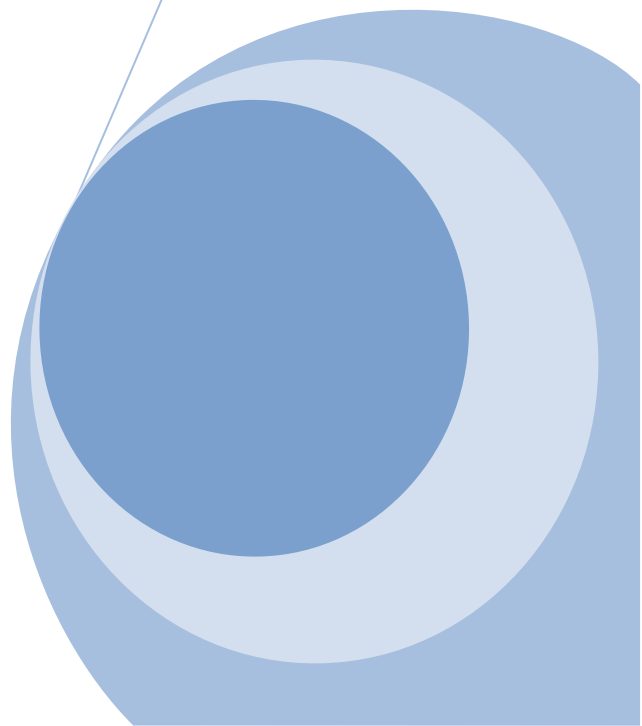




# **FNQROC Communication Strategy**

**12 December 2016**



<b>Document Number</b>	2535193
<b>Document Name</b>	FNQROC Communication Strategy
<b>Date Created (Draft)</b>	25 April 2010
<b>Date Approved</b>	10 May 2010
<b>Amendment Approved</b>	12 December 2016

#### Version Control

<b>Version</b>	<b>Date</b>	<b>Editor</b>	<b>Reviewer</b>	<b>Change Description</b>
1.0	25 April 2010	Darlene Irvine		Document created
2.0	10 May 2010	Darlene Irvine		Document finalized following adoption
3.0	28 November 2016	Darlene Irvine		Policy Review for FNQROC Adoption

## TABLE OF CONTENTS

Current situation / background .....	1
Strategy objective .....	1
Target audience .....	2
Communication strategy .....	2
Agendas .....	2
Minutes of meetings (internal*) .....	3
Minutes of meetings (external*) .....	4
FNQROC technical committees .....	4
FNQROC Newsletters .....	5
Executive Management Team (EMT) meetings .....	6
Council meetings / workshops .....	7
FNQROC website - <a href="http://www.fnqroc.qld.gov.au">www.fnqroc.qld.gov.au</a> .....	7
FNQROC - requests for information .....	8
Member councils - request for information .....	9
Dispute resolution .....	9
DOCUMENT ACCEPTANCE .....	10
Adopted at Meeting No. 121 ON 12 December 2016 .....	10

## CURRENT SITUATION / BACKGROUND

As of November 2016, FNQROC is by membership and land the largest ROC in Queensland. With 12 member councils, 14 technical committees and 5 FNQROC employees the risk of miscommunication and non-communication is high. All FNQROC staff, elected members, technical committee representatives and senior council staff have a role to play to ensure information is current, accurate and shared.

## STRATEGY OBJECTIVE

FNQROC's Charter states the object of the organisation is to:

- a) To support and advance the local interest of its members and their constituencies in a regional context.
- b) To formulate policies and strategies from which all member Councils may act collaboratively in determining complementary plans for the co-ordination of regional growth and management of change.
- c) To foster co-operation amongst members on issues of mutual concern or to further joint interests.
- d) To act as an advocate to State and Commonwealth Governments or public bodies on issues of concern to members.
- e) Address cross-boundary issues.
- f) Take forward the collective interest of Councils in the region and influence senior decision makers within government and agencies.
- g) Communication and information sharing.
- h) Facilitate regional economic development and co-operation of mutual benefit to member councils, communities and businesses.
- i) Strategies for doing more with less.
- j) Build effective partnerships with State and Federal agencies which make decisions that affect our region.
- k) Facilitate co-operation with community, business and academic organisations for the benefit of the region.
- l) Member Councils to work together to proactively promote sustainable growth so as to retain the region's natural assets and the cultural diversity of its people.

