PROJECT MANAGEMENT PLAN

Local Government Reform Project

Document History

Version	Summary of Changes	Document Status	Date published
V1	Document drafted based on component approval by Transition Project Team (from February to May 2014)	Draft	
V2	Document updated by Transition Project Team based on direction from Combined Executive meeting 5 May 2014	Draft updated	6 May 2014
V3	Document updated by Transition Project Team based on lessons learnt (Procurement) and changes from attendances at Working Groups	Draft updated	20 May 2014
V4	Document updated by Transition Project Team based on review by TPT on 20 May and direction from Combined Executive on 26 May 2014	Draft updated	3 June 2014
V5	Document updated by Transition Project Team to include addition of deliverables and milestones; vision, goals, outcomes, principals, values; updated cost management plan; schedule; change management; updated reporting templates.	Draft updated	17 June 2014
V6	Document update by Transition Project Team following feedback from Combined Executive on 23 June 2014, including updates to assumptions and cost	Draft updated	24 June 2014

Contents

1.   Background

In July 2013 the State Government announced the proposed structural reform changes to the boundaries of local governments. Under this model, City of Swan would amalgamate with Shire of Mundaring.

Proposals to the Local Government Advisory Board (LGAB) were prepared by local governments (either joint or individual) under Schedule 2.1 of the Local Government Act outlining the nature, reasons and effects of such a proposal. These were submitted by 4 October 2013. Further presentations were made by individual local governments to the LGAB on 4 March 2014 to confirm their preference of reform.

Submissions being considered by the LGAB include:

- Shire of Mundaring's proposal for the amalgamation of Mundaring and Swan
- City of Swan's joint proposal with Town of Bassendean proposing an amalgamation of Swan, Mundaring and Bassendean
- Minister for Local Government's proposal for a boundary change of City of Swan to subsume Shire of Mundaring.

The LGAB will make its recommendation to the Minister prior to the Governor's Orders being released around August 2014.

Regardless of the nature of the Governor's Orders, it was agreed by the Combined Executive of City of Swan and Shire of Mundaring to formally prepare to transition to a new local government entity on the assumption that reform, either as amalgamation or boundary change is likely to occur in relation to both organisations.

The Transition Plan will prepare and be a blueprint for the reformed local governments into a single, new entity.

2.   Scope

The scope of the project is to deliver a Transition Plan that prepares and manages the transition to the new local government identity established on 1 July 2015, covering the current districts of the Shire of Mundaring and City of Swan. It will be delivered within the two existing organisations through working groups and includes people (all employees), processes (all prioritised services), contractors, and assets. Progress will be reported through the Combined Executive (CE) and Local Implementation Committee (LIC).

It will facilitate the establishment of a new organisation that meets legislative requirements and is designed to deliver business excellence outcomes from 1 July 2015, and continue until the transition is complete. The strategy to deliver this project uses a three-phase approach - **Attachment 1**

Phase one is Review (December 2013 to Endorsement of Project Management Plan). It includes the initial research of what needs to be considered during a reform. The aim is to ensure established governance processes of what will need to be aligned and integrated. Although governance processes will need to be established quickly, the output of this phase is the recognition and understanding of the elements that need to be addressed during the interim, and planned for the transition. This

work needs to be completed up to the announcements confirming the nature of local governments included in the new entity. The output of this phase is the development of the Project Management Plan.

Phase two is Interim (Endorsement of Project Management Plan to June 2015). This phase begins when the Project Management Plan has been endorsed by the CE and just prior to the official announcement is made by the State Government confirming if and what local governments will be included in the new entity. It involves the act of preparing for a new entity to come into existence. Detailed review and integration is required for all identified elements from phase one. The governance processes will also be reviewed and strengthened, and a new identity will start to be built. This work will occur between Governor's Orders and June 2015. The outputs of this phase are the implementation of the Project Management Plan and the development of the Transition Plan.

Phase three is Transition (July 2015 forward). This phase commences when the new entity comes into existence in July 2015. The length of this phase is unknown. It could be up to three years (ie until June 2018) to achieve aligned seamless service delivery, establishment of a new vision, and associated organisational alignment. It could go beyond this in aligning statutory requirements that take years to eventuate. The output of this phase is the implementation of the Transition Plan.

Out of Scope
The project excludes separate Shire of Mundaring and City of Swan responsibilities until 30 June 2015, and issues arising from the LGAB such as individual Council responses, and conducting community polls if applicable.

Scope Change
Change control processes will be used to assess the impact on scope. The mandatory scope controls that are not subject to change are:

- the new local government must have a Transition Plan endorsed by the LIC for 1 July 2015

- the Transition Plan will entail all elements that are reported through the CE to the LIC for decision making prior to 1 July 2015, and are required for the new local government to operate post this date.

3.   Deliverables and milestones

There are a number of critical outputs that the project will deliver for the new local government to effectively operate from 1 July 2015.

- **Corporate Business Plan** – a consolidated four-year operational delivery plan.

- **Budget** – a consolidated annual budget to resource the first year of the Corporate Business Plan.

- **Council business** – including the establishment of delegations, meetings, standing orders and committee structure.

- **One network** – working towards achieving connectivity between sites.

- **Customer interface** – having a way to manage customer enquiries and relationships by providing a seamless transition.

- **CEO appointment and structure** – including design and consolidation of the establishment of the organisational structure.

- **Financial setup** – establishment of bank accounts and associated financial requirements to operate.

The project strategy supports an improvement methodology (RAID) used to design the way services will be delivered in the new local government. This underpins the delivery of the following key milestones that will be monitored throughout the project.

Work plan	Key Milestone	Date
Finance	Chart of accounts	Fri 29/08/14
Finance	Issue Rates Notice	Fri 26/09/14
Finance	Annual Budget	Fri 24/10/14
Finance	Bank Accounts	Mon 10/11/14
Finance	Long term finance plan	Mon 8/12/14
Finance	Insurances	Mon 16/02/15
Finance	Statutory monthly reporting	Mon 2/03/15
Customer, Library & Visitor	Customer Service Delivery Model	Mon 2/03/15
Community Safety	Local Emergency Management Arrangements	Mon 14/09/15
Asset Management	Asset Management Framework	Wed 30/07/14
Information Management	Towards One network	Mon 29/09/14
Information Management	Corporate Applications Plan	Mon 16/02/15
HR	Review employment conditions	Mon 11/08/14
HR	Classification & Remuneration Review	Mon 8/09/14
HR	IR & ER Strategy	Fri 3/10/14
HR	Recruitment selection and on boarding	Fri 17/10/14
HR	Payroll	Mon 15/12/14
HR	OSH Framework	Mon 2/03/15
Strategic Planning	Local Area / precinct Planning approach	Mon 30/03/15
Organisational Development	Organisational structure	Tue 31/03/15
Organisational Development	Integrated Planning & reporting framework	Mon 13/10/14
Organisational Development	Business Model	Mon 20/10/14
Building and health	Statutory approvals - Health	Tue 14/04/15
Building and health	Statutory approvals - Building	Tue 28/04/15
Governance	Council Business Framework	Tue 24/03/15
Governance	Risk Management Framework	Tue 10/02/15
Marketing and PR	Website shared front page	Fri 31/10/14
Marketing and PR	Consolidated advocacy plan	Mon 23/02/15
Marketing and PR	Review Branding Strategies	Mon 23/03/15
Marketing and PR	Stakeholder management plan	Mon 6/04/15
Statutory planning	Statutory Approvals	Mon 30/03/15

Some key milestones will result in further work to deliver an output. These will be captured and then reported progressively throughout the project.

4. Assumptions

The major assumptions that have been acknowledged in developing the Local Government Reform Project Management Plan are:

- change will happen - reform will occur in some shape or form and the effective date will be 1 July 2015

- proposals - no other proposals are being considered by the LGAB, or will be accepted by the Minister for Local Government and Communities other than those proposals currently being considered.

- leadership - there is good leadership from the LIC and CE to enable the process

- parties - the focus of this project plan is on City of Swan and Shire of Mundaring only

- funding - some level of State Government funding will be provided, however the quantum and timing is unknown

- commitment - all people involved in the reform project are committed to designing a new organisation based on best practice to deliver outcomes for a new regional community

- timing - all service delivery will eventually be integrated but it will not be done by July 2017 (two years after go-live). An example is aligning a local planning strategy and scheme

- seamless - the goal is seamless service delivery to the community during reform, with the desired outcome of improved service delivery

- priorities - not every service/process will be reviewed and improved by July 2015. A prioritised list will be used (based on risk and criticality) noting that separate IT systems may continue for some time

- delivery date - the legislative timeframe to deliver a new local government (July 2015) must be achieved so that the Councils are not in breach of legislation and the impact on community is minimised.

Vision

The overall vision for the Local Government Reform Project has been determined by the LIC vision.

- We will build a Progressive, Resilient and Thriving Organisation, providing quality services to our local Communities.

- We will be recognized as a leader in Local Government in meeting our community outcomes through sustainable performance and excellence.

- We will align and integrate our individual organisations into one new entity but ensure differences in community identities and values are understood, maintained and built on, supported by an integrated planning and resourcing framework to ensure an appropriate level of service is delivered. We will ensure good practices are identified, preserved and enhanced, whilst ensuring we are continuously improving , innovating and aiming to be the 'best''.

Goals

The Local Government Reform Project aims to achieve the following goals as outlined in the LIC Terms of Reference:

- create a new organisation, focused on best practice

- make decisions based on Best for Region, current plans and best for both communities

- provide strategic leadership

- retain place identity

- provide local access for services and representation.

Guiding Principles

These goals are reinforced by the guiding principles set by LIC and supported by the Combined Executive. These guiding principles will guide decisions, actions and behaviours.

- Build a new organisation and work towards a shared vision, purpose and a shared sense of identity.

- Listen and respect each other's opinions and concerns.

- Communicate openly whilst understanding conflicts of interest. We agree to brief each other and seek feedback.

- Seek information and work towards consensus (we will "park" those decisions when we can't agree).

- Make decisions based on what's 'Best for the Region' and on existing plans and commitments.

- Seek opportunities to build the best organisation for our communities focused on improvements and innovation.

- Lead by example and ensure alignment to same purpose.

- Provide transparent information and regularly communicate with our stakeholders.

- Engage and communicate with our staff, whilst understanding the difficulties of change but focusing on the future opportunity.

Values

The values outlined in the LIC Code of Conduct, along with the existing values of Swan and Mundaring guide the way that employees will work together.

LIC Values

Respect - we will invite equal representation and contributions from each merging local government and value and acknowledge everyone's contribution. We will listen and respect each other's opinions and concerns. We will communicate openly whilst understanding conflicts of interest. We agree to brief each other and seek feedback.

Accountability - we will take responsibility for our actions and behaviour. This can be achieved through being: ethical and acting with integrity; open and transparent in making recommendations; providing good governance that addresses legislative

and organisational compliance. We will seek information and work towards consensus (we will "park" those items when we cannot agree.) Our recommendations will be based on what is Best for the Region.

Excellence - we will work with the shared goal of creating a new Local Government authority by merging the best aspects of each partner. We will seek opportunities to build the best organisation for our communities focused on improvements and innovation.

Leadership - we will build a new organisation and work towards a shared vision, purpose and a shared sense of identity. We will lead by example and ensure alignment to same purpose. We will provide transparent information and regularly communicate with our stakeholders. We will provide clear direction and inspire employees and community to recognise and strive to reach the full potential of the future organisation.

City of Swan Values

Respect - we will work co-operatively with our City colleagues, community and stakeholders. We will respect the individual, with an understanding of our diverse roles, whilst working and living in One City.

Excellence - we commit to providing excellent customer services with a 'can do' approach. It is our 'can do' attitude that is built into our actions and behaviours, and allows us to be responsive to our changing environment.

Accountability - we will take responsibility for our actions and behaviour. We will be ethical and act with integrity. Our professional behaviour will be reflected in our open and transparent decision making. We will provide good governance that addresses legislative and organisational compliance.

Leadership - we will lead by example, with a professional pride in our city. We will set direction, provide guidance and help people to be the best they can be.

Shire of Mundaring Values

Respect - care of yourself and others while supporting diversity of skills, backgrounds and perspectives.

Integrity - being who you say you are, telling the truth and being consistent and reliable.

Team spirit - helping others, sharing knowledge, celebrating milestones and working towards a common goal.

Continuous improvement - a continual openness to learning, sharing, reflecting, challenging and improving the way things are done.

Innovation - a willingness to seek ideas, share knowledge and remain flexible to new ways of doing things. It also means taking risks, making mistake and making time to reflect to allow new solutions to surface.

Excellence in customer service - total commitment to informing, educating, consulting and responding to customer needs in a respectful and professional way.

Behaviours

Shared behaviours which have been drawn from the existing values and behaviours of Swan and Mundaring will guide the way that employees will work together.

5.   Constraints

The major constraints acknowledged for the Local Government Reform Project include:

- Governor's Orders – much of the uncertainty related to the project is driven by not knowing the nature and particular details of the reform

- resources – there will be an impact on business as usual due to employees working on the reform project. The financial impact of back-filling positions or changes to service levels will need to be considered

- emergencies/disasters – project teams may be diverted to manage emergency response

- funding and resourcing – there is uncertainty about the value of transition costs and to what extent financial support will be provided

- community – there is mixed community reaction with potential resistance

- employees – there will be a level of resisting the impending change and this may slow the project down

- business models – current business models (including contracts) may not be able to change by July 2015. These will need to be addressed in the Transition Plan

- decision making – there will be an impact of having two Councils that can make decisions pre July 2015

- IT systems – there are separate operating systems and applications, and there may be difficulty in accessing, extracting and sharing data/information. Until decisions are made about future business systems there will be an impact on aligning to one new process for the new entity

- capability – it is expected that not all of the skills required to deliver the project on time will be available in-house. There may be a need to use contractors or consultants

- time – to deliver a new organisation by July 2015, services and processes for review/alignment/improvement need prioritising – not everything can be high priority

- culture – two separate cultures exist and this will continue until the new organisation with defined and aligned leadership, culture and strategy is established. During transition a new culture will begin to emerge and will need to be managed.

  It is acknowledged that LIC goals, values and relationship principles have been created to guide the way transition work is conducted and to assist in aligning cultural differences. In addition, the Australian Business Excellence Framework will be used as a way to share and understand differences and help develop the new organisation.

  The project strategy intentionally involves engaging and aligning employees to the new organisation from the onset of transition planning.

6.   Dependencies

This project has the following known dependencies:

- clarity – clear, agreed decision and direction from the LIC, Councils, Executive and Minister for Local Government and Communities to drive the process from the highest levels

- leadership – ongoing support from the Executive and Councils by providing united leadership to motivate, stabilise and enable a smooth transition

- time and resources - the timeframe for this process is outside the control of Local Governments, however the ability to deploy sufficient resources is imperative to the successful and timely delivery of the project's outcomes

- commitment - all employees need to commit to the new organisation and the processes determined through Regional Service Design

- sense of urgency - expediency to get work done and change in order to effectively and efficiently transition to the new organisation

- communication - suitable communication methods and content utilised to ensure all stakeholders are kept adequately informed to limit misconception and confusion

- information sharing - corporate information systems and knowledge, and the cooperation between system administrators/owners from both Local Governments

- business as usual - people not working on the project to continue business as usual but to provide support and information if it is required of them

- systems and structure - progressive decisions to be made relating to IT systems and interim structure as these will impact service redesign for the new organisation.

