



# **Ordinary Meeting of Council**

**26 October 2016**

**UNDER SEPARATE COVER  
ATTACHMENTS**



Item 8.15 Queanbeyan-Palerang Merger - Transition Plan

<i>Attachment 1</i>	<i>LG Reform Program.....</i>	<i>2</i>
<i>Attachment 2</i>	<i>Roadmap .....</i>	<i>4</i>
<i>Attachment 3</i>	<i>Transition Governance Structure .....</i>	<i>8</i>
<i>Attachment 4</i>	<i>Key Merger Results) .....</i>	<i>10</i>
<i>Attachment 5</i>	<i>Future State .....</i>	<i>14</i>
<i>Attachment 6</i>	<i>Transition Projects Schematic.....</i>	<i>16</i>
<i>Attachment 7</i>	<i>Transition Plan .....</i>	<i>18</i>



# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**26 OCTOBER 2016**

ITEM 8.15                      QUEANBEYAN-PALERANG MERGER - TRANSITION PLAN

ATTACHMENT 1      LG REFORM PROGRAM

## Attachment 1 – NSW Local Government Reform

# Key Reform Programs

 <b>1</b>	 <b>2</b>	 <b>3</b>
<b>Creating stronger councils</b>	<b>Improving council performance and governance</b>	<b>Strengthening the system of local government</b>
<p>Proposals to create new councils for Sydney and regional NSW</p> <p>Establish Joint Organisations for regional NSW</p> <p>Develop whole-of-government solutions for Far West communities</p>	<p>Support “not fit” councils to become “fit”</p> <p>Deliver programs to improve council capability, with an initial priority on financial sustainability</p> <p>Support rural councils to deliver the services their communities need</p> <p>New powers to intervene in financially unsustainable councils</p> <p>Deliver tools to support improved leadership and governance</p>	<p>Create streamlined, modern legislation</p> <p>Improve financial systems, including rating, access to TCorp and Financial Assistance Grants</p> <p>Develop stronger accountability systems for councils, including Auditor-General oversight and performance improvement tools and frameworks</p>

# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**26 OCTOBER 2016**

ITEM 8.15                      QUEANBEYAN-PALERANG MERGER - TRANSITION PLAN

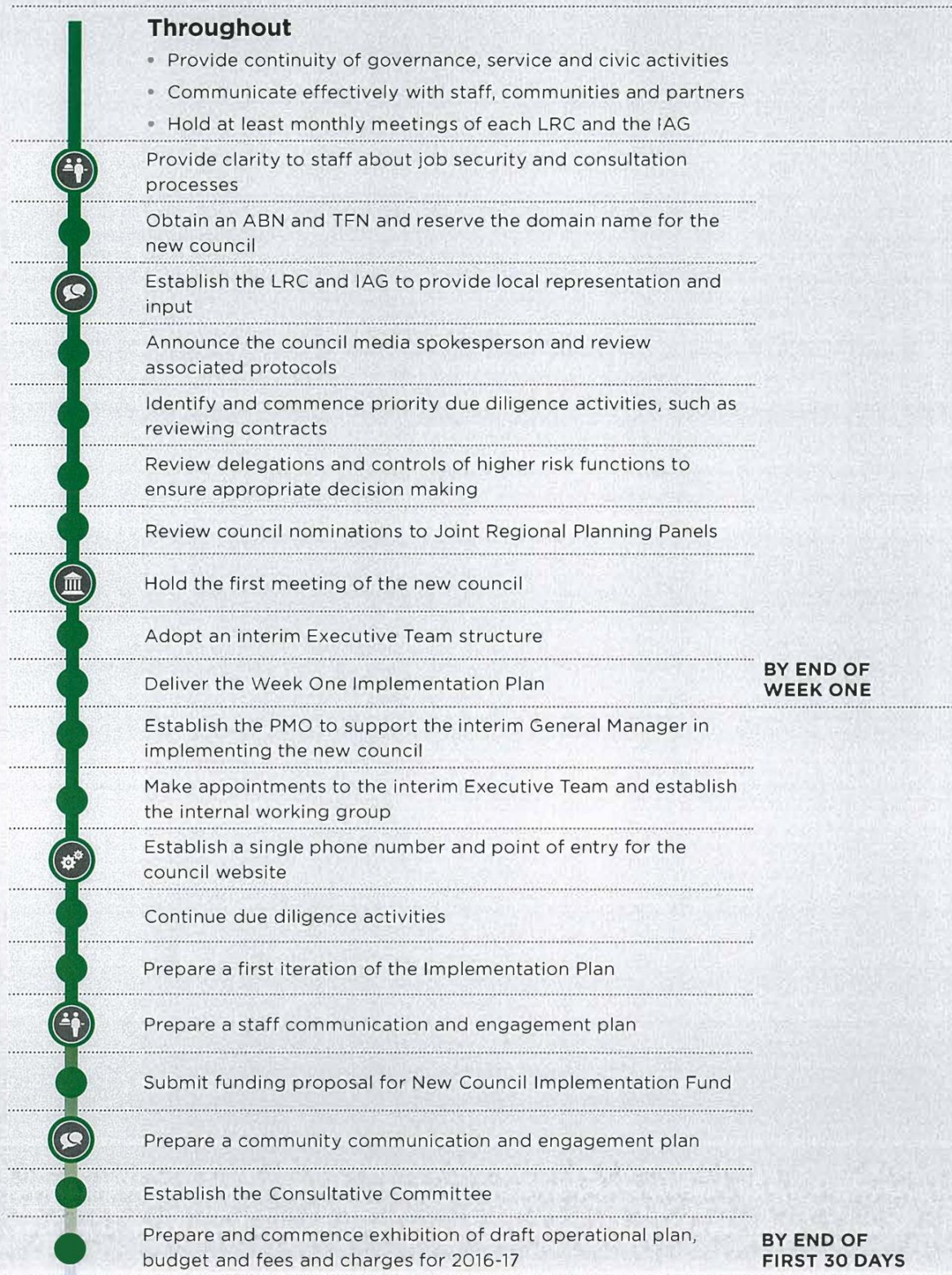
ATTACHMENT 2      ROADMAP



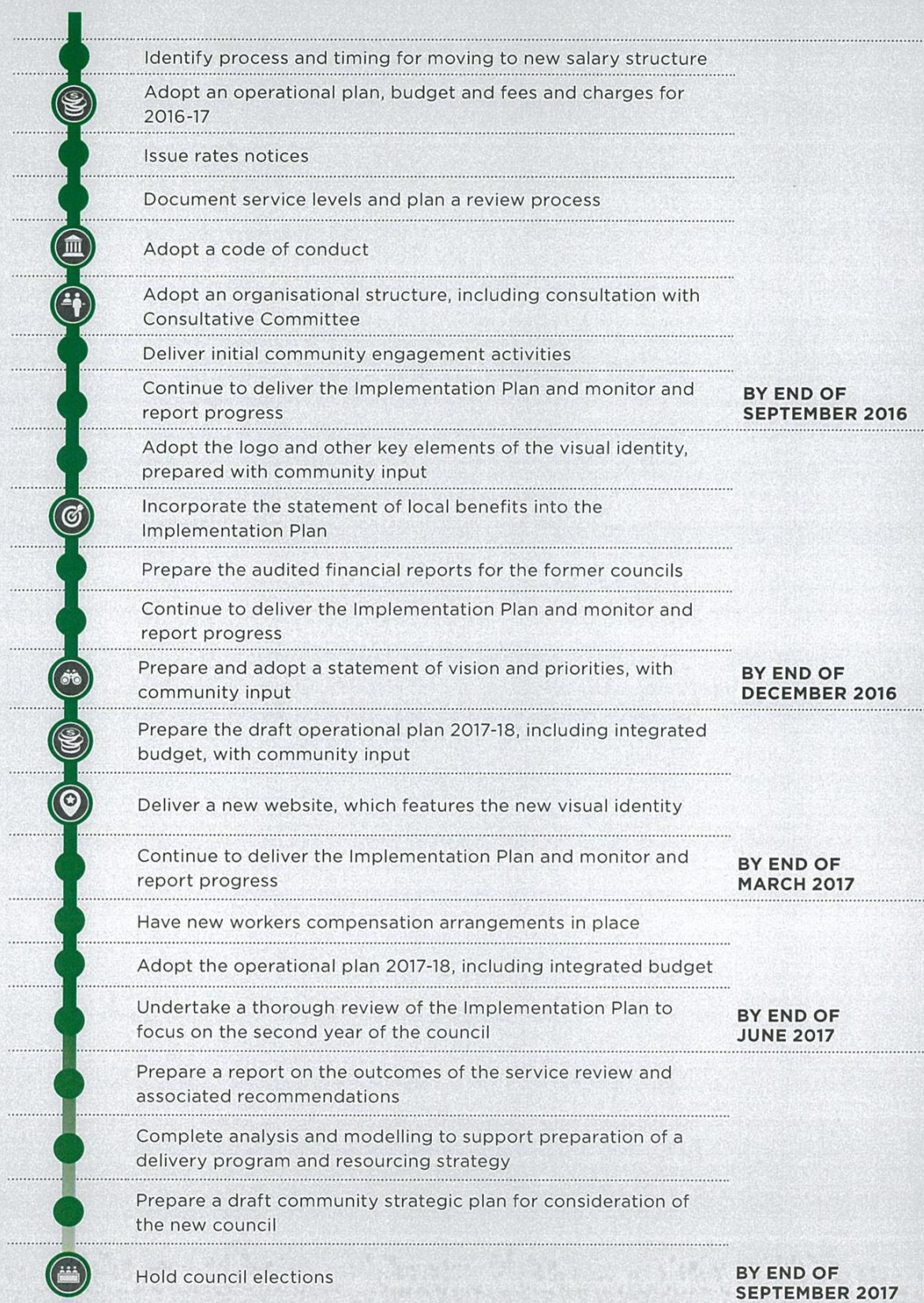
## Attachment 2 - Roadmap

### 1.4 ROADMAP FOR PHASE 1

A Roadmap for Phase 1 of the implementation process is provided below. It shows important actions required at different stages of the implementation process, aligned to the 10 key results.









# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

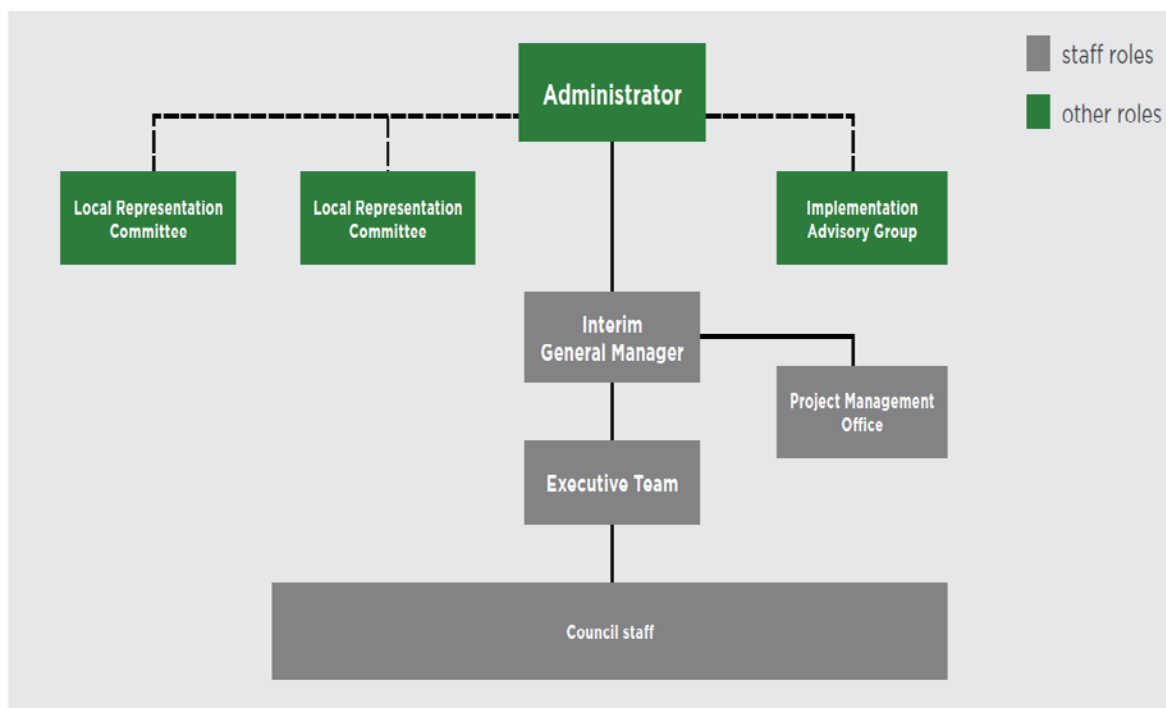
## **Council Meeting Attachment**

**26 OCTOBER 2016**

ITEM 8.15                      QUEANBEYAN-PALERANG MERGER - TRANSITION PLAN

ATTACHMENT 3              TRANSITION GOVERNANCE STRUCTURE

### Attachment 3 – Merged Council Governance Structure



# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**26 OCTOBER 2016**

ITEM 8.15                      QUEANBEYAN-PALERANG MERGER - TRANSITION PLAN

ATTACHMENT 4      KEY MERGER RESULTS)



### **Attachment 4 – 10 Key Results in Phase 1**

1. Service continuity with smart service improvements
  - a. The first priority for the implementation process is that there be no disruption in the provision of existing services to communities. This includes traditional services such as maintaining infrastructure, assessing development applications, protecting the environment, supporting community development and collecting waste and recycling
2. Robust governance that delivers confidence to communities
  - a. Communities will be seeking confidence that the new council has robust and transparent governance systems. In the early stages of implementation, councils should have a particularly strong focus on identifying, mitigating and managing risk
3. Easy to do business with, in person and online
  - a. It is expected that residents, ratepayers, businesses, suppliers and other customers will continue to be able to do business with councils without interruption. This includes the ability to access customer service centres in person – in a wider range of locations – and to do business online
4. Engaged staff who understand their roles and how they contribute to the new council
  - a. The success of the new council will depend on a positive and service-focused organisational culture. This will include staff feeling secure in their employment, understanding their roles in the new council and being excited by the potential for development and other opportunities.
5. Involved communities who have their say
  - a. Clear and consistent communication and meaningful engagement with communities will be a crucial component to a successful implementation process. Includes development of Community and Staff Engagement Plan
6. Communities can readily identify with their new council
  - a. One of the most important early tasks in beginning to grow a shared identity for a new council is the development of the new visual identity. This includes elements such as the logo, colour palette and other visual identifiers
7. A shared vision and direction for the whole community
  - a. A succinct statement of vision and priorities will have been prepared for the new council. The statement will provide high level guidance for the early period of the new council
8. Rates maintained within existing pathways and resources used wisely to serve the entire council area
  - a. To provide certainty to communities, the NSW Government's policy position is that rating structures and categories in place prior to the establishment of the new council will be maintained for a period of four years. This ensures there are no changes to rate paths for the first year of the government's committed four-year rate path freeze for new councils.



9. Expected benefits which are clear, measurable and on target
  - a. Communities will have a strong interest in seeing the benefits of the new council. By the end of December 2016, the Implementation Plan must include a clear statement of local benefits, with actions to achieve those benefits.
10. A newly elected council working for the whole community
  - a. The Act requires the first election of a new council to be conducted by the NSW Electoral Commission in September 2017.



# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**26 OCTOBER 2016**

ITEM 8.15                      QUEANBEYAN-PALERANG MERGER - TRANSITION PLAN

ATTACHMENT 5      FUTURE STATE

Attachment 5 – Current/Future State (Stocktake)

Current State

Future State



# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**26 OCTOBER 2016**

ITEM 8.15                      QUEANBEYAN-PALERANG MERGER - TRANSITION PLAN

ATTACHMENT 6              TRANSITION PROJECTS SCHEMATIC

### Attachment 6 – Transition Projects Schematic

Review Plan													
	1	2	3	4	5	6	7	8	9	10	11	12	13
<b>SERVICE</b>	task matrix	statements structure	align CoA	level of service					engagement: service/asset	modes of delivery	service resourcing/ recoveries	LRC	adopt service standards
			DPC Community Survey		Revise/harmonise ABEF/Promapp								
<b>ASSET *</b>		GHD condition	backlog	standards	level of service/ICL	assets report				strategy/AMP alignment		ss7 alignment	
								engagement: service/asset	draft Asset Strategy	LRC	adopt asset standards	adopt Asset Strategy	
<b>ICT</b>		ICT Strategy Q	Current state P	Mobility/DPC options	Digital workplace/smart city	consolidated strategy	adopt ICT strategy	ICT Strategy rollout					
<b>SYSTEMS *</b>	GL module		Assets Module										Jun-18
				Records Module	incl CMS								
	Financial Module		Financial Module					HR Module					
		Mapping Module						Regulatory Module					Jun-18
<b>COMMUNICATION</b>				Merged digital website		link CMS							
	Community Engagement Plan	draft Communications Strategy			Strategies/Plan-Information Tree				EIR, Project gantt				
<b>FINANCIAL *</b>	Financial Strategy			PAA financial analysis PC	responsible scenario/Levers	consolidated financial plan					draft LTFP	LRC	Adopt LTFP
		2015/16 audit						Draft Budget	Revenue Policy, Fees	Debt, Investment, Property policy		LRC	Adopt Budget
<b>PROCUREMENT</b>	ArcBlue Report	Procurement Policy			Stores review								
<b>PMO *</b>		Implementation Plan					Integrate Services, Assets, WFP					Revise Transition Plan	
<b>WORKFORCE</b>			Draft WFP			WHS quality system						WCC	Adopt WFP
	adopt Executive Structure	Interim Organisation Structure	VR rollout	Finalise Structure placements	Values, Capability Framework	Salary System;/ Evaluation System		WCC				Revise Structure	
<b>CULTURE</b>	Matrix: change sessions		Synergistics: OCI	Exec HS seminar	MI					Pulse Survey	LSI		
			Colloquium Supervisors		Colloquium Managers	Executive Coaching			Colloquium Supervisors	Colloquium Managers			
<b>RISK</b>					Consolidate Risk Register	Residual risk	Define Risk Appetite	Revise regulatory intervention	Align Fees	Revise insurable risk portfolio			
<b>PROPERTY *</b>	Property Strategy			Consolidate Property Register	Rationalisation options	Portfolio: sale, development				Sale, lease returns valuations			
				HQ: EOI/tender; incl digital workplace	Depots options					HQ contract		construction	
<b>STRATEGY</b>	gap/currency analysis	golden thread	QBL matrix	Stronger Council Framework	LRC	Strategic Priorities - Lifecycle financials	draft vision/direction statement	engagement: strategic actions	draft Performance Framework/ OLG	draft OP	LRC	RESOURCING STRATEGY	
<b>CUSTOMER</b>				CEJ	one stop shop	call centre/call back	complaints QA	LRC		charter			
<b>POLICY</b>			harmonise	CMS	LRC	rescind/adopt							
	engagement report	consultant staff											
	IPR	* Prince2											



# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**26 OCTOBER 2016**

ITEM 8.15                      QUEANBEYAN-PALERANG MERGER - TRANSITION PLAN

ATTACHMENT 7              TRANSITION PLAN

# TRANSITION 2016 - 2019



Table of Contents	4
<b>Index of Figures</b>	
<b>Index of Tables</b>	5
1 Executive Summary	6
2 Objectives	7
3 Purpose and Principles	8
3.1 Transition Plan Purpose	8
3.2 Transition Principles	9
3.3 Transition Approach	9
4 Background	10
4.1 Local Government Structural Reform	10
4.2 Proclamation of Council	12
4.3 Environmental Scan	12
4.4 Council Profile	12
4.4.1 Communities of Interest	15
5 Opportunity for Evolutionary Change	19
5.1 Key Focus Area - People	19
5.2 Key Focus Area - Community	20
5.3 Stocktake	21
5.4 Key Focus Area - Services	22
6 Timeline and Major Milestones	26
6.1 Transition Timelines	26
6.2 Key Milestones	28

**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

7	Transition Governance .....	29
7.1	Roles and responsibilities .....	31
7.2	Project Management.....	37
7.2.1	Project Management Methodology.....	38
8	Resources and Budget .....	39
9	Key Results and Actions .....	41
9.1	Service continuity with smart service improvements.....	44
9.2	Robust governance that delivers confidence to communities .....	45
9.3	Easy to do business with, in person and online .....	46
9.4	Engaged staff who understand their roles and how they contribute to the new council.....	47
9.5	Involved communities who have their say.....	48
9.6	Communities can readily identify with their new council .....	49
9.7	A shared vision and direction for the whole community.....	49
9.8	Rates maintained within existing pathways and resources used wisely to serve the entire council area.....	50
9.9	Expected benefits which are clear, measurable and on target .....	51
9.10	A newly elected council working for the whole community .....	52
10	Risk Management .....	53
10.1	Risk Context.....	53
10.2	Key Strategic Risks .....	54
10.3	Critical Operational Risks.....	57
11	Monitoring, Reporting and Communicating Progress .....	59
11.1	Communication and Engagement.....	59

11.2 Monitoring and Reporting.....	61
Annexure A: Local Government Proclamation 2016.....	63
Annexure B: Community Communication and Engagement Plan .....	64
Annexure C: Change Management Plan .....	65
Annexure D: Transition Plan Actions.....	66

## Index of Figures

Figure 1: Stages of the Amalgamation Process.....	15
Figure 2: Council boundary.....	18
Figure 3: Population Density.....	19
Figure 4: Population Catchment .....	19
Figure 5: Major Food and Grocery Shopping.....	20
Figure 6: Place of Work.....	20
Figure 7: Place of Work for Queanbeyan Residents .....	21
Figure 8: Place of Work for Palerang Residents.....	21
Figure 9: Centers in which Queanbeyan City Council Workers work .....	22
Figure 10: Centers in which Palerang Council Workers work .....	22
Figure 11: Discovery Phase Stocktake .....	25
Figure 12: Strategic Review Process .....	27
Figure 13: Transition Plan Timeline .....	30
Figure 14: Transition Organisation Structure .....	35
Figure 15: Service Team Structure.....	43
Figure 16: Reporting to Key Stakeholders .....	103



## Index of Tables

Table 1: Queanbeyan City Council and Palerang Council profiles .....	17
Table 2: Transition Key Milestones.....	32
Table 3: Transition Structure Roles and Responsibilities.....	37
Table 4: Preliminary Estimate of Transition Costs .....	48
Table 5: Key Result 1 Actions .....	53
Table 6: Key Result 2 Actions .....	62
Table 7: Key Result 3 Actions:.....	79
Table 8: Key Result 4 Actions .....	81
Table 9: Key Result 5 Actions .....	85
Table 10: Key Result 6 Actions.....	87
Table 11: Key Result 7 Actions.....	88
Table 12: Key Result 8 Actions.....	90
Table 13: Key Result 9 Actions.....	92
Table 14: Key Result 10 Actions.....	93
Table 15: Key Strategic Risks.....	95
Table 16: Critical Operational Risks .....	98
Table 17: Council Roles and Transition Communication Responsibilities .....	101

# 1 Executive Summary

The Transition of the Queanbeyan City and Palerang Councils into a new local government entity known as Queanbeyan-Palerang Regional Council (QPRC) is a major and complex exercise with a project lifespan out to June 2019. It will be managed through 4 main phases:



This first edition of the Transition Plan focusses on the key steps during the initial 2 Phases and into the 3<sup>rd</sup> Phase of creating Queanbeyan-Palerang Regional Council, covering the period 12 May 2016 to October 2017 i.e. post the Local Government Elections and induction of the new Council. The Implementation Plan is a subset of the Transition Plan and details the activities, issues and risks that would need to be managed and the funding required to establish QPRC.

