agree & Commence

Deliver

Business Plan
Implementation Plan
Agree & Commence

Monitor & Evaluate

7.1 Stage 1 - Identify Resource Sharing Opportunities

7.1.1 Stage Overview

The first step is the identification of areas within both organisations that present opportunities for resource sharing and then assigning them into an order of priority based on an empirical assessment of the opportunity. It is important to identify those areas that a collaborative partnership is likely to assist and those where improvement is within the capacity of council with improved processes. Big is not always better.

This stage can be undertaken in a reasonably short timeframe and should be a 'helicopter assessment' rather than an in-depth analysis. Later stages within the framework will contain detailed due diligence tests of the identified opportunities. Both GSC and LPSC are to review their activities, strengths and weaknesses in their own environmental context and formally identify the following:

- Those things that council needs to do but does not have the intellectual, material or financial resources to undertake;

- Those things that council would like to do if they were better resourced;

- Those things that council does well from which others would benefit;

- Areas where partnership can result in overall cost savings;

- Opportunity for innovative approaches to common issues;

- The fit of the partner to assist in achieving these things.

Based on the analysis, identify benefits and constraints then begin to determine a priority order based on the following subjective assessment criteria:

- Size and complexity of the undertaking - starting small and dealing with 'low hanging fruit' is a mature approach in the early stages of a resource sharing arrangement;

- Resource sharing is information sharing – information technology sharing is the foundation of any resource sharing opportunity;

- Scale of perceived cost savings, efficiency gains and community benefit.

Following the completion of the above activities internally, both organisations then meet to present to each-other their findings and workshop the list together. These workshop(s) should include the management executive of both Councils. The first outcome of the workshop(s) is the development of an agreed resource sharing opportunity list that has been ranked by priority.

The secondary outcome of the workshop(s) is the development of a project plan that separates the assessment, planning and implementation of each opportunity into achievable stages along with identified timing and resourcing. This document will provide clear goals to the project team and bind both organisations to the provision of the identified resources to complete the project. It should be noted that each opportunity (service) will undergo a thorough assessment and if found to be unfit will not proceed to implementation.

7.1.2 Stage Deliverables

- **Gunnedah Shire Resource Sharing Opportunity List**
  List of potential resource sharing opportunities prioritised according to aforementioned criteria.

- **Liverpool Plains Resource Sharing Opportunity List**
  List of potential resource sharing opportunities prioritised according to aforementioned criteria.

- **GSC & LPSC Joint Resource Sharing Opportunity List**
  List of agreed resource sharing opportunities developed collaboratively at workshops and prioritised according to achievable stages of implementation.

- **GSC & LPSC Resource Sharing Project Plan**
  Formal project plan identifying deliverables, schedule, budget and agreed resources for project delivery as per this framework.

7.2   Stage 2 - Change Management and Stakeholder Engagement Planning

7.2.1   Stage Overview

The success of any collaborative arrangement is determined to a large degree by good communication coupled with effective change management and stakeholder engagement. In the first stage of this framework a number of resource sharing opportunities will be identified, along with a project plan for their assessment, planning and implementation.

This may understandably create some anxiety for stakeholders that are involved in the areas of business identified (both internally and externally). For this reason, the development and implementation of a plan that considers communications, change management and engagement must be a priority very early in the process. Well planned, timely delivery of relevant communications and the provision of opportunities for stakeholders to ask questions and provide input to the process will be a key ingredient in a successful outcome.

The creation of opportunities for staff involved in both sides of the project to get together and build strong working relationships and trust is also a formal outcome of this stage. People are the primary success factor in any resource sharing project and the academic literature on shared services is littered with examples of project failures that cite poor executive sponsorship and leadership, poor communication and incompatible organisational culture as the reasons.

Important internal stakeholders include elected representatives, senior staff, employees and their industrial and professional associations. Important external stakeholders include voters, ratepayers, special interest/lobby groups, local business, other spheres of government, media and major business enterprises. External stakeholders may be based in or outside the local government area. Of most relevance is that they have a direct interest in the proposal.

It is important that the interest, views, knowledge and skills of both internal and external stakeholders are understood and captured at all stages of collaborative development, planning, implementation and review. A comprehensive stakeholder analysis will assist councils better understand how stakeholders can contribute to effective collaboration and manage the risks posed by diverse stakeholder interests and perceptions.

Consultation and communication is an ongoing process throughout the framework, if done well it will lead to commitment and engagement in achieving the strategic objectives of the resource sharing project and the specific outcomes of individual projects.