7.   Benefits and outcomes

Detailed financial, social and economic analyses would be required to soundly support the identification of benefits of reform and the subsequent impacts of such. It is prudent to assume benefits of a more general nature due to the combination of the timeframe to document a Transition Plan and the unknown logistics of the reform.

The following benefits are based on the assumption that larger local governments can achieve economies of scale to some degree.

Resource capability

- The new local government authority requires a capable workforce, finances and assets. The resource capability of the new authority would be strengthened under this proposal.

Finance

- Financial sustainability would be improved with greater capacity to fund operating costs and capital expenses.

- Creation of a sufficient resource base and a stronger financial structure that helps spread financial and business risks.

- Reduced governance costs and operating cost savings associated with the potential long term resourcing of the new authority.

- Increased purchasing power based on the size and scope of the new authority.

Assets

- Rationalisation of operating assets including, but not limited to, plant and equipment, workshops and depots, and administration offices.

- The condition of assets could potentially be improved by access to established asset management processes and importantly, financial capacity. It is acknowledged however that this could potentially see finances invested to bring certain asset groups to an acceptable service level at the expense of those that are currently sustainable within existing renewal programs.

Workforce

- The workforce capability of the new local government authority would be improved with an increase and variety of skill sets, qualifications and experience that will come with the merger of the staffing establishments of existing LGAs.

- There will be opportunities made available to all employees to take on more varied roles, and this in turn would contribute to an increase in workforce capability and higher levels of employee satisfaction as a result of these new opportunities.

Service provision

- The core role of a local government authority is to represent and service its community. This sphere of government prides itself in being closest to community and it is critical that this is maintained in the reform process. For this to be realised in the new authority, it is also critical that the number of wards and elected members reflect communities of interest, blending those areas which are currently separated by existing local government boundaries. It is acknowledged that the Minister requires that councillor/elector ratios within wards remain within plus or minus 10%. The fundamental principle of one vote, one value will ensure that the new authority will be well positioned to represent and govern its new community.

Local services for local people

- Increased quantum and scope of services would provide opportunity for an enhanced range of services to be available to meet the needs of modern communities.

- Local services based on local needs could be enhanced over time as differences between localities is explored and understood.

- Potential opportunity for employees who live locally to work locally, therefore increasing the value and delivery of local services for local needs.

- Increased opportunity for assessment of local demand and supply with residents being able to move between the former local government areas to make use of infrastructure, facilities and services offered by the larger authority.

Partnerships and advocacy

- The larger population base will provide an increased capacity to advocate and lobby Commonwealth and State governments for the funding of projects and services that the community sees as its priorities.

- Improved opportunity to form partnerships and engage with Commonwealth and State governments to ensure the needs of community are met.

- Greater opportunities for investment attraction and promotion of economic development throughout the larger entity.

Service integration

- The new entity will have greater capacity to meet the needs of residents and ratepayers through improved integration of services throughout the large geographic area of the new entity encompassing almost 1700 square kilometres.

- Blending of communities of interest that may have previously been divided by the former local government boundaries.

Organisational management

- The reform process for existing local government authorities will provide a unique opportunity to develop a new business model designed to deliver best practice approaches to all aspects of the new authority's strategic and operational future. This will include review and improvement of core services.

- A local government of the size and scope proposed will have the opportunity to establish itself as an industry leader and its reputation as an employer of choice will increase the capacity to attract and retain suitably qualified and experienced employees.

- The proposed reform of LGAs will present a unique opportunity to develop an organisation that will focus on sustainable performance and the achievement of business excellence. This can be achieved by strengthening leadership, strategy and planning, knowledge management, people, customer relations, process, and performance practices.

- Well established management practices can be shared and defined for the new authority. This would encourage organisational learning and support the long term success of the new authority.

- Organisational efficiencies will be enhanced through improved access to grants, strategic partnerships with government, community engagement and consultation, improved workforce planning, reduced service duplication, greater purchasing power and increased productivity.

- Opportunities will be presented to review existing and explore future information system requirements for the new authority whose wide (WAN) and local (LAN) area networks will be distributed throughout a larger geographical area. Such a review may present cost savings when compared to current entities proposing to replace or replicate the most efficient and capable existing information systems.

Integrated planning and delivery

- Integration of all business and land use planning activities will ensure a unified approach to all aspects of the new authority's operations.

Planning

- Established integrated business planning processes will assist in the planning and delivery of local government services to its community.

- Strategic Community Plans from each of the existing local governments can be used to understand community aspirations, values and long term priorities at a local level, as well as being used to inform the development of the new Strategic Community Plan for the new authority.

- Corporate Business Plans from each of the existing local governments can be used to understand operational delivery and resource capability. This information can be used to understand the capacity and capability of the new authority.

- Local planning schemes and strategies from each of the existing local governments can be used to determine future strategic and statutory land use planning requirements for the new authority.

Service delivery

- A Place-based model of planning and delivery can facilitate the delivery of services and assist the reform process. Applied to both land use and service planning and delivery, this type of model ensures local needs are central to decision making within a resource capability framework.

- A Place-based model can be assessed and developed to take account of the larger geographical area of the new local government authority. The importance of such a model is that diversity is understood, valued and addressed. This in itself could address potential community concerns about protecting and retaining local identity across a large area with many and varied local communities.

- When integrated with business planning processes, the Place-based model can achieve outcomes for the new authority by ensuring functional/technical and local outputs are delivered within resource capability.

- Existing infrastructure could be reviewed to ensure services are relevant and accessible at a local level.

8.   Cost management plan

The initial costs associated with the reform project are direct and indirect costs. Direct costs relate to consultants, contracts and materials and salaries of internal employees assigned to the project and backfilling if required as related to grant funding. Indirect costs include salaries of internal employees assigned to the project.

Prior to commencing the RAID process, the estimated costs for transition planning are:
- 2014/15 - direct cost - $507,000
- 2014/15 - indirect cost - $2,000,000
- 2015/16 - indirect cost - $1,800,000

Direct Costs 2014/15	Total $
Consultant	
LIC Facilitator	$27,000
Combined Executive Facilitator	$25,500
IT consultancy	
Towards one network	$155,000
Business systems assessment	$120,000
GIS	$20,000
Information management	$60,000
HR Consultancy	
Employment conditions review	$20,000
IR & ER review	$30,000
	$457,500
Accommodation	
Swan meeting rooms rental	$16,000
Swan meeting rooms set up	$10,000
Mundaring meeting room set up	$2,000
	$28,000
Catering	
LIC/Combined Exec Meetings	$9,450
RAID catering	$11,200
Miscellaneous	$1,000
	$21,650
Total	**$507,150**

Indirect Costs - 2014/15	Total $
Staffing opportunity costs	
CEOs @ LIC	$16,403
Combined Executive	$54,942
Transition Project Team	$333,906
RSD team	$906,317
RAID leads	$272,160
RAID seconds	$311,040
RAID administration	$68,040
Team Connect	$42,525
Total	**$2,005,333**

Indirect Costs - 2015/16	Total $
Staffing opportunity costs	
CEOs @ LIC	$0
Combined Executive	$0
Transition Project Team	$343,923
RSD team	$933,507
RAID leads	$192,723
RAID seconds	$220,255
RAID administration	$48,181
Team Connect	$43,801
Total	**$1,782,390**

Budgets allocations in 2013/14 for the individual local governments are:

- City of Swan - $50,000 consultants costs - operating (although this is used for more than just the reform work)

- Shire of Mundaring - $200,000 - fully grant funded

Grant funding was made available in 2013/14 for Stage 1 (up to 30 June 2014). Shire of Mundaring secured $200,000 grant funding, and City of Swan made application for $50,000 (as at end February 2014). Separate acquittal processes will be managed by individual local governments.

Draft 2014/15 Budget allocations for the individual local governments are (subject to change until budget adoption – June/July 2014):

- City of Swan - $200,000 materials/contracts and consultants – operating

- Shire of Mundaring - $265,000 staffing, materials/contracts and consultants – operating

The State Government has announced a $60 million assistance package for local government reform. The package includes $15 million in direct assistance and access to subsidised loans of up to $45 million. Grants totalling $5 million will be paid to local governments in the 2014/15 financial year for start-up costs including: costs essential to continued service delivery to the affected area; costs directly attributable to the structural reform process; costs not discretionary in nature. Applications will be made to access the funding once the guidelines have been released. Separate carry forward processes will be managed through each individual local government with regard to budget allocations.

As the project progresses, the cost of transition will need to be factored into the Long Term Financial Plan of the new local government. Given this tool currently only exists at an individual local government level, all transition costs will be identified and decisions made throughout the project (by the combined Executive or LIC/Council, as required) as to where the costs should be reflected.

9.   Procurement Plan

During the course of the Local Government Reform Project, it is likely that circumstances will arise in which goods or services are required to be procured from external contractors. Given that both City of Swan and Shire of Mundaring are jointly involved in this project until 1 July 2015, when the two organisations will become one entity, it may be necessary for the good or service to be jointly procured.

To be considered for project procurement, the good or service must be procured specifically as part of the LG Reform Project and not part of an organisational requirement outside of the scope of the project. It must therefore be listed within the project plan (WBS), and should this not be the case, project procurement would not be utilised unless a formal change request is approved.

Any sufficiently large purchases (>$100,000) that would significantly impact the budgets of either organisation will require individual council approval. Depending on these decisions the purchases could be scheduled for post 1 July 2015. Similarly, any purchases budgeted for solely within either organisation prior to 1 July 2015 are the responsibility of the individual local government.

If it is decided that project procurement will be utilised, the following criteria will be applied to determine the apportioning of costs between entities depending on the type of good or service:

- consultants delivering advice, facilitation or training sessions - apportionment based on the number of employees present within that session

- consultants engaged to review or report on processes, practices or similar - apportionment based on the costs associated with each review item as determined from itemised costs within the quotation

- new/renewed/upgraded IT systems/software - apportionment based on the number of end users of the system.

At the time of developing the Project Management Plan, it is envisaged that these circumstances would be the only instances within the LG Reform Project in which project procurement may be necessary. However, should other unlisted items arise as a result of a change request or otherwise, a pragmatic approach shall be taken to decide on the appropriate apportionment of costs between the two local governments.

Procurement will be jointly scoped by Shire of Mundaring and City of Swan. It will be implemented by Swan following its procurement process, with both parties being involved in the evaluation of submissions. Any variations to contract will be jointly scoped and agreed to by Mundaring and Swan, prior to implementation by Swan.

Any responses/changes are to be discussed and agreed to by the two parties. Final agreed correspondence to the contractor will be made by Swan. City of Swan will arrange payment when required and will invoice the appropriately portioned amount to Shire of Mundaring for reimbursement.

All correspondence received from or sent to the contractor will be received or sent through City of Swan's nominated Principal and shared with Shire of Mundaring's nominated officer.

A Memorandum of Understanding **(Attachment 2)** exists between Mundaring and Swan to formalise this agreement.

10. Schedule

There are 19 consolidated work plans (reflecting the working groups and service teams) that have been scheduled according to priority to deliver work either prior or post 1 July 2015. The high level work plan view is provided below:
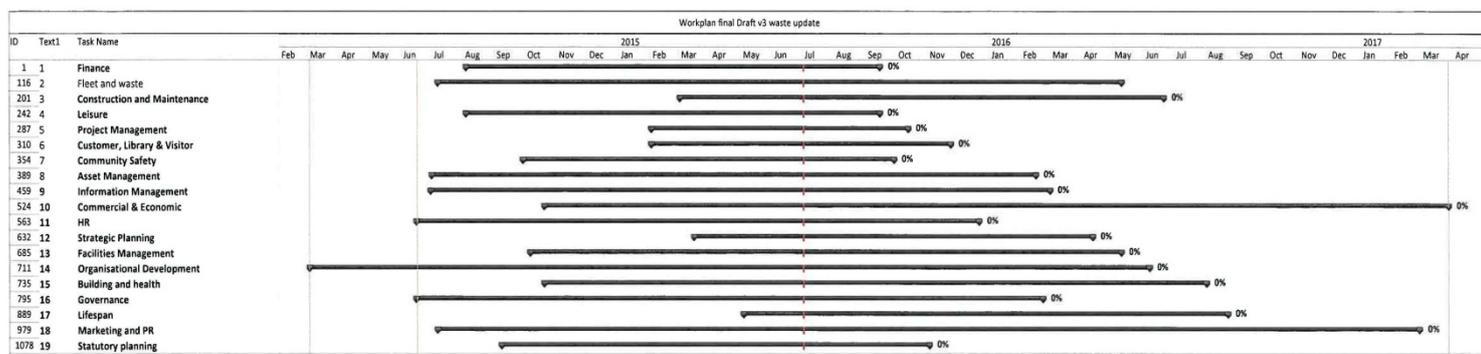
A more detailed work plan (sub task) gant chart is provided in Appendix 1. This also identifies the review preparation (RAID) of critical outputs and key milestones listed in section three of this plan.

The Work Breakdown Structure (WBS) including the deliverables and work packages is tabled below:

WBS Item #	Description
1	**Finance**
1.1	Chart of accounts
1.2	Rates
1.3	Annual Budget
1.4	Fees and charges
1.5	Bank account
1.6	Creditors
1.7	Debtors
1.8	Long term finance plan
1.9	Insurances
1.10	Reporting
1.11	FBT
1.12	Grants
1.13	Developers
1.14	External Audit
2	**Fleet and waste**
2.1	Fleet
2.1.1	Planning
2.1.2	Service delivery
2.1.3	Support
2.2	Waste
2.2.1	Service delivery
2.2.2	Support

WBS Item #	Description
3	**Construction and Maintenance**
3.1	Parks and reserve
3.2	Engineering and maintenance
3.3	Construction
4	**Leisure**
4.1	Club development and liaison
4.2	Community enquires
4.3	Community facilities management
4.4	Recreation and leisure facilities management
4.5	Bookings
5	**Project Management**
5.1	Design
5.2	Project management
6	**Customer, Library & Visitor**
6.1	Customer
6.1.1	Review delivery model
6.1.2	Front counter
6.1.2.3	Complaints management
6.1.3	Customer service charter
6.1.4	Review reporting
6.1.5	Place-based customer service
6.2	Libraries
6.3	Visitor
7	**Community Safety**
7.1	Advocates and rangers
7.2	Parking management
7.3	Safety and security
7.4	Review local emergency management arrangements
7.5	Emergency management
8	**Asset Management**
8.1	Framework
8.2	Grants
8.3	Combining data to link to LTFP
8.4	Assessment of development applications
8.5	Traffic management
8.6	Natural resource management
8.7	Data consolidation
8.8	Consolidate asset management plan
8.9	Land management
9	**Information Management**
9.1	Towards one network
9.2	Standard operating environment
9.3	Services of contracts
9.4	Information management
9.5	Policy
9.6	Corporate applications
9.7	GIS
9.8	Business systems development
9.9	IT services

WBS Item #	Description
9.10	Disaster recovery and IT business continuity
10	**Commercial and Economic**
10.1	Commercialisation
10.1.1	Review commercialisation policy
10.1.2	Review land registers (Commercial property Portfolio)
10.1.3	Review delegations and decision making model
10.1.4	Consolidate commercial leases
10.1.5	Property management processes
10.1.6	Commercial fees and charges
10.2	Economic development
10.2.1	Review and develop economic development strategy
10.2.2	Share and understand marketing plan and strategy
10.2.3	Business support
10.2.4	Review of website information
10.2.5	Business development
10.2.6	Investment attraction
10.2.7	Tourism development
10.2.8	Parking
11	**HR**
11.1	Other
11.2	Organisation structure
11.3	Employment conditions
11.4	Classification and remuneration
11.5	IR and ER strategy
11.6	Recruitment selection and on boarding
11.7	Payroll
11.8	Learning and development
11.9	OSH
11.10	Workforce planning
12	**Strategic Planning**
12.1	Environment
12.2	Analysis of Local Planning Strategy
12.3	Other strategic planning documents
12.4	Local area / precinct planning
13	**Facilities Management**
13.1	Facilities management
13.2	After hours service
13.3	Building integrated management system
14	**Organisational Development**
14.1	Integrated planning and reporting
14.2	Corporate project management
14.3	Business improvement
14.4	Review and align policy manual
15	**Building and health**
15.1	Health
15.1.1	Statutory approvals
15.1.2	Review service delivery model
15.1.3	Review programs
15.1.4	On call arrangement