In essence the activities are the due diligence and discovery elements of the transitioning of the two former entities into one and includes: finalising the integrated planning and reporting suite of documentation for the community and new entity; the creation of a new organisational structure; a review of services delivered; current services under contract; and the alignment and merging of the systems that the Council's use to support service delivery.

While it is expected direct savings will be lower than government predictions, significant benefits should be realised from the merger.

There will need to be a focus on supporting staff in transitioning to the new organisation and adjusting to reconfigured responsibilities, reporting lines, cultural shift and salary harmonisation involved with working for the new Queanbeyan-Palerang Regional Council and the opportunities available given the new LGA boundaries and office locations. Many staff were involved in the merger of parts of three councils in forming the Palerang Council in 2004. That experience may colour perceptions and concerns with this second merger.

Section 9 of the Transition Plan summarises the key transitional issues and actions associated with the implementation of the interim organisation; more detailed project plans will be developed for each of the key topics described below to ensure a quality and timely transition.

## 2 Objectives

The Queanbeyan-Palerang Regional Council (QPRC) intends to utilise the period under Administration to complete its stocktake and comprehensively review the current functional state of the former councils and establish a future state for the new council, of the:

- type, range and levels of services
- infrastructure asset standards, renewal interventions, upgrade path and backlog
- approach, direction and status of strategies and plans
- purpose and effect of policies and processes
- scope, application and integration of enterprise software
- scale, culture and capability of the workforce
- affordability and behavioural signals of rating and pricing policy
- aggregated scale and capacity of the operational and capital budgets
- integration and interoperability of systems (accounting, records, assets)
- capacity of technology and telecommunications for mobility and self-service for clients
- permeability and mode of communications

Before the September 2017 election, QPRC will publish a Resourcing Strategy comprising the elements below, following which it will finalise its Organisation Structure:

- Asset Plan
- Services Plan
- Technology Plan
- Workforce Plan
- Financial Plan
-

## 3 Purpose and Principles

### 3.1 Transition Plan Purpose

This first version of the Transition Plan primarily details the activities associated with Phase 1- the *Implementation Plan* (for the period 12 May 2016 to 30 December 2016) as it is focussed on establishing the Interim Organisation. It also provides a high-level overview of key transitional considerations, likely project tasks and estimated costs for the formation of the Queanbeyan-Palerang Regional Council. The *Transition Plan* (the plan) has a three year horizon.

The NSW Government has established an Implementation Roadmap of key milestones (Annexure E) and a Checklist, against which each merged council will be monitored for progress. This includes merger principles (section 3.2) and the performance characteristics of a future-focussed councils expressed in the Stronger Councils Framework (section 11).

This plan (a live document) together with a Monthly Project Report will be used to inform the Transition Steering Group of the project gateway approval processes by outlining expected project tasks, timeframes, outputs/outcomes and costs associated with the transition. As the Transition Project evolves and “discovery” activities are completed, the plan will be expanded to include detailed plans of the QPRC centric expectations of Transformation. The discovery activities are those primarily involved in defining the current state of the functional areas of QPRC.

The remainder of the plan highlights a number of immediate transitional considerations, outlines the implementation timeline, then gives a more detailed breakdown of actions in accordance with the same categories as the Department of Premier and Cabinet’s (DPC) guidelines and associated documents. A summary of cost estimates for major Transition categories has also been included (section 8), which will be updated throughout the project lifecycle.

The new Council is committed to taking the community with it throughout this project and to build trust and confidence in our capability and the commitment of QPRC to deliver the best possible outcomes within its resources. To that end the Community Communication and Engagement Plan (Annexure B) will be vital to ensure the community is well informed and has the opportunity to be involved in such matters as setting the vision and strategic priorities, and informing service level expectations.

The Transition activities have taken these issues into account and are focused on ensuring the change and the accompanying investment in the foundations of the new Queanbeyan-Palerang Regional Council to fully reap the potential benefits that come with its scale and capacity.

A key purpose of this Transition Plan is to establish protocols around staffing the new structure to minimise disruption, ensure clear and transparent processes are followed, and to set the tone of the desired culture of QPRC. This would also help to reduce uncertainty that could exacerbate the risk of our good staff leaving. Implementation of the Change Management Plan (Annexure C) would continue throughout the transitional period.

### 3.2 Transition Principles

The following principles established by the Government provide guidance to the Administrator, Interim General Manager, staff and the community about the way in which the Transition process will be implemented in the Queanbeyan-Palerang Regional Council.

<b>Service:</b>	Focus on client and maintain seamless service delivery to communities
<b>Opportunity:</b>	Embrace opportunities to improve services and infrastructure for communities
<b>Cohesion:</b>	Bring together and build on the strengths of strategies, structures, staff and systems
<b>Engagement:</b>	Inform and involve communities, staff and other partners, including industry unions, in branding, planning and implementing change
<b>Integrity:</b>	Ensure ethical, open and accountable governance and administration
<b>Respect:</b>	Value the knowledge and contributions of staff, communities and other partners

### 3.3 Transition Approach

The Queanbeyan-Palerang Regional Council (QPRC) proposes to utilise an 'Integral Model' to plan, integrate and monitor the inter-relationships of the individual employee with the collective organisation culture, the systems that support the individual and organisation processes, and the behaviours of the individual and the performance of the organisation as a whole. The Transition will be managed under a project management framework (Prince2) with processes reviewed and streamlined utilising 'Lean' methodology and staff engaged in transition projects through an 'Agile' framework.

## 4 Background

### 4.1 Local Government Structural Reform

The Department of the Premier and Cabinet (DPC) and the Office of Local Government (OLG) have been working with local governments across New South Wales to create fewer but stronger local governments that will better service communities. The reform process was known as 'Fit for the Future' and sought to determine all NSW Council's long term viability and sustainability through a variety of assessment criteria, independent reviews and community consultation.

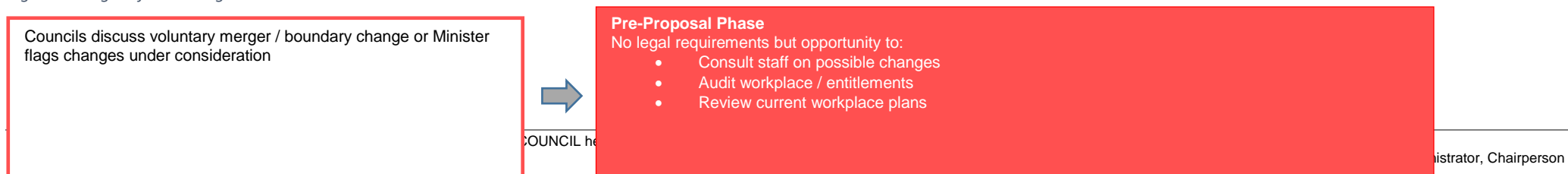
Queanbeyan City Council and Palerang Council submitted a number of business cases as part of the DPC exploration process, to provide input regarding each Council's interpretation of:

- Impact on local identity: to seek an option that at least maintains, and preferably enhances, local identity
- Impact on representation: to seek fair and effective representation
- Impact on ability to plan for the future, with and for the communities of Palerang and Queanbeyan, and engage with neighbouring local governments, government agencies and other key players with an influence over the future of Palerang and Queanbeyan
- Impact on service delivery and expectations
- Impact on provision of assets and facilities
- Impact on costs to ratepayers
- Impact on community resilience

The NSW Government process resulted in a number of amalgamations and boundary adjustments across New South Wales. Specifically for Queanbeyan City and Palerang Councils a full merger was proclaimed (refer figure 2).

The stages of the Government's council amalgamation process are summarised in the following diagrams:

Figure 1: Stages of the Amalgamation Process







## 4.2 Proclamation of Council

On 12 May 2016, a Proclamation created Queanbeyan-Palerang Regional Council (QPRC) comprising the former Palerang and Queanbeyan City Councils and with a budget in excess of \$187million and a staff head count of over 500 employees.

The Proclamation document can be found at <https://www.strongercouncils.nsw.gov.au/new-councils/queanbeyan-palerang-regional-council/> and also in Annexure A of this document.

## 4.3 Environmental Scan

A merger brings with it a volatile, uncertain, complex, ambiguous and political climate. The organisational, community and political environment prior to the merger was illustrated by the nature of submissions to the merger proposal, media articles and the staff pulse surveys. Both former councils clearly had different perceptions of the purpose and expectations of the implementation and outcome of a merger.





While both former organisations had a common background in some business excellence, process mapping and library services for example, decisions were made to 'harmonise' the platforms for asset condition and valuation; personal and culture profiling; and enterprise software. Sensitivities exist with differences in salary systems and personnel policies and will be considered alongside the placement of staff into the interim organisation structure.

## 4.4 Council Profile

Profiles of the former Councils and the merged Queanbeyan-Palerang Regional Council are provided in the following table.

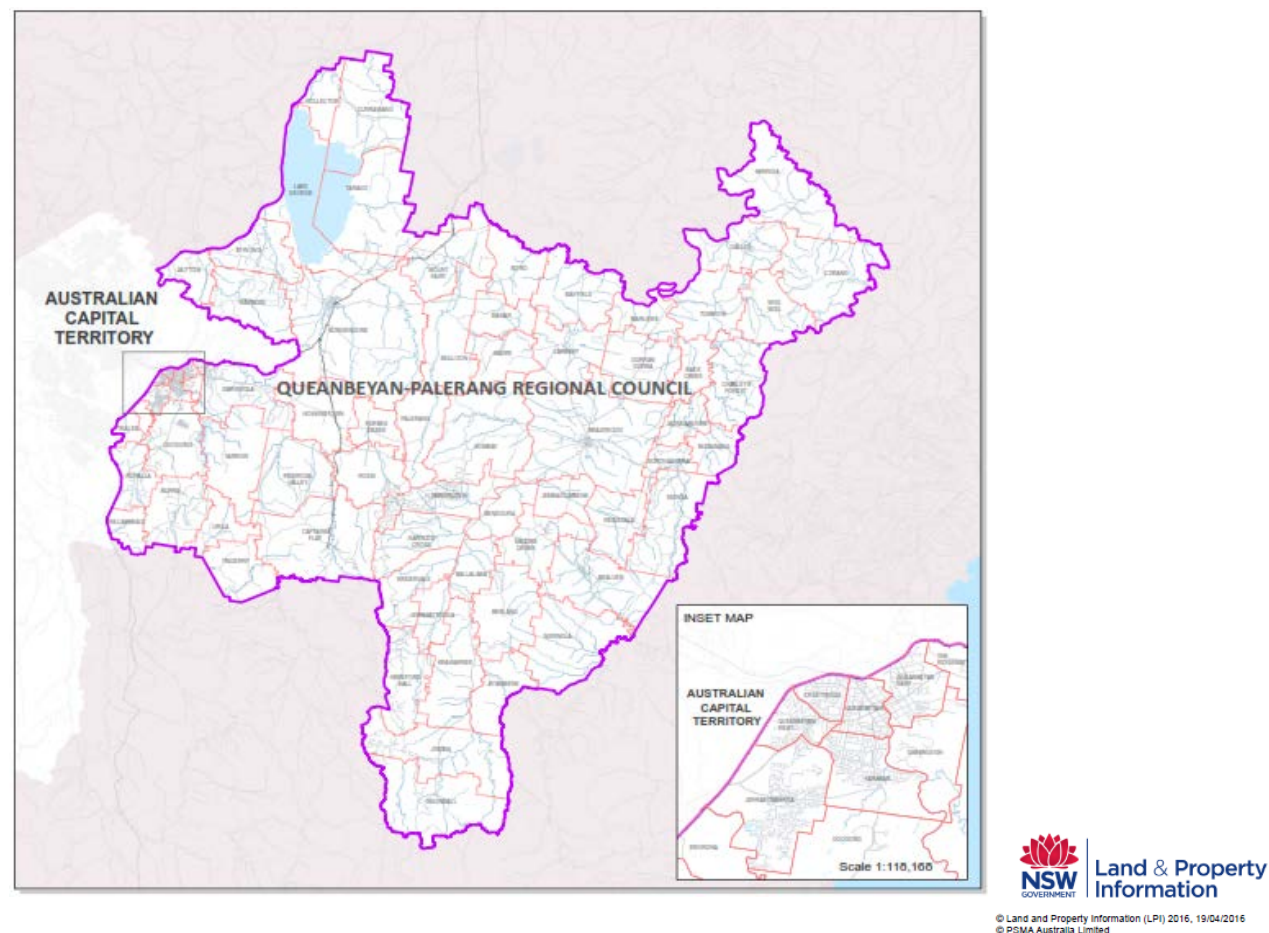
**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

Table 1: Queanbeyan City Council and Palerang Council profiles

	Palerang Council	Queanbeyan City Council	Queanbeyan- Palerang Regional Council (2016)	Queanbeyan- Palerang Regional Council (2025)
				
<b>Population (2014)</b>	15,510	40,858	56,368	76,000
<b>Area</b>	5147sq. km	172 sq. km	5319 sq.km	5319sq. km
<b>IPART Rating</b>	NOT FIT	NOT FIT	Financially fit	Financially fit (per SRV)
<b>Operating Revenue (2013-14)</b>	\$28.4m	\$64.6m	\$93m	Growing to \$198m
<b>Operating Results (2013-14)</b>	\$0.1m	\$11.3m		+%3.5m projected improvement
<b>Asset Base</b>	\$150.0mm	\$435.9m	\$586m	\$300m new assets
<b>Infrastructure Backlog</b>	\$41m	\$6m	\$47m	2%
<p><i>Source: Australian Bureau of Statistics, Department of Planning and Environment, Office of Local Government, Council Long Term Financial Plan, Fit for the future submission to IPART and IPART Assessment of Council Fit for the future Proposals.</i></p> <p><i>Note: Totals may not sum due to rounding. Estimates of the new councils operating performance and financial position are based on aggregation of each existing councils projected position as stated in respective Long Term Financial Plans (2013-14). In addition, it is assumed efficiency savings are generated from a merger, and this is reflected in the projected 2019-20 operating results for the new council. Further details are available in NSW Government (2015), Local Government Reforms: Merger Impacts and Analysis, December.</i></p>				

A map illustrating the boundary of the Queanbeyan-Palerang Regional Council is provided below. It can also be referenced, together with other information on the new Council, through the NSW Stronger Councils website, <https://www.strongercouncils.nsw.gov.au/new-councils/queanbeyan-palerang-regional-council/>.

Figure 2: Council boundary



#### 4.4.1 Communities of Interest

The communities across the Palerang and Queanbeyan region share common characteristics and connections. The following maps illustrate some demographic, social and economic data that underpins the combined communities of interest served by the Queanbeyan Palerang Regional Council.