7.2.2   Stage Deliverables

- **Communications Plan**
  Formal plan detailing the management of all communications so that stakeholders are informed, motivated and equipped to handle any changes.

- **Change Management Plan**
  Structured plan, considering the impact that any changes that may occur could have on staff and identifying strategies to mitigate these and proactively assist people in moving through the change.

- **Engagement Plan**
  Formal plan providing mechanisms to allow stakeholders to feedback information and shape the outcomes of the project. This plan must also provide for team building and networking opportunities between the two councils.

Note: The above deliverables may be delivered separately or together as one formal document.

7.3   Stage 3 – High Level Planning & Due Diligence

This stage is the assessment phase of the framework; it primarily involves high level planning of the resource sharing project as a whole and critical review of the plan. During this stage both Councils need to comprehensively understand the issues, benefits, risks and costs of the resource sharing project and identify the likely business model that best suits. This stage should not be rushed; a full understanding of the available options and thorough research is required to ensure that the right resource sharing activities are undertaken, within the most suitable structure to deliver measurable benefits both in the early stages of the sharing arrangements and in the longer term.

The plan needs to identify services to be shared and a staged priority for their implementation assessed against the concepts outlined in Stage 1 which have been derived from study of the BOPLASS model of shared services:

- Size and complexity of the undertaking - starting small and dealing with 'low hanging fruit' is a mature approach in the early stages of a resource sharing arrangement;

- Resource sharing is information sharing – information technology sharing is the foundation of any resource sharing opportunity;

- Scale of perceived cost savings, efficiency gains and community benefit.

Whilst the detail will be developed further during the planning process, it is suggested that the initial stage of shared services should involve a limited number of small services that are either already in place in a less formal arrangement, have a proven track record of being successfully shared by other organisations or can be achieved with relative ease. In addition to this, information technology services should be part of the initial stage in order to develop a foundation upon which future stages with more complex requirements can be advanced.

The completion of all these activities leads to the development of a Resource Sharing Corporate Plan which details the recommended business model, risk, issues, benefits analysis and details a staged and prioritised approach to planning and implementation.

This plan needs to detail:

- The scope, level and method of delivery of the services;

- The proposed budget, including start-up costs;

- Funding options, including a breakdown of contributions from both councils, and financial analysis including best and worst case scenarios;

- Risks involved in the project;

- Benefits of the project, financial, service and efficiency;

- Establishment of required management (governance) and business model;

- Assumptions underpinning the plan;

- Conflict resolution procedures;

- Statutory requirements and how they will be addressed;

- Required industrial agreements;

- Implementation schedule detailing stages, timeframes, tasks and responsibilities;

- Dependencies and interdependencies between the business units;

- Exit strategies.

The Resource Sharing Corporate plan should be subject to external review before progression to the following phase of the framework; this is to help mitigate the risk of optimism bias and to facilitate assessment of risks and issues from a different viewpoint.

7.3.1 Stage Deliverables

- **Risk and Issue Management**
  Formal plan detailing the risks and issues involved in the resource sharing project and measures to mitigate these risks.

- **Benefits Analysis**
  Document listing the potential benefits arising from the arrangements including service delivery, costs and efficiency.

- **Identification of Business Model**
  Paper considering the various business model options that are available to facilitate resource sharing arrangements and recommendation of the most likely option.

- **Financial Projections**
  Analysis of the resource sharing project and high level financial implications for both organisations based on the most likely option.

- **Resource Sharing Corporate Plan**
  Final document tying all of the above information together to be presented to an external expert for critical review

- **Critical Review of Corporate Plan**
  Critical review of concept plan by external expert to account for the risk of optimism bias and to provide further perspective and input.

7.4   Stage 4 – Detailed Service Plans

For each service a detailed business plan will need to be completed that sets out how the partnership will work within the parameters identified by the corporate plan. It should articulate the start-up costs, resource requirements, structure, operating procedures and a host of other information specific to the operation of the business unit. This is a 'nuts and bolts' type document that would be developed in collaboration with the subject matter experts and staff involved in service delivery. The development of this plan needs to be part of an ongoing consultation and negotiation process with both councils and other key stakeholders.