WBS Item #	Description
15.1.5	Develop public health plan approach
15.1.6	Review delegations
15.1.7	Review information sheets
15.1.8	Customer service levels (enquiries front counter)
15.2	Building
15.2.1	Statutory approvals
15.2.2	Certificates permits (different fees and charges)
15.2.3	Notice
15.2.4	Receipt of applications
15.2.5	Approving development applications (against r-codes)
15.2.6	Private swimming pools
15.2.7	Local law review
15.2.8	Compliance
15.2.9	Copies of plan/ archive documents and scanning
15.2.10	Review information sheets
15.2.11	Customer Service levels (enquiries front counter)
15.2.12	Detailed area plans
15.2.13	Monthly reporting of building statistics
16	**Governance**
16.1	Legislative compliance
16.2	Council support
16.3	Risk management
16.4	Procurement
16.5	Contract administration
17	**Lifespan**
17.1	Children services
17.2	Youth
17.3	Community development
17.4	Community care services
17.5	Social planning
17.6	Volunteer management
18	**Marketing and PR**
18.1	Website
18.2	Events
18.3	Tourism (destination marketing)
18.4	Advocacy
18.5	Civic events and functions
18.6	Arts and culture
18.7	Strategic marketing management
18.8	Advertising and promotions
18.9	Design and print
18.10	Media and public relations
19	**Statutory planning**
19.1	Planning Schemes
19.2	Development applications
19.3	Delegations
19.4	Process review
19.5	Fees and charges

11. Change control

Change will be formally managed and is included in this Plan. A supporting Change Control Plan **(Attachment 3)** outlines the approach and process for managing the impact of change on the project.

Any request for change to the content of this Plan will need to be submitted to the project leader/s using the formal Change Request Workflow administered through Shire of Mundaring's SharePoint site. It will be assessed by the project leader/s in terms of any impacts on time, cost, quality and scope variations. It will use a risk-based approach and all approved changes will be communicated to impacted stakeholders, and the appropriate changes made to this Plan.

The project leader/s will assess the change request and report back to the project sponsor/s if required. This will be done within five days of receiving a change request. Information can then flow to the CE/Council/LIC as appropriate.

12. Change Management

Change will be experienced by both organisations during implementation of the Project Management Plan. A Change Management Plan (Attachment 4) has been developed to identify and guide the approach that the Shire and the City will take in managing this change.

These changes require strong leadership, commitment, strong communication, the ability to build trust, role modelling, reinforcement of the need to change, and empowerment of the people making the change. There needs to be an environment where solutions are sought to problems arising, an effort to continuously ensure everyone has a clear understanding of the vision, and clearly defined goals which are both achievable and measureable.

13. Quality Management Plan

There is clear expectation from LIC and CE that the goal of the transition is to build a new local government based on best practice that meets community requirements of a new larger metropolitan local government.

The Australian Business Excellence Framework is the chosen leadership and management tool to build organisational capability and enhance performance for the new local government. This is delivered through an agreed improvement methodology (RAID – review, analyse, improve, document) used to design regional services for the new local government.

A supporting Quality Management Plan **(Attachment 5)** describes the approach and process for ensuring project deliverables are fit for purpose and a foundation is set for continuous improvement. The Quality Management Plan outlines:

- quality assurance - how quality will be ensured through project management processes
- quality control – how project outputs will be assessed in terms of quality
- quality improvement – how learning and improvement will be integrated through the project.

14. Risk Management Plan

The City of Swan and Shire of Mundaring risk management frameworks were reviewed to develop the approach. Both frameworks are similar in application of AS/NZS ISO31000:2009, with Swan having a slightly larger financial consequence rating based on a larger budget. It was deemed more appropriate to use Swan's framework as the consequences measures would be reflective of a new, larger entity.

A Project Risk Assessment and Treatment Plan **(Attachment 6)** outlines the foreseeable project risks identified at the time of developing the project management plan. This is used as the risk register during the project and is a living document that is reviewed and updated throughout the life of the project.

The High – Very High risks and associated treatments identified are:

Risk Level	Risk	Treatment
20 – Very High	2. The risk that resources (internal and external) working on the reform project do not deliver to the required standard or within time constraints	Project Management Plan
25 - Very High	4. Employees will leave during the transition phase (after July 2015) of the project, either voluntarily or through redundancy	People Support Services Change Management Plan
20 – Very High	5. Workforce is less productive impacting on service provision	People Support Services Change Management Plan
20 – Very High	9. The new local government cannot renew its existing and new asset base	Direction and Capability Analysis
20 – Very High	11. Insurance arrangements do not adequately cover the new local government (including public liability, fleet, planning, buildings, parks etc)	Insurances review
20 – Very High	12. The new local government does not meet the acceptable targets within the financial indicators (in the short term, being three - five years)	Direction and Capability Analysis
20 – Very High	13. Individual local governments enter into long term agreements (exceeding July 2017) which have unintended consequences for the new local government	Contracts Review
25 – Very High	14. Inaccurate/incomplete/lag data is provided leading to quick, uninformed decisions being made (eg lifting pay levels to the highest level)	Decision Making Model
20 – Very High	15. The community is not appropriately represented by the new local government	Wards and Representation Structures analysis

Risk Level	Risk	Treatment
20 – Very High	17. Corporate knowledge of the individual local governments is not considered in designing the new local government	Services/Process review and alignment
20 – Very High	18. The new local government is not ready to operate/function on day one as a single new entity, resulting in complaints from community, customers and employees	Communication Plan Transition Plan
25 – Very High	19. The risk that the new local government is not compliant with statutory, regulatory, civil and criminal requirements resulting in breaches	Compliance Review
20 – Very High	20. The risk that the technology of the new local government does not meet operating requirements resulting in additional work-arounds, employees leaving, objectives not being met	Systems Review and Plan
20 – Very High	22. Transition decisions may not always be agreed (via individual councils, LIC and CE) leading to delay or less smooth implementation/delivery of project	Operational decision making process. LIC code of Conduct, Terms of Reference, The Way Forward document, Project Relationship Principles. Parked for new entity to determine
15 - High	3. Employees will resign during the Interim or Review phases (before July 2015) of the project	Communication Plan
10 - High	6. Employees become obstructive and/or destructive to the reform process and act maliciously	People Support Services Change Management Plan
12 - High	7. Employee appointments into new positions in the new structure are mismatched	Staffing Strategy
10 - High	8. Employees are killed or seriously injured when working for the new local government	OSH Framework
16 - High	10. Assets are not rationalised for the new local government	Direction and Capability Analysis
12 - High	16. Local community identity is lost in the new entity	Local Area / Place Approach
16 - High	21. Business as usual services are disrupted during the transition	Business Continuity Plans for critical services
16 - High	25. Consultant costs exceed planned budget	Revise scope, requote, bulk purchase, wider supplier pool, in house delivery

Shire of MUNDARING

city of swan

15.   Human Resources

The project structure needs to align both local governments, driving accountability and ensuring work occurs at the appropriate level. The service structure of Swan **(Attachment 7)** has been used as the foundation for establishing the working groups and service teams, and Mundaring's service structure **(Attachment 8)** has been aligned.

Project Structure
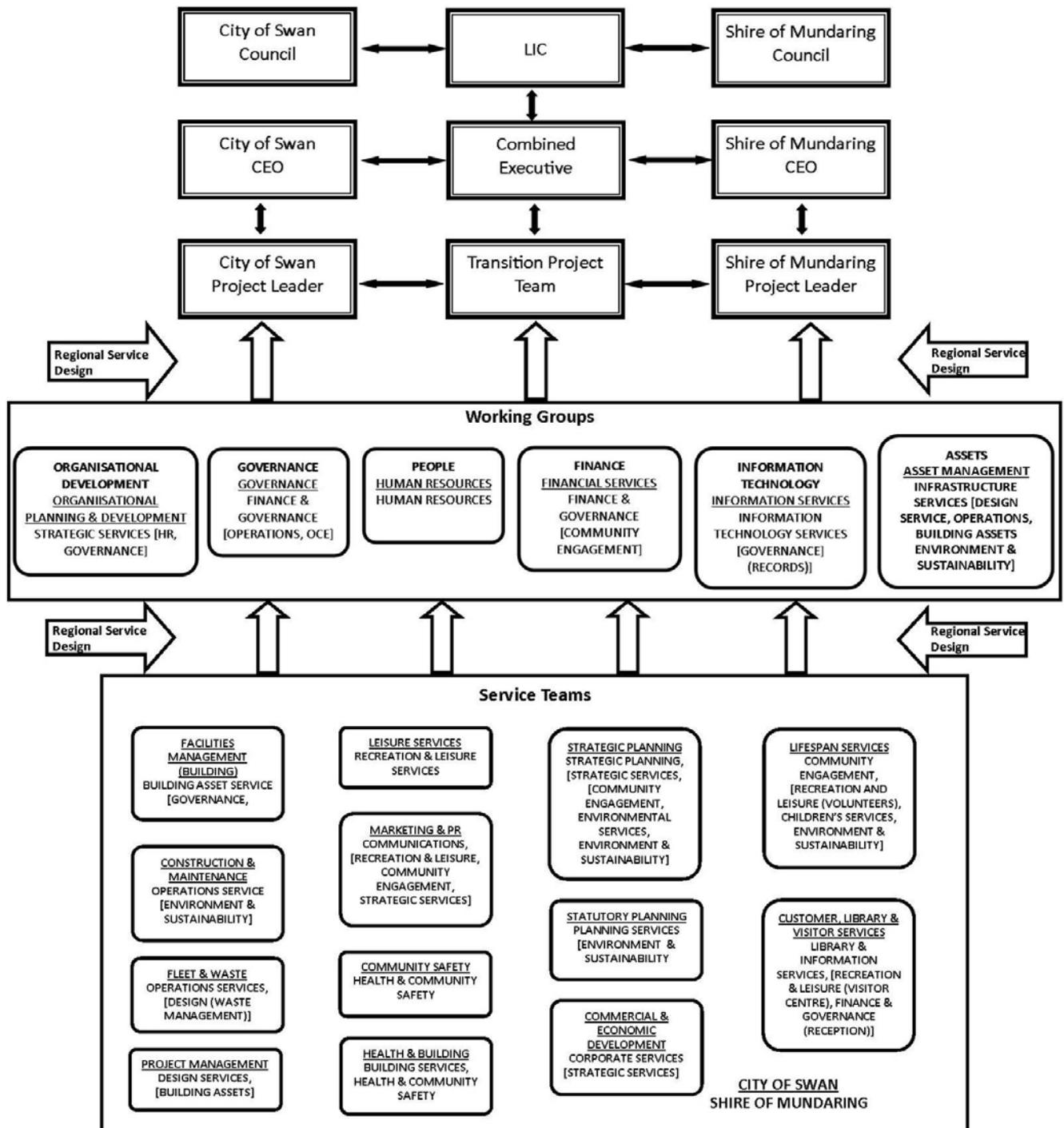
Decision Making Process

An operational decision making process (**Attachment 9**) has been developed to identify the decision making which will be utilised during phase one (review) and phase two (interim). The process reflects the separate decision making authority which resides with each local authority and outlines the role of the various decision making levels.

Roles and Responsibilities

Project Structure Element	Membership		Role	Responsibilities
	City of Swan	**Shire of Mundaring**	**Role**	**Responsibilities**
City of Swan and Shire of Mundaring Councils	15 Elected Members	12 Elected Members	To lead respective individual local governments	As per LGA 1995
Local Implementation Committee	CEO Mayor Deputy Mayor 2 x Councillors	CEO President Deputy President 2 x Councillors	To lead the reform process, through clear leadership and direction Supporting CEOs and Executives	Effectively lead and manage change Overseeing the implementation of the LG reform process Provide the authority, resources and drive to successfully implement the transition process
Combined Executive	CEO Executive Manager Corporate Executive Manager Operations Executive Manager Planning Executive Manager Place Manager	CEO Director Strategic Services Acting Director Community Services Director Corporate Services Director Infrastructure Services Director Statutory Services	Provide clear leadership, decision making and direction throughout the change process. Maintaining clear communications from the LIC through to the Transition Project Team and back up to LIC	Implementation of transformational change Endorse the change management strategy Endorse the Project Management Plan and Transition Plan Establish accountability

Project Structure Element	Membership		Role	Responsibilities
	City of Swan	**Shire of Mundaring**	**Role**	**Responsibilities**
	Organisational Planning & Development			Allocate resources Define and monitor strategic deliverables
Transition Project Team	Sponsor/s – CEO	Sponsor/s – CEO	Decision making and direction	To provide guidance and clarification
	Manager Organisational Planning & Development	Director Strategic Services	To inspire and motivate team members To develop the resources to become more effective contributors To understand how roles fit in to the new entity and to make informed decisions that will enable the smooth transition to the new entity	To ensure delivery of the project within a timely and cost effective manner focussing on best practice
	Manager Commercial & Economic Development Coordinator Corporate Projects	Strategic Projects Advisor Organisational Development Officer	To facilitate To assist	To assist in the delivery of the project within a timely and cost effective manner focussing on best practice
Regional Service Design	Organisational Planning and Development Team (x6) Commercial and Economic Development Manager	Organisational Development Officer Strategic Projects Advisor Human Resource Advisor	To facilitate the review, analysis, improvement and documentation for the new Local Government's service design	To facilitate the review, analysis, improvement and documentation for the new Local Government's service design – as per assigned work plan
Organisational Development Working Group	**Organisational Planning & Development**	**Strategic Services [HR, Governance]** Manager	Review/analyse and improve existing processes	As per work plan

Project Structure Element	Membership		Role	Responsibilities
	City of Swan	Shire of Mundaring		
	Manager Coordinator RSD Facilitator	Coordinator RSD Facilitator		
Governance Working Group	**Governance** Manager Coordinator RSD Facilitator	**Finance and Governance [Operations, OCE]** Manager Coordinator RSD Facilitator	Review/analyse and improve existing processes	As per work plan
Finance Working Group	**Financial Services** Manager Coordinator RSD Facilitator	**Finance and Governance [Community Engagement]** Manager Coordinator RSD Facilitator	Review/analyse and improve existing processes	As per work plan
People Working Group	**Human Resources** Manager Coordinator RSD Facilitator	**Human Resources** Manager Coordinator RSD Facilitator	Review/analyse and improve existing processes	As per work plan
Information Technology Working Group	**Information Services** Manager Coordinator RSD Facilitator	**Information Technology Services [Governance(Records)]** Manager Coordinator RSD Facilitator	Review/analyse and improve existing processes	As per work plan
Assets Working Group	**Asset Management** Manager Coordinator RSD Facilitator	**Infrastructure Services, [Design Service, Operations, Building Assets, Environment and Sustainability,]** Manager Coordinator RSD Facilitator	Review/analyse and improve existing processes	As per work plan
Service Teams	**Facilities Management (Building)** Manager Coordinator	**Building Asset Service [Governance, Recreation and Leisure]**	Review/analyse and improve existing processes	As per work plan