Figure 3: Population Density



Figure 4: Population Catchment



Figure 5: Major Food and Grocery Shopping

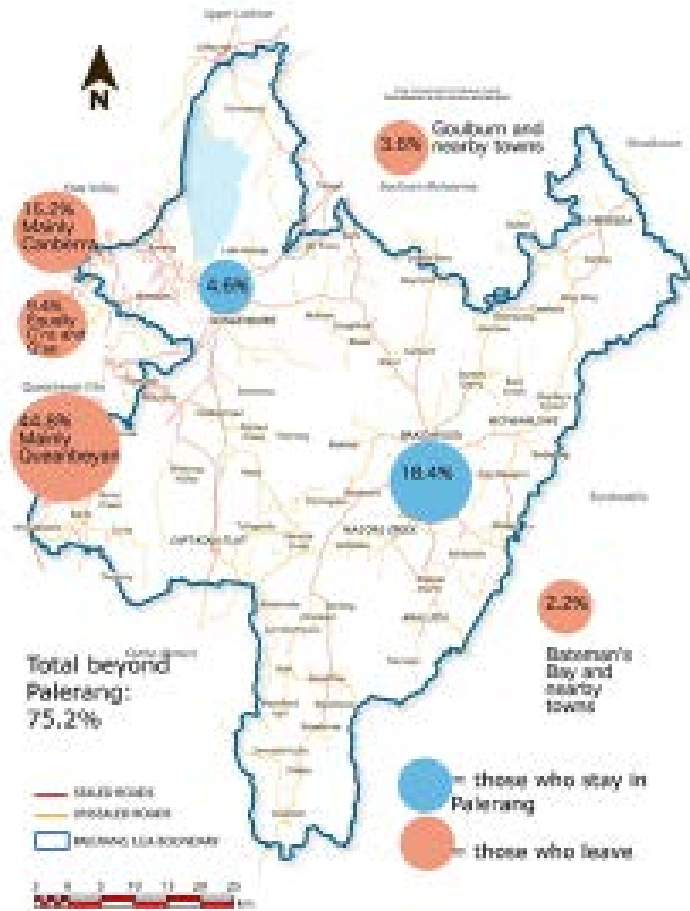


Figure 6: Place of Work

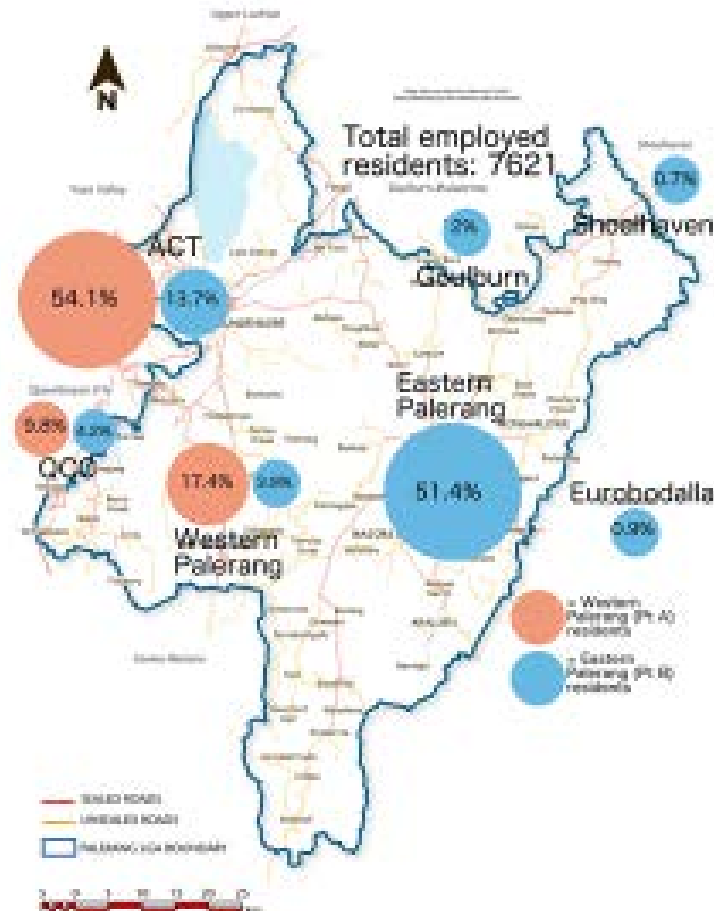


Figure 7: Place of Work for Queanbeyan Residents

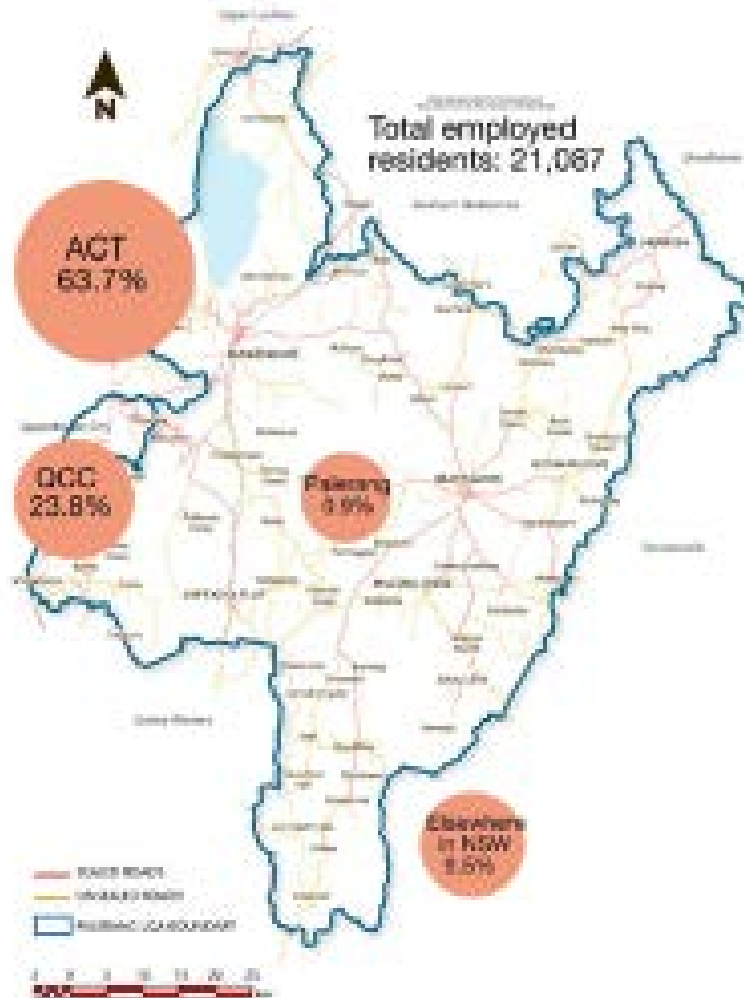


Figure 8: Place of Work for Palerang Residents

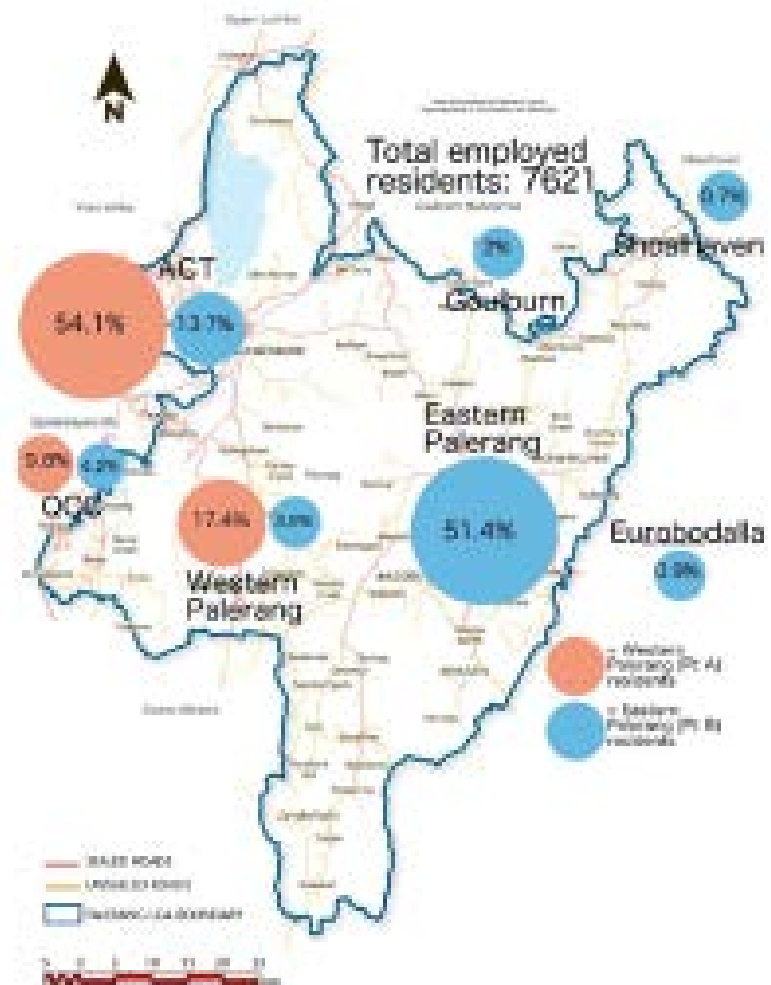


Figure 9: Centers in which Queanbeyan City Council Workers work

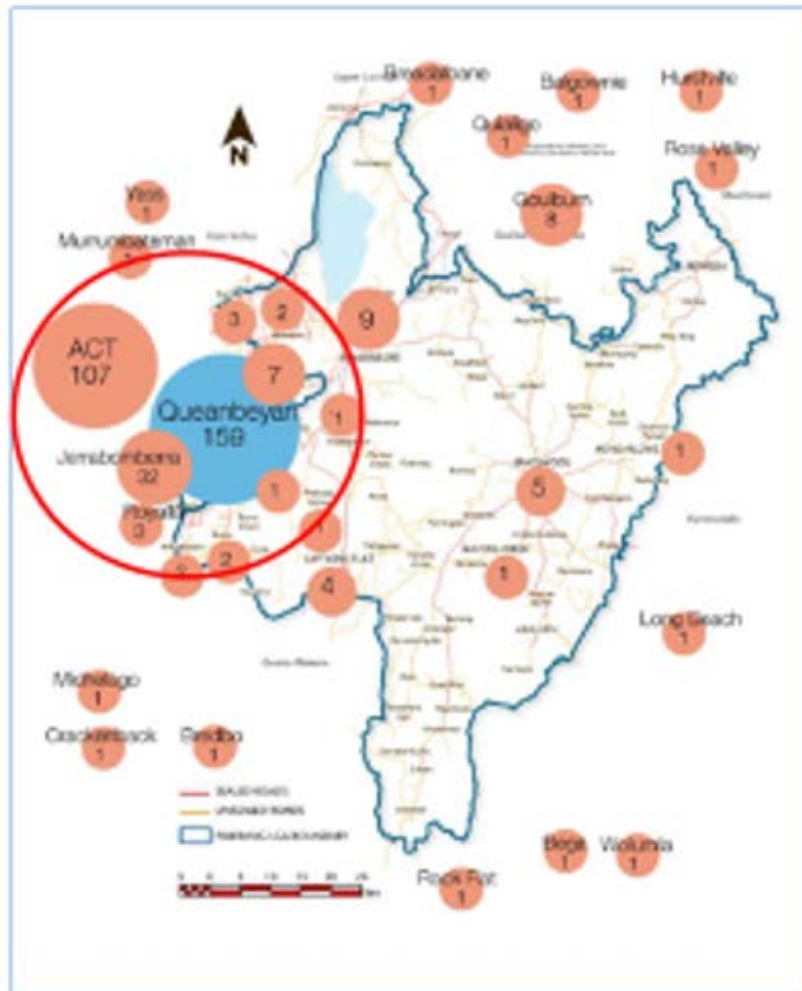
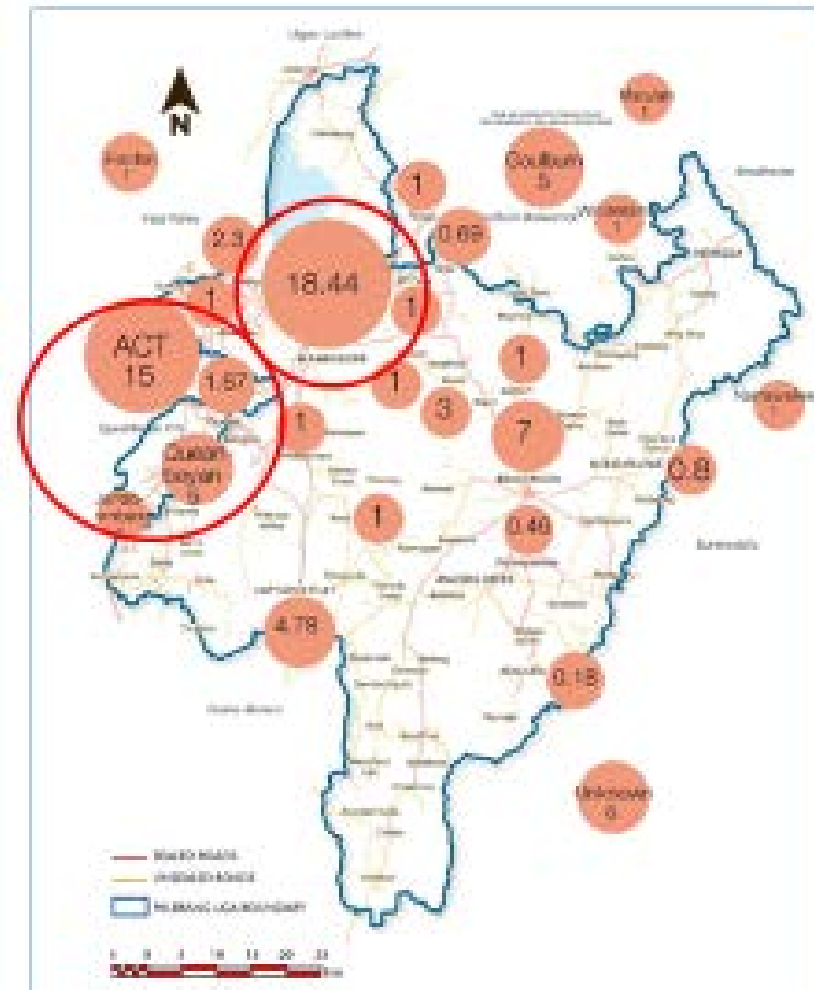


Figure 10: Centers in which Palerang Council Workers work



## 5 Opportunity for Evolutionary Change



The merging of the two entities is our opportunity for transformation and evolutionary change to achieve excellence in delivering the best outcomes for the community. This needs to be achieved while maintaining sound and sustainable social equity, financial positioning and an organisational culture based on 'pride'.

QPRC will also be required to ensure it can promptly respond to changes in future expectations which may come from the community or other external or political forces. QPRC is expected to have the scale and *capacity* to deliver into such a future, however we do need to apply educated, measured and informed assessments as to the *capability* we will need to devise and build the necessary workforce to achieve the same.

## 5.1 Key Focus Area - People

Council's primary focus is supporting staff in transitioning to the new organisation and adjusting to reconfigured responsibilities, reporting lines and the cultural shift associated with the dynamics of QPRC - especially in managing the perceptions of the former Palerang staff who went through a merger in 2004.

The quality of leadership throughout this critical period of change is vital and emphasis must be placed on providing honest and accurate information regarding the process, clarity regarding job security, assurance that the change experience will be a positive one for the organisation and staff, and emphasising the opportunity to be part of an exciting new entity. We will continue to monitor and promote the health and wellbeing of staff in this period.

Development and implementation of a Change Management Plan, which will continue for the duration of the Transition phase, is an early and high priority (see at Annexure C). A key priority of this plan is to establish protocols around staffing the new structure to minimise disruption, ensure clear and transparent processes are followed, and to set the tone of QPRC's desired culture. The goal of the plan is to reduce uncertainty and therefore help minimise the loss of staff who may otherwise seek an alternate working environment.

We anticipate stability then growth in staff numbers due to additional asset grants, and investment in asset renewals to reduce the backlog identified in the financial strategy, together with a population growing to 76,000 bringing demand for expanded or additional services. The financial strategy also identified some growth in resources to deliver services. Our 'savings' will be in more efficient and productive methods of delivery.

In refining the interim organisation structure, decisions need to be made about the location of resources, which will be determined with consideration such as:

- meeting the needs of the organisation while considering the needs and the locational and functional preferences of staff
- honouring the 218CA provisions of the Local Government Act to minimise any negative impacts on the locations in terms of employment numbers and the associated flow on economic stimulus
- the degree to which co-location is important
- each town should have sufficiently senior management as a point of contact for the community

- opportunities for staff to work nearer to home
- reach agreements to relocate as per s354 of the Local Government Act

The process of appointing managers and staff into the new structure will be implemented in a considered manner. Opportunities for re- training and redeployment will be worked through with staff as applicable. Staff are guaranteed employment during the transition period (unless contracts otherwise expire). A capability and capacity review will be undertaken as part of the discovery process and will inform the Strategic Workforce Plan.

There is a range of industrial relations issues to address including the harmonisation of salaries, conditions and benefits. The approach to harmonisation will be developed and delivered in consultation with employees and the unions via the Workplace Consultative Committee.

## 5.2 Key Focus Area - Community

A supportive and well informed community will make a significant difference to what is achieved during the transition period and beyond, QPRC transforms and evolves. Therefore communication and engagement initiatives to build and maintain community trust and confidence is a priority.

As a starting point the new entity must ensure the loss of momentum in existing commitments is minimised. It is essential the new entity identify key priorities for “business as usual” over the transitional period to ensure the communities continue to see progression of their identified priorities.

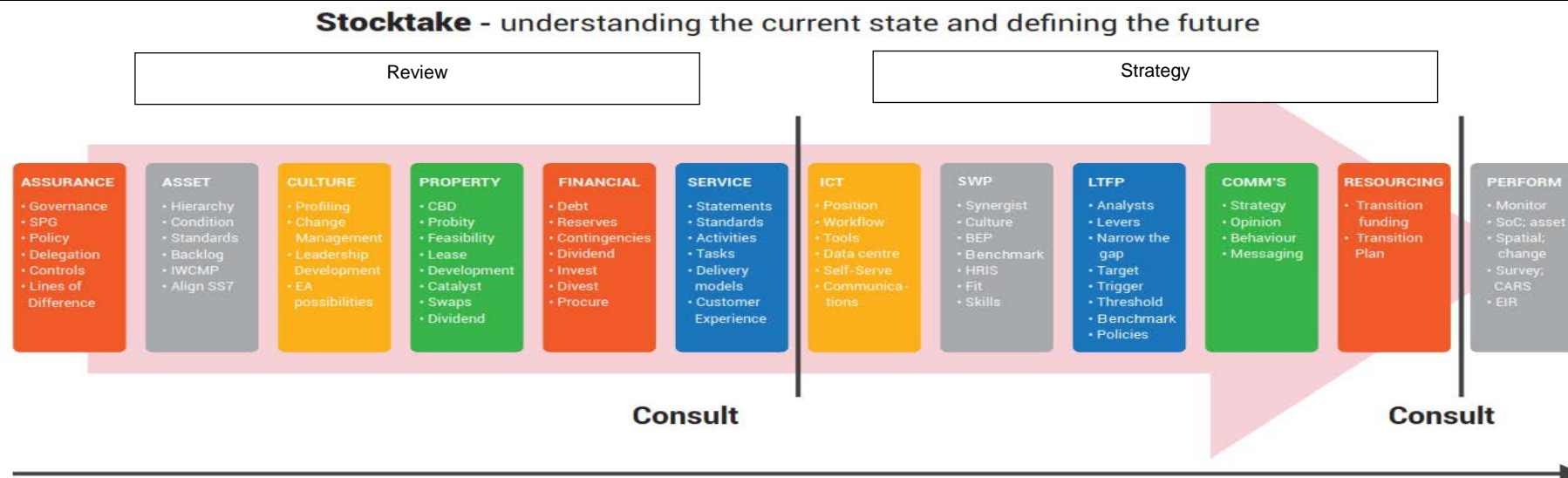
QPRC is mindful of taking the community with it, building trust and confidence in its capability and commitment to deliver best practice services and outcomes within its resources and in accordance with the service levels determined by the community.

A Communication and Engagement Plan (Annexure B) details the ways in which QPRC will ensure the community is well informed and has the opportunity to be involved in such matters as setting the vision and strategic priorities and informing the service level review.

## 5.3 Stocktake

The prequel to QPRC’s transformation is the ‘discovery’ phase during which an extensive stocktake and analysis is being conducted using suitable subject matter experts to understand the current state and determine the desired future state. The stocktake is an ‘environmental scan’ designed to enable the analysis of council’s systems of asset and financial management; the scope, scale and delivery of services; the planning and rollout of technology and workforce support; and their integration into the next Resourcing Strategy scheduled for mid-2017.

*Figure 3: Discovery Phase Stocktake*



These reviews and strategies form the basis of the Transition Projects scheduled over 2016-18 (Annexure E).

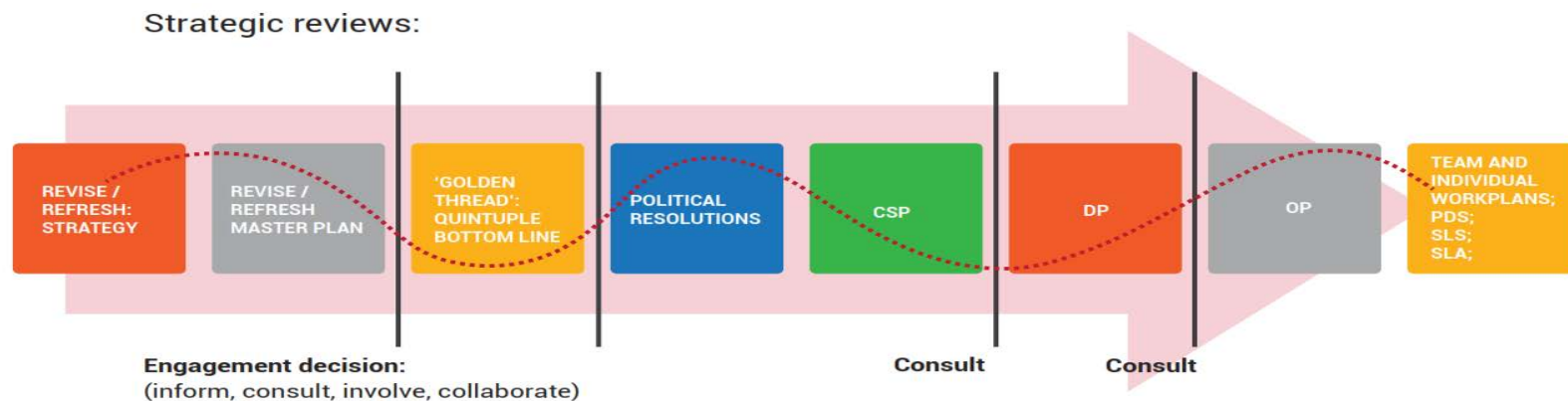
## 5.4 Key Focus Area - Services

QPRC has entered an environment where costs are being incurred through the merger, where revenue is constrained by the rate peg, four-year rates restrictions are in place, along with 3 year staff protections. In addition, staff numbers must be maintained in the former Palerang Council towns which may complicate any rationalisation, streamlining or centralisation of some support and other services. This new council must look internally at ways to improve efficiency to deliver its strategic outcomes at the level expected by its community.

QPRC is also determined to build a performance culture based on '20:20 Foresight' by aligning with best practice, industry and national and international standards, while limiting '20:20 Hindsight' to the continual improvement cycle as lessons learned. QPRC may seek accreditation of its Quality Management Systems as part of the Transformation outcomes to create capability and capacity to offer its services to other Government entities into the future.

An initial assessment of the suite of strategies, plans and strategic resolutions of the former councils will guide which plans are due for review, or which actions or projects from those plans deliver best value through a QBL filter before consideration in the next set of Integrated Plans. The strategies, plans and policies will be aligned under the strategic directions of the new council (community, connection, character, choice and capability).

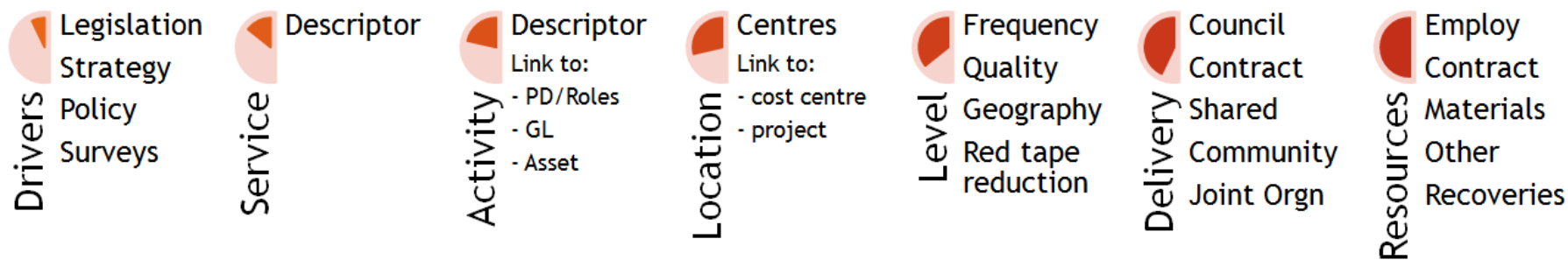
Figure 12: Strategic Review Process



#### 4.4.1 Service efficiency and organisational performance

A period of discovery of both former entities with regard to how the various services were delivered and the associated costs will be undertaken prior to a development of a range of service improvement strategies, including reviews of supply chain and service delivery methodologies.