The objective of this strategy is to ensure FNQROC can effectively deliver its objectives for member councils by documenting the communication channels to ensure:

- That a communication methodology is documented for use by current and new staff (and elected members).
- Consistent two-way communication which will minimise or mitigate any actions that may conflict with councils direction.
- Commitment is secured from relevant parties.
- That there is a clear 'request for information' process.

- Elected members and council staff have every possible opportunity to interact with the programs and projects undertaken by FNQROC for the benefit of councils and their communities.
- Both FNQROC and councils at any specific time are uniformly advised of positions and progression of projects and initiatives.

## TARGET AUDIENCE

The communication strategy aims to achieve effective communication transfer between:

1. FNQROC Staff
2. FNQROC Board (Mayors and CEOs)
3. Elected members
4. General Managers
5. Technical Committee representatives, and
6. Other council personnel who have a member council operational responsibility which can be linked to programs or projects undertaken by FNQROC.

## COMMUNICATION STRATEGY

### AGENDAS

1. FNQROC will prepare and email agendas to the council-nominated attendee, two weeks but not later than one week prior to the meeting.
2. Agendas can also be sent to other individuals on request.
3. All agendas will be published to the FNQROC website.
4. Agendas can be forwarded to other key stakeholders for impact or review.

#### Effect:

- All attendees will have emailed agendas to allow for review and internal council discussion prior to the meeting if needed.
- All target audience will have access via FNQROC website or by direct request to FNQROC staff.

<u>Primary Target Audience</u>	<u>Secondary Target Audience</u>	<u>Risk</u>	<u>Mitigation</u>
FNQROC Board Technical Committee representative	All others	'All others' may not know that the meeting is occurring to review the agenda	FNQROC Newsletter

---

#### MINUTES OF MEETINGS (INTERNAL\*)

1. Minutes of meetings will be sent to attendees no later than two weeks after a meeting has occurred. As a result of the meeting, any actions and responsibilities will be identified as a collective at the end of all minutes.
2. All technical committee minutes will be included in the FNQROC agenda
3. Minutes of meetings will be sent to individuals on request
4. Minutes of meetings (not deemed confidential) will be published to the FNQROC website

#### Effect:

- All attendees will have a copy of events from the meeting attended. Where appropriate, the attendee is responsible for communicating the direction of the technical committee to their line manager to minimise or mitigate any conflicts.
- Line Managers will be able to assess any issues or concerns and raise them with the technical committee representative, relevant FNQROC Coordinator or FNQROC Executive Officer.
- FNQROC Board members will be able to raise any issues or concerns with the FNQROC Executive Officer prior to or at next FNQROC Board meeting.
- All target audience will have access to the minutes via FNQROC website or by direct request to FNQROC staff.

<u>Primary Target Audience</u>	<u>Secondary Target Audience</u>	<u>Risk</u>	<u>Mitigation</u>
FNQROC Board Technical Committee Rep Line Managers/GMs	All others	1. Communication may not occur with Line manager/GMS	1. FNQROC Newsletter 2. Presentation at EMT meeting
		2. 'All others 'may not be aware that a meeting has occurred	1. FNQROC Newsletter

\*Internal - FNQROC initiated meetings

---

## MINUTES OF MEETINGS (EXTERNAL\*)

1. Given the number of external meetings attended by FNQROC Staff and Elected members representing FNQROC, it is not expected that all minutes of external meetings will be included in the FNQROC agenda (note: not all external meetings have minutes recorded).
2. Any action identified for FNQROC which fits within an existing technical committee will be put before that technical committee for discussion and recommended action (within the FNQROC Operational Guidelines).
3. Any action identified as the responsibility of FNQROC that does not fit within an existing technical committee, will be put before the FNQROC board for discussion.