Shire of MUNDARING

city of swan

Project Structure Element	Membership		Role	Responsibilities
	City of Swan	**Shire of Mundaring**		
	RSD Facilitator	Manager Coordinator RSD Facilitator		
	Construction & Maintenance Manager Coordinator RSD Facilitator	**Operations Service [Environment and Sustainability]** Manager Coordinator RSD Facilitator	Review/analyse and improve existing processes	As per work plan
	Fleet & Waste Services Manager Coordinator RSD Facilitator	**Operations Services, [Design (Waste Management)]** Manager Coordinator RSD Facilitator	Review/analyse and improve existing processes	As per work plan
	Project Management Manager Coordinator RSD Facilitator	**Design Service, [Building Assets]** Manager Coordinator RSD Facilitator	Review/analyse and improve existing processes	As per work plan
	Leisure Services Manager Coordinator RSD Facilitator	**Recreation and Leisure Services** Manager Coordinator RSD Facilitator	Review/analyse and improve existing processes	As per work plan
	Marketing and Public Relations Manager Coordinator RSD Facilitator	**Communications, [Recreation and Leisure , Community Engagement, Strategic Services]** Manager Coordinator RSD Facilitator	Review/analyse and improve existing processes	As per work plan
	Commercial and Economic Development Manager Coordinator RSD Facilitator	**Corporate Services [Strategic Services]** Manager Coordinator RSD Facilitator	Review/analyse and improve existing processes	As per work plan
	Customer,	**Library and**	Review/analyse and	As per work plan

Project Structure Element	Membership		Role	Responsibilities
	City of Swan	Shire of Mundaring		
	Library and Visitor Services Manager Coordinator RSD Facilitator	**Information Services, [Recreation and Leisure (Visitor Centre), Finance and Governance (Reception)]** Manager Coordinator RSD Facilitator	improve existing processes	
	Lifespan Services Manager Coordinator RSD Facilitator	**Community Engagement, [Recreation and Leisure (Volunteers), Children's Services, Environment & Sustainability]** Manager Coordinator RSD Facilitator	Review/analyse and improve existing processes	As per work plan
	Community Safety Manager Coordinator RSD Facilitator	**Health and Community Safety** Manager Coordinator RSD Facilitator	Review/analyse and improve existing processes	As per work plan
	Statutory Planning Manager Coordinator RSD Facilitator	**Planning Services, [Environment and Sustainability]** Manager Coordinator RSD Facilitator	Review/analyse and improve existing processes	As per work plan
	Health and Building Services Manager Coordinator RSD Facilitator	**Building Service, Health and Community Safety** Manager Coordinator RSD Facilitator	Review/analyse and improve existing processes	As per work plan
	Strategic Planning Manager Coordinator RSD Facilitator	**Strategic Planning, [Strategic Services, [Community Engagement,**	Review/analyse and improve existing processes	As per work plan

Shire of MUNDARING   city of swan

Project Structure Element	Membership		Role	Responsibilities
	City of Swan	**Shire of Mundaring**		
		Environment and Sustainability] Manager Coordinator RSD Facilitator		

Project Skills

A project skills assessment matrix **(Attachment 10)** has been created in order to identify skill sets held by Transition Project Team members. This matrix is to be referred to for the development and requirement of work throughout the project to ensure team members are adequately skilled to undertake action tasks.

16. Project reporting

In order to monitor delivery of the Local Government Reform Project Management Plan regular reports will be used to ensure decisions relating to the project are made in an informed and controlled manner. It will also drive the communication of key messages.

A number of reports will be required throughout the course of the project at the different levels. Reporting templates have been designed and are available on the shared site for ease of access. All reports consist of an approval process to ensure decisions are captured and approved in the appropriate manner.

The reporting relationships, role and frequency are outlined in the following table:

Group	Role	Reporting – PROJECT	When
Local Implementation Committee (LIC)	Progress and Recommendations	Council	As scheduled
Combined Executive (CE)	Progress and Decisions	CEOs report to LIC	As per LIC schedule
Transition Project Team (TPT)	Progress and Decisions	Project Manager reports to CE	As per CE schedule
Working Groups and Service reams	Progress	Leaders report to TPT	Monthly (against outputs identified through RAID report)
Regional Service Design Team	Progress	Report to TPT	Two weekly (against RAID items)

Below is an explanation of the content of reporting at each level:

Local Implementation Committee (LIC)
LIC members from respective local governments provide verbal updates on progress of the project at the City of Swan Council Briefing Sessions and Shire of Mundaring Council Forums.

Combined Executive (CE)
The CEOs provide updates on progress of the project at the LIC meetings.

Transition Project Team (TPT) Status Report Attachment 11
Written reports are made to the CE incorporating progress of all reporting mechanisms listed below, as well as an outline of any approved change requests to the project, newly identified risks and issues. Consideration will be given to budgetary information relevant to the project and progress against status and completion dates.

Working Group Manager (WG) /Service Team (ST) Status Report Attachment 12
The Work Group Manager is responsible for reporting to the TPT on a monthly basis as outputs are identified through the RAID report due to the criticality of their function in the project. The Working Group Managers will be responsible for attending meetings with the RSD team and making progress towards the delivery of project outputs on a regular basis. It is due to this continual engagement that a regular reporting mechanism is required to ensure any potential changes to the outcomes/deliverables of the project are captured and reported on a regular basis. Service Team Leaders may also be required to report on a monthly basis if outputs are identified through the RAID process.

The report will outline key deliverables, status and comments, as well as budgetary information, completion dates, risks and issues.

Regional Service Design (RSD) Status Report Attachment 13
The RSD team will be required to provide a status report to the TPT on a fortnightly basis. The report will provide information on key deliverables completed for the period, outstanding deliverables as well as consider risks, issues and change control matters. This will provide the TPT with current progress on work plans and highlight any major issues which may require addressing.

The status report will be accompanied by any relevant documentation and a report from the deliverables of each of the service teams.

17. Communication Plan

A supporting Communication Plan **(Attachment 14)** has been developed to:

- define the means, type and frequency of communications to relevant stakeholders to ensure they are provided with regular and relevant information about the reform project

- effectively manage communications for the transition of employees to a new local government

- provide a mechanism for feedback from stakeholders relating to the project or project activities.

The major stakeholders identified in the Communication Plan are outlined below:

KEEP SATISFIED	**NURTURE, INVOLVE & CONSULT** Employees CEOs Combined Executive	
MINIMAL EFFORT REQUIRED Suppliers and contractors	**KEEP WELL INFORMED** LIC Union reps	

Level of Influence →

Level of interest →

Project Integration

A Project Closure Report **(Attachment 15)** will be prepared at the conclusion of the project. Given the reporting throughout the course of the project is at very regular intervals the finalisation of this report will be supported by all of the reporting mechanisms outlined in section 16 - Project Reporting. The report will incorporate scope and deliverables, key milestones, budget, lessons learnt, outstanding items, and handover to operational.

Approvals

Name	Position	Approval Signature	Date

18.   Attachments Page

All attachments :

Attachment 1 – Project Strategy

REFORM PROJECT STRATEGY

Working Groups & Service Team

Regional Service Design Team

Transition Project Team

Combined Executive

Identify Priorities — **April 2014**

Allocate facilitators and schedule Working Group & Service Team Sessions — **April 2014**

Develop Work Plan

Priorities / Dependencies / Timing / Resources — **May 2014**

Work Breakdown Structure informs Project Management Plan — **June 2014**

R.A.I.D

Implement and Manage Project

Quality Control

Update Transition Plan

Transition

Implement and Manage Transition

Approve Priorities — **April 2014**

Approve Project Management Plan — **June 2014**

Approve Service Design

Local Implementation Committee Updates

PHASE 1 - REVIEW
(Feb 14 - endorsement of Project Management Plan)

PHASE 2 - PLAN
(endorsement of Project Management Plan - June 15)

PHASE 3 - TRANSITION
(July 15 - July 17)

**Attachment 2 – Procurement Memorandum of Understanding
(to be signed by CEOs)**

**THIS PROCURMENT MEMORANDUM OF UNDERSTANDING ('MoU') IS MADE
THE _____ DAY OF JUNE 2014
BETWEEN
City of Swan ("Swan")
AND
Shire of Mundaring ("Mundaring")**

1. Background

City of Swan (Swan) and Shire of Mundaring (Mundaring) are jointly involved in the Local Government Reform Transition Project.

Swan and Mundaring are likely to be involved in the above project until 1 July 2015, when they will become one entity (either by way of an amalgamation or boundary adjustment). As part of the above project, it is likely that a range of goods and services will need to be procured from external contractors and suppliers.

This Memorandum of Understanding (MoU) forms the basis of an understanding between Swan and Mundaring in relation to the way in which the costs associated with the procurement of goods and services in relation to the above project will be apportioned between the two parties.

2. Status of the MoU

This MoU is between Swan and Mundaring and is not intended to create a contractual relationship or be legally binding.

3. Definitions

In this MoU, unless the context otherwise requires:

Parties mean City of Swan and Shire of Mundaring.

Project means the Local Government Reform Project.

Project Plan means the formal, approved document used to guide both the execution and control of the Local Government Reform Project.

Project Procurement means the procurement of goods and services from external contractors or suppliers in relation to the Local Government Reform Transition Project in accordance with this MoU.

4. Objectives

This MoU aims to ensure:

a) the Parties' respective roles and responsibilities in relation to Project Procurement are clearly understood

b) the Parties' respective rights and obligations, particularly in relation to the costs associated with Project Procurement, are clearly understood

c) the administrative and procedural arrangements agreed between the Parties in relation to mutual cooperation and the exchange of information and documentation is maintained.

5. Project Procurement

5.1   Scope

The Parties agree that Project Procurement will apply subject to the following principles:

a) any goods or services which are procured specifically as part of the Project and which are listed in the Project Plan, as amended from time to time, will be procured in accordance with the Project Procurement;

b) if any purchase is likely to have a significant impact (>$100,000) on the budget of either Swan or Mundaring, then individual council approval will be required in accordance with that Council's usual process and the purchase will be subject to tender regulations;

c) any purchases which are budgeted for solely within either of the Parties prior to 1 July 2015 are the responsibility of the individual Local Government, and the Project Procurement will not apply; and

d) the Project Procurement will always be completed in accordance with the relevant provisions of the *Local Government Act 1995* and regulations.

5.2   Apportionment of Costs

If the Project Procurement is utilised, then the apportionment of costs will be determined in accordance with the following:

a) if the Project Procurement relates to consultants who are engaged to provide advice, facilitation or training sessions, then the apportionment of costs is based on the number of staff from each of the Parties who are present within the relevant session

b) if the Project Procurement relates to consultants who are engaged to review or report on processes, practices or similar, then the apportionment of costs is based on the costs associated with each review item as determined from itemised costs and specified ownership within the quotation

c) if the Project Procurement relates to consultants who are engaged to review or report on new, renewed or upgraded IT systems or software, then the apportionment of costs is based on the number of end users of the system

d) if the Project Procurement relates to consultants who are engaged to provide services other than those specified in this clause 5.2, then the costs will be apportioned based on a formula which is agreed in writing between the Parties prior to the relevant consultant being engaged.

**Attachment 2 – Procurement Memorandum of Understanding
(to be signed by CEOs)**

5.3 Process

If the Project Procurement is utilised, then the following steps must be completed:

a) the goods or services which are required to be procured will be jointly scoped and evaluated by representatives from both Swan and Mundaring

b) a written specification or scope of works will be jointly prepared and agreed by representatives from Swan and Mundaring

c) Swan will prepare documentation and share with Mundaring for review the goods or services will be procured in accordance with the Swan Procurement process, a copy of which is attached as Schedule 1 to this MoU

d) both Parties to provide a list of preferred suppliers to City of Swan Procurement section prior to issue of documentation

e) Swan procurement employees will liaise with Swan and Mundaring content experts if additional information is required throughout the procurement process

f) representatives from both Swan and Mundaring will be included on the evaluation panel which determines who will be awarded the contract to supply the goods or services

g) once awarded, the contract will be managed by Swan utilising their relevant processes. Any variations to contract arising at any stage will be jointly scoped and agreed to by Mundaring and Swan prior to implementation by Swan. Any responses or changes are to be discussed and agreed to by the two parties with final agreed correspondence to the contractor made by Swan

h) Swan will arrange payment to the relevant contractor or supplier when required, then invoice Mundaring for the amount which Mundaring owes as determined in accordance with clause 5.2 of this MoU. Mundaring will then pay this amount within 30 days of the date of invoice.

Throughout the process described in clause 5.3, all correspondence to or from any contractor will be sent or received through Swan. Swan will share all correspondence sent to or received from contractors with Mundaring.

Reporting
The Parties agree to report any information, issues or concerns in relation to the Project Procurement to one other to ensure that the Project Procurement operates in accordance with this MoU.

6 Liaison officers

The following positions are the first point of contact for any queries relating to this MoU.
City of Swan Governance Manager Simon Barry - 9278 9628
Shire of Mundaring Finance and Governance Manager Stan Kocian - 9290 6615

7 General Provisions

7.1   Commencement and duration
       This MoU takes effect on the date of execution and is in force until 30 June 2015.

7.2   Review
This MoU is to be reviewed on a three (3) monthly basis. Any variation or extension to this MoU must be written and signed by both parties.

7.3   Dispute resolution
In the first instance, any dispute or issue that arises between the parties in relation to the content or operation of this MoU will be resolved at the lowest and most informal level possible. If the matter cannot be resolved, it will be referred to the respective Liaison Officers for resolution. Where the Liaison Officers are unable to resolve the issue, the matter may be referred to the relevant signatories to this MoU to resolve.

Administration Costs
Each party will bear its own costs of administration and management activities undertaken in support of this MoU.

This Memorandum of Understanding is signed for and on behalf of the Shire of Mundaring and the City of Swan as follows:

_____   _____

Jonathan Throssell   M J Foley
Chief Executive Officer   Chief Executive Officer
Shire of Mundaring   City of Swan

CHANGE CONTROL PLAN

Local Government Reform Project

Attachment 3 – Change Control Plan

Document history

Version	Summary of Changes	Document Status	Date published
V1	Creation of draft Change Control Plan for consultation with Transition Project Team		11/3/2014
V2	Approved by Transition Project Team		8/4/2014

Attachment 3 – Change Control Plan

Contents

Attachment 3 – Change Control Plan

Introduction

The Change Control Plan has been created for the Local Government Reform Project in order to set expectations on how the approach to changes will be managed, what defines a change, the purpose and role of the Transition Project Team (TPT), and the overall change control process.

All stakeholders will be expected to submit or request changes to the TPT project leader/s in accordance with this Plan. All requests and submissions will follow the process detailed herein for approval.

Change Control approach

The Change Control approach for the Local Government Reform Project will ensure that all proposed changes are defined, reviewed and agreed upon so they can be properly implemented and communicated to all stakeholders. This approach will also ensure that only changes within the scope, time and cost of this project are approved and implemented.

The Change Control approach is not to be confused with the Change Control process which will be detailed later in this plan. The Change Control approach consists of three areas:

- ensure changes are within scope, time, cost and beneficial to the project
- determine how the change will be implemented
- manage the change as it is implemented.

The Change Control process has been designed to make sure this approach is followed for all changes. By using this approach methodology, the TPT will prevent unnecessary change from occurring and focus its resources only on beneficial changes within the project scope.