QPRC must ascertain the community's expectation regarding the level of service as a means of optimizing organisational performance. The service review will include the: scope and scale of services into the new LGA, the integration with asset, personnel and costing systems, the recovery and attribution of costs, and the modes of alternate delivery.



#### 4.4.2 Digital transformation

Perhaps the most significant opportunity is digital transformation. The proclamation of QPRC provides the catalyst for a digital transformation aimed to seamlessly connect people, processes and technology. Digital transformation is also about accessibility, mobility, data quality, and expansive service provision, engaged and satisfied customers.

However, the journey for adopting and embedding new software and technology is often unpredictable, therefore a strong focus on business case and benefits realisation is required to ensure we achieve superior benefits from our investment. We are mindful of 'over-investing and under-utilising'.

#### **4.4.3 Procurement**

Savings are expected as the procurement practices of the two former entities are rationalised and value for money solutions are implemented. Partnering with the Canberra Region Joint Organisation (CBRJO) is also expected to reap benefits as the collective buying power reaches the point of the critical mass influencing market price. Further savings may evolve pending Memorandums of Understanding (MoUs) with ACT government and shared procurement policies and access to supplier panels.

#### **4.4.4 Information and Communication Technology**

Early indications show the standard operating environments of the two entities are quite different with regard to the hardware and software. A consulting firm has been engaged to assist in defining the current state of the two former entities and in determining the desired future state of QPRC (which will form the ICT Strategic Plan). The data forming the basis of the activities within the ICT Strategic Plan will in-turn will be embedded in the Transition (initial harmonisation) and Transformation phases. It is envisaged significant investment will be required over a period of time likely to exceed the transition and transformation phases to achieve the desired future state.

#### **4.4.5 Assets and Asset Management**

QPRC inherits assets over \$600m growing to over \$1bn in the next 10 years. QPRC's approach to Asset Management will be guided by independent assessment of its assets' condition, backlog and service levels designed to inform the revisions of the asset management plans and a consolidated long term financial plan (LTFP). There will be investment in a contemporary approach to the system of asset management which will be based on transparent assumptions regarding service levels and service delivery methods. A community engagement program will be undertaken to gauge the communities expectation once given a clear understanding of the social equity, risks and trade-offs associated with any given asset condition level. Upon ratification of the desired service levels, the new Asset Management System will be configured accordingly and include whole of life service planning.

Similar to ICT, early indications show the standard approach to asset management between the two entities is significantly different. QPRC sees this as an opportunity to establish best practice asset management across QPRC including investment in an Asset Management System (AMS) capable of optimising the automation of operational workflows including routine and planned maintenance programs as well as unplanned and urgent activity, Customer Action Requests and a robust mobile capability for onsite feedback regarding performance, maintenance and condition. A strong emphasis will be placed on the configuration of asset lifecycle data to inform, as well as diagnostic and financial analysis which will be seamlessly integrated with the applicable corporate/financial systems.

#### 4.4.6 Joint Organisation (JO)

All councils must engage regionally through a Joint Organisation. QPRC is a member of the the Canberra Region Joint Organisation (CBRJO), previously known as the South East Regional Organisation of Councils (SERO). It is understood legislation formally establishing JO's will be in place by the end of 2016, with an early 2017 commencement of the JO's in NSW. Wingecarribee and Bega Valley Councils join the CBRJO at that time. The CBRJO may explore the opportunity to establish a corporation to deliver services or procure supplies and contracts at a regional scale on an 'opt in/opt out' basis.

#### 4.4.7 Benefits Realisation

DPC established merger savings targets drawn from the KPMG models developed with the merger proposals. The KPMG model estimated savings of \$27.5m over 20 years. Those savings were not predicted to be realised in the KPMG model until the 4-year transition period concludes. The savings targets are not supported as the QPRC merger is restricted through legislative and award protections, and the resources need to keep pace to an extent with the predicted population growth of 20,000 over the next 10-15 years.

However we anticipate the FTE/1000 resident ratio of 7.5 will be retained or lowered in the short to medium term. That ratio is at the lower end of OLG comparative indicators. It is expected growth in services expenditure will be less than the current 1.5-2% annual population growth. We consider savings and productivity benefits will emerge from aggregating demand for some services and products through the CBRJO which includes the ACT.

It is our view that any 'savings' are actually 'benefits' realised as improvements in service delivery, reach and cost, and will be reinvested into a sustainable future-focussed organisation. The merger benefits (rather than savings) is best evidenced by:

- A rate pricing path lower than that published by the councils prior to merger
- A FTE/Resident ratio at or below levels prior to merger
- A back office support/external services FTE ratio (or backoffice/Opex %) below levels prior to merger
- An FTE growth path (from WFP) at or below levels prior to merger

- Meeting FFF sustainability benchmarks

## 6 Timeline and Major Milestones

### 6.1 Transition Timelines

The Transition Plan has 4 major phases which are illustrated in the figure below.

Figure 13: Transition Plan Timeline



Phase 1, the Interim phase, is a subset of the Transition Plan and includes a focus on ensuring appropriate planning for the management structure and responsibilities of QPRC as well as the implementation of the transitional discovery activities and progression into a state of “*perpetual beta*” which will include analysing, defining and embedding the desired change.

Phases 2 and 3 are the Beta Phases of Transition. The concept of “*perpetual beta*” is a business methodology whereby the business operates in a mode of constant “test and implement”, or constantly asking itself “how could we do this better” as it continually refines its products and services in response to and forecasting of consumer/community expectations and demand.

Phase 4, the final phase in the Transformation process will see the ‘Optimised Organisation’ come to fruition as QPRC is stabilised with regard to strategies and delivery of best practice customer experience of the community, customers and our employees through a culture of pride. This will be supported by innovation, as well as priorities, processes and enabling technologies and will have in place appropriate mechanisms to promote and support continuous improvement and innovation in line with community expectations and external drivers.

Given the rate of change required, the delivery of business as usual while rationalising the operating and enabling suite of culture, systems, processes and technologies of the two Councils, will be very demanding. It will also require capitalising on the opportunity presented to position QPRC to strive for



excellence in delivering on community expectations (product and services) and adding value to the overall quality of life enjoyed by its residents.

For the new Council the goal will be to produce an organisation that has considered its baseline throughout the “discovery” and set its desired future state through its systems and strategies, and has structured, resourced and ultimately optimised the supply chain or value stream.

## 6.2 Key Milestones

The NSW Government have identified the following key Milestones in the Transition phase.

Table 2: Transition Key Milestones

Milestone	Date Range
• Day 1 (Proclamation)	• 12 May 2016
• Within First Week	• 12 May – 20 May 2016
• Within 30 Days	• 12 May – 17 June 2016
• Within 3 Months	• 12 May – 12 August 2016
• By End September 2016	• 12 May – 30 September 2016
• Within 6 Months	• 12 May – 11 November 2016
• By End of December 2016	• 12 May – 23 December 2016
• By March 2017	• 12 May – 31 March 2017
• By June 2017	• 12 May – 30 June 2017
• Local Government Elections	• 9 September 2017
• By September 2017	• 12 May – 29 September 2017

## 7 Transition Governance

On 12 May 2016 the State Government issued a Proclamation dissolving the former Queanbeyan City and Palerang Councils and creating the Queanbeyan Palerang Regional Council. Under the Provisions of the Proclamation there is an Administrator, an Interim General Manager and a Deputy General Manager (refer Annexure A).

A Transition Steering Group was formed early in Phase 1, with the following membership:

- Administrator (Tim Overall)
- Interim General Manager (Peter Tegart)
- Deputy General Manager (Peter Bascomb)
- Director Transition Project Management Office (Lisa Gibson)

An Implementation Advisory Group (IAG) has also been established to provide external oversight of the merger process, comprising:

- Chair - Local Representation Committee (Pete Harrison)
- Member - Local Representation Committee (Sue Whelan)
- Chair – Audit, Risk and Improvement Committee (Andrew Cox)

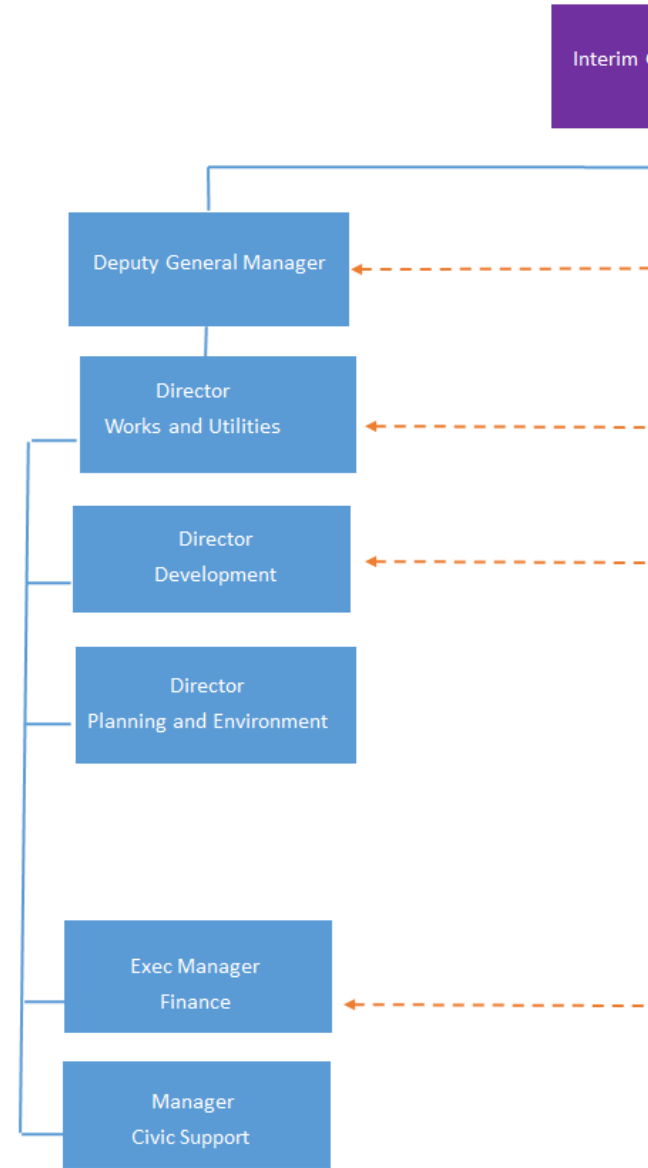
In addition, the Executive has formed a number of sub-groups to monitor key strategic and operational activity:

- Executive – strategy, structure, policy, financials
- Governance – risk, legal, HR, ICT

The Transition organisation structure is shown in the following diagram at the Executive level, designed to maintain service continuity (blue boxes) and invest in new enablers and strategies to transform the organisation (green boxes). An estimated percentage of time allocated to Transition activities by position is shown.

The roles and responsibilities of key positions within this structure are described in section 7.1.

Figure 4: Interim Organisation Structure – Executive Group



### 7.1 Roles and responsibilities

The following roles and responsibilities apply to the Transition period. Some of the roles will have business as usual responsibilities during this time...

Table 3: Transition Structure Roles and Responsibilities

Role	Transition Areas of Responsibility	Business As Usual Responsibilities
Interim General Manager	<ul style="list-style-type: none"> <li>Lead, monitor and ensure the Implementation Plan achieves its targets including identification of measurable benefits.</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring business and service continuity.</li> <li>Coordinating development of key plans to help guide potential change.</li> <li>Leading communication to staff, communities and other partners.</li> <li>Maintaining a positive work culture during a time of potential change.</li> <li>Providing effective day to day management and leadership of the organisation throughout the initial period of change</li> <li>Ensuring the operational plan is implemented with a focus on service continuity, reporting regularly to the governing body on progress and other significant matters</li> <li>Overseeing financial management of the council</li> <li>Building a culture, and active staff commitment to improvement and change</li> <li>Managing council staff, ensuring that staffing decisions are aligned with the approved budget</li> <li>Contributing significantly to the development of council's strategic direction, guiding preparation of the draft community strategic plan, delivery program and operational plan</li> <li>Providing the governing body with information and ensuring it can make informed decisions and perform all governance and civic duties</li> <li>Undertaking functions delegated by the governing body within guiding policies and governance frameworks, reporting regularly to the governing body on performance.</li> <li>Communicating, liaising and consulting with the community about service continuity, strategic planning and opportunities for change</li> <li>Ensuring all statutory and proclamation requirements are met</li> </ul>
Administrator	<ul style="list-style-type: none"> <li>Making decisions with the future in mind</li> <li>Establishing LRCs and the TSG (where required)</li> <li>Overseeing preparation and delivery of the Implementation Plan</li> <li>Engaging communities and partners in planning for the new council</li> </ul>	<ul style="list-style-type: none"> <li>Chairing council and committee meetings</li> <li>Acting as the council spokesperson</li> <li>Overseeing the provision of business as usual services to the community</li> <li>Maintaining ethical, open and accountable governance</li> <li>Attending major civic and community events</li> <li>Managing the performance of the interim General Manager</li> <li>Leading preparation of the statement of vision and priorities</li> <li>Adopting the operational plans 2016-17 and 2017-18, including the budget</li> <li>Engaging key local stakeholders</li> <li>Communicating comprehensively with communities and staff</li> </ul>

**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

Role	Transition Areas of Responsibility	Business As Usual Responsibilities
Local Representation Committee	<ul style="list-style-type: none"> <li>Assisting to engage communities and partners in planning for the new council</li> </ul>	<ul style="list-style-type: none"> <li>Providing advice on local views and issues</li> <li>Providing input to the operational plans 2016-17 and 2017-18</li> <li>Advising on the communication and engagement plan for the community</li> <li>Providing input to the statement of vision and priorities</li> <li>Conduit between Council and Community s355 Management Committees</li> </ul>
Implementation Advisory Committee	<ul style="list-style-type: none"> <li>Oversighting planning and implementation progress and process</li> </ul>	<ul style="list-style-type: none"> <li>Providing advice to Administrator on governance and probity with transition</li> </ul>
Executive Team	<ul style="list-style-type: none"> <li>Support the transition approved changes.</li> <li>Contributing to preparation, delivery and monitoring of the Implementation Plan</li> </ul>	<ul style="list-style-type: none"> <li>Supporting the General Manager.</li> <li>Supporting development of key plans to help guide potential change.</li> <li>Ensuring business and service continuity.</li> <li>Supporting communication to staff, communities and other partners.</li> <li>Helping to maintain a positive work culture during a time of potential change.</li> <li>Contributing to preparation of operational plans, including the budget</li> <li>Contributing to preparation of the statement of vision and priorities</li> </ul>
Operations staff		<ul style="list-style-type: none"> <li>Continuing business as usual services to the community</li> <li>Contributing to preparation and delivery of the Implementation Plan as needed</li> <li>Contributing to documenting service levels and commencing a service review process</li> </ul>
ICT Transition Project Manager	<ul style="list-style-type: none"> <li>Leading preparation and delivery of the ICT Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>Contributing to preparation and delivery of the ICT components of the Transition Plan</li> <li>Co-ordinating the discovery activities associated with SME consultant's brief of determining current and future state and compiling the ICT Strategic Plan</li> <li></li> </ul>
Finance Staff	<ul style="list-style-type: none"> <li>Undertaking analysis and modelling to support the preparation of the new long term financial plan</li> <li>Undertaking analysis and modelling to support the preparation of a new asset management policy, strategy</li> </ul>	<ul style="list-style-type: none"> <li>Contributing to preparation and delivery of the Implementation Plan</li> <li>Undertaking financial analysis and due diligence activities</li> <li>Supporting the PMO in preparing the budget and fees and charges for 2016-17 and 2017-18</li> <li>Ensuring rates notices for QPRC are issued on time</li> </ul>

**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

Role	Transition Areas of Responsibility	Business As Usual Responsibilities
	and plan	
Governance and administration staff		<ul style="list-style-type: none"> <li>Contributing to preparation and delivery of the Implementation Plan</li> <li>Coordinating and undertaking due diligence activities</li> <li>Leading the review of delegations and controls for higher risk activities</li> </ul>
Director Project Management Office	<ul style="list-style-type: none"> <li>Point of contact for each site. Contract management for the Transition Project.</li> </ul>	<ul style="list-style-type: none"> <li>Supporting the interim General Manager</li> <li>Supporting the TSG</li> <li>Leading the internal working group</li> <li>Coordinating preparation, monitoring and reporting on the Transition Plan</li> <li>Undertaking other activities as required to support the implementation of the new council</li> </ul>
Communications and engagement staff	<ul style="list-style-type: none"> <li>Supporting the PMO in preparing the new council logo, visual identity and website</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Contributing to preparation and delivery of the Implementation Plan</li> <li>Supporting the PMO in preparing and delivering communication and engagement plans for the community and staff</li> <li>Supporting ongoing communication and engagement with communities and staff</li> <li>Supporting the PMO in preparing the new council website</li> </ul>
Integrated planning and reporting staff	<ul style="list-style-type: none"> <li>Leading analysis and engagement to support the preparation of new IP&amp;R documents</li> </ul>	<ul style="list-style-type: none"> <li>Contributing to preparation and delivery of the Implementation Plan Supporting the PMO in preparing the operational plan 2016-17 and 2017-18</li> <li>Supporting the PMO in preparing the statement of vision and priorities</li> </ul>
Human resources staff	<ul style="list-style-type: none"> <li>Undertaking analysis and modelling to support the preparation of the new strategic workforce plan</li> <li>Undertaking analysis and modelling to inform the harmonisation of salaries and conditions</li> <li>Undertaking analysis and modelling to identify/devise an</li> </ul>	<ul style="list-style-type: none"> <li>Supporting communication to staff, particularly to clarify employment arrangements</li> <li>Supporting a positive workplace culture and change management process with strong staff engagement</li> <li>Contributing to preparation and delivery of the Implementation Plan</li> <li>Ensuring that payroll systems continue to operate effectively</li> <li>Developing an early approach to managing vacancies</li> <li>Documenting existing employment arrangements and conditions</li> <li>Organising training for a range of staff,</li> <li>Supporting establishment and operation of a Consultative Committee</li> </ul>

**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

Role	Transition Areas of Responsibility	Business As Usual Responsibilities
	appropriate salary structure and Job Evaluation System	
Transition Steering Group	<ul style="list-style-type: none"> <li>• Providing review and feedback on implementing the new council through to the Local Government elections in September 2017.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring the Transition Plan.</li> <li>• Preparing, implementing, and monitoring the sub-project of political governance.</li> </ul>
Transition Project Manager	<ul style="list-style-type: none"> <li>• Managing the delivery of the Transition Project.</li> <li>• Accountable to the Interim General Manager via the Director Project Management Office.</li> </ul>	
Transition Project Coordinator	<ul style="list-style-type: none"> <li>• Monitoring and scheduling of the project deliverables.</li> <li>• Project administrative support.</li> <li>• Coordination between Project Office and Project Teams.</li> <li>• Accountable to the Transition Project Manager.</li> </ul>	
Civic Support	<ul style="list-style-type: none"> <li>• Oversee the establishment of panels and assessment of projects and delivery of the Stronger Communities grant funding</li> </ul>	
Service Stream Project Directors	<ul style="list-style-type: none"> <li>• Oversee harmonisation and improvement projects within their service stream disciplines</li> </ul>	



Role	Transition Areas of Responsibility	Business As Usual Responsibilities
	<p>(10% of time per function/major project)</p> <ul style="list-style-type: none"> <li>Report to the Interim General Manager via the Director Project Management Office on their deliverables.</li> </ul>	
Transition Project Leaders	<ul style="list-style-type: none"> <li>Manage the delivery of Transition Projects.</li> <li>Report to the Director Project Management Office and in liaison with their appropriate Service Stream Project Director.</li> </ul>	
Scrum Masters	<ul style="list-style-type: none"> <li>Define best practices for processes.</li> <li>Report to the Transition Project Leaders.</li> </ul>	
SMS Consultants	<ul style="list-style-type: none"> <li>Provide subject matter expertise where required.</li> <li>Report to the Transition Project Leaders/Transition Project Directors.</li> </ul>	

## 7.2 Project Management

A Project Management Office (PMO) has been established to manage the Transition Project. The PMO is physically located at the rear of the Visitor Information Centre at Queanbeyan and will accommodate a number of individual staff members seconded full-time to the project, together with multiple project teams of staff (identified supply chain stakeholders) on short term process improvement projects. A Service Team structure will be designed to group similar services into streams and sub-projects to allow a review focused on the supply chain.

The transitioning of the two entities into one and the desired level of transformation is complex and will require diverse and multi-disciplinary resources and subject matter expertise. The overarching project requires a robust framework focused on planning, monitoring and controlling throughout the various stage of Transition. The Transformation components, based on the review/harmonisation/transformation of all processes within a given supply chain, will

require a more flexible, faster paced methodology that encourages a culture of collaboration and communication of interdependencies, as well as active risk management to ensure the best outcomes.

### 7.2.1 Project Management Methodology

The large number of service, systems and process changes for the new Council will require both an efficient and effective approach to project management. To achieve this, QPRC will adopt a methodology which combines the structured, whole of project management approach of PRINCE2 with the flexible and responsive approach to product/project delivery of agile. This blended approach will also reference the Project Management Body of Knowledge (PMBOK).