This plan needs to detail:

- The scope, level and method of service delivery;

- Detailed financial analysis of the proposal including start-up costs, cash flow projections, payback period, contributions of the parties and best and worst case scenarios;

- Establishment of required management / personnel structure;

- Service operating procedures, taking into account efficiencies and economies of scale;

- Formal definition of service levels and methods to measure them;

- Staffing arrangements. All collaborative arrangements need to take into account issues for staff who will be required to work across council boundaries. These issues need to be carefully considered;

- Statutory requirements and how they will be addressed;

- Risk assessment – identify, analyse, prioritise and manage risks;

- Assumptions underpinning the plan;

- Conflict resolution procedures;

- Required contracts for supply of services;
- Exit strategies – how to back out if things go wrong.

In addition to the business plan a detailed implementation plan shall need to be produced, this details the schedule, stages, timeframes, tasks and responsibilities for implementation of the shared service.

7.4.1 Stage Deliverables

- **Business Plan**
  Formal plan detailing how the service will operate within the parameters identified by the corporate plan.

- **Implementation Plan**
  Plan detailing how the service will be implemented as per the agreed business plan.

7.5 Stage 5 – Agree and Commence

Formal commencement of resource sharing for the service as per the agreed Business and Implementation Plans and within the broad overarching framework of the Resource Sharing Corporate Plan.

7.6 Stage 6 - Monitor effectiveness - evaluate/modify/improve

The Resource Sharing Corporate Plan will identify in the selection of the overarching business model and governance structure a forum to enable regular communications between both Councils. This forum will provide formal, operational oversight to the partnership and also serve as the primary governance vehicle for evaluation, monitoring and feedback throughout the implementation.

Regular structured evaluation and continual improvement will ensure that the partnership continues to grow and gain strength and is of even greater importance at the completion of one implementation stage and before the commencement of the next. Evaluation includes asking such questions as:

- Have the new arrangements achieved their objectives?
- Should resource sharing be continued in its present form?
- Can the operation be improved?
- If so, what modifications are necessary?
- Should the operation be expanded?
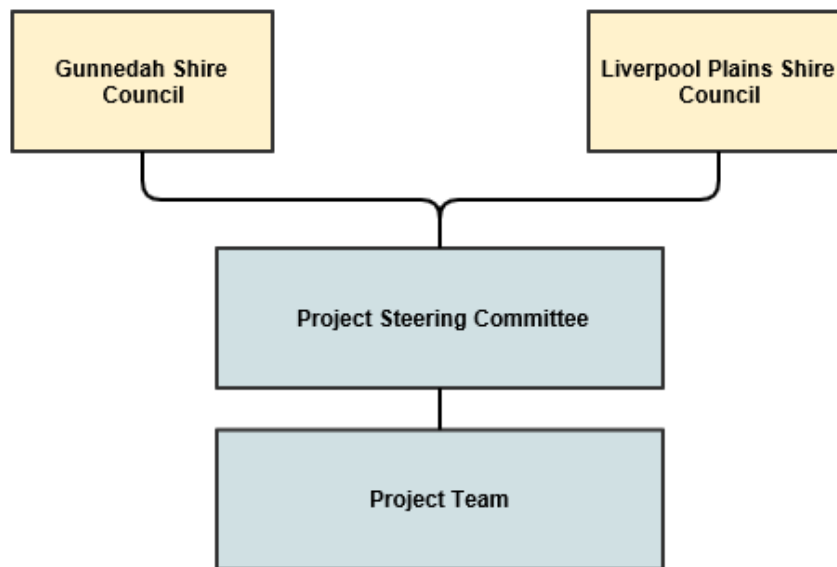- Should other options be explored – e.g. contracting out?

Each service will list a number of measurable objectives to be achieved from the partnership and relevant measures against these objectives to enable a critical analysis of the service and its performance. These metrics will help inform the discussion and provide answers to the above evaluation questions.

8.   Governance

8.1   Overview

The Project Structure comprises a Project Steering Committee and the Project Team. The project structure has been based upon the concepts of the PRINCE2 project management methodology and adapted to suit the challenges of this particular project. The detailed roles and responsibilities of the Project Steering Committee, Project Manager and Teams are described in the *PRINCE2 Roles and Responsibilities* documentation However, the high-level role of these entities are outlined below.

8.2   Project organisational structure

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┌──────────────────┐              ┌──────────────────┐
│  Gunnedah Shire  │              │ Liverpool Plains │
│     Council      │              │  Shire Council   │
└────────┬─────────┘              └─────────┬────────┘
         │                                  │
         └─────────────┐     ┌──────────────┘
                  ┌─────┴─────┴─────┐
                  │ Project Steering│
                  │    Committee    │
                  └────────┬────────┘
                           │
                  ┌────────┴────────┐
                  │  Project Team   │
                  └─────────────────┘
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## 8.3   Project Steering Committee

The Project Steering Committee is responsible for the overall strategic direction of the Project and has responsibility and authority for the Project as set within the framework. The Project Steering Committee would have high level representation from the executive within both organisations and will be the primary decision making body. The implementation of the resource sharing project is primarily an operational activity and each General Manager will be responsible for reporting to their respective Councils and escalating decisions where activities fall outside their delegation or the nature of the business requires a decision of both Councils.