Definitions of Change

There are several types of changes which may be requested and considered for the Local Government Reform Project. Depending on the extent and type of proposed changes, project documentation and the communication of these changes will be required to include any approved changes into the project plan and ensure all stakeholders are notified. Types of changes include:

- scheduling (time): changes which will impact the approved project schedule. These changes may require fast tracking, crashing, or re-baselining the schedule depending on the significance of the impact
- budget (cost): changes which will impact the approved project budget. These changes may require requesting additional funding, releasing funding which would no longer be needed, or adding to project or management reserves. May require changes to the cost baseline
- scope : changes which are necessary and impact the project's scope which may be the result of unforeseen requirements which were not initially planned for.

Attachment 3 – Change Control Plan

These changes may also impact budget and schedule. These changes may require revision to the work breakdown schedule, project scope statement, and other project documentation as necessary.

The TPT project leader/s must ensure that any approved changes are communicated to the project stakeholders. Additionally, as changes are approved, the project leader/s must ensure that the changes are captured in the project documentation where necessary. These document updates must then be communicated to the project team and stakeholders as well.

Transition Project Team – project leader/s

The TPT project leader/s is the approval authority for all proposed change requests pertaining to the Local Government Reform Project that do not impact time, scope quality. The purpose of the TPT project leader/s is to review all change requests, determine their impacts on the project risk, scope, cost, and schedule, and to approve or deny each change request.

As change requests are submitted to the TPT project leader/s by the project team/stakeholders, the project leader/s will log the requests in the change log and then make an initial assessment. Within five working days (72 hours for priority/urgent requests) the project leader/s will review and provide comment prior to making recommendation to the CEOs.

For a change request to be approved, both CEOs must agree to the change. In the event more information is needed for a particular change request, the request will be deferred and sent back to the requestor for more information or clarification. All decisions will be communicated to the requestor. If a decision is required by Council, feedback will be provided with appropriate timeframes.

Roles and Responsibilities

The following are the roles and responsibilities for all change management efforts related to the Local Government Reform Project:

Project sponsor/s (CEOs):
- approve all changes to budget/funding allocations
- approve all changes to schedule baseline
- approve any changes in project scope
- inform the Combined Executive.

Project leader/s:
- receive and log all change requests from project stakeholders
- conduct preliminary risk, cost, schedule, scope analysis of change
- seek comments/feedback from dual project leader

- seek clarification from change requestors on any open issues or concerns if required
- make recommendation to the CEOs for approval
- make documentation revisions/edits as necessary for all approved changes
- inform TPT.

Project team/stakeholders:
- submit all change requests on standard change request forms
- provide all applicable information and detail on change request forms
- be prepared to address questions regarding any submitted change requests
- provide feedback as necessary on impact of proposed changes.

Change control process

The Change Control Process for the Local Government Transition Project will follow the standard change process for all projects. The TPT project leader/s has overall responsibility for executing the change control process for each change request. The timeframe for this process is a five day turnaround for those change requests not requiring LIC or CE approval.

1. Identify the need for a change (Stakeholders) – change requestor will **submit** a completed change request form to the TPT project leader/s via the SharePoint site.
2. Change request will be logged automatically via SharePoint.
3. The project leader/s to review the log of all submitted change requests throughout the project's lifecycle.
4. Evaluate the change – the TPT project leader/s will conduct a preliminary analysis on the impact of the change to risk, cost, schedule, and scope and seek clarification from team members/change requestor within a 72 hour period of being submitted.
5. Comments are to be recorded in the Change Approval form on SharePoint.
6. Recommendation – TPT project leader/s will forward recommendation to CEOs for comments and approval if request affects the scope, time and cost. (If request does not affect scope, time and cost approval can be made by the project leader/s and feedback provided to the TPT/change requestor.)
7. Obtain decision on Change Request (TPT project leader/s) – obtain approval/rejection from the CEOs.
8. Inform decision on Change Request (TPT project leader/s) - inform TPT/change requestor of the change and approval/rejection.
9. Update Project Plan (TPT project leader/s) – update the project plan with the approval/rejection as per the steps above.

Implement change (TPT project leader/s) – if a change is approved by the CEOs, the TPT project leader/s will update and re-baseline project documentation as necessary.

CHANGE MANAGEMENT PLAN

Local Government Reform Project

Attachment 4 – Change Management Plan

Version	Summary of Changes	Document Status	Date published

Attachment 4 – Change Management Plan

Contents

1   Executive Overview

The State Government has announced plans for Metropolitan Local Government Reform, which includes the merger of Shire of Mundaring and City of Swan by July 2015.
A number of proposals were submitted to the Local Government Advisory Board (LGAB) by Shire of Mundaring and City of Swan under Schedule 2.1 of the *Local Government Act* (1995).

Regardless of the differences in the proposals submitted, it was agreed by the Local Implementation Committee (LIC) and endorsed by the Combined Executive (CE) to jointly prepare to transition to a new local government.

As part of the Transition Project Plan, which will be the blueprint for merging the existing local governments into a single new entity, the need for a Change Management Plan was identified.

2   Objective and scope

The **scope** of the Change Management Plan is to assist in the implementation of the Project Management Plan. The Project Management Plan will result in transition of the two local governments into one new local government on 1 July 2015, covering the current districts of Shire of Mundaring and City of Swan. It will be delivered within the two existing organisations through working groups and includes people (all employees), processes (all prioritised services), contractors and assets.

The ultimate aim is to have a seamless transition that will least affect the community and the employees.

The **objective** of the Change Management Plan is to identify the approach that the Shire and the City will take in managing change experienced during implementation of the Project Management Plan.

The timeframe for the Transition Project Plan is in three phases:

- phase one covers the review period from December 2013 through to Endorsement of Project Management Plan

- phase two - interim, will be from Endorsement of Project Management Plan through to June 2015

- phase three - transition, will be from July 2015 until the transition is complete and this may expand beyond the two years outlined by the State Government. The time for this Change Management Plan covers phases one and two.

The biggest changes expected to be experienced will be in work practices, processes and the systems that people will use, along with the possibility of different locations and reporting structures, and differences in culture. The RAID process and mapping existing behaviours to the vision set by LIC will assist in managing this change.

Attachment 4 – Change Management Plan

These changes require strong leadership, commitment, strong communication, the ability to build trust, role modelling, reinforcement of the need to change, and empowerment of the people making the change. There needs to be an environment where solutions are sought to problems arising, an effort to continuously ensure everyone has a clear understanding of the vision, and clearly defined goals which are both achievable and measureable.

3 Roles and responsibilities

Identified Role	Responsibility
Project Sponsor LIC	• Effectively lead and manage change • Provide the authority, resources and drive to successfully implement the transition process • Oversee the implementation of the LG reform process
Combined Executive Team	• Implement the transformational change • Endorse the change management strategy • Endorse the Project Management Plan • Establish accountability • Allocate resources • Define and monitor strategic deliverables
Project Sponsor LIC	• Effectively lead and manage change • Provide the authority, resources and drive to successfully implement the transition process • Oversee the implementation of the LG reform process
Combined Executive Team	• Implement the transformational change • Endorse the change management strategy • Endorse the Project Management Plan • Establish accountability • Allocate resources • Define and monitor strategic deliverables
Change Sponsors CEOs	• Decision making and direction in relation to change management • Provide guidance and clarification

Attachment 4 – Change Management Plan

Identified Role	Responsibility
Transition Project Team	• Support the integration of change management as part of the Project Management Plan
Change Agents Working Groups (WGs) and Service Team (STs) Managers Coordinators Process owners RSD Facilitator **Regional Service Design (RSD) Team** Organisational Planning & Development Team (Swan) (x9) Commercial and Economic Development Manager (Swan) Organisational Development Officer (Mundaring) Strategic Projects Advisor (Mundaring) Human Resource Officer (Mundaring)	• Review Analyse and improve existing processes • Make the change a reality • Manage people through the change process • Identify the increase in level of effort required and plan to cater for it to minimise the impact on people • Be positive, focused, flexible, organised and proactive • Facilitate the review, analysis, improvement and documentation for the new Local Government's service design • Provide support and encouragement to all employees • Work together to identify trends and how to address change issues • Report issues to TPT • Where possible trouble-shoot issues that are causing concerns or problems
Change Champions Team Connect (TC) A team comprising equal membership from Swan and Mundaring who will take on the role of on-the-ground interchange activities and assist in the support for all employees. Names to be determined	• Adhere to the goals set out by the LIC • Maintain an enthusiastic and positive attitude towards the transition and encourage other employees to do the same • Suggest and arrange activities or events that encourage collaboration and team building between employees from each organisation • Inform TPT of matters raised by employees regarding the Transition Project • Prepare proposals for events for presentation to TPT for approval

4 Project structure
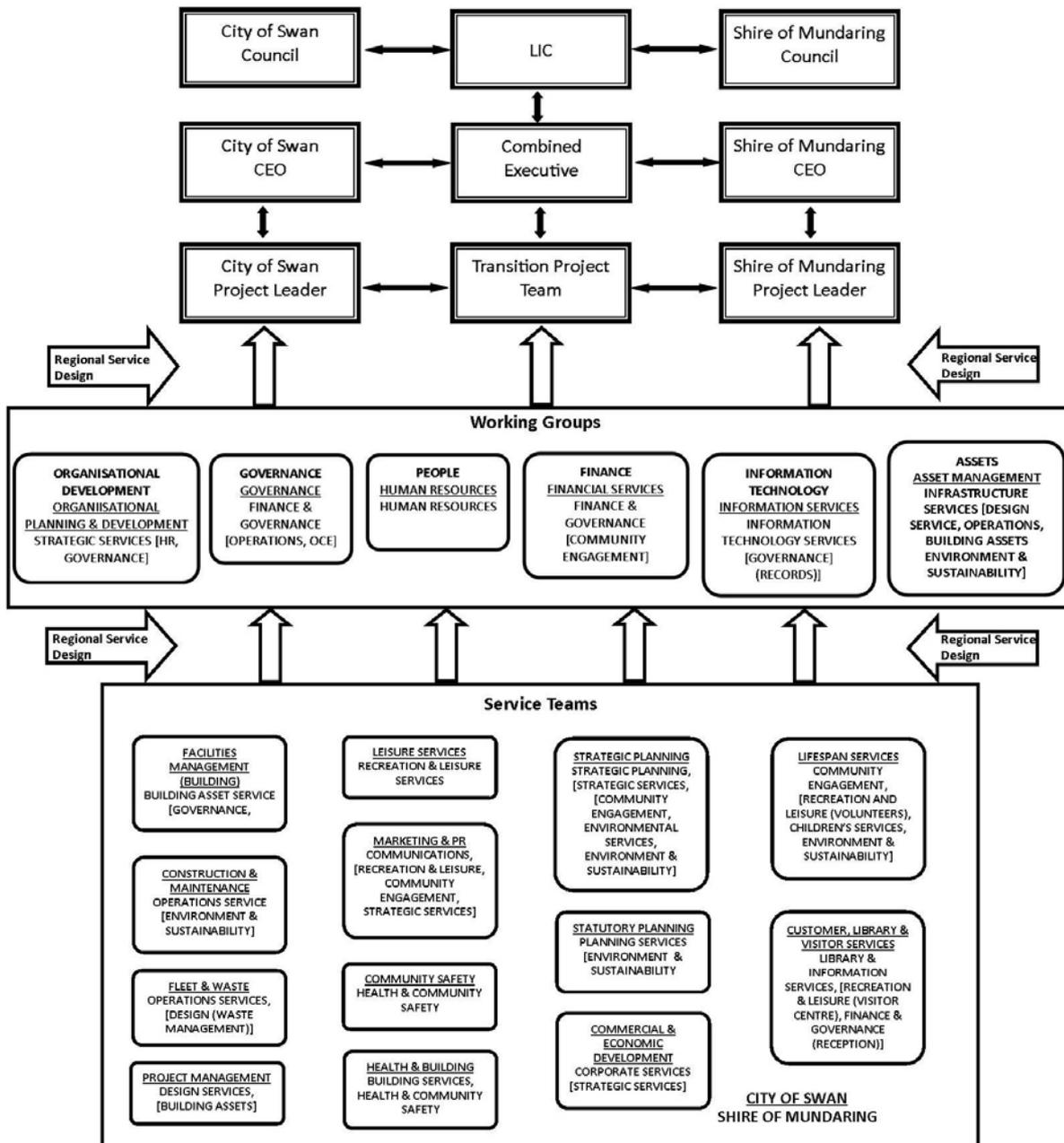
How change is experienced

Successful change is a result of strong leadership and management

Management 10-30%	Leadership 70-90%
* Planning and Budgeting * Organising and Staffing * Controlling and Problem Solving	* Setting Clear Direction * Aligning People * Motivating People * Defining the Culture
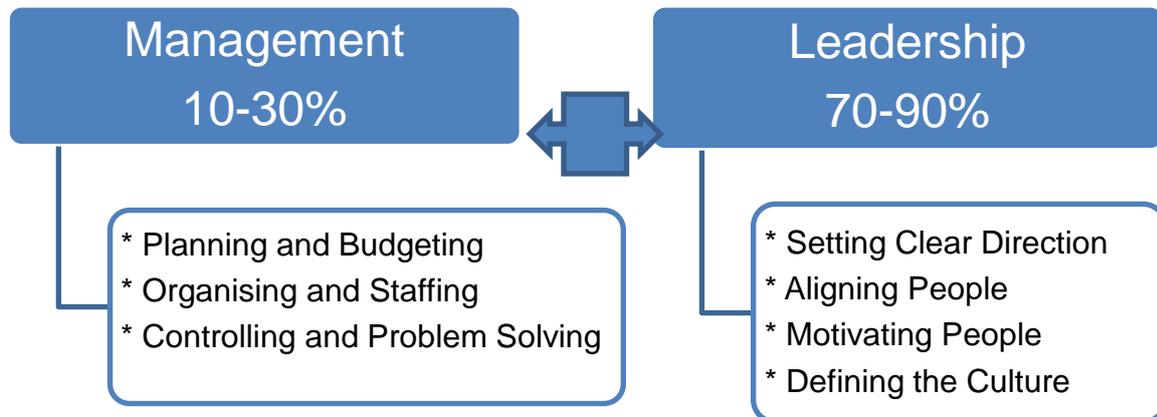
Change versus transition

Change is situational: new site, new system, new roles, new policies.

Transition is the psychological process people go through in adapting to the new situation.

Transition Management is the process of aligning an organisation's people and culture with changes in organisational structure, systems, strategies or processes.

People are often quite uncomfortable with change, for all sorts of understandable reasons. This can lead them to resist and oppose it.

It is important for leaders and managers to understand how people are feeling as the change proceeds so they can guide their people to the end and help them to eventually accept and support the change.

5   Guiding people through the change

It is important to understand and appreciate people's resistance and emotions. Allow them time to accept the change and let go, and try to get everyone to talk about what they are feeling. During these conversations ensure that you **listen empathically** and **communicate openly** about what is going to happen.

It is important to emphasise how people will be able to apply their skills, experience and knowledge once the change has been implemented, explain how you will give them what they need, such as training and resources they may require in the new environment.

Attachment 4 – Change Management Plan

People often fear what they do not understand, therefore the more you can educate them about a positive future and communicate how their knowledge and skills are an essential part of getting there, they are more likely to move on.

It is important to do whatever you can to help **boost morale** and continue to remind people how they can contribute to the success of the change. If required, you may also want to help people manage their workloads, either by deprioritising some types of work, or by bringing in extra resources.