PRINCE2 provides a tailored, staged approach to project management with clearly defined roles and responsibilities and an emphasis on managing quality and risk within the project environment.

‘Agile’ methods encourage work stream teams to execute actions quickly, test what they’ve executed and iterate their work based on regular feedback. Scrum is the most commonly used framework in Agile. A benefit of Agile techniques is post project delivery - they can be used in business as usual activities.

## 8 Resources and Budget

The Transition Plan details actions to be undertaken by the organisation during Implementation, as well as a high-level overview of key transitional considerations and likely project activities for the formation of the new Council.

The one off costs, and many of those incurred during the early years of the amalgamated entity are expected to be largely met by the DPC merger grant of \$5million. However, initial budget forecasting shows the expected costs of external support and systems alone to be in the order of \$5 million, therefore a significant portion of the internal staff time will be recorded as Transition projects within operational cost centres.

The costs provided in the following table, are indicative of where the most significant costs will be incurred and the detail will be refined as the Transition progresses through its various phases. The grouped costs include finalising the integrated planning and reporting suite of documentation for the community and new entity, the creation of a new organisational structure, a review of services delivered, current services under contract, and the alignment and merging of the systems that the Council's use to support service delivery.

Further ongoing costs will be met through savings and incorporated into the financial plan of QPRC.

To satisfy clause 211 of the Regulation, the Proclamation enabled the authorisation of the money necessary to meet expenditure prior to the adoption of the 2016/17 Operational Plan (for the period 1 July 2016 until its adoption in July 2016).

Table 4: Preliminary Estimate of Transition Costs- 3 years

Transition Categories	Estimated Costs (\$)¹			
	Phase 1 (12 May-30 Dec 2016)	Phase 2 (1 Jan - 9 Sep 2017)	Phase 3 (10 Sep 2017 – 30 May 2019)	Total (\$,000)
Finance and Procurement				266
Services				190
Strategy				255
Business Systems and Telecommunications				4331
Communication and Governance				808
Workforce, Culture and Customer				1662
Asset Management				588
Environment planning				344
Project Management Office				827
Contingency				1854
<b>Total Transitional Costs ²</b>				<b>11,126</b>

¹ Estimated costs be updated as soon projects are refined

² Includes internal staff costs of \$2.05m

## 9 Key Results and Actions

The New South Wales Government has identified 10 Key Results it expects all new Councils to have delivered during the Transition period.

Activities undertaken by Queanbeyan-Palerang Regional Council will continue in accordance with the Proclamation and in the form adopted by the former councils in the respective former LGA's. The delivery of key services undertaken by the former Queanbeyan and Palerang councils will evolve as services, policies and procedures are harmonised, extended or new approaches introduced.

The codes, plans, strategies and policies of the new council are to be, as far as practicable, a composite of the corresponding codes, plans, strategies and policies of each of the former councils. Specific details and processes to implement these activities are being led by the Administrator and Interim General Manager. Decisions around which plan, strategy and code will be based on merit and best practice.

The following sections detail each of the 10 Key Results and the main actions to be undertaken and include:

- Service continuity with smart service improvements
- Robust governance that delivers confidence to communities
- Easy to do business with, in person and online
- Engaged staff who understand their roles and how they contribute to the new council
- Involved communities who have their say
- Communities can readily identify with their new council
- A shared vision and direction for the whole community
- Rates maintained within existing pathways and resources used wisely to serve the entire council area
- Expected benefits which are clear, measurable and on target
- A newly elected council working for the whole community

The source of these actions is the Department of Premier and Cabinet's *Implementation Action Checklist* and the planning work undertaken by the Interim General Manager and Director, Project Management Office.

Each of these actions has been aligned to the interim organisational structure, assigned to a responsible position and allocated a start and end date in alignment with the *Implementation Action Checklist*.

Within the action plans, there are key strategies and plans that need to be developed e.g. Communication and Engagement Plan, Information and Communication Technology (ICT) Plan, Asset Management Plans, Workforce Plan etc. Each of these plans will include actions for implementation.

In this respect the actions listed in each of the following 10 Key Result areas are higher level actions. In addressing these actions the Council will project manage them to task level where required.

While the activities in the Implementation (actions) and Transition Plan (projects) have been organised around the DPC expectations, the plan must be fluid to allow QPRC to optimise the opportunities presented as we move through the discovery activities and gain a better understanding of the actual requirements or an opportunity to “leap” to an innovation or best practice, as opposed to norming. An example of this the Vision activity is best placed following the discovery phase and is part of the subsequent strategic positioning.

The plan is also structured to ensure the critical items associated with Transition are addressed and also capture the QPRC-centric value add, innovative or best practice initiatives as they are identified. Immediate examples of such include QPRC’s intent to engage our customers by transacting and have a strong focus on optimising the Customer Experience Journey which will include initiatives such as self-service, progress tracking and interactive mapping. A KRA regarding a metric to measure the saving in customer’s transaction time as well as Council resources will be designed and embedded into our process improvement planning.

Other key consideration to be built into this Transition Plan include QPRC’s partnering with the ACT Government on ‘borderless infrastructure’ and the Federal Government’s Smart Cities program; and piloting client backoffice transacting and ‘easy for business’ programs with ServiceNSW.

The following sub-sections summarise the approach to realise the 10 Key Result Areas required of Government, with detailed action tables attached (Annexure D).

## 9.1 Service continuity with smart service improvements

A priority for the implementation process is that there be no disruption in the provision of existing services to communities. This includes traditional services such as maintaining infrastructure, assessing development applications, protecting the environment, supporting community development and collecting waste and recycling.

It also includes a wide range of other services which contemporary councils provide, like promoting local business, supporting culture and the arts and running sale yards, airports and cemeteries.

While many of the benefits of new councils will be maximised over the longer term, there will be opportunities to identify and deliver smart service improvements in the earlier stages of the implementation process.

There is also the opportunity to find smart ways to use the New Council Implementation Fund to achieve benefits in the process of setting up the new council.



## 9.2 Robust governance that delivers confidence to communities

Communities will be seeking confidence that the new Council has robust and transparent governance systems. This is a core expectation of local government, and is particularly critical during a time of change.

In the early stages of implementation, the Council will have a particularly strong focus on identifying, mitigating and managing risk. Key strategic risks and critical operational risks for Council during the Transition period have been identified in Section 10 of the Transition Plan.

Other key areas of governance and administration that need to be a particular focus during the Transition period include:

- ensuring appropriate delegations are in place
- undertaking a wide range of due diligence activities
- managing contracts, tenders and procurement
- maintaining insurances
- maintaining registers
- maintaining local regulatory activities

## 9.3 Easy to do business with, in person and online

It is expected that residents, ratepayers, businesses, suppliers and other customers will continue to be able to do business with the Council without interruption. This includes the ability to access customer service centres in person and to do business online.

The Council website will be a key means of:

- providing information, including updates on local projects and services
- applying for permits and licences, such as parking and outdoor dining
- booking bin replacements and clean-up collections, as well as parks, halls and other facilities
- lodging development applications
- reporting an issue, such as dumped rubbish or a broken footpath
- seeking input on plans and policies
- paying bills, such as rates or fees.

The website will therefore be an important contributor to ongoing service continuity.

A new Council website should be in place by mid-2017. The development of the integrated website may also provide opportunities for improved functionality. Opportunities to partner with ServiceNSW to deliver some of those transactions will be explored.

## 9.4 Engaged staff who understand their roles and how they contribute to the new council

The success of the new Council will depend on a positive and service-focused organisational culture. This will include staff feeling secure in their employment, understanding their roles in the new Council and being excited by the potential for professional development and other opportunities.

There is an opportunity during the implementation process to recognise and build on the strengths of existing staff, policies, services, systems and processes across the new Council, while also ensuring normal service delivery is maintained. Building on a strong foundation will contribute to the success of the new Council, which in turn will support a sense of achievement and a positive work environment for staff, with opportunities for development and promotion.

One of the most important roles of the interim General Manager will be to communicate frequently with staff. This includes providing early and accurate information about their employment arrangements.

## 9.5 Involved communities who have their say

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

Initially it is expected that the new Council will retain existing community engagement methods throughout the Transition period, such as advisory committees, online forums, citizens' panels and 'have a say' events. In many cases, existing community engagement methods will play an even more important role, as they provide a way for community members to be informed about and engaged in the vision and activities of the new council.

Other opportunities for meaningful community participation in the early phases of the Transition process include:

- developing the new visual identity
- developing the statement of vision and priorities
- providing input to priorities for the Stronger Communities Fund
- planning a wide range of capital works projects
- developing consistent plans and policies across the new council in key operational areas.

In addition Council is preparing a Communications Strategy aimed at engaging through transactions and a range of technology tools. That Strategy includes shaping key documents around an 'Information Tree' to scale the level of detail, language and imagery to suit the audience and social media.

## **9.6 Communities can readily identify with their new council**

One of the most important early tasks in beginning to grow a shared identity for the new Council is the development of the new visual identity. This includes elements such as the logo, colour palette and other visual identifiers.

It is expected that the new Council will have adopted a logo and other key elements of the visual identity by the end of 2016. The visual identity will support the name of the new Council, as well as the shared values of the community.

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

## **9.7 A shared vision and direction for the whole community**

By the end of 2016, a succinct statement of vision and priorities will have been drafted for the new Council and will then involve the community following engagement on service levels and asset standards. The statement will provide high level guidance for the early period of the new Council.

The statement of vision and priorities will both provide a consistent, high level direction for the entire new Council area and recognise the unique identity of individual communities within it. The community strategic plans of the previous Councils will be a key input to the preparation of the statement. Many community strategic plans already included place based elements, which will be incorporated into the statement of vision and priorities.

The statement of vision and priorities will provide direction for the preparation of the operational plan and budget for 2017-18. It will also provide a starting point for the preparation of the draft Community Strategic Plan from mid-2017 for the new council.

## **9.8 Rates maintained within existing pathways and resources used wisely to serve the entire council area**

To provide certainty to communities, the NSW Government's policy position is that rating structures in place prior to the establishment of the new Council will be maintained for a period of four years.

The Proclamation requires new councils to apply the rating structure, rating categories and sub-categories that applied in each former Council area for 2015-16 in 2016-17. This ensures there are no changes to rate paths for the first year of the government's committed four-year rate path freeze for new councils. IPART have undertaken a review of rating systems and have reported to Government with recommendations for change. QPRC water, sewer and waste charges may be reviewed and harmonised from 2017.

The new Council may identify capital works projects which should be reviewed in order to provide improved community service, an expanded benefit across the whole Council area or potential cost savings.

During the Transition period, the new Council will undertake service reviews, focusing on priority areas. A report will be prepared for the consideration of the new Council, with recommendations on the best way forward to both serve the needs of the entire Council area and to ensure resources are used wisely.

## 9.9 Expected benefits which are clear, measurable and on target

Communities will have a strong interest in seeing the benefits of the new Council.

By the end of December 2016, the Implementation Plan must include a clear statement of local benefits, with actions to achieve those benefits. Council has indicated to DPC a schedule of savings and benefits expected over the next 10 years (Annexure E).

The benefits will vary considerably from council to council. Local benefits may build on the opportunity of extending a successful program, innovative service model or staff expertise from a former council across the new council area. There may be early opportunities to redesign services or programs in creative ways which better meet local needs and interests.

The creation of the new Council will also provide an opportunity to take the next step in continuing improvement programs in areas such as asset management, online service delivery and community engagement.

The Local Representation Committee will be consulted on its ideas for benefits. The Council will also engage the community on potential benefits from the establishment of the new Council. This engagement will support the process of bringing together communities to plan for the future of their new Council.

The new Council will also report regularly to the community on progress in delivering the Transition Plan and achieving the identified benefits (refer Section 11).

The \$1m community grant and \$9m asset funding from the Stronger Communities Fund will be provided to each new council to support the realisation of benefits.

## 9.10 A newly elected council working for the whole community

Holding the first elections for new councils will be a critical milestone for local communities. The Act requires the first election of a new Council to be conducted by the NSW Electoral Commission.

The Transition Plan provides for:

- widely communicating the process and timeliness for local community members to nominate as candidates in the elections
- promoting the date of the election and voting locations
- supporting pre-election information sessions for potential candidates run by the Office of Local Government and LGNSW, with QPRC specific information including the Resourcing Strategy that outlines the capacity and capability of the organisation
- running a thorough induction process for new councillors, as well as an ongoing program of professional development and support.



## 10 Risk Management

This section identifies key strategic risks and critical operational risks during the Transition period. QPRC requires risk management plans in place which have in part informed this analysis, in particular the critical operational risks.

It is important to note that this early phase the transition plan does not provide a comprehensive risk management assessment, and is not meant to be a complete or exhaustive list of all transitional tasks and issues that will be faced. As each sub-project nears its start date the risk and transactional requirement will be scrutinized and built into this live document.

### 10.1 Risk Context

#### **Retention and recruitment of key staff**

In organizational restructures and transitions, uncertainty, fear and lack of information or vision can often lead to loss of staff, particularly those in key positions or specialist disciplines who can readily find work elsewhere. In recruiting staff, key skills and knowledge should be sought that both complement and build on the current skill base, as well as ensuring that they fit the general attributes of the culture of the new organization. In transitioning staff into QPRC there will be the need to manage the change in a consultative and collaborative manner to ensure retention of key staff, blending of cultures as well as harmonising of policy, process and programs. To ensure quality of service delivery remains high in the implementation and transition phases it will be critical to ensure that there are sufficient resources both working in and on the business.

#### **Cultural blending and harmonisation of work processes and practices**

There are some key differences in the cultures of both former entities that will require some work to ensure that a common set of policies, work practices and communication processes are developed, to take the best of both entities and build a new baseline culture for QPRC. Ongoing interaction between the former council teams in the implementation and transition phases will build on the goodwill already established and will assist in achieving a harmonious workplace which will offer seamless services to the community.

#### **Continuity of services and programs of both entities in transition**

In ensuring that both communities continue to receive high levels of service, delivered with a local perspective, there is a need to ensure wherever practical that programs and services that have been planned and communicated to them continue into the new council. This will be challenging over a time that the

organisation will be significantly diverted by Transition related activities and issues' management. It will be important that the changes are phased in over a reasonable time period to ensure the organization has the capacity and focus to implement during Transition while maintaining the necessary momentum.

## System of Risk Management

During the Transition, Council will review and rationalize the risk register and identify its tolerances and appetite to manage risk. An understanding of those tolerances will guide the scale of regulatory services provided and cost of delivery. In turn, an understanding of the scaled costings will inform the pricing signals to influence consumers' behaviour via a reward/penalty pricing structure.

## 10.2 Key Strategic Risks

Table 5: Key Strategic Risks

Risk	Causes	Consequences	Controls	Treatment	Consequence	Likelihood	Risk Rating
<b>Funding is not adequate for a successful merger</b>	No data informing the Transition budget. Mismanagement of available funding. Unrealistically short timeframes. Potentially poor project management. Unforeseen or unplanned expenses.	Having to fund out of operations. Negative impact on Council funds. Damage to reputation with stakeholders. Future financial liability.	Dedicated budget manager (DPMO). Regular financial reporting to the Interim General Manager and TSG Fund through utilisation of reserves or savings as a last resort.	Scheduled gateway internal audit of project costs by the Manager Systems.	Major	Possible	High
<b>Merged Council does not meet the communities expectation</b>	Unrealistic community expectations. Unrealistic local political expectations. Lack of community engagement. Inaccurate media	Damage to reputation. Community and political backlash. Threat to governance and management structure. Loss of community trust and confidence	Media and information provided through variety of communication channels as per communication plans. Continuation of business as usual service provision as a	Community communication and engagement strategy. Celebrate/communicate the wins during Transition.	Major	Possible	High

8.15 Queanbeyan-Palerang Merger - Transition Plan  
Attachment 7 - Transition Plan (Continued)

Risk	Causes	Consequences	Controls	Treatment	Consequence	Likelihood	Risk Rating
	and promotional messages from the State government aligning with the reality of what can be delivered at what cost.	in Council. Loss of community confidence in the State Government and the Local Member.	minimum.				
<b>The merged Council cannot meet the benchmarks for a Fit for the Future Council</b>	Four year rate freeze. Poor implementation of the Transition Plan and associated strategies. Unforeseen or unplanned expenses. Original estimates not correct. Government have not accurately analysed and costed mergers. The Improvement Plans not achieved. Inability to fund infrastructure backlog.	Damage to reputation with stakeholders. Limitations imposed on funding opportunities. Provide less services and/or reduced service levels to the community. Further restructuring of the organisation and consequent impact on staff.	Budget review and reporting. Integrated planning and reporting. Reviewing and implementing Fit for the Future improvement plans. Include the community in service delivery options. Continual development and improvement of asset management plans and processes.	None identified.	Moderate	Possible	Medium

## 10.3 Critical Operational Risks

Table 6: Critical Operational Risks

Risk	Causes	Consequences	Controls	Treatment	Consequence	Likelihood	Risk Rating
<b>Corrupt behaviour in an environment of change</b>	Lack of loyalty to new entity. Opportunism with changing management structure and accountability.	Loss of monies and assets. Increased exposure to public liability. Loss of decision making powers as a Local Government. Damage to reputation. Impact on governance and administration.	Code of conduct training for staff at all levels. Constant messaging from management. Continuity of systems coverage through project management. Stock take and audit of physical assets.		Major	Possible	High
<b>Disruption to services</b>	Failure of financial systems. Industrial issues. Plant and equipment breakdowns. Asset failures (including water and sewer). Loss of critical staff.	Loss of community confidence and support. Damage to reputation. High cost of rapid asset/plant/equipment repair. Financial penalties/loss of income with failure of essential/critical service provision. Not meeting compliance obligations.	Up to date asset management framework. Delivery of maintenance programs within schedules. Staff communication. Management of compliance obligations. Workforce planning.	Ensuring asset data is captured within the Transition planning process. Consulting with system providers.	Major	Possible	High

Risk	Causes	Consequences	Controls	Treatment	Consequence	Likelihood	Risk Rating
<b>Loss of data and corporate knowledge</b>	Integration of systems taking too long and/or poorly managed. Loss of critical staff. Lack of understanding of procedures and systems. Off system data and information.	Disruption to services. Financial loss. Increased exposure to litigation. Loss of corporate knowledge. Cost of re-capturing data and information.	Systems procedures and protocols. Training and education on systems procedures. Engagement of third party expertise. Handover period with critical positions.	Audit of off-system data and information.	Moderate	Possible	Medium
<b>Lack of staff engagement with the new organisation</b>	Lack of Executive staff leadership. Industrial relations issues. Staff dislocation and displacement. Community pressure. Past allegiances. Failure of the communication and engagement strategy. Overloading of key staff. Change fatigue.	Disruption to services. High staff turnover rate. Loss of corporate knowledge. Work Cover claims and grievances. Staff burnout. Not actively participating in the Transition. Failure to meet Transition plan actions/milestones. Industrial action and adverse publicity.	Internal communication and engagement strategy. Human resources process development and implementation. Active and adaptive leadership and management of cultural change. Consultative Committee. Management of industrial relations issues. Implementation of necessary mechanisms for staff support. Contract services where required to meet peak demand.  Encourage utilisation of leave entitlements.		Moderate	Possible	Medium

## 11 Monitoring, Reporting and Communicating Progress

The following sections summarise the communication framework and key responsibilities for monitoring progress during the implementation and transition phases. It aligns with and refers to key actions within the Communication and Engagement Plan (Annexure B) for the community and staff.

It is understood OLG are revising the performance management frameworks for local government. In the meantime, Council will use a number of benchmark studies (such as PWC) to monitor organisational efficiencies and will establish a high level reporting of performance against outcomes identified in the Community Strategic Plan, in addition to regular executive reporting on organisational performance and trends against business risks.

DPC commissioned a consultancy to conduct a community survey of all merged councils including 400 residents of Queanbeyan-Palerang, with a follow-up survey prior to the September 2017 elections.

## 11.1 Communication and Engagement

The first priority is to provide confidence to communities that services will not be reduced. This includes maintaining usual communications about services, projects and events.

Council will review existing media policies and procedures early in Phase 1. Early priorities are to:

- Clarify responsibilities for preparing and approving media releases and managing media enquiries
- Review higher priority social media tools and procedures
- Monitor media coverage.

The Administrator will act as the designated Council spokesperson during Phase 1 and 2 of the Transition.

Councils use a wide range of communication methods. It is expected that most communication methods will continue in the early stages of the Transition. This includes maintaining regular media releases, newsletters, print media advertisements and most forms of social media.

A process for consolidating communication and engagement methods across the new Council has been developed through the Communication and Engagement Plan. The Plan will also detail the Council's overall communication and engagement approach and program of milestones and actions.

The points of LRC and community engagements through the reviews and strategies are outlined in the Transition Projects schematic (appendix E). It will be particularly important for there to be close collaboration on communications and media management between communications staff across the new Council and the PMO.

The following table summarises the key Council roles and responsibilities for external and internal communication during the Transition process.