The chair of the Project Steering Committee should be an independent and qualified individual selected to provide expert guidance during the project and to act as an impartial and independent decision maker if required to break deadlocks during the project. The Committee is to be run as per Council's code of meeting practice.

The Project Steering Committee meets bi-monthly and as required. It is anticipated that more regular meetings may be required in the initial stages of the project.

The structure of the Project Steering Committee is shown below:
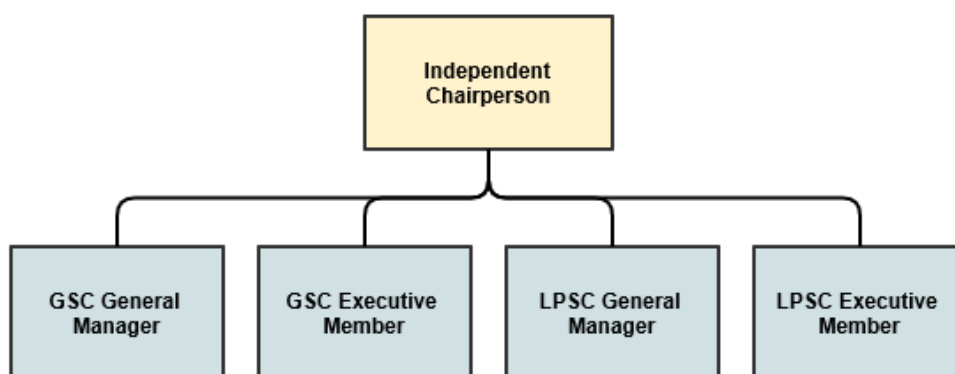
8.4   Project team structure

The project team is a cross Council group that provides the mechanism for more frequent assessment of project status and rapid action concerning any issues arising on a day-to-day basis. During the development of the GSC & LPSC Resource Sharing Project Plan the membership of the project team will be determined with the following positions as defined below:

- Project Manager – Individual appointed to manage the resource sharing project;

- LPSC Project Champion – Executive sponsor responsible for championing the project, coordination and allocation of resources within LPSC.

- GSC Project Champion – Executive sponsor responsible for championing the project, coordination and allocation of resources within GSC.

- Senior Suppliers – Variable number of executive and middle management positions added to the team by invitational appointment on an as-needed basis, depending on the current project activities.

The project team meets fortnightly and comprises the Project Manager, Council Project Champions and the Senior Suppliers for the Project. The senior suppliers could change depending upon the current activity being undertaken during project and could include members of the executive team and middle management. The meetings would be chaired by the project manager.

The structure of the project team is as follows:
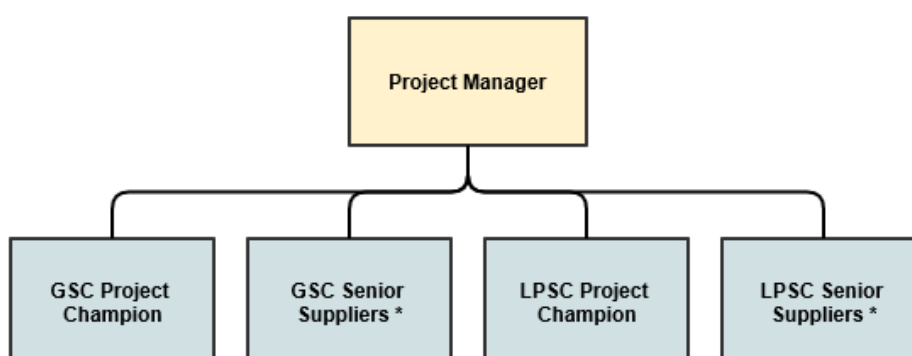
* Number of Senior Suppliers will vary through the course of the project.