Do not forget to take time to celebrate the change you have all gone through and **reward your team** for all their hard work. Remember not to become complacent, not everyone will reach this stage at the same time, and also remember that people can slip back to the previous stages if they think that the change is not working.

From experience we learn that successful change occurs when there is commitment, a sense of urgency or momentum, stakeholder engagement, openness, clear visions, a good and clear communication channel, strong leadership, and a well-executed plan

The LIC and TPT have included the following key messages in their communications plans to help guide us through the change.

LIC key messages

- We will work together, as equal partners, to deliver a new local government based on best practice to achieve the best possible outcomes for our communities and stakeholders.

- We have created a Local Implementation Committee (LIC), including representation from both local governments. The LIC will be focused on building a new local government authority which will continue to provide high levels of service to its community.

- A significant focus is the wellbeing of our employees. There is a two-year guarantee for employment to continue with the new local government and retaining our employees beyond this term will be a priority.

- Service provision will not be adversely affected by plans relating to LG reform. It will continue to be business as usual for our employees and elected members in working for, and representing, the community.

- Stakeholders will receive regular updates about key reform milestones and progress.

Additional messages, if required, will be determined at each LIC meeting and agreed to by the Mayor and Presidents of each LGA. The messages will be listed against the relevant stakeholder eg employees, Council and media to be actioned by the CEOs of each LGA.

TPT key messages

It is important that team members from both Local Governments are consistent in their communication to stakeholders and that key messages are unified. Key

messages will change with the different stages and if any issues evolve throughout the process. Key messages to inform employees of the progress of team meetings will be determined at each Transition Planning Team meeting.

- A number of teams and working groups have been formed with members from both Local Governments.

- They will work on the various elements involved in transitioning two existing local governments to a new entity.

- Employees will have an opportunity to be part of the reform process through input into the various working parties which will be formed.

- Stakeholders, including contractors and suppliers, will receive regular updates about key reform milestones and progress.

6   Eight stages of change

During the research phase of the project a number of different models were reviewed and Kotter's eight-step change model, as below, was agreed upon by the TPT.

7   Creating a climate for Change

Many initiatives fail or fall short of their original aim because the organisation either lacks interest in the proposed change effort or spends too much energy resisting change.

Step 1: Increase urgency

People are shocked when decisions are suddenly sprung upon them without groundwork or preparation. Focus on creating a sense of urgency and clearly communicating the reason for the change. Provide people with the information to build a commitment to the change.

Our reason for change has been directed by the State Government with tight deadlines to meet. Both Shire of Mundaring and City of Swan have been proactive in establishing the necessary teams to assist with the implementation of this change, setting the scene for increasing the urgency.

Step 2: Build guiding teams

Creating a sense of urgency helps to bring the right people together, and getting the right people in place is about getting the right team, commitment and trust to do the job. Before you can begin to build a guiding team, with the right skills, leadership capacity, credibility, communications ability, authority and analytical skills, you must ensure someone has the ability to persuade people that something needs to happen.

Whilst the initial change was instigated through the State Government we have, through the guidance of the Mundaring Swan LIC and Combined Executive (CE), been able to formulate the Transition Project Team (TPT), Regional Service Design (RSD) teams, Working Groups (WGs) and Service Teams (STs).

The Transition Project Plan is underpinned by LIC goals and values and the guiding principles articulated in *The Way Forward*, one of which is "the aim to build a new organisation, using Business Excellence Principles, through the Australian Business Excellence Framework (ABEF) to encourage systematic design, review and improvement."

Continuing to build teams through this process will assist in aligning the two organisations. It will enable more transparent behaviour and allow both parties to address their feelings without fear of reprisals, thereby creating a culture of trust. The establishment of the LIC and CE, and getting the groups to work together as a team, has created the guiding coalition necessary to drive the change forward.

Step 3: Get the vision right

Our Vision
We will build a progressive, resilient and thriving organisation, providing quality services to our local communities. Our people will focus on systematic improvement ensuring the customer is central to our service improvements.

Attachment 4 – Change Management Plan

We will align and integrate our individual organisations into one new entity but ensure differences in community identities and values are understood, maintained and built on, and supported by an integrated planning and resourcing framework to ensure an appropriate level of service is delivered.

Our Goals
The following goals have been established in order to assist in the determination of the vision for the new organisation.

- Create a new organisation, focussed on best practice.

- Decisions based on Best for Region, current plans and best for both communities.

- Provide strategic leadership.

- Retention of Place identity.

- Local access for services and representation.

The CE will provide clear leadership and direction throughout the change process, maintaining clear communications from the LIC through to the TPT and back up to the LIC. The TPT, RSD, WGs, STs and Team Connect (TC) have been formulated to help drive through the necessary changes that will enable our vision to be achieved.

Engaging and enabling the organisation
Kotter's eight-step change model is about showing people a truth that influences their feelings. It shows how a sense of urgency moves people to action and has helped us create the guiding teams necessary to prepare a clear and simple vision of the future.

Through the guidance of the LIC and a clear direction from the CE, the TPT has established a solid project plan that gives us a defined direction as to *The Way Forward*, with relevant project risks identified and subsequent treatments put in place.

Employees are engaged in the process through active participation on the various reform teams, through designing the processes for delivery of services in the new organisation, and provision of regular communications.

Step 4: Communication for buy-in

Make sure as many others as possible understand and accept the vision and strategy. Do not under-communicate the visions and goals.

Communicate more, communicate better. Good communication isn't simply about data transfer. Change can often lead to conflict, therefore open and honest dialogue is essential. Listen to the underlying concerns and share more on the road ahead. Break change into smaller components and allow as many people to participate in the changes as possible in order to get buy in for the new ways in which we will work.

> *Not walking the talk, Kotter says "Deeds speak volumes"*

Attachment 4 – Change Management Plan

When there is a gap between words and deeds the destructive force of cynicism grows. Change is undermined; therefore our behaviour must be consistent with the vision. We need to keep communication simple and to the point and above all understand the mood before conveying our message and addressing people's anxieties, distrust and/or anger.

We must ensure our communication channels are aligned to one another's organisation to ensure that the same messages are transmitted in the same manner. To avoid under or mis-communication, a Transition Project Communication Plan has been developed. Agreed key messages will be communicated through the direction of the communication plan. Having the LIC and Combined Executive as the guiding coalition role model will assist in managing the organisations through the transition.

Stage 5: Enable action

Remove as many barriers as possible so that those who want to make the change a reality can do so.

- Build optimism and self-confidence using inspirational stories from the workforce.

- Recognise and reward achievement.

- Use feedback to help make better decisions and utilise people who have change experience as they will boost confidence.

- Create an environment whereby people can voice their ideas and thoughts, as many of these ideas may be very innovative and beneficial to achieving more than what the organisation set out to achieve.

With the guidance and input of the TPT and the guidance of the Combined Executive, a prioritised list of services has been identified. Managers will discuss priority status, who needs to be involved and required timelines. This will then feed down to the process owners who will design the processes for service delivery in the new organisation through an agreed methodology - Review, Analyse, Improve and Document (RAID).

Effectively completing stages one to four of Kotter's change model will have already empowered many people. Involving as many people as possible during the RAID activities will assist in giving people the feeling of empowerment and therefore making the identified changes easier to implement.

Our Reform Project Strategy clearly identifies the major steps that occur during the three phases of the transition and is located in **Attachment 1** of the Transition Project Plan. A more detailed timeline of activities and milestones is clearly identified in the work breakdown structure.

Step 6: Create short-term wins

Large scale organisational change needs momentum, a sense of achievement, and optimism. Therefore, it is essential that results are achieved quickly. With so much going on at once, you run the danger of getting nothing done very fast. People

wonder where you are leading them and whether or not you are taking the right approach.

Short-term wins serve four important purposes:

- provide us with feedback about the validity of our vision and strategies
- give those working hard to achieve the vision recognition and encouragement
- build faith in the change project, attracting those who are not actively involved
- take away power from cynics.

We must break the workload down to manageable timelines, allowing the opportunity between projects to review lessons learnt prior to the next round commencing. When each project has been completed we must look at the viability of implementing those that we can while the momentum is still going and celebrating their successful implementation.

Implementing and Sustaining Change
In engaging and enabling change we learn that short-term wins are critical to successful change because they offer credibility, resources and momentum. Engaging and enabling the organisation is about maintaining that momentum, **not letting up,** so the early changes are built on.

Step 7: Don't let up

Press harder and faster after the first success. Be relentless with initiating change after change until the vision is a reality. From the small wins, use increased credibility to change all systems, structures, and policies to a better fit for the new organisation and a better fit for the transformation vision. Keep looking forward to a better future.

The main message from 'don't let up' is to create structures and situations that empower people to take risks and deal with problems without fear of reprisal. Removing structural obstacles is important, giving people enough power and leeway to innovate and solve those very difficult problems found in large organisations. The workforce can easily tire of change when the sense of urgency is lost.

People convince themselves that the change is complete and no more needs to be done. This can be avoided if people can see the good effect of the change and keep a clear vision for the future. This mindset can be maintained by using visuals, quick wins, team building innovation exercises, lunchtime meetings to share ideas etc.

Step 8: Make it stick

Making it stick commences in phase two as the two organisations come together, however will mainly be the province of phase three to implement and as such will be included in the Transition Plan.

Attachment 4 – Change Management Plan

Areas to be addressed for Making it Stick in phase two include:

- developing and capturing a new business model for the new entity

- achieving tangible results quickly and ensuring change is embedded

- building a "one-team' culture through team building, training and coaching events

- commencing conversations and identifying elements required for culture of the new organisation

- tying results to behaviours; showing people what the organisation really cares about

Areas to be addressed for Making it Stick in the phase three include:

- hold on to new ways of behaving, and make sure they succeed until they become strong enough to replace old traditions

- creating better performance through customer and productivity orientated behaviour, better leadership, and more effective management will embed the new entity's culture and assist with the development of a continuous improvement mindset, which will continuously strive to improve the development of the new entity

- reinforcing the new culture through training and coaching; telling compelling stories about the organisation, what it does, and why it is successful

- giving people who act according to new norms influential and visible positions

- not giving up until you get the needed behaviour and results that match the vision.

Finally, we learn how to **make change stick** by nurturing a new culture by developing positive behaviour and shared values through a series of successful changes.

Kotter recommends a people-driven approach that helps people to see the reason for change. He believes that people change when they are shown the truth because this influences their feelings. That is, emotion is at the heart of change. We see, feel, change.

See   Compelling and eye-catching situations are created to help show people what the problems are and how to resolve them.

Feel   A visualising idea evokes a powerful emotional response that motivates people into action.

Change   The new feelings change or reinforce behaviours that make people work harder to make a good vision reality. The change is more immediate but must be reinforced to keep up the momentum.

Attachment 4 – Change Management Plan

Kotter's eight-step change model for Successful Transformational Change: Kotter and Cohen "The Heart of Change" 2002. Please note this Change Management Plan excludes the People Change Management Plan, which will be developed by the HR Teams, through the RAID process.

Step		New Behaviour	Actions	By When	By Who
1	Increase urgency	People start telling each other: let's go, we need to change things.	Establishment of leadership teams	December 2013	
			Governors Orders	August 2014	
			Work Plan Sessions	May 2014	
			Identification of Priorities	June 2014	
			Completion of Work Breakdown Structure (WBS)	June 2014	
			Benefits and outcomes of PMP	June 2014	
			Go live date	June 2015	
			Aligned communications	July 2015 Ongoing	
2	Build the guiding team(s)	A group powerful enough to guide a big change is formed and they start working together well.	Provide clear leadership, direction and support	November 2013 – June 2015	LIC
			Give guidance and support to develop Transition Project Plan	Feb 2014 –	CE
			Develop the Project Plan	June 2014	TPT

Step	New Behaviour		Actions	By When	By Who
			Establish and oversee the RSD Team Train facilitators in the RAID process	Mar 2014 – Ongoing Feb 2014	TPT External facilitator
			Through the list of priorities identified managers of the working groups and service teams were brought together to determine their higher priorities for go live	May 2014	TPT, RSD, WGs, STs RSD,WGs, STs
			Implementation of the work plans (RAID Sessions) in line with WBS	June 2014	TC
			A combined Team Connect will be identified from employees at both organisations to support employees through the changes. Refer to terms of reference for more detail	July 2014	
3	Get the vision right	The guiding team develops the right vision and strategy for the change effort.	Defined vision, goals and values Development of project structure and strategy to deliver the vision and goals	November 2013 June 2014	LIC CE,TPT
4	Communicating for buy-in	People begin to buy into the change, and this shows in their behaviour	Aligned communications through LIC and project communications plans (ref communications plan **Attachment 13**) Regular key messaging to all staff Work Plan sessions	May 2014 - Ongoing Ongoing May 2014	LIC, CE, TPT, RSD, LIC, CE TPT, WGs,STs RSD, WGs (Managers),

Attachment 4 – Change Management Plan

Step	New Behaviour	Actions	By When	By Who
		RSD process	June 2014 – July 2017	STs
		Communicate and promote existing EAP services	Ongoing	CE, TPT, RSD, TC, HR, Managers, Supervisors, Team Leaders
		Involvement of employees through the Team Connect process	Ongoing	TC
5	Empower action	More people feel able to act, and do act, on the vision.	Endorsed Local Government Reform Project Plan which will aid the two organisations to work towards a seamless transition	June 2014	CE, TPT
		Development of work plans	May 2014	TPT
		Implementation of work plans - RAID exercises (involving as many people as possible)	From June 2014	RSD, WGs, STs
		Capture and address, or refer ideas and issues arising from all employees	Ongoing	TPT, RSD, TC
		Recognise and reward achievements	Ongoing	CE, TPT, RSD, TC, Managers, Supervisors
6	Create short-term wins	Momentum builds as people try to fulfil the vision, while fewer and fewer resist change.	Follow a structured approach through the WBS (RAID)	June 2014	RSD, WGs and STs
		Implementation of new processes	Upon approval	WGs and STs
		Celebration of wins and milestones through aligned communication channels and key	Ongoing	LIC, CE, TPT, RSD, TC, WGs and STs

Step	New Behaviour	Actions	By When	By Who
		messaging		
		Successful team building events	Various times	TC (TPT, RSD, CE)
7	Don't let up	People make wave after wave of changes until the vision is fulfilled.	Getting people in the right mindset will create the continuous improvement environment that will enable us to become one organisation, working towards a new Local Government that will readily respond to the needs of our community to deliver the best outcome for our residents and employees	Ongoing	LIC, CE, TPT, RSD, WGs, STs, TC, managers, supervisors, employees
			Continue to review and revise the new processes to ensure that they are the "best fit" for the new organisation, creating the momentum necessary to ensure the continuing improvement for the new organisation	Ongoing	LIC, CE, TPT, RSD, WGs, STs, TC, managers, supervisors, employees
8	Make change stick	New and winning behaviour continues despite the pull of tradition, turnover of change leaders etc.	Development of the new Business Model for the new organisation	Ongoing from July 2014	RSD, WG, Org Development
			Transition implementation needs (including training) identified through the RAID process	July 2014 – ongoing	RSD, WGs, STs
			Walk the Talk	Ongoing	LIC, CE, TPT, RSD, WGs, STGs, TC, managers, supervisors, employees
			Commence conversation and identify elements required for culture of the new organisation via the RAID process	June 2014 – June 2015	CE, TPT, RSD

Step		New Behaviour	Actions	By When	By Who
			Achieve tangible results quickly – RAID reports	During Phase 3 - Transition	CE, TPT, RSD, WGs, STGs, TC, managers, supervisors, employees
			Tie results to behaviours – showing people what the organisation really cares about	During Phase 3 – Transition	All employees
			Build a "one-team' culture through team building, training and coaching events	Ongoing	CE, TPT, RSD, WGs, STGs, TC, managers, supervisors, employees
			Be mindful that needs change and visions need to be reviewed and revised in line with changing business needs	Ongoing	CE, TPT, RSD, WGs, STGs, TC, managers, supervisors, employees

"Somewhere in the waves of change, you will have to attack the sturdy silos and difficult politics or you won't create a twenty-first century organization" Kotter and Cohen - The heart of change 2002

7 Management and reporting requirements

The management and reporting structure can be viewed in the Project Management Plan, see **Attachments 10, 11, 12 & 14**

8 Communication and stakeholder plan

Key objectives of this plan are to:

- effectively manage internal and external stakeholder relationships and ensure they are provided with regular and relevant information about changes to the reform
- effectively manage the transition of employees to a new local government
- respond to feedback and concerns in a timely manner.