Table 7: Council Roles and Transition Communication Responsibilities

Council Role	Responsibility (Internal and External)
Administrator	Primary external spokesperson for the Queanbeyan-Palerang Regional Council on all matters related to the merger and implementation/transition.
	May direct the Interim General Manager to act as a spokesperson or delegate a spokesperson.
	Primary spokesperson on political and major issues such as government announcements, significant Council projects, events and high profile issues.
	Primary spokesperson for decisions made at Ordinary and Extraordinary Meetings of Council and Council Committees. May delegate this task to the Interim General Manager or Director where appropriate.
	Engaging communities and partners in planning for the new council
	Attending major civic and community events
Committee Chairpersons	Matters agreed and on concurrence with the Administrator
Interim General Manager	Leading communication with staff and building a new organisational culture, and active staff commitment to improvement and change
	Spokesperson for all high-level administrative, operational, sensitive and management issues.
	Communicating, liaising and consulting with the community about service continuity, strategic planning and opportunities for change.
	May authorise a member of management to speak on specific matters.

## 11.2 Monitoring and Reporting

One of the keys to delivering any successful change process is to monitor and evaluate the project. The reason for doing this is not only to understand what worked – and why – but also to be able to respond flexibly to events as they unfold.

The monitoring of the Transition Plan and reporting on achievement of milestones is part of an ongoing cycle undertaken throughout Phases 1-3.

The new Council must report to the Department of Premier and Cabinet on its progress against the Implementation Checklist for the Transition period on a regular basis. In addition, a Stronger Councils Framework has been developed for all merged councils to monitor and report (appendix E)

The Council will also report regularly to the community on progress in delivering the Transition Plan and achieving the identified benefits, as well as key milestones and successes.

The following table summarises the reporting needs of key stakeholders in the Transition process, and delivery mechanisms and frequency of reporting.

Figure 16: Reporting to Key Stakeholders

Key Stakeholder	Reporting Needs	Frequency	Delivery
Department of Premier and Cabinet	Ensuring Council is delivering on the mandated actions and milestones in the Implementation Checklist.	As directed. Currently fortnightly	Implementation Checklist Report (Action progress reporting).
	Promoting success of the merger.	When identified	Media releases. Weekly teleconferences
Business community	Progress of the new organisation	Quarterly	Email progress reports to each Chamber of Commerce in the region Attend meetings as required
	Promotion of council activities	As required	Social media, QPRC News Economic Development team interactions



**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

Key Stakeholder	Reporting Needs	Frequency	Delivery
Town communities	Assurance of business as usual	Weekly	Regular news pages in local press QPRC News
	Promotion of council activities		Social media posts
	Progress of the new organisation	Quarterly	QPRC News Traditional and social media
	Progress of Stronger Community Fund projects	As required	QPRC News Traditional and social media Facebook Posts
Administrator	Ensuring Council is delivering on the mandated actions and milestones in the Implementation Checklist.	Monthly	Report to Council
	Progress in the new organisation	Weekly	General Manager email to all staff
	Identification of challenges and recommended solutions to deliver the implementation plan	As required	Report to Council
Staff	Embedding organisational vision and culture	Weekly	General Manager weekly newsletter to all staff email Staff noticeboards
		Quarterly	General Manager and/or leadership team site visits and attendance at toolbox meetings QPRC Quarterly Catch meetings
		Quarterly	General Manager video recording of Quarterly Catch meetings issued via email
	Progress in the new organisation	Weekly	General Manager weekly newsletter to all staff email Staff noticeboards
		Quarterly	QPRC Quarterly Catch meetings
	Celebration of successes	When identified/achieved	General Manager weekly newsletter to all staff email Staff noticeboards Staff meetings
	Progress of the implementation plan	Monthly	General Manager weekly newsletter to all staff email Staff noticeboards
	Changes in implementation project plan	As required	Report to executive team meeting

## Annexure A: Local Government Proclamation 2016

Local Government (Council Amalgamations) Proclamation 2016 [NSW]  
Schedule 14 Provisions for Queanbeyan-Palerang Regional Council

---

### **Schedule 14 Provisions for Queanbeyan-Palerang Regional Council**

#### **1 Definition**

In this Schedule:

*new council* means the Queanbeyan-Palerang Regional Council.

#### **2 Description of area**

The Queanbeyan-Palerang Regional area is the area of that name with the boundaries as shown on the map referred to in the Table to clause 4 (1) of this Proclamation kept in the register of public surveys on the amalgamation day.

#### **3 Administrator of new council during initial period**

Tim Overall is appointed as the Administrator of the new council.

#### **4 Interim general manager**

The interim general manager of the new council is Peter Tegart.

#### **5 Deputy general manager**

The deputy general manager of the new council is Peter Bascomb.

#### **6 Number of councillors**

The number of councillors to be elected to the new council at its first election is 11.

#### **7 Ward structure**

The new council is not to be divided into wards for the first election.

#### **8 Code of meeting practice**

The code of meeting practice of the former Palerang Council is to be the code of meeting practice of the new council until it is amended or replaced in accordance with the Act.

## **Annexure B: Community Communication and Engagement Plan**

*Executive summary and hyperlink to be inserted upon completion*

## Annexure C: Change Management Plan

*Executive summary and hyperlink to be inserted upon completion*

## Annexure D: Transition Plan Actions

Table 8: Key Result 1 Actions

**KEY RESULT 1** Service continuity with smart service improvements

**KEY AREA 1.1** Services, Systems and Assets

**STRATEGY 1.1.1** Maintaining service continuity

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
1.1.1.1 Provide continuity of governance, service and civic activities.	Interim General Manager	Office of the General Manager	12-May-2016	20-May-2016
1.1.1.2 Make any urgent arrangements needed to maintain service continuity.	Interim General Manager	Office of the General Manager	12-May-2016	20-May-2016
1.1.1.3 Designate a Public Officer for the new council.	Interim General Manager	Office of the General Manager	12-May-2016	20-May-2016
1.1.1.4 Ensure that rates notices are issued by 1 August 2016.	Executive Manager Finance	Finance	12-May-2016	24 July-2016
1.1.1.5 Maintain the integrity of record keeping.	Manager Civic Support Library and Knowledge Management	Organisational Excellence	12-May-2016	22-Dec-2017

**STRATEGY 1.1.3** Reviewing assets

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
1.1.3.1 Review the proclamation to ensure that all vehicle leases have been transferred to the new council and that all vehicles are registered and insured.	Director Works and Utilities	Utilities	11-May-2016	12-May-2016
1.1.3.2 Undertake any urgent actions needed to ensure that vehicles are registered, insured and legally drivable.	Director Works and Utilities	Utilities	11-May-2016	12-May-2016
1.1.3.3 For each of the former councils, document property details, including the address, encumbrances and interests, current use, certificate of title and leases or licenses on the land.	Executive Manager Risk and Legal	Legal	12-May-2016	20-May-2016
1.1.3.4 This process should include 'ground-truthing' the existence and condition of assets where needed.	Director Assets and Projects	Assets	12-May-2016	20-May-2016
ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
1.1.3.5 Confirm what has been transferred to the new council under the proclamation (Loans - To Councils).	Executive Manager Finance	Finance	12-May-2016	20-May-2016

**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

1.1.3.6 Consider whether there are any leases that should not be carried forward to the new council and any action that needs to be taken.	Executive Manager Risk and Legal	Legal	12-May-2016	15 August 2016
1.1.3.7 Advise relevant parties of the proclamation and name of the new council (Real Estate - Leased).	Executive Manager Risk and Legal	Legal	12-May-2016	15 August 2016
1.1.3.8 For each of the former councils, document all leases, including the address, encumbrances and interests, current use and lease documents.	Executive Manager Risk and Legal	Legal	12-May-2016	15 August 2016
1.1.3.9 Confirm what has been transferred to the new council under the proclamation (Leases - Other).	Executive Manager Risk and Legal	Legal	12-May-2016	15 August 2016
1.1.3.10 Consider whether there are any leases that should not be carried forward to the new council and determine any action that needs to be taken.	Executive Manager Risk and Legal	Legal	12-May-2016	15 August 2016
1.1.3.11 Advise relevant parties of the proclamation and name of the new council (Real Estate - Owned).	Executive Manager Risk and Legal	Legal	12-May-2016	15 August 2016
1.1.3.12 For each of the former councils, document all fixtures, fittings, plant and equipment and chattels owned and their location.	Director Assets and Projects	Assets	12-May-2016	20-May-2016
1.1.3.13 Confirm what has been transferred to the new council under the proclamation (Plant and Equipment - Owned).	Director Assets and Projects	Assets	12-May-2016	20-May-2016
1.1.3.14 For each of the former councils, document all fixtures, fittings, plant and equipment and chattels leased or hired and their location.	Director Assets and Projects	Assets	12-May-2016	20-May-2016
1.1.3.15 Confirm what has been transferred to the new council under the proclamation (Plant and Equipment - Leased or Hired)	Executive Manager Finance	Finance	12-May-2016	20-May-2016
1.1.3.16 Consider whether there are any items leased that should not be carried forward to the new council and any action that needs to be taken.	Executive Manager Finance	Finance	12-May-2016	20-May-2016
<b>ACTIONS</b>	<b>RESPONSIBILITY</b>	<b>BUSINESS UNIT</b>	<b>START DATE</b>	<b>END DATE</b>
1.1.3.17 Advise relevant parties of the proclamation and name of the new council (Plant and Equipment – Leased or Hired).	Executive Manager Finance	Finance	12-May-2016	20-May-2016
1.1.3.18 Confirm what has been transferred to the new council under the proclamation. Consider whether there are any leases that should not be carried forward to the new council and determine any action that needs to be taken (Real Estate - Leased).	Executive Manager Risk and Legal	Legal	12-May-2016	15 August 2016

**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

1.1.3.19 Advise relevant parties of the proclamation and name of the new council (Leases - Other).	Executive Manager Risk and Legal	Legal	12-May-2016	15 August 2016
1.1.3.20 Review continuous improvement programs in the asset management strategies of the former councils and decide whether to proceed with planned actions.	Director Assets and Projects	Systems	12-May-2016	17-Jun-2016
1.1.3.21 Complete analysis and modelling to support preparation of the new resourcing strategy (Asset Management Plan).	Director Assets and Projects	Systems	12-May-2016	29-Sep-2017
1.1.3.22 For each of the former councils, document any plans for the acquisition or disposal of material assets.	Director Assets and Projects	Assets	12-May-2016	20-May-2016
1.1.3.23 Consider whether there are any plans for the acquisition or disposal of assets which should not be continued and any action needed. Report to the Administrator where necessary.	Interim General Manager	Office of the General Manager	12-May-2016	17-Jun-2016
1.1.3.24 Councils may provide a water supply and sewerage service under the Act, as a Water Authority under the Water Management Act, or as a county council in conjunction with other councils.	Director Works and Utilities	Utilities	12-May-2016	20-May-2016
1.1.3.25 Identify arrangements for water and sewerage services to understand financial requirements such as pricing, billing, reporting and capital expenditure needs.	Executive Manager Finance	Finance	12-May-2016	20-May-2016

**STRATEGY**      **1.1.4** Establishing consistent systems, services, plans and policies

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
1.1.4.1 Establish the PMO to support the Interim General Manager in implementing the new council.	Director Organisational Excellence	Transition Project Management	12-May-2016	20-May-2016
1.1.4.1 Bring together the Local Environmental Plans administratively into a single document.	Director Planning and Environment	Planning	12-May-2016	23-Dec-2016
1.1.4.2 Review and consolidate the privacy management plans and policies of each former council to comply with:  • Government Information (Public Access) Act 2009	Executive Manager Civic Support	Civic Support	12-May-2016	31-March-2017

**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

<ul style="list-style-type: none"> <li>• Privacy and Personal Information Protection Act 1998</li> <li>• Health Records and Information Privacy Act 2002</li> <li>• Further information on councils' privacy obligations is available at <a href="http://www.ipc.nsw.gov.au">www.ipc.nsw.gov.au</a>.</li> </ul>				
1.1.4.2 Deliver the program to fully consolidate Local Environmental Plans.	Director Planning and Environment	Planning	12-May-2016	28-Sep- 2016
1.1.4.3 Establish a PMO to work intensively on the implementation of the new council.	Director Organisational Excellence	Transition Project Management Office	12-May-2016	17-Jun-2016
1.1.4.4 For each of the former councils, document: <ul style="list-style-type: none"> <li>• systems and processes</li> <li>• insurance arrangements</li> <li>• unresolved matters.</li> </ul>	Director Transition Project Management Office Manager People and Culture	Transition Project Management Office	12-May-2016	20-May-2016
1.1.4.5 Ensure new workers compensation arrangements are in place.	Manager People and Culture	People and Excellence	12-May-2016	30-Jun-2017
1.1.4.6 For each of the former councils, document: <ul style="list-style-type: none"> <li>• salary structures and their associated costs</li> <li>• positions and position descriptions</li> <li>• staff locations</li> <li>• local agreements, and any individual arrangements, as well as the basis of the arrangement and the costs</li> <li>• local policies.</li> </ul>	Manager People and Culture	People and Excellence	12-May-2016	20-May-2016
<b>ACTIONS</b>	<b>RESPONSIBILITY</b>	<b>BUSINESS UNIT</b>	<b>START DATE</b>	<b>END DATE</b>
1.1.4.7 Maintain the integrity of records of employment conditions.	Manager People and Culture	People	12-May-2016	22-Dec-2017
1.1.4.8 For each of the former councils, document: <ul style="list-style-type: none"> <li>• payroll systems</li> <li>• frequency of payroll</li> <li>• cost of payroll</li> <li>• any specific or unusual arrangements.</li> </ul>	Manager People and Culture	People	12-May-2016	20-May-2016
1.1.4.9 Include actions in the Implementation Plan to: <ul style="list-style-type: none"> <li>• decide how payroll will be run</li> <li>• plan for a consolidated payroll system</li> <li>• develop and test the new system</li> <li>• implement the new system.</li> </ul>	Manager People and Culture	People	12-May-2016	17-Jun-2016
1.1.4.10 Deliver the program to establish the new payroll system.	Executive Manager Systems	Systems	12-May-2016	1 July 2017
1.1.4.11 Submit funding proposal for New Council Implementation	Interim General Manager	Office of the General Manager	12-May-2016	17-Jun-2016



**8.15 Queanbeyan-Palerang Merger - Transition Plan  
Attachment 7 - Transition Plan (Continued)**

Fund				
1.1.4.12 Issue rates notices	Executive Manager Finance	Finance	12-May-2016	24 July-2016
1.1.4.13 Review financial policies, procedures and forms and identify any areas which require urgent attention.	Executive Manager Finance	Finance	12-May-2016	17-Jun 2016
1.1.4.14 Interim arrangements may be required in the early stages of the implementation process.	Executive Manager Finance	Finance	12-May-2016	17-Jun-2016: ongoing
1.1.4.15 Potential policy areas to focus on include: • tendering and procurement of goods and services • Investment Policy - • Borrowing Policy - • asset accounting policies including capitalisations thresholds, depreciation methods and disposal policies – Stocktake activity • payment of fees and expenses and provision of facilities to councilors -	Executive Manager Finance	Finance	12-May-2016	17-Jun-2016: this relates to 1.1.4.13, 16, 17 it isn't an action item
ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
1.1.4.16 Develop a staged and prioritised program in the Implementation Plan to consolidate financial policies, procedures and forms.	Executive Manager Finance	Finance	12-May-2016	31-Mar-2017 as part of implementation of new FMIS
1.1.4.17 Deliver the program to consolidate financial policies, procedures and forms.	Executive Manager Finance	Finance	12-May-2016	1-July-2017 when new FMIS commences
1.1.4.18 For each of the former councils, document financial management and reporting systems. This includes systems for issue of financial documents, tax invoices, cheques, payment remittance advice, purchase orders, pay slips, rates and charges notices and receipts.	Executive Manager Finance	Finance	12-May-2016	31-Mar-2017 as part of implementation of new FMIS
1.1.4.19 Put in place any interim arrangements needed to maintain financial management and reporting.	Executive Manager Finance	Finance	12-May-2016	30 June-2016: ongoing
1.1.4.20 Develop a program in the Implementation Plan to harmonise financial management and reporting systems.	Executive Manager Systems	Systems	12-May-2016	1 October-2016
1.1.4.21 Develop, test and deliver harmonised financial management and reporting systems.	Executive Manager Systems	Systems	12-May-2016	1 October-2016

**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

1.1.4.22 Review customer payment facilities to ensure there are no urgent issues which will impact service continuity. This includes: •EFTPOS terminals • BPAY Day one • Australia Post • website payments • direct debit	Executive Manager Systems	Systems	11-May-2016	12-May-2016
1.1.4.23 Undertake an analysis of the investment policies, procedures and delegations of the former councils. Prepare an investment policy for the new council and put it to the council for adoption.	Executive Manager Finance	Finance	12-May-2016	17-Jun-2016
1.1.4.24 Put in place any interim arrangements needed to manage records across the new council.	Manager Libraries and Knowledge Management	Civic Support	12-May-2016	23-Dec-2016
1.1.4.25 Review and update arrangements throughout Phase 1.	Executive Manager Civic Support	Civic Support	12-May-2016	23-Dec-2016
<b>ACTIONS</b>	<b>RESPONSIBILITY</b>	<b>BUSINESS UNIT</b>	<b>START DATE</b>	<b>END DATE</b>
1.1.4.26 Develop a program in the Implementation Plan to harmonise record systems.	Manager Libraries and Knowledge Management	Knowledge Management	12-May-2016	17-Nov-2016
1.1.4.27 Develop, test and deliver a harmonised system for managing records.	Manager Library and Knowledge Management	Knowledge Management	12-May-2016	22-Dec-2017
1.1.4.28 Review policies and procedures for media and higher-risk social media and determine any action that needs to be taken, potentially including a report to council.	Director Economic and Community Development	Communications	12-May-2016	17-Jun-2016
1.1.4.29 Document service levels and plan a process for service level review, as part of the Implementation Plan.	Director Economic and Community	Economic	12-May-2016	12-Aug-2016
1.1.4.30 Prepare a report on the key areas of the service review and associated recommendations.	Director Economic and Community	Economic	12-May-2016	12-Aug-2016
1.1.4.31 Document all policies and procedures of the former councils.	Executive Manager Civic Support	Civic Support	12-May-2016	23-Dec-2016
1.1.4.32 Put in place any interim arrangements needed to consistently manage priority policies and procedures. Review and update arrangements throughout Phase 1.	Executive Manager Civic Support	Civic Support	12-May-2016	23-Dec-2016
1.1.4.33 Develop a prioritised program in the Implementation Plan to harmonise policies and procedures.	Director Project Management Office	Civic Support	12-May-2016	23-Dec-2016
1.1.4.34 Deliver the prioritised program in the Implementation Plan to	Director Project Management	Project Management Office	12-May-2016	22-Dec-2017

**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

harmonise policies and procedures.	Office			
1.1.4.35 Determine a consistent way of answering telephone calls across the new council and communicate this to staff.	Manager Customer Service	Customer Service	11-May-2016	12-May-2016
1.1.4.36 Put in place any interim arrangements needed to consistently manage customer requests and complaints across the new council. Review and update arrangements throughout Phase 1.	Manager Customer Service	Customer Service	12-May-2016	17-Jun-2016
1.1.4.37 Develop a program in the Implementation Plan to harmonise customer request and complaint systems.	Director Project Management Office	Project Management Office	12-May-2016	12-Aug-2016
1.1.4.38 Develop, test and deliver a harmonised system for managing customer requests and complaints.	Director Project Management Office	Project Management Office	12-May-2016	12-Aug-2016

**STRATEGY 1.1.6 Planning for ICT**

<b>ACTIONS</b>	<b>RESPONSIBILITY</b>	<b>BUSINESS UNIT</b>	<b>START DATE</b>	<b>END DATE</b>
1.1.6.1 Put in place any interim arrangements needed to ensure functionality, incl federated networks.	ICT Transition Lead	ICT Transition Lead	12-May-2016	20-May-2016
1.1.6.2 Prepare the first iteration of the ICT Plan.	ICT Transition Lead	ICT Transition Lead	12-May-2016	17-Jun-2016
1.1.6.3 For each of the former councils, document all telecommunications services or facilities and related access and use agreements.	ICT Transition Lead	ICT Transition Lead	12-May-2016	20-May-2016
1.1.6.4 Confirm what has been transferred to the new council under the proclamation. Consider whether there are any leases that should not be carried forward to the new council and determine any action that needs to be taken (Real Estate - Leased).	Executive Manager Finance	Finance	12-May-2016	20-May-2016
1.1.6.5 For each of the former councils, document all computer hardware and software owned, leased or licensed, including any related software license agreements.	ICT Transition Lead	ICT Infrastructure ICT Transition Lead	12-May-2016	20-May-2016
1.1.6.6 Confirm what has been transferred to the new council under the proclamation (Computer Systems and Technology).	ICT Transition Lead	ICT Transition Lead	12-May-2016	20-May-2016

**STRATEGY 1.1.7 Transitional Planning**

**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
1.1.7.1 Revise services by: driver, activity, levels, location, mode of delivery and resources	Director Economic and Community	Director Economic and Community	12-May-2016	22-Dec-2016
1.1.7.2 Redefine new service levels, delivery methods and supporting structures.	Director Project Management Office	Project Management Office	12-May-2016	19-Jun-2019
1.1.7.3 Adopt a logo and other elements of the visual identity for the new council.	Director Economic and Community	Communications	12-May-2016	22-Dec-2016