9.   Evaluation of Key Risks

No	Risk Description	Source	Impact	Risk Level	Mitigation	Residual Risk Level
1	Staff disruption and poor morale.	Poor communication, change planning and stakeholder engagement.	Disruption to business, damage to staff/management relations and decrease in productivity.	High	Effective change management procedures ensure that a documented change plan, communications plan and engagement are in place. That major changes are properly considered, planned and managed.	Moderate
2	Industrial Action	Poor communication, change planning and stakeholder engagement.	Disruption to business, damage to staff/management relations and decrease in productivity.	High	Effective change management plan, communications plan and engagement are in place. Engagement via the Consultative Committee and proactive relations with Unions.	Low
3	Loss of Productivity	Time to adapt to change, inadequate training, inadequate planning, inadequate identification of risk, inadequate implementation.	Disruption to business, damage to staff/management/public relations and decrease in productivity.	High	Effective change management procedures ensure that a documented change plan, communications plan and implementation plan are in place. That major changes are properly considered, planned and managed. Detailed business planning and implementation planning for each service completed within the overarching framework of this strategy and a resource sharing project plan.	Moderate
4	Negative reporting in the Media	Staff dissatisfaction, poor media management.	Damage to staff morale and Council's public image	High	Communications plan.	Low
5	Poor Consultation and Communication	Bad communications and engagement.	Lower staff morale, poor project performance & possible project failure.	High	Communications Plan & Staff Engagement Strategy.	Low
6	Poor integration between realigned work areas	Bad communications and engagement, inadequate identification of risk, inadequate implementation	Disruption to business, damage to staff/management relations and decrease in productivity, lower staff morale, failure to achieve targeted benefits of proposed change.	High	Communications and engagement plans completed early in the project lifecycle. Strong emphasis on creating opportunities to build teams and trust as per the principles of this project. Thorough business planning and structured project	Low

No	Risk Description	Source	Impact	Risk Level	Mitigation	Residual Risk Level
					management approach.	
7	Resource sharing opportunities failing to meet expectations.	Bad planning and poor monitoring of implementation	Disruption to business, damage to reputation, low morale and damage to the overall project momentum.	High	Good business and project planning following a structured framework. Good governance structure in place to provide oversight to the project. Appointment of an independent chair to the steering committee. Use of independent experts where determined to be appropriate throughout the planning process.	Moderate
8	Loss of momentum and reluctance to share services	Fear of reduction in service, loss of local autonomy and loss of control. Uncertainty around impact on existing service staff.	Project not achieving desired outcomes, proposal not looked upon favourably by the OLG during fit for the future assessment.	High	Independent chairperson on project committee. Structured framework to guide the partnership. Agreed guiding principles and objectives. Strong Governance framework and focus on developing trust and executive sponsorship. Starting small and building on success. Strong executive commitment and leadership, developed through a planned engagement strategy.	Medium
9	Lack of resources to complete required tasks	Prioritisation of day to day activities over project activities. Poor planning and consideration of the impact of work associated with the project. Lack of a formal budget and project manager to control funds for the project.	Poor project performance, loss of momentum and potential project failure. Budget overruns and project not meeting objectives or expectations.	High	Formal project plan and project budget. Project governance structure with regular reporting. Good executive sponsorship and leadership driving the project forward and ensuring other priorities do not detract from project delivery.	Low

10. Implementation Plan

Item No.	What	Who	Due	Notes
1	Develop Draft Resource Sharing Strategy	CF	9/12/14	
2	Agree on changes and finalise Strategy.	GSC & LPSC	19/12/14	
3	Brief Mayors & Deputies.	EG & RH	9/1/15	
4	Develop initial communications plan as per section 12 of this plan.	GSC & LPSC	9/1/15	
4	Develop and distribute Stage 1 templates.	CF	9/1/15	Series of templates to be used for both Councils to undertake a self-assessment and identify resource sharing opportunities in their own context.
5	Councils to complete internal assessment of resource sharing opportunities.	GSC & LPSC	31/7/15	
6	Develop agenda for an offsite planning workshop.	CF	31/7/15	Develop an agenda to workshop the findings of the self-assessment in order to develop a joint list of resource sharing opportunities ranked by priority. Agenda to include the selection of a project manager and project team, executive members of the steering committee and Independent Chairperson. Also, a brief outline of the project timeline and services included in each stage to be provided to the project manager.
7	Offsite planning workshop held.	General Managers & Council Executive Teams.	3/7/15	Planning workshop to include team building activities.
8	Initial project budget allocation approved by both Councils (if required)	RH & EG	October 2015	Initial project kick off will incur some costs for drafting of documents, travel to meetings, external review and project management.
9	Resource Sharing Project Plan developed.	Project Manager	December 2015	Development of high level resource sharing project plan.
10	Develop communications, stakeholder engagement and change management plans.	Project Manager	December 2015	Development of communications, stakeholder engagement and change management plans.