For more details of this plan refer to the Project Management Plan **Attachment 13.**

9 Major risks and constraints

Please refer to Project Management Plan **Attachment 5.**

10 Reviews

Regular review cycles will be built into the project to account for review of project outputs (deliverables) and project management processes (ref. Attachment 4 – Quality Management Plan.

Section 2.2 – Project Evaluation and Review. As we progress throughout the project phases we will be amending the Change Management Plan accordingly.

QUALITY MANAGEMENT PLAN

Local Government Reform Project

Attachment 5 – Quality Management Plan

Document History

Version	Summary of Changes	Document Status	Date published
V1	Creation of draft Quality Management Plan for consultation with Transition Project Team		19/3/2014
	Approved by Transition Project Team		25/3/2014

Attachment 5 – Quality Management Plan

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Attachment 5 – Quality Management Plan

1. Overview

This Quality Management Plan outlines the quality approach and processes for the Local Government Reform Project to ensure project deliverables are fit for purpose. This is achieved through applying quality management principles and practices into management of the project in an integrated manner. This document is a supporting plan of the Local Government Reform Project Management Plan.

Quality Management Plan components

The Quality Management Plan outlines the following components:

- quality assurance – how quality will be ensured through project management processes
- quality control – how project outputs will be assessed in terms of quality
- quality improvement – how learning and improvement will be integrated through the project.

Approach

The approach to Quality Management is driven by the goals of the Local Implementation Committee (LIC) whose role is to plan for the reform process. The goals with specific alignment to quality management are:

- create a new organisation, focussed on best practice
- decisions based on Best for Region, current plans and best for both communities.

The approach to local government reform endorsed by the LIC is captured in *The Way Forward*.

- Maintain local communities and their identities, with local access, local involvement and local plans, whilst enhancing local capacity.
- Build organisational capability through a best practice approach.
- A mature integrated planning framework to underpin planning and resource decisions and to ensure delivery of services in local areas.
- Align processes and services to meet customers' expectations and deliver best practice outcomes.
- Align and structure the organisation as a locally based service and management model, to drive efficiencies and ensure service delivery.
- Manage and maintain local, state and national stakeholders in a consistent planned way. Local relationships are critical to understand and strengthen.
- Create strong shared Governance.

This is supported by the relationship principles established by the Combined Executive (CE) that specifically align with quality management.

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One Organisation: "New identity better than what we have"

- We will build a new organisation and work towards a shared vision, purpose and a shared sense of identity.

Respect: "We" not "Us and Them"

- We will listen and respect each other's opinions and concerns. We will communicate openly whilst understanding conflicts of interest. We agree to brief each other and seek feedback.

Informed Decisions: "Best for Region"

- We will seek information and work towards consensus (we will "Park" those decisions when we can't agree). Our decisions will be based on what's 'Best for the Region'.

Enthusiasm for Improvement: "Sense of Pride"

- We will seek opportunities to build the best organisation for our communities focused on improvements and innovation.

Seamless Transition: "Alignment"

- We will lead by example and ensure alignment to same purpose.
- We will provide transparent information and regularly communicate with our stakeholders.

Engagement of staff: "Focus on the positive"

- We will engage and communicate with our staff, whilst understanding the difficulties of change but focusing on the future opportunity.

The approach to Quality Management is the Australian Business Excellence Framework (ABEF). This provides the principles as the basis for designing the new organisation.

1. Clear direction and mutually agreed plans enable organisational alignment and a focus on the achievement of goals.
2. Understanding what customers and other stakeholder's value, now and in the future, enables organisational direction, strategy and action.
3. All people work *in* a system. Outcomes are improved when people work *on* the system and its associated processes.
4. Engaging people's enthusiasm, resourcefulness and participation improves organisational performance.
5. Innovation and learning influence the agility and responsiveness of the organisation.
6. Effective use of facts, data and knowledge leads to improved decisions.
7. Variation impacts predictability, profitability and performance.

Attachment 5 – Quality Management Plan

8. Sustainable performance is determined by an organisation's ability to deliver value for all stakeholders in an ethically, socially and environmentally responsible manner.

9. Leaders determine the culture and value system of the organisation through their decisions and behaviour.

The categories and items of the ABEF are used to identify what best practice looks like in an organisation.
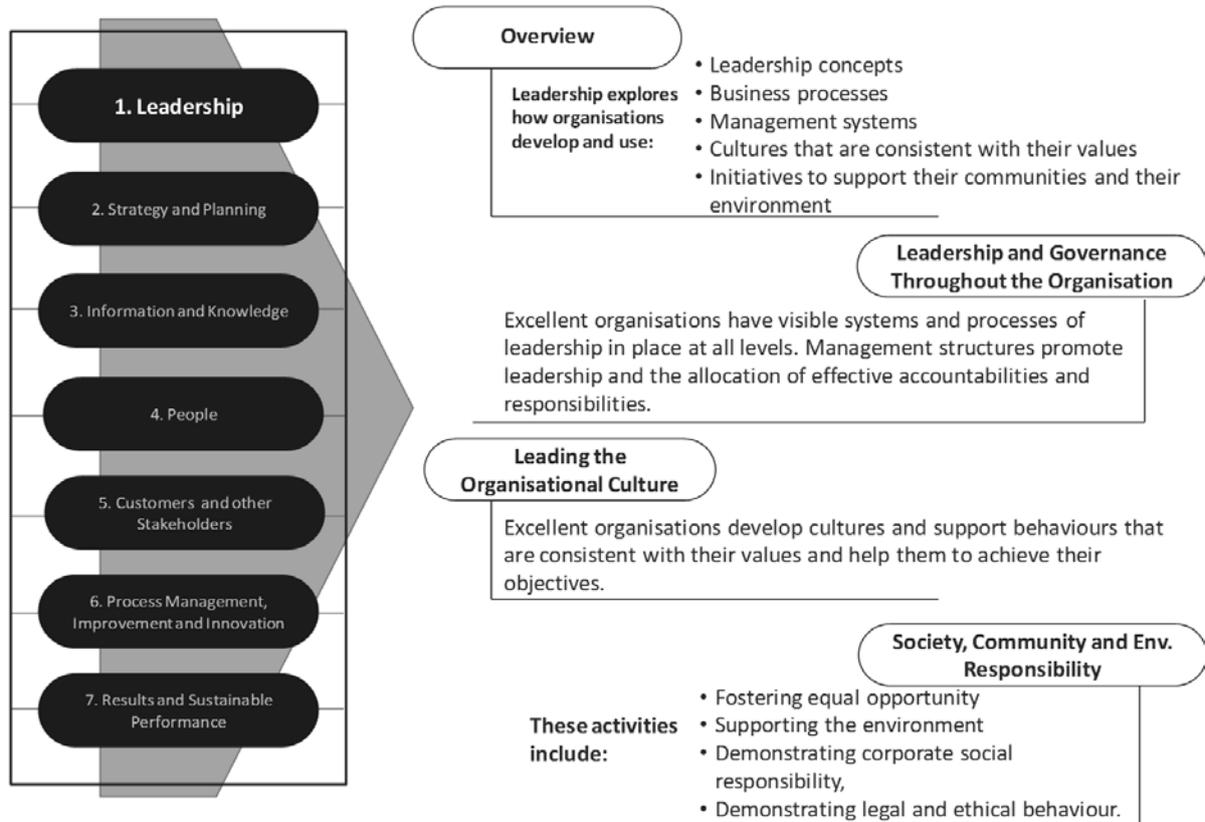
Attachment 5 – Quality Management Plan

Overview

Planning explores how organisations establish systems to set strategic directions (where the organisation has come from, and where it will be heading) and how they deploy plans to achieve those strategies.

Strategic Direction

Excellent organisations use systems and processes to establish and communicate their purpose, vision, values and goals. They understand how to plan for sustainable success, what the core business strategies are, and how to align the whole organisation to its core purpose.

The Planning Process

Excellent organisations develop systems and processes to turn strategic decisions and imperatives into actionable plans. They build their resources and assets, and then apply them to achieving their goals and increasing their future value.

Diagram left column:
1. Leadership
2. Strategy and Planning
3. Information and Knowledge
4. People
5. Customers and other Stakeholders
6. Process Management, Improvement and Innovation
7. Results and Sustainable Performance

Overview

Information and Knowledge focuses on the effective application of the data capacity required to achieve the organisation's objectives, and the need for efficient and effective processes to acquire, analyse, apply and manage the information and knowledge.

Generating, collecting and analysing the right data to inform decision making

Excellent organisations have effective systems and processes for determining what data and information should be collected (e.g. the development of meaningful organisational KPIs), and how it is **handled**, **stored**, **analysed** and **interpreted** to **create information and knowledge.**

Creating value through applying knowledge

Excellent organisations establish systems and processes to consolidate knowledge and share it across the organisation

- Defining knowledge requirements
- Sourcing and creating knowledge
- Encouraging the application of knowledge
- Maintaining a knowledge database

Diagram left column:
1. Leadership
2. Strategy and Planning
3. Information and Knowledge
4. People
5. Customers and other Stakeholders
6. Process Management, Improvement and Innovation
7. Results and Sustainable Performance

Attachment 5 – Quality Management Plan

Section 4. People

Categories:
1. Leadership
2. Strategy and Planning
3. Information and Knowledge
4. **People**
5. Customers and other Stakeholders
6. Process Management, Improvement and Innovation
7. Results and Sustainable Performance

Overview

People are essential and should be valued. Attracting the right people with the right attitude is imperative as they create the culture within the organisation. Investing in developing their skills and engaging them to make meaningful contributions can be dependent on the success of achieving organisational goals.

A great place to work

Work environments should be engaging, positive and open, unifying the efforts of their people.

- Creating the right culture
- Building trust and respect
- Effective communication
- A safe physical work environment

Building organisational capability through people

The core practices are:

- Alignment of organisational need and people's expectations
- Implementation of structures, policies and systems for leading and managing people
- Attracting, recruiting, retaining and redeploying people
- Evaluating and developing individuals
- Remunerating and providing benefits

Section 5. Customers and other Stakeholders

Categories:
1. Leadership
2. Strategy and Planning
3. Information and Knowledge
4. People
5. **Customers and other Stakeholders**
6. Process Management, Improvement and Innovation
7. Results and Sustainable Performance
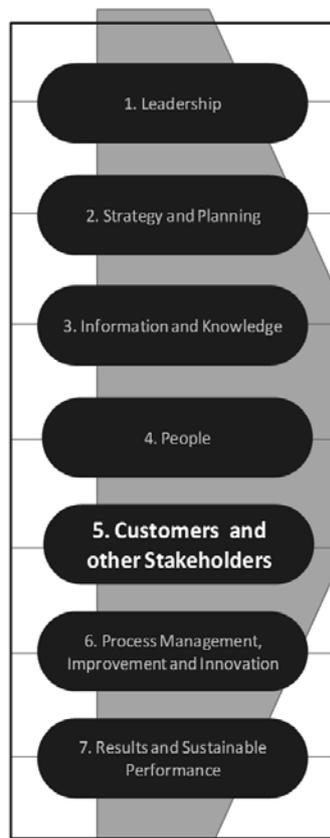
Overview

Customer Focus explores how organisations analyse the customers and markets, how they use this knowledge, how they manage their relationships with customers, and how they deliver increasing value to customers and other stakeholders.

Gaining and using knowledge of Customers and other Stakeholders

Excellent organisations use processes to find out what their customers and market want now and anticipate what they will want in the future. Then they use this information to design products and services, as well as the processes that underpin the lifecycle of experiences desired by customers and markets.

Effective Management of Customer and other Stakeholder Relationships

Excellent organisations build and manage their customer relationships by adapting their processes to the changing market trends. This in turn assists in developing customer and other stakeholder relationships, ensuring a positive relationship and facilitating and acting on stakeholder feedback.

Customers and Other Stakeholders Perception of Value

An excellent organisation measures perception of value and advocacy, compares the results with other organisations and uses the information to improve internal processes, products and services and so delivers increasing value for all customers and other stakeholders.

Attachment 5 – Quality Management Plan
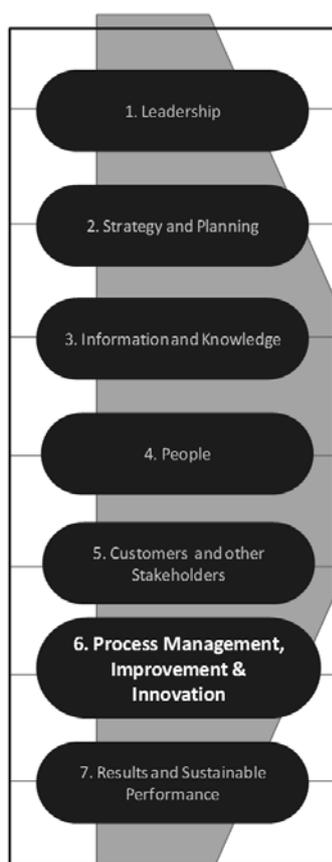
Overview

Process Improvement explores the processes organisations use to supply value to stakeholders. It also examines how they encourage innovation and improvements to these processes and thereby, improving the quality of their products and services.

Identification and Management of Processes

Organisations identify, document and manage their processes to achieve their objectives. They also map and understand the interdependencies in their end-to-end sets of organisational processes that deliver their products or services.

Process Improvement and Innovation

Excellent organisations uses consistent methods to improve its processes and achieve efficiency and effectiveness for all stakeholders. It learns, adapts for change and maintains the agility needed to meet new challenges as they arise.

Diagram items:
1. Leadership
2. Strategy and Planning
3. Information and Knowledge
4. People
5. Customers and other Stakeholders
6. Process Management, Improvement & Innovation
7. Results and Sustainable Performance

Overview

Success and Results explores the methods an organisation uses to demonstrate how well it is performing and how well it is likely to perform in the future. The organisation must have clear objectives and appropriate measures, to enable their objectives, and to undertake review and improvement.

Measuring and Communicating Organisational Results

Excellent organisations use systems and processes to measure and understand its results. It uses data to show how well it is performing and as the basis for its on-going review and improvement.

Achieving Sustainable Performance

Excellent organisations use the systems and processes by which it measures and interprets internal and external indicators to help ensure its sustainable performance.