Table 9: Key Result 2 Actions

**KEY RESULT 2** Robust governance that delivers confidence to communities

**KEY AREA 2.1** Integrated Planning and Reporting

**STRATEGY 2.1.1** Preparing a new community strategic plan

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
2.1.1.1 Prepare a draft community strategic plan for consideration of the new council.	Director Economic and Community Development	IP&R	01-Jun-2017	20-Nov-2017
2.1.1.2 Prepare and adopt a statement of vision and priorities, with community input.	Director Economic and Community Development	IP&R	12-May-2016	31-Dec-2016
2.1.1.3 Prepare the first iteration of a communication and engagement plan for the community.	Director Economic and Community Development	Communications	12-May-2016	17 Sep-2016

**STRATEGY 2.1.2** Preparing operational plans

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
2.1.2.1 Prepare and commence exhibition of draft operational plan, budget, fees and charges for 2016-17	Director Economic and Community Development	IP&R	12-May-2016	17-Jun-2016
2.1.2.2 Adopt an operational plan, budget and fees and charges for 2016-17	Director Economic and Community Development	IP&R	12-May-2016	30-Sep-2016
2.1.2.3 Prepare the draft operational plan 2017-18, including integrated budget, with community input	Director Economic and Community Development	IP&R	12-May-2016	30-Sep-2016
2.1.2.4 Adopt the operational plan 2017-18, including integrated budget	Director Economic and Community Development	IP&R	12-May-2016	30-Sep-2016

**STRATEGY 2.1.5** Preparing a new Resourcing Strategy

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
2.1.5.1 Complete analysis and modelling to support preparation of the	Manager People and Culture	People	12-May-2016	29-Sep-2017

**8.15 Queanbeyan-Palerang Merger - Transition Plan  
Attachment 7 - Transition Plan (Continued)**

new resourcing strategy (Workforce Plans).				
2.1.5.2 Integrate workforce, ICT, asset and financial plans into Resourcing Strategy	Director Economic and Community Development	IP&R	01-Feb-2017	30-Jun-2017

**KEY AREA**      **2.2**      Governance and Administration

**STRATEGY**      **2.2.1**      Establish Interim Council

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
2.2.1.1 Adopt an Interim Executive Team structure.	Administrator	Office of the Administrator	12-May-2016	20-Jun-2016
2.2.1.1 Undertake a thorough review of the Implementation Plan to focus on the second year of the council.	Director Project Management Office	Project Management Office	12-May-2016	20-May-2016
2.2.1.1 Make appointments to the Interim Executive Team and establish the internal working group.	Interim General Manager	Office of the General Manager	12-May-2016	17-Jun-2016
2.2.1.2 Prepare the first iteration of the Implementation Plan.	Director Project Management Office	Project Management Office	12-May-2016	17-Jun-2016
2.2.1.2 Adopt an organisational structure, including consultation with Consultative Committee.	Interim General Manager	Office of the General Manager	12-May-2016	24-Dec-2016
2.2.1.3 Prepare a first iteration of the Implementation Plan	Director Project Management Office	Project Management Office	12-May-2016	30-Sep-2016
2.2.1.3 Prepare for adoption the following within the first 3 meetings of Council <ul style="list-style-type: none"> <li>• Schedule of council and committee of council meetings</li> <li>• Revised delegations</li> <li>• Media protocols</li> <li>• Review of membership of advisory committees and committees established under Section 355 of the Act, if necessary</li> <li>• Adoption of membership and terms of reference for the LRC</li> <li>• Adoption of membership and terms of reference for the TSG</li> <li>• JRPP nominations, if necessary</li> </ul>	Interim General Manager	Office of the General Manager	12-May-2016	20-May-2016
ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
<ul style="list-style-type: none"> <li>• Nominations of members to other major regional and local bodies</li> <li>• Interim Executive Team structure</li> <li>• Appointment of auditor</li> </ul>				
2.2.1.4 Lodge disclosure of interest form.	Administrator	Office of the Administrator	12-May-2016	12-Aug-2016

**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

2.2.1.4 Continue to deliver the Implementation Plan and monitor and report progress	Director Project Management Office	Project Management Office	12-May-2016	22-Dec-2017
2.2.1.4 Deliver the Week One Implementation Plan.	Interim General Manager	Office of the General Manager	12-May-2016	20-May-2016
2.2.1.5 The interim General Manager will be the RAO until another staff member is appointed to the role.	Interim General Manager	Office of the General Manager	12-May-2016	20-May-2016
2.2.1.5 Determine business address and contact details for new council.	Director Economic and Community Development	Communications	12-May-2016	12-May-2016
2.2.1.6 Ensure the Administrator, interim General Manager and designated persons complete and lodge a disclosure of interest form.	Interim General Manager	Office of the General Manager	12-May-2016	17-Jun-2016
2.2.1.7 Determine whether any key advisors or interim arrangements are needed in specialist areas to within first week support the new council.	Interim General Manager	Office of the General Manager	12-May-2016	20-May-2016
2.2.1.7 Ensure new schedule of council and committee meetings is being appropriately advertised.	Interim General Manager	Office of the General Manager	12-May-2016	20-May-2016
2.2.1.8 Establish the LRC and TSG to provide local representation and input.	Administrator	Office of the Administrator	12-May-2016	22-Dec-2017
2.2.1.8 Appoint key advisors/panels to the new council, potentially including: <ul style="list-style-type: none"> <li>• accountants</li> <li>• auditors</li> <li>• bankers</li> <li>• insurance brokers</li> <li>• legal</li> <li>• taxation</li> </ul>	Interim General Manager	Executive Manager Risk and Legal	12-May-2016	12-Aug-2016
2.2.1.9 Prepare a new schedule of council and committee meetings.	Interim General Manager	Executive Manager Civic Support	12-May-2016	17-Jun-2016
2.2.1.10 Establish a Consultative Committee	Interim General Manager	Office of the General Manager	12-May-2016	17-Jun-2016
<b>ACTIONS</b>	<b>RESPONSIBILITY</b>	<b>BUSINESS UNIT</b>	<b>START DATE</b>	<b>END DATE</b>
2.2.1.12 Confirm that the appointment of all authorised officers has been transferred to the new council as part of the proclamation.	Administrator	Office of the Administrator	12-May-2016	20-May-2016
2.2.1.15 Make appointments to acting senior staff roles.	Interim General Manager	Office of the General Manager	12-May-2016	20-Jun-2016
2.2.1.19 Determine and publicise a new schedule of council and committee meetings.	Administrator	Office of the Administrator	12-May-2016	20-May-2016
2.2.1.20 Hold the first meeting of the new council.	Administrator	Office of the Administrator	12-May-2016	20-May-2016

**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

2.2.1.21 Determine date for first meeting of council and arrange for it.	Administrator	Office of the Administrator	12-May-2016	20-May-2016
2.2.1.24 Prepare a code of conduct for the new council which is compliant with the Model Code of Conduct. This may be based on the code of conduct of one of the former councils.	Director Economic and Community Development	Communications	12-May-2016	28 Sep-2016
2.2.1.25 Put the new code of conduct to council for adoption.	Interim General Manager	Legal	12-May-2016	12-Oct-2016

**STRATEGY 2.2.2 Reviewing delegations**

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
2.2.2.1 Review delegations and controls of higher risk functions to ensure appropriate decision making.	Executive Manager Risk and Legal	Legal	12-May-2016	20-May-2016

**STRATEGY 2.2.4 Undertaking Due Diligence**

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
2.2.4.1 Identify any grants awarded, but not yet paid, along with any outstanding acquittal requirements from grant recipients.	Executive Manager Finance	Finance	12-May-2016	31 Dec 2016 – part of the audit process
2.2.4.1 For each of the former councils, document all current and pending legal proceedings and tribunal action, including the venue, jurisdiction and status. Also document all potential litigation and legal disputes and any debt recovery actions underway or proposed.	Executive Manager Risk and Legal	Legal	12-May-2016	31 Dec -2016
ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
2.2.4.2 Analyse all legal and administrative proceedings and determine any action that needs to be taken.	Executive Manager Risk and Legal	Legal	12-May-2016	31 July -2016
2.2.4.3 For each of the former councils, document local regulations in place.	Director Planning and Environment	Planning	12-May-2016	30 Sep- 2016
2.2.4.4 Put in place any interim arrangements needed to manage any priority issues relating to local regulations.	Director Planning and Environment	Planning	12-May-2016	12-Oct-2016
2.2.4.5 Review changes underway or being considered at the time of the proclamation. Determine whether the changes should progress.	Director Planning and Environment	Planning	12-May-2016	30-Sep- 2016
2.2.4.6 Develop a staged program in the Implementation Plan to consolidate local regulations.	Director Planning and Environment	Planning	12-May-2016	30-Nov -2016



**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

2.2.4.7 Deliver the program to consolidate local regulations.	Director Planning and Environment	Planning	12-May-2016	30-Jun-2017
2.2.4.8 Appoint an internal audit committee for the new council.	Interim General Manager	Office of the General Manager	12-May-2016	12-Aug-2016
2.2.4.9 Hold a joint meeting of the internal audit committees of the former councils and new council.	Interim General Manager	Risk	12-May-2016	17-Jun-2016
2.2.4.10 Ensure the new council is identified as an employer for superannuation benefits.	Manager People and Culture	People	12-May-2016	20-May-2016
2.2.4.11 Assess the defined benefit superannuation plans that all former councils contributed to on behalf of employees, including the: <ul style="list-style-type: none"> <li>• share of any deficit in the scheme</li> <li>• contributions</li> <li>• number of staff in the scheme.</li> </ul>	Manager People and Culture	People	12-May-2016	20-May-2016
2.2.4.12 Seek advice from superannuation funds about transfer of staff to the new council.	Manager People and Culture	People	12-May-2016	20-May-2016
2.2.4.13 Conduct a thorough review of existing insurance arrangements. This may include: <ul style="list-style-type: none"> <li>• ensuring insurance arrangements for the former councils still apply until new arrangements are put in place</li> <li>• preparing a schedule of current insurance coverage</li> </ul>	Executive Manager Risk and Legal	Risk	12-May-2016	20-May-2016
<b>ACTIONS</b>	<b>RESPONSIBILITY</b>	<b>BUSINESS UNIT</b>	<b>START DATE</b>	<b>END DATE</b>
Within first week <ul style="list-style-type: none"> <li>• identifying any outstanding insurance claims or related issues</li> <li>• reviewing any existing industry insurance pool arrangements</li> <li>• evaluating existing workers compensation coverage and insurance arrangements</li> </ul>				
2.2.4.14 Develop a program in the Implementation Plan to consolidate insurances.	Executive Manager Risk and Legal	Risk	12-May-2016	17-Jun-2016
2.2.4.15 Deliver the program to consolidate insurances.	Executive Manager Risk and Legal	Risk	12-May-2016	17-Jun-2016
2.2.4.16 Establish and receive: <ul style="list-style-type: none"> <li>• new ABNs and TFNs</li> <li>• registrations for tax requirements, such as GST, FBT and PAYG withholding</li> </ul>	Executive Manager Finance	Finance	12-May-2016	20-May-2016
2.2.4.17 For each former council, review grant programs and identify the policies, types of grants, target groups, levels of funding and the	Executive Manager Civic Support	Civic Support	12-May-2016	31-March-2017

**8.15 Queanbeyan-Palerang Merger - Transition Plan  
Attachment 7 - Transition Plan (Continued)**

assessment process.				
2.2.4.18 Contact grant providers to advise them the new council has been proclaimed and discuss whether this has any impact on the funding.	Executive Manager Civic Support	Civic Support	12-May-2016	31-March-2017
2.2.4.19 For each former council, review the grant register and note milestones and reporting conditions attached to the grants.	Executive Manager Civic Support	Civic Support	12-May-2016	31-March-2017
2.2.4.20 Notify insurers of the former councils that the new council has been proclaimed.	Executive Manager Civic Support	Civic Support	12-May-2016	20-May-2016
2.2.4.21 Determine how the establishment of the new council affects the contract and any action required.	Executive Manager Civic Support	Civic Support	12-May-2016	20-May-2016
2.2.4.21 Seek legal advice where required	Executive Manager Risk and Legal	Legal	12-May-2016	20-May-2016
2.2.4.22 Notify contractors that the new council has been proclaimed and advise on the impact, if any, on their contract.	Executive Manager Risk and Legal	Legal	12-May-2016	20-May-2016
<b>ACTIONS</b>	<b>RESPONSIBILITY</b>	<b>BUSINESS UNIT</b>	<b>START DATE</b>	<b>END DATE</b>
2.2.4.23 Document copies of all agreements.	Executive Manager Risk and Legal	Legal	12-May-2016	15 August-2016
2.2.4.24 Confirm what has been transferred to the new council under the proclamation. Consider whether there are any leases that should not be carried forward to the new council and determine any action that needs to be taken (Leases - Other).	Executive Manager Risk and Legal	Legal	12-May-2016	15 August - 2016
2.2.4.25 Identify and document all contracts to which the former councils were a party or which relate to them. This should include government contracts and funding agreements. It should also include construction, Suppliers, sales, agency, insurance, consultant, contractor, employment and other contracts.	Procurement	Systems	12-May-2016	30 June 2017 – related to new FMIS

**STRATEGY 2.2.6 Reviewing legal and administrative proceedings**

<b>ACTIONS</b>	<b>RESPONSIBILITY</b>	<b>BUSINESS UNIT</b>	<b>START DATE</b>	<b>END DATE</b>
2.2.6.1 Review council nominations to Joint Regional Planning Panels.	Interim General Manager	Office of the General Manager	12-May-2016	20-May-2016
2.2.6.2 Document any outstanding notices, orders or demands issued to the former councils by any regulatory authority concerning compliance with environmental, pollution or health and safety	Manager Risk and Legal	Legal	12-May-2016	15 July 2016

**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

requirements.				
2.2.6.3 Determine how to respond to any outstanding notices, orders or demands.	Executive Manager Risk and Legal	Legal	12-May-2016	15 July 2016
2.2.6.4 For each of the former councils, document: <ul style="list-style-type: none"> <li>• registered and unregistered trademarks and certificates</li> <li>• patents and registered designs and certificates</li> <li>• copyrights and certificates</li> <li>• business and domain names and certificates</li> <li>• proprietary computer software</li> <li>• all intellectual property rights granted</li> </ul>	Executive Manager Risk and Legal	Legal	12-May-2016	15 July 2016
<b>ACTIONS</b>	<b>RESPONSIBILITY</b>	<b>BUSINESS UNIT</b>	<b>START DATE</b>	<b>END DATE</b>
• document any employment or confidentiality agreements that protect the confidentiality of the intellectual property of the former councils.				
2.2.6.5 Confirm that all trademarks, patents, copyrights, designs, and business names are transferred to the new council under the proclamation. Consider whether: <ul style="list-style-type: none"> <li>• existing intellectual property is sufficiently protected</li> <li>• any new arrangements need to be entered into</li> <li>• any confidentiality agreements need to be varied or extended</li> </ul>	Executive Manager Risk and Legal	Legal	12-May-2016	20-May-2016
2.2.6.6 For each of the former councils, document: <ul style="list-style-type: none"> <li>• any active and unresolved matters</li> <li>• a brief summary of matters from the previous two years.</li> </ul>	Manager People and Culture	People	12-May-2016	17-Jun-2016
2.2.6.7 Determine the manner in which the new council will execute documents and ensure this is formally determined, communicated and adhered to.	Manager People and Culture	People	12-May-2016	17-Jun-2016
2.2.6.8 Locate and replace the common seals of the former councils with the common seal of the new council	Executive Manager Risk and Legal	Legal	12-May-2016	17-Jun-2016
2.2.6.9 Ensure arrangements for the custody and use of the common seal comply with clause 400 of the Regulation.	Executive Manager Risk and Legal	Legal	12-May-2016	17-Jun-2016

**STRATEGY**

**2.2.7 Maintaining registers**

**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
2.2.7.1 For each of the former councils, validate the contents of the land register.	Director Development	LIS	12-May-2016	17-Jun-2016
2.2.7.2 Develop a program in the Implementation Plan to consolidate land registers.	Director Development	LIS	12-May-2016	9-Feb- 2017
2.2.7.3 Deliver the program to consolidate land registers.	Director Development	LIS	12-May-2016	1-Jul- 2018
2.2.7.4 Continue to maintain the pecuniary interest register.	Interim General Manager	Civic Support	12-May-2016	22-Dec-2017
ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
2.2.7.5 Consolidate the pecuniary interest registers of the former councils.	Interim General Manager	Office of the General Manager	12-May-2016	17-Jun-2016
2.2.7.6 Table the consolidated pecuniary interest register at the first possible council meeting, complete with disclosure of interest forms.	Interim General Manager	Office of the General Manager	12-May-2016	12-Oct-2016
2.2.7.7 Continue to maintain registers of political donation disclosures.	Executive Manager Civic Support	Civic Support	12-May-2016	22-Dec-2017
2.2.7.8 Consolidate registers of political donation disclosures of the former councils.	Executive Manager Civic Support	Civic Support	12-May-2016	23-Dec-2016

**STRATEGY 2.2.8 Considering local regulation**

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
2.2.8.1 Document all environmental planning instruments and development control plans for which the former councils were the consent authority or that applied to the former local government area. Document the powers and responsibilities of existing planning panels, such as Independent Hearing and Assessment Panels. Document all environmental planning instruments, development control plans and planning proposals which were being progressed or were before the former councils.	Director Planning and Environment	Planning	12-May-2016	20-May-2016
2.2.8.2 Prepare a report to the Administrator on whether and how planning instruments, proposals and plans which were being progressed or were before the former councils should progress during Phase 1. Develop a staged program in the Implementation Plan to fully consolidate Local Environmental Plans.	Director Planning and Environment	Planning	12-May-2016	28-Sep-2016

**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

2.2.8.3 Document the powers and responsibilities of existing planning panels, such as Independent Hearing and Assessment Panels.	Director Planning and Environment	Planning	12-May-2016	20-May-2016
--	-----------------------------------	----------	-------------	-------------

**KEY AREA**      **2.3**      Finances

**STRATEGY**      **2.3.1**      Maintaining sound financial management

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
2.3.1.1 Complete analysis and modelling to support preparation of the new resourcing strategy (Long Term Financial Plan).	Executive Manager Systems	Systems	12-May-2016	29-Sep-2017
2.3.1.2 Notify bankers of all former councils that the new council has been proclaimed.	Executive Manager Finance	Finance	12-May-2016	20-May-2016
2.3.1.3 Open new bank accounts and make other changes to banking arrangements, including investments, loans and payroll issues.	Executive Manager Finance	Finance	12-May-2016	1-July-2017

**STRATEGY**      **2.3.3**      Undertaking financial due diligence

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
2.3.3.1 Obtain an ABN and TFN and reserve the domain name for the new council.	Executive Manager Finance	Finance	12-May-2016	22-Dec-2017 ABN & TFN done – domain name not mine
2.3.3.2 For each of the former councils, document the location, purpose, policy and procedures of stores.	Executive Manager Finance Should this be Systems	Finance	12-May-2016	17-Jun-2016
2.3.3.3 Undertake a stocktake of stores and inventory.	Manager Finance Should this be systems	Finance	12-May-2016	17-Jun-2016
2.3.3.4 For each of the former councils, document other leases including finance leases and operating leases.	Manager Finance	Finance	12-May-2016	20-May-2016
2.3.3.5 Novated leases between a former council, employee and a finance company also need to be identified.	Manager People and Culture	People	12-May-2016	20-May-2016
2.3.3.6 For each former council, document interests held in other entities as identified in Note 19 of the Financial Statements, including: <ul style="list-style-type: none"> <li>• subsidiaries</li> <li>• joint arrangements</li> <li>• associates</li> <li>• unconsolidated structured entities.</li> </ul>	Manager Finance	Finance	12-May-2016	20-December-2016
ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE

**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

Also document: <ul style="list-style-type: none"> <li>• interagency agreements, such as for collection of the natural disaster levy</li> <li>• memberships, including of regional organisations of councils and county councils</li> <li>• MOUs</li> <li>• resource sharing arrangements</li> <li>• sister cities</li> <li>• support for business and tourism organisations</li> <li>• any other organisational affiliations.</li> </ul>				
2.3.3.7 Confirm details of interests in other entities that have been carried forward to the new council under the proclamation.	Executive Manager Risk and Legal	Office of the General Manager	12-May-2016	17-Jun-2016
2.3.3.8 Determine whether the merger affects continuation of the interest and any action required.	Interim General Manager	Office of the General Manager	12-May-2016	17-Jun-2016
2.3.3.9 Determine whether the merger affects any commitments under the terms of any existing MOUs or interagency agreements and any action required.	Interim General Manager	Office of the General Manager	12-May-2016	17-Jun-2016
2.3.3.10 Determine whether any parties need to be notified that the new council has been proclaimed and any action required.	Interim General Manager	Office of the General Manager	12-May-2016	17-Jun-2016
2.3.3.11 Collate agreements for loans made by former councils to other organisations such as local clubs	Manager Finance	Finance	12-May-2016	31-Dec-2016
2.3.3.12 Check the terms of the agreement are being met, including if repayments are up to date.	Manager Finance	Finance	12-May-2016	31-Dec-2016
2.3.3.13 Confirm that the loans have been transferred to the new council under the proclamation.	Manager Finance	Finance	12-May-2016	17-Jun-2016
2.3.3.14 Advise relevant organisations of the proclamation of the new council.	Manager Finance	Finance	12-May-2016	17-Jun-2016
2.3.3.15 For all former councils, document: <ul style="list-style-type: none"> <li>• all finance and credit agreements, including the amount, debtor,</li> </ul>	Manager Finance	Finance	12-May-2016	31-Dec-2016
<b>ACTIONS</b>	<b>RESPONSIBILITY</b>	<b>BUSINESS UNIT</b>	<b>START DATE</b>	<b>END DATE</b>
interest and repayment schedules all bank guarantees <ul style="list-style-type: none"> <li>• all internal loans, including purpose, conditions, and term interest payments.</li> </ul>				