### Effect:

- FNQROC Board members will be able to raise any issues or concerns with the FNQROC representative or FNQROC Executive Officer prior to or at next FNQROC Board meeting.
- Actions identified for FNQROC will be delegated appropriately.

<u>Primary Target Audience</u>	<u>Secondary Target Audience</u>	<u>Risk</u>	<u>Mitigation</u>
FNQROC Board Technical Committee Rep	All others	Actions for FNQROC may not be delegated appropriately.	All actions identified for FNQROC to be addressed at FNQROC meeting under 'General Business'.

\*External - meetings not convened by FNQROC

---

## FNQROC TECHNICAL COMMITTEES

1. Representatives on technical committees are nominated by each council.
2. Representatives will have:
  - a. Technical knowledge and expertise relevant to the committee,
  - b. The ability to identify any potential conflicts with the direction that their council is heading, and
  - c. The responsibility of communicating relevant information to their Line Manager and any other staff with an interest in the program/project.
3. Elected members are encouraged to attend technical committees.

### Effect:

- Many of FNQROC initiatives are derived from technical committee meetings. It is essential that line managers and other relevant staff are aware of the direction these groups are heading. Issues or

concerns can then be communicated with the council’s representative or with the FNQROC Coordinator or Executive Officer.

<u>Primary Target Audience</u>	<u>Secondary Target Audience</u>	<u>Risk</u>	<u>Mitigation</u>
Technical Committee Reps Line Managers/GMS	Elected members and other personnel	1. Representative may not be aware of internal council direction	1. FNQROC Newsletter 2. Presentation at EMT meeting
		2. Representative may not communicate relevant information to line manager/GM	1. FNQROC Newsletter 2. Presentation at EMT meeting
		3. Elected member may not be aware the meeting is occurring.	1. FNQROC Newsletter

---

## FNQROC NEWSLETTERS

1. On a monthly basis, FNQROC will publish a newsletter which will:
  - a. provide a short update on each of the technical committees and the FNQROC staff member responsible, and
  - b. provide future meeting dates
2. The newsletter will be sent via email to:
  - a. Mayors
  - b. CEOs
  - c. General Managers
  - d. Elected members, and
  - e. Individuals subscribed to receive the newsletter
3. The newsletter will be published to the FNQROC website

### Effect:

- All recipients will have access on a regular basis to a summary of FNQROC activities. If read only once a year, some understanding can be gained of the programs or projects being undertaken.
- Newsletter is accessible if the email is lost, or can be accessed at the reader’s convenience.



- Elected members will be able to identify interest areas and attend technical committees on an 'as desired' basis.

<u>Primary Target Audience</u>	<u>Secondary Target Audience</u>	<u>Risk</u>	<u>Mitigation</u>
Elected Members General Managers	All others	1. Elected members are inundated with emails and it is likely that newsletters will not be read.	1. FNQROC Executive Officer or Coordinators available via phone or email to answer questions. 2. FNQROC Executive Officer attends council meeting on request. 3.. 4. After each council election, an overview of FNQROC and its programs and activities is undertaken.
		1. General Managers are inundated with emails and it is likely that newsletters will not be read.	1. FNQROC Executive Officer or Coordinators available via phone or email to answer question. 2. Presentation at EMT meeting on request.

---

#### EXECUTIVE MANAGEMENT TEAM (EMT) MEETINGS

1. On request, the FNQROC Executive Officer will give a short presentation and update to councils EMT meetings.

##### Effect:

- This will allow collective consideration and discussion between the EMT and Executive Officer of FNQROC.
- Issues, concerns and risks can be raised for consideration.
- Mitigate any miscommunication.
- Maintain existing relationships or assist in building new relationships.

---

## COUNCIL MEETINGS / WORKSHOPS

1. The FNQROC Executive Officer and relevant staff will attend council meetings or workshops on request.
- 2.

### Effect:

- Allows elected members to discuss or raise any issues or concerns with the programs or direction of FNQROC.
- Allows elected members to put a 'face' to the name of the Executive Officer and coordinators.
- Allows relationships to build which in turn enables the FNQROC Executive Officer to understand the dynamics within the region.