Item No.	What	Who	Due	Notes
11	Develop and complete Resource Sharing Corporate Plan	Project Manager	December 2015	Development of Corporate Plan and other deliverables as per Stage 3 of this project.
12	Develop Business & Transition Plans for Stage 1 Services	Project Manager & Senior Suppliers	TBA	Development of detailed business plans for Stage 1 services.
13	Develop Business & Transition Plans for Stage 2 Services	Project Manager & Senior Suppliers	TBA	Development of detailed business plans for Stage 2 services.
14	Implement Stage 2 Services.	Project Manager & Senior Suppliers.	TBA	Commencement of Stage 2 resource sharing.
15	Develop Business & Transition Plans for Stage 3 Services	Project Manager & Senior Suppliers	TBA	Development of detailed business plans for Stage 3 services.
16	Implement Stage 3 Services.	Project Manager & Senior Suppliers.	TBA	Commencement of Stage 3 resource sharing.

11. Possible Budget

Initial start-up activities in getting the resource sharing project up and running will require some expenditure. This expenditure is related to initial start-up and concept development costs only, further detailed project costings and budgeting will be provided as part of the Resource Sharing Project Plan and Resource Sharing Corporate Plan.

Item	GSC Contribution	LPSC Contribution	Total
Travel to Meetings	$ 300	$ 300	$ 600
Meeting Catering	$ 100	$ 100	$ 200
Planning Workshop	$ 2,000	$ 2,000	$ 4,000
Workshop Facilitator	$ 1,300	$ 1,300	$ 2,600
Project Manager	$ 70,000	$ 70,000	$ 140,000
Independent Chair	$ 5,000	$ 5,000	$ 10,000
Consultants	$ 30,000	$ 30,000	$ 60,000
Corporate Planning	$ 20,000	$ 20,000	$ 40,000
Administrative Support.	$ 500	$ 500	$ 1,000
	$129,200	$ 129,200	**$ 258,400**

Note: This section does not represent a request for funds or a finalised project budget; until the scope of the resource sharing has been agreed a firm budget cannot be developed. This is simply an indication of the type of costs that could be incurred should a moderate sized resource sharing undertaken be agreed.

12. Communications Plan

An initial communications plan should be developed in conjunction with the Communications and media departments of both Councils. This step is listed at item four of the implementation plan and some suggested elements are listed in the table below:

Written Communication

What	Who	When	Notes
Staff Newsletter	Communications Managers	TBA & Ongoing	▪ Circulation of agreed resource sharing plan; ▪ Regular project status updates; ▪ Articles detailing benefits to Stakeholders; ▪ Articles answering common questions for all to view.
All Staff & Targeted Emails	General Managers & Communications Managers	TBA	▪ Updates and circulation of information following the all staff meetings; ▪ Circulation of this plan to Councillors;
Media Releases	Communications Managers	TBA	▪ Media releases to be considered if required.

Meetings

What	Who	When	Notes
Workshops with Councillors	General Manager	TBA	▪ Workshop with Councillors to outline the high level details of the resource sharing project.
Executive Management Group	General Manager	TBA	▪ Announcement and discussion of strategy in the Senior Management Group Meeting; ▪ Take senior managers through this Plan and circulate copies; ▪ Collect and consider any feedback; ▪ Discussions are to be confidential at this stage with no specific communication to others outside EMT; ▪ Ensure that the executive team is supporting the strategy.
Senior Management Groups	General Manager	TBA	▪ Announcement and discussion of strategy in the Senior Management Group Meeting; ▪ Take senior managers through this Plan and circulate copies; ▪ Collect and consider any feedback; ▪ Discussions are to be confidential at this stage with no specific

What	Who	When	Notes
			communication to others outside SMG; ■ Ensure that managers are supporting the strategy and any concerns are dealt with at the meetings.
All-Staff meeting	General Manager & All Staff	TBA	■ Open forum format to allow and encourage robust discussion; ■ Strategy to be presented to give staff a good idea of what, who and when; ■ Rationale & Benefits of the changes; ■ Management to present a united front on changes; ■ Staff notified that all EMT members are available should staff want to provide private feedback or discuss any concerns;
Consultative Committee	General Manager	TBA	■ Both general managers to brief the employee consultative committee.

One-On-One Meetings

What	Who		Notes
One on One Meetings	EMT	As Required.	■ When requested by staff as part of the invitation to provide feedback;