**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

2.3.3.16 Confirm what has been transferred to the new council under the proclamation (Maintenance and Service Agreements).	Manager Finance	Finance	12-May-2016	20-May-2016
2.3.3.17 Review loan and security agreements, including internal loans.	Manager Finance	Finance	12-May-2016	20-May-2016
2.3.3.18 Consider consolidating and/or renegotiating loan terms to provide favorable repayment structures.	Manager Finance	Finance	12-May-2016	20-May-2016
2.3.3.19 Consider whether there are any agreements and arrangements that should not be continued and any action needed.	Manager Finance	Finance	12-May-2016	20-May-2016
2.3.3.20 Advise lending institutions of the proclamation of the new council.	Manager Finance	Finance	12-May-2016	20-May-2016
2.3.3.21 Seek advice about any additional actions needed relating to loans.	Manager Finance	Finance	12-May-2016	20-May-2016
2.3.3.22 For each of the former councils, review readiness for the audit of Special Schedule 7 to be undertaken as part of the financial statements 2015-16.	Manager Finance	Finance	12-May-2016	17-Jun-2016
2.3.3.23 Document the balance and transactions of all trust funds.	Manager Finance	Finance	12-May-2016	31-Dec-2016
2.3.3.24 Confirm that trust funds have been transferred to the new council under the proclamation.	Manager Finance	Finance	12-May-2016	20-May-2016
2.3.3.25 For each of the former councils, review bank statements and bank reconciliations.	Manager Finance	Finance	12-May-2016	20-May-2016
2.3.3.26 Prepare a list of all petty cash and change floats and validate amounts.	Manager Finance	Finance	12-May-2016	20-May-2016
2.3.3.27 For each former council, document the reserve: • type and purpose	Manager Finance	Finance	12-May-2016	20-May-2016
<b>ACTIONS</b>	<b>RESPONSIBILITY</b>	<b>BUSINESS UNIT</b>	<b>START DATE</b>	<b>END DATE</b>
• balance and any recent transfers • how the funds were raised				
2.3.3.28 Assess whether reserves are adequate to cover the liabilities they are held to offset (e.g. bonds and deposits, employee leave entitlements) or any other intended purpose for the funds.	Manager Finance	Finance	12-May-2016	20-December-2016
2.3.3.29 Also assess whether there is a shortfall in s94 reserves to fund plans.	Manager Finance	Finance	12-May-2016	20-May-2016



**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

2.3.3.30 Determine any action that needs to be undertaken to protect the integrity of the reserves, including appropriate record keeping.	Manager Finance	Finance	12-May-2016	20-May-2016
2.3.3.31 Document any bank guarantees or securities held by a former council as an alternative to providing a bond or deposit.	Manager Finance	Finance	12-May-2016	20-May-2016
2.3.3.32 Review all legal documentation to assess the guarantee value, purpose and conditions.	Manager Risk and Legal	Legal	12-May-2016	20-May-2016
2.3.3.33 Advise the institution providing the guarantee that the new council has been proclaimed.	Manager Finance	Finance	12-May-2016	20-May-2016 N/A
2.3.3.34 Confirm that the guarantee has been transferred to the new council under the proclamation.	Manager Finance	Finance	12-May-2016	20-May-2016 N/A
2.3.3.35 For all former councils, prepare a register of all bonds, deposits and retentions.	Manager Finance	Finance	12-May-2016	31-Dec-2016
2.3.3.36 Undertake an assurance process to check the register against supporting documentation.	Manager Finance	Finance	12-May-2016	31-Dec-2016
2.3.3.37 Review the funding held in reserve to offset these liabilities, as this may need to be adjusted as part of the consolidation of all reserve funds.	Manager Finance	Finance	12-May-2016	31-Dec-2016
2.3.3.38 For each former council, review the investments registers and the most recent investment reports to the former councils to provide an overview of the performance and value of all investments.	Manager Finance	Finance	12-May-2016	20-May-2016
<b>ACTIONS</b>	<b>RESPONSIBILITY</b>	<b>BUSINESS UNIT</b>	<b>START DATE</b>	<b>END DATE</b>
2.3.3.39 Review the employee leave entitlements liability of the former councils and assess the size of the liability and any corresponding reserve fund.	Manager Finance	Finance	12-May-2016	31-Dec-2016
2.3.3.40 Review the business activities (if any) of each former council to determine the effects of the establishment of the new council.	Manager Finance	Finance	12-May-2016	17-Jun-2016
2.3.3.41 Consider the impact of identical business activities coming together, such as commercial trade waste, and any implication this may have on a council's obligations under the National Competition Policy should the combined gross operating turnover of the business exceed \$2 million (category 1 business activity). Note that all category 1 business activities are expected to generate a return on capital invested.	Executive Manager Systems	Systems	12-May-2016	17-Jun-2016

**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

Further guidance on the National Competition Policy is available from: <ul style="list-style-type: none"> <li>• NSW Government Policy statement on the Application of National Competition Policy to Local Government</li> <li>• Pricing and costing for Council Businesses – A Guide to Competitive Neutrality.</li> </ul>				
2.3.3.42 Determine the auditor for the new council, who must be a person who provided auditing services for one or more of the former councils.	Interim General Manager	Office of the General Manager	12-May-2016	17-Jun-2016
2.3.3.43 Ensure audited financial reports for the former councils are prepared for the period from 1 July 2015 until the date of establishment of the new council	Manager Finance	Finance	12-May-2016	23-Dec-2016
2.3.3.44 Ensure the audited financial report for the new councils is prepared for the period from the date of establishment of the new council to 30 June 2017.	Manager Finance	Finance	12-May-2016	27-Oct-2017

**STRATEGY 2.3.6 Preparing audited financial reports**

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
2.3.6.1 Designate a RAO for the new council.	Interim General Manager	Office of the General Manager	12-May-2016	20-May-2016

*Table 10: Key Result 3 Actions:*

**KEY RESULT 3** Easy to do business with, in person and on-line

**KEY AREA 3.1** Governance and Administration

**STRATEGY 3.1.1** Managing contracts, tenders and procurement

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
3.1.1.1 Identify and commence priority due diligence activities, such as reviewing contracts.	Interim General Manager	Office of the General Manager	12-May-2016	20-May-2016
3.1.1.2 Contracts with some advisors to the former councils may need to be terminated.	Interim General Manager	Office of the General Manager	12-May-2016	12-Aug-2016
3.1.1.3 Review tenders which are planned or under assessment and determine any action that needs to be taken	Executive Manager Systems	Systems	12-May-2016	20-May-2016

**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

3.1.1.4 Consider any opportunities to consolidate tenders.	Executive Manager Systems	Systems	12-May-2016	20-May-2016
--	---------------------------	---------	-------------	-------------

**KEY AREA**      **3.2**      Communication and engagement

**STRATEGY**      **3.2.1**      Creating a single point of entry to the websites

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
3.2.1.1 Deliver a new website.	Director Economic and Community Development	Communications	12-May-2016	31-Mar-2017

Table 11: Key Result 4 Actions

**KEY RESULT 4** Engaged staff who understand their roles and how they contribute to the new council

**KEY AREA 4.1** Human Resources

**STRATEGY 4.1.2** Communicating with staff

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
4.1.2.1 Provide clarity to staff about job security and consultation processes.	Interim General Manager	Office of the General Manager	12-May-2016	20-May-2016
4.1.2.2 Communicate effectively with Staff, communities and partners.	Interim General Manager	Office of the General Manager	12-May-2016	20-May-2016
4.1.2.3 Prepare a staff communication and engagement plan	Director Economic and Community	Communication	12-May-2016	31-Mar-2017
4.1.2.4 Prepare the first iteration of a communication and engagement plan for staff.	Director Economic and Community	Communication	12-May-2016	17-Jun-2016

**STRATEGY 4.1.4** Developing the organizational structure to senior staff level

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
4.1.4.1 Adopt an interim structure to senior staff level.	Interim General Manager	Office of the General Manager	12-May-2016	8-July-2016
4.1.4.2 Develop and recommend an interim structure to senior staff level.	Interim General Manager	Office of the General Manager	12-May-2016	8-July-2016
4.1.4.3 Develop and recommend an organisational structure to senior staff level, including consultation with Consultative Committee	Interim General Manager	Office of the General Manager	12-May-2016	17-June-2016
ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
4.1.4.4 Make permanent appointments to senior staff roles after consultation with council.	Interim General Manager	Office of the General Manager	12-May-2016	8-July-2016

**STRATEGY 4.1.5** Filling vacancies

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
4.1.5.1 Develop a procedure for filling vacancies during Phase 1, which	Manager People and Culture	People	12-May-2016	17-Jun-2016

**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

complies with the Act and the Award				
-------------------------------------	--	--	--	--

**STRATEGY 4.1.7** Developing a new salary structure

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
4.1.7.1 Identify process and timing for moving to new salary structure	Manager People and Culture	People	12-May-2016	20-July-2016

**STRATEGY 4.1.9** Implementing successful change management

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
4.1.9.1 For each of the former councils, document the way in which: <ul style="list-style-type: none"> <li>• staff have typically been consulted broadly and on human resources, workplace and industrial matters</li> <li>• representation on the Consultative Committee has worked.</li> </ul>	Manager People and Culture	People	12-May-2016	20-May-2016

Table 12: Key Result 5 Actions

**KEY RESULT**      **5**      Involved communities who have their say

**KEY AREA**        **5.1**      Communication and Engagement

**STRATEGY**      **5.1.1**   Maintaining communications including media liaison

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
5.1.1.1 Appoint the council media spokesperson and review associated protocols.	Interim General Manager	Office of the General Manager	12-May-2016	17-Jun-2016
5.1.1.2 Review associated media protocols.	Director Economic and Community Development	Communications	12-May-2016	17-Jun-2016
5.1.1.3 Establish a single phone number for entry to council	Director Economic and Community Development	Communications	12-May-2016	30 December - Jun-2017
5.1.1.4 Adopt a new council spokesperson and communicate to staff.	Interim General Manager	Office of the General Manager	12-May-2016	20-May-2016
5.1.1.5 Reserve social media accounts for new council	Director Economic and Community Development	Communications	12-May-2016	20-May-2016
5.1.1.6 Reserve a domain name for the new council.	ICT Transition Lead	ICT Transition Lead	12-May-2016	20-May-2016
5.1.1.7 Develop a functional single point of entry for new council website.	Director Economic and Community Development	Communications	12-May-2016	17-Jun-2016

**STRATEGY**      **5.1.2**   Maintaining community engagement

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
5.1.2.1 Seek a list of all major community events scheduled in each of	Director Economic and	Community	12-May-2016	20-May-2016

**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

the former council areas and work with the interim General Manager to agree who will attend major events.	Community Development			
5.1.2.2 Hold at least monthly meetings of each LRC and the TSG.	Administrator	Office of the Administrator	12-May-2016	17-June-2016
5.1.2.3 Write to all key community groups and partners.	Director Economic and Community Development	Community	12-May-2016	20-May-2016
5.1.2.4 Determine and publicise the business addresses, contact details and physical locations of the new council's service centres and work locations. This includes: <ul style="list-style-type: none"> <li>• postal address</li> <li>• telephone numbers</li> <li>• website address</li> <li>• email addresses</li> </ul>	Director Economic and Community Development	Communications	12-May-2016	20-May-2016
5.1.2.5 Organise for telephone numbers to appear in and digital versions of the White Pages, noting the due dates for print version listings.	Director Economic and Community Development	Communications	12-May-2016	30-December-2016
5.1.2.6 Continue to deliver community engagement activities	Director Economic and Community Development	Communications	12-May-2016	17-Jun-2016

**STRATEGY**      **5.1.3** Preparing a communication and engagement plan

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
5.1.3.1 Prepare a community communication and engagement plan	Director Economic and Community Development	Communications	12-May-2016	17-Jun-2016

Table 13: Key Result 6 Actions

**KEY RESULT**      **6**      Communities can readily identify with their new council

**KEY AREA**        **6.1**      Visual Identity

**STRATEGY**      **6.1.1**    Developing the new visual identity

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
6.1.1.1 Adopt the logo the other key elements of the visual identity, prepare with community input.	Director Economic and Community Development	Communications	12-May-2016	17-June-2016
6.1.1.2 Prepare a style guide for the new Council.	Director Economic and Community Development	Communications	12-May-2016	17-June-2016



**8.15 Queanbeyan-Palerang Merger - Transition Plan**  
**Attachment 7 - Transition Plan (Continued)**

*Table 14: Key Result 7 Actions*

**GOAL**                **7**        A shared vision and direction for the whole community

**OUTCOME**        **7.1**      Vision and Priorities

**STRATEGY**       **7.1.1**    Preparing the statement of vision and priorities

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
7.1.1.1 Prepare and adopt a statement of vision and priorities, with community input.	Interim General Manager	IP&R	12-May-2016	31-Dec-2016

*Table 15: Key Result 8 Actions*

**GOAL**                **8**        Rates maintained within existing pathways and resources used wisely to serve the entire council area

**OUTCOME**        **8.1**      Rating

**STRATEGY**       **8.1.1**    Maintain pre-merger rating structures and categories for four years

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
8.1.1.1 Prepare a report on the outcomes of the IPART review and associated recommendations.	Executive Manager Finance Director Economic & Community Development	Finance	12-May-2016	28 Sep-2016
8.1.1.2 Prepare a report to harmonise or differentiate water, sewer and waste charging from 2017-18	Executive Manager Finance	Finance	1- Nov-2016	28-Feb-2017

Table 16: Key Result 9 Actions

**KEY RESULT**      **9**      Expected benefits which are clear, measurable and on target

**KEY AREA**        **9.1**      Local Benefits

**STRATEGY**      **9.1.1**   Identify potential local benefits

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
9.1.1.1 Include the statement of local benefits, prepared with community input, in the Implementation Plan.	Interim General Manager	Office of the General Manager	12-May-2016	23-Dec-2016
9.1.1.2 Monitor, review and adapt the Plan as needed.	Interim General Manager	Office of the General Manager	12-May-2016	22-Dec-2017
9.1.1.3 Incorporate the statement of local benefits into the Implementation Plan.	Director Project Management Office	Project Management Office	12-May-2016	30-Sep-2016

Table 17: Key Result 10 Actions

**KEY RESULT**      **10**      A newly elected council which is working for the whole community

**KEY AREA**        **10.1**      Council Election

**STRATEGY**      **10.1.1**   First election of a new council

ACTIONS	RESPONSIBILITY	BUSINESS UNIT	START DATE	END DATE
10.1.1.1 Include planning for the local government elections in the Implementation Plan.	Administrator	Office of the Administrator	12-May-2016	12-Aug-2016
10.1.1.2 Prepare council and candidate information, including new councilor civic obligations and Resourcing Strategy	Interim General Manager	Office of General Manager	01-Jun-2017	31-Aug-2017

	<b>Throughout</b>	<ul style="list-style-type: none"> <li>• Provide continuity of governance, service and civic activities</li> <li>• Communicate effectively with staff, communities and partners</li> <li>• Hold at least monthly meetings of each LRC and the IAG</li> </ul> <p>Provide clarity to staff about job security and consultation processes</p> <p>Obtain an ABN and TFN and reserve the domain name for the new council</p> <p>Establish the LRC and IAG to provide local representation and input</p> <p>Announce the council media spokesperson and review associated protocols</p> <p>Identify and commence priority due diligence activities, such as reviewing contracts</p> <p>Review delegations and controls of higher risk functions to ensure appropriate decision making</p> <p>Review council nominations to Joint Regional Planning Panels</p> <p>Hold the first meeting of the new council</p> <p>Adopt an interim Executive Team structure</p> <p>Deliver the Week One Implementation Plan</p>	<b>BY END OF WEEK ONE</b>
		<p>Establish the PMO to support the interim General Manager in implementing the new council</p> <p>Make appointments to the interim Executive Team and establish the internal working group</p> <p>Establish a single phone number and point of entry for the council website</p> <p>Continue due diligence activities</p> <p>Prepare a first iteration of the Implementation Plan</p> <p>Prepare a staff communication and engagement plan</p> <p>Submit funding proposal for New Council Implementation Fund</p> <p>Prepare a community communication and engagement plan</p>	<b>BY END OF FIRST 30 DAYS</b>
		<p>Establish the Consultative Committee</p> <p>Prepare and commence exhibition of draft operational plan, budget and fees and charges for 2016-17</p> <p>Identify process and timing for moving to new salary structure</p> <p>Adopt an operational plan, budget and fees and charges for 2016-17</p> <p>Issue rates notices</p> <p>Document service levels and plan a review process</p> <p>Adopt a code of conduct</p>	
		<p>Commence development of an organisational structure, including consultation with Consultative Committee</p> <p>Deliver initial community engagement activities</p> <p>Continue to deliver the Implementation Plan and monitor and report progress</p> <p>Adopt the logo and other key elements of the visual identity, prepared with community input</p> <p>Incorporate the statement of local benefits into the Implementation Plan</p> <p>Prepare the audited financial reports for the former councils</p> <p>Continue to deliver the Implementation Plan and monitor and report progress</p> <p>Prepare and adopt a statement of vision and priorities, with community input</p> <p>Prepare the draft operational plan 2017-18, including integrated budget, with community input</p> <p>Deliver a new website, which features the new visual identity</p> <p>Continue to deliver the Implementation Plan and monitor and report progress</p> <p>Have new workers compensation arrangements in place</p> <p>Adopt the operational plan 2017-18, including integrated budget</p> <p>Undertake a thorough review of the Implementation Plan to focus on the second year of the council</p> <p>Prepare a report on the outcomes of the service review and associated recommendations</p> <p>Complete analysis and modelling to support preparation of a delivery program and resourcing strategy</p> <p>Prepare a draft community strategic plan for consideration of the new council</p> <p>Hold council elections</p>	<b>BY END OF SEPTEMBER 2016</b>
			<b>BY END OF DECEMBER 2016</b>
			<b>BY END OF MARCH 2017</b>
			<b>BY END OF JUNE 2017</b>
			<b>BY END OF SEPTEMBER 2017</b>

## Stronger Councils Framework

# STRONGER COUNCILS FRAMEWORK



# STRONGER COUNCILS FRAMEWORK

Characterises of success	Indicators that the characteristics exist	We know we are making progress by
<b>Strategic capacity</b>	<ul style="list-style-type: none"> <li>• There is a clear vision for the future and a pathway for achieving it</li> <li>• Governance frameworks enable councillors to embrace their strategic role</li> <li>• Council can leverage its scale and capacity to work with and influence State and Federal Government in delivering local priorities and services</li> </ul>	<ul style="list-style-type: none"> <li>• Net financial savings (NPV) of \$XXXX over 10 years included in Council's financial forecasts</li> <li>• Net financial benefit (including New council implementation grant) of \$XXXX achieved by September 2017</li> </ul>
<b>Outstanding service provision</b>	<ul style="list-style-type: none"> <li>• Residents have easy access to services through their preferred channel</li> <li>• Businesses and residents have a positive experience of council service delivery</li> <li>• Residents have access to well-maintained community infrastructure</li> <li>• Regulation implementation is predictable, consistent and fair</li> </ul>	<ul style="list-style-type: none"> <li>• % of the community satisfied with Council's overall performance</li> <li>• 5 year Costed capital renewal works program adopted by March 2017</li> </ul>
<b>Robust community relationships</b>	<ul style="list-style-type: none"> <li>• Effective community engagement mechanisms are in place, and enable an ongoing community conversation with meaningful participation</li> <li>• Council understands and considers the diversity of community views</li> <li>• Community has confidence in council as a trusted leader</li> </ul>	<ul style="list-style-type: none"> <li>• % of the staff who feel the organisation has a positive future and are committed to its success</li> <li>• Local evidence 1</li> </ul>
<b>Strong performance</b>	<ul style="list-style-type: none"> <li>• Operations are efficient, and efficiencies are reinvested to the benefit of the community</li> <li>• Council demonstrates strong financial performance</li> </ul>	<ul style="list-style-type: none"> <li>• Local evidence 2</li> <li>• Local evidence 3</li> </ul>
<b>Sound organisational health</b>	<ul style="list-style-type: none"> <li>• Strong, diverse leadership and a culture that values performance and adaptability</li> <li>• A skilled, motivated and accountable workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Local evidence 4</li> </ul>

## 10 year Merger Savings and Benefits

'Savings' (\$m)	KPMG	QPRC
Staff: cash	14.1	3.0
Staff: redeployed		6.0
Materials	3.1	3.1
Other (cldr fee)	0.1	0.9
TOTAL	17.3	13.0

External Costs (\$m)	KPMG	QPRC
ICT and telecoms	2.6	4.2
Reviews, systems	2.9	2.4
(Grant)	(5.0)	(5.0)
NETT	0.8	1.6

8.15 Queanbeyan-Palerang Merger - Transition Plan  
Attachment 7 - Transition Plan (Continued)