---

## FNQROC WEBSITE - WWW.FNQROC.QLD.GOV.AU

1. The FNQROC website will publish:
  - a. All meeting agendas
  - b. All meeting minutes (with the exception of confidential minutes)
  - c. FNQROC staff contact details (phone, mobile, email)
  - d. Newsletters
  - e. FNQROC developed and adopted resources (Guidelines, Codes, Strategies, Manuals etc)
2. The FNQROC website will contain a private portal (on request) for technical committee documentation which can only be accessed by council staff.

### Effect:

- Information is available and accessible 24 hours a day for all target audience

<u>Primary Target Audience</u>	<u>Secondary Target Audience</u>	<u>Risk</u>	<u>Mitigation</u>
All		Lack of knowledge that this information is available on a website or that FNQROC has a website.	1. All documentation and business cards to have FNQROC web address. 2. FNQROC newsletter to remind readers of website and contents.

---

## FNQROC - REQUESTS FOR INFORMATION

For matters concerning the board:

1. The request will be sent to either the Mayor (with the CEO copied), or the CEO depending on the nature of the request.
2. Where a response has not been received, a reminder will be sent.
3. Where a response has not been received on a reminder, the Executive Officer will progress based on the information received and assumed support for the direction.

For matters not directly concerning the board:

4. In the first instance, requests for information will be directed at the Technical Committee representative. This representative will be responsible for locating the source of information (person and or data).
5. If there is no current technical committee, the request will be sent to the relevant General Manager for delegation as they see fit.
6. Where a response has not been received, a reminder will be sent.
7. Where a response has not been received on a reminder, one of the following will occur:
  - a. The request for information will be escalated to General Manager / CEO. This is not the preferred option however, if escalation does occur, it means FNQROC activities cannot progress without this information and assistance is required. Escalation by the FNQROC Executive Officer will be followed up with a phone call to advise on the issue; OR
  - b. Progression will continue based on the information received with assumed support for the direction

Face-to-Face meetings:

8. The FNQROC Executive Officer or FNQROC Coordinators may request a meeting with member council staff. The timing of the meeting is to be mutually agreed.

### Effect:

- It is understandable that emails and deadlines pass due dates for various reasons, a reminder with the understanding of a 'nil' response allows FNQROC to continue its efforts for member councils.
- Programs/projects can progress in a timely manner with little disruption to other member councils.

## MEMBER COUNCILS - REQUEST FOR INFORMATION

1. Member councils can request information from FNQROC staff at any time via phone or email.
  - a. FNQROC staff will respond to requests within 24 business hours unless 'out of office' identifies otherwise.
2. Member councils can request a face-to-face meeting with the FNQROC Executive Officer or FNQROC Coordinator.
  - a. The timing of a face-to-face meeting needs to be mutually agreed and
  - b. If it is deemed appropriate, the relevant FNQROC Coordinator will attend with or in lieu of the Executive Officer.

<u>Primary Target Audience</u>	<u>Secondary Target Audience</u>	<u>Risk</u>	<u>Mitigation</u>
All		1. FNQROC Staff may be away from the office for an extended period of time.	1. Voice mail message will advise callers of an alternative contact number. 2. 'Out of Office' assistant will be used to notify senders that the officer will not have access to emails for an extended period of time and provide an alternative email address or contact telephone number.

## DISPUTE RESOLUTION

Between a member Council and FNQROC and between member Councils:

- a. The parties agree to attempt in good faith to resolve any dispute through negotiation.
- b. If the parties fail to resolve the dispute, one or both parties may request the FNQROC Executive Officer to convene a meeting of the relevant officers and or Technical Committee to discuss and resolve the dispute.

Should the negotiations with the Technical Committee or officer fail to resolve the dispute, the matter shall be referred to the FNQROC Board and the Board's decision shall be final.

**DOCUMENT ACCEPTANCE**

---

ADOPTED AT MEETING NO. 121 ON 12 DECEMBER 2016.