Diagram items:
1. Leadership
2. Strategy and Planning
3. Information and Knowledge
4. People
5. Customers and other Stakeholders
6. Process Management, Improvement and Innovation
7. Results and Sustainable Performance

Source: SAI Global

Attachment 5 – Quality Management Plan

Quality Strategy

The Local Government Reform Project is the most complex project that the individual local governments will implement because it impacts every service area, every employee and every community member in some shape or form. A quality strategy has been developed to ensure integration with all project management processes and project outputs, and it involves:

- all service areas of the business will be reviewed and aligned/improved to ensure the new service for the new organisation is based on best practice, review of data and information and delivers value for the stakeholders

- a facilitated process to review and align/improve services will be used by trained and experienced facilitators in organisational development, change management and business improvement

- all project outputs will need to be fit for purpose (for the single, new organisation) and the ABEF and improvement methodology and tools will be used to assess this

- project outputs that are deemed not meeting quality standards will be returned to the working group for further refinement

- the deployment of project management processes need to be consistent according to documented process including developing work plans and the application of improvement methodology

- the Local Government Reform Toolkit is a reference point that will be accessed during the project, noting that it is a guide only.

2. Project quality assurance

Quality Assurance for the Local Government Reform Project will be achieved by defining the quality project management processes that will be applied.

Methodologies and standards

The methodologies and standards used to ensure quality project management processes are applied are:

- Australian Business Excellence Framework (ABEF) 2011, SAI Global – principles and categories/items outlining best practice

- Project Management Body of Knowledge (PMBOK) – principles

- City of Swan Risk Management Framework, AS/NZ 31000:2009 Risk Management – framework and process

- John Kotter's eight-step change model

- Local Government Act (1995) and supporting Regulations

- Shire of Mundaring hosted SharePoint site - document sharing and management

- Review Analyse Improve Document (RAID) - business improvement methodology

- City of Swan hosted 4TQ software – process mapping software

Attachment 5 – Quality Management Plan

- City of Swan hosted business model – to link approved process maps

- root-cause analysis – to understand variation

- individual local government management processes and information.

Project evaluation and review
Regular review cycles will be built into the project to account for review of project outputs (deliverables) and project management processes. The planned schedule is:

- project outputs assessed by Quality experts as part of the transition project team approval process. This occurs as the Service Design Team prepares analysis reports proposing service delivery for the new organisation and this will happen throughout the project. It ensures project outputs are fit for purpose prior to being implemented through the Transition Plan

- a quarterly review of the following items will ensure project management processes achieve quality standards:
    - reporting processes
    - working groups structures
    - RAID methodology
    - risk management plan
    - issues register
    - change control register
    - communications plan.

A lessons learnt methodology will be used to conduct the project management processes review and opportunities for improvement integrated with the project, or tabled through the CE if required.

The as required (project outputs) and quarterly (project management) reviews will be administered by the following members of the TPT who have a quality management background and skills:

Organisational Planning and Development Manager (Kym Leahy) – City of Swan

Commercial and Economic Development Manager (Kylie Cugini) – City of Swan*

Strategic and Community Services Director (Megan Griffiths) – Shire of Mundaring

Strategic Projects Advisor (Damien Martin) – Shire of Mundaring*

(* - where Quality Team members are also part of the Service Design Team (RAID Facilitators) preparing the report for the item being evaluated, they will not take part in the quality evaluation)

Changes to project scope
Changes to project scope are managed through the Change Control Plan that outlines the process for assessing change requests. This document ensures the impact on project scope is assessed as part of change control.

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Risk management
The approach to risk management is outlined in the Risk Management Plan. This document ensures risks are continually identified and treated within the agreed framework.

Issues management
An Issues Register is maintained and regularly reviewed by project leaders. This ensures issues are not left unresolved and the impact on project success is minimised.

Information management
There are many documents used to guide and deliver the project. They will be stored and accessed through a SharePoint site administered by Mundaring. It will provide a point of reference for all planning, reporting, decision making and implementing project deliverables.

The structure of the SharePoint site will align to the governance of the project and reflect working groups as follows:

- Local Implementation Committee (LIC)

- Combined Executive (CE)

- Transition Project Team (TPT)

- Regional Service Design (RSD)

- Working Groups (WG) - as defined in the project management plan.

Each local government will be responsible for maintaining appropriate records for their organisation in accordance with their own record keeping and retention requirements.

3.   Project Quality Control

Output Quality Criteria
The RSD team facilitates a review and analysis of service delivery (outputs) for the new organisation. This process has built in steps to allow WGs (content/process owners) to identify requirements for the new organisation so that the proposed service is fit for purpose.

This includes the identification of policies, standards and other customer requirements (ie the criteria) at the start of the process.

Proposed service design is developed in a collaborative way involving content experts from both local governments. Through a facilitated process, the review, analysis and service design accounts for meeting the pre-defined criteria to ensure it is fit for purpose. The proposed service report (output) is submitted through an approval process of which quality control is an assessment criteria.

The Quality Control Team (identified in section 2.2) conducts the independent assessment to ensure project outputs for the entire project are fit for purpose. The

criteria of best practice organisation (through ABEF) and application of service design process (RAID methodology) are used for this purpose.

Recommendation is then made to the CE for approval. Upon approval, the implementation requirements are built into the Transition Plan. If further work is required at any stage of the approval processes, it will be returned to the appropriate level for completion.

Output acceptance

The Transition Plan will see different services reviewed/designed/implemented at different stages depending on criticality, risk, resourcing etc. Acceptance testing will be built into the Transition Plan. This will identify the review and acceptance of redesigned services for the new organisation ensuring they meet expectations after their deployment.

WGs will conduct the output acceptance testing. It is recognised that this level of quality control will extend beyond July 2015.

4.   Quality Improvement

Regular review of project outputs and project management processes are built into the project management plan. This ensures a learning environment is created for the project, and essentially the new local government.

The regular review of project outputs will progressively provide feedback from the TPT to the RSD team of what needs to be strengthened or improved.

For the quarterly review of project management processes, lessons learnt methodology supported by force-field analysis (what is working for versus against) will be used to identify what needs to be strengthened or improved. Most of this will be managed at a project level, informing the CE.

RISK ASSESSMENT AND TREATMENT PLAN

Local Government Reform Project

Attachment 6 – Risk assessment and treatment plan

Document history

Version	Summary of Changes	Document Status	Date published
V1	Creation of risk assessment in consultation with technical experts		14/2/2014
V2	Updated with comments from City of Swan Risk Management Officer and distributed for comment.		25/3/2014
V3	Updated with comments from the Transition Project Team and distributed for comment		19/2/2014
V4	Updated with comments from the Transition Project Team in relation to treatments		21/2/2014
V5	Updated with comments from Shire of Mundaring		25/2/2014
V6	Comments reviewed and document updated at the Transition Project Team meeting		5/3/2014
V7	CEOs approved the plan		25/3/2014
V8	Transition Team Updated based on feedback from Combined Executive 05/05/2014		31/3/2014

Attachment 6 – Risk assessment and treatment plan

Contents

Executive summary

This risk assessment has been completed to consider risks associated with transitioning Shire of Mundaring and City of Swan into a new local government by 1 July 2015. Although the exact nature of the reform is at this stage unknown, project-based risks can be identified and managed.

This risk assessment is intended to inform the project and the output, which is a Transition Plan for the new local government.

Risk Assessment

In July 2013 the State Government announced the proposed structural reform changes to the boundaries of local governments. Under this model, City of Swan would amalgamate with Shire of Mundaring.

Proposals to the Local Government Advisory Board (LGAB) were prepared by local governments (either joint or individual) under Schedule 2.1 of the Local Government Act outlining the nature, reasons and effects of such a proposal. These were submitted by 4 October 2013.

Shire of Mundaring supported the original State Government model proposed in July 2013 and submitted a proposal for the amalgamation of Mundaring and Swan. City of Swan submitted a joint proposal with Town of Bassendean proposing an amalgamation of Swan, Mundaring and Bassendean. The Minister for Local Government subsequently lodged a proposal for a boundary change of Swan to subsume Mundaring.

Regardless of the nature of the proposals submitted, it was agreed to formally prepare to transition to a new local government entity. The Transition Plan will be a blueprint for the reformed local governments into a single, new entity.

In completing this risk assessment both the City of Swan and Shire of Mundaring risk management frameworks were reviewed. Both frameworks were very similar, with Swan's having a slightly larger financial consequence ranking based on its larger budget. It was therefore determined to use Swan's framework as the base framework as the consequence measures would be reflective of the new, larger entity.

Risk assessment meetings included the following relevant area experts from City of Swan:

Finance   Adnana Arapovic
People   Wayne Sissing
Reputation   Melissa Braham
Assets   Ian Denny
Governance, Resilience, Compliance Simon Barry
Technology   Simon Wahl
Knowledge   Kym Leahy and Kylie Cugini

Attachment 6 – Risk assessment and treatment plan

Risk Facilitators   Kym Leahy and Kylie Cugini

Shire of Mundaring - area experts

Executive Leadership Team
Leadership Team
Senior Risk Consultant   Michael Sparks

Risk Management Process

Risk Management is the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects.

The risk assessment approach applied was as per AS/NZS ISO31000:2009 Risk Management Framework. The risk management process is outlined in Diagram 1.

Diagram 1 – Risk Management Process 1
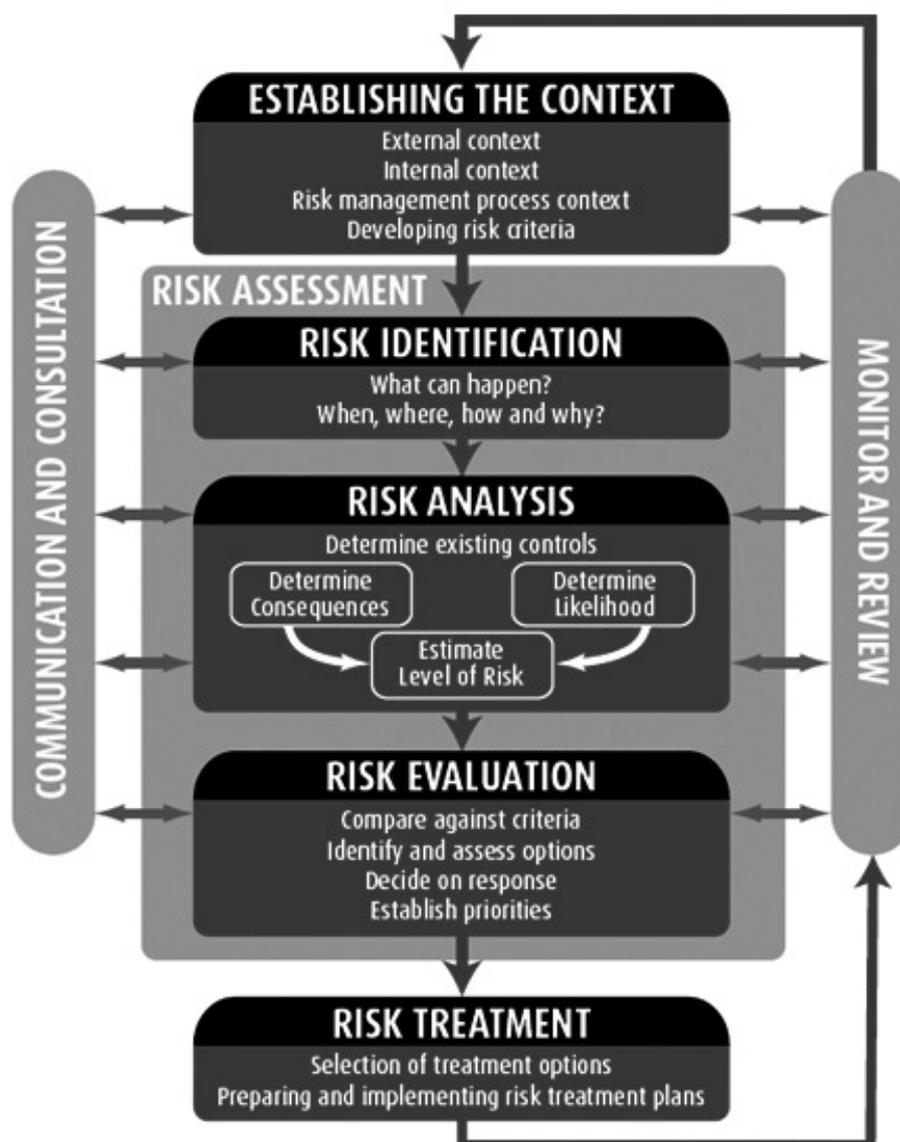
Attachment 6 – Risk assessment and treatment plan

Rating the Risk

In determining the risk level, the following model was utilised for the classification of risk: Level of Risk = Likelihood x Consequence.

Likelihood and Consequence definitions applied are as per **Appendix B**, with the level of risk being determined using the risk rating table at Diagram 2 below.

Diagram 2 – Risk Rating Table 1

	CONSEQUENCES				
LIKELIHOOD	**INSIGNIFICANT (1)**	**MINOR (2)**	**MODERATE (3)**	**SIGNIFICANT (4)**	**SEVERE (5)**
Almost Certain (5)	Medium (5)	High (10)	High (15)	Very High (20)	Very High (25)
Likely (4)	Low (4)	Medium (8)	High (12)	High (16)	Very High (20)
Possible (3)	Low (3)	Medium (6)	Medium (9)	High (12)	High (15)
Unlikely (2)	Low (2)	Low (4)	Medium (6)	Medium (8)	High (10)
Rare (1)	Low (1)	Low (2)	Low (3)	Low (4)	Medium (5)

Context

This risk assessment has been completed at the project level as opposed to the working group level. Project level risks assist in dealing with the deliverables for the project relating to time, cost and quality. NB: In relation to the identified risks against the 'new' organisation assessments were made based on the existing controls that exist now within local governments given there is currently nothing in place.

The context of the assessment includes the three phases of the project strategy:

- review – November 2013 up to endorsement of Project Management Plan

- interim – From endorsement of Project Management Plan up to date of new local government

- transition – July 2015 to June 2017 (period of two years after establishment of new local government

The three phases can be aligned to the Reform Toolkit stages -
Stage 1 – Review (now til July 2014)
Stage 2 – Plan (August 2014 – March 2015)
Stage 3 – Mobilise (April 2015 – June 2015)
Stage 4 – Implement (July 2015 – December 2015)

It is unknown at this stage how the reform process will eventuate and what the nature of the change will be (amalgamation, boundary change or combination). For that reason risks have been scored with an understanding of existing controls that

Attachment 6 – Risk assessment and treatment plan

Mundaring and Swan have in place to manage such risks, noting that nothing yet exists for the new local government. The scoring is done knowing that work is progressing with the two local governments to identify priority services/process for review and alignment – a lot of which is represented as treatments for High to Very High risks in this plan

Attachment 6 – Risk assessment and treatment plan

Risk Identification and Analysis

Identified risks were then analysed individually and have been summarised in Table 1 below.

Table 1

Ref#	Type	Identified risk	How it can happen	Current Controls	Control Gaps	Likelihood	Consequence	Residual risk rating
1	Project	The risk that the reform project does not proceed, or changes significantly (around time and scope)	Change of government decision, outcome of the LGAB, Minister's decision, in the event a poll is called	LIC Goals/The Way Forward, Project Management Plan, Change control process	N/A	2	4 Project	8 – Medium
2	Project	The risk that resources (internal and external) working on the reform project do not deliver to the required standard or within time constraints	Competing priorities from functional work, lack of commitment to the project, lack of understanding of the project, lack of skill and/or resourcing, loss of critical employees to the project or organisation	Project management plan, due diligence, selected employees to work on project, executive support, project reporting, contract and procurement processes	Project Management Plan for new entity (including management structure). Additional employees required to work on the project is significant and in existing high risk service areas. Not all identified resources will/have been back-filled, identification of critical positions	5	4 Project	20 – Very High

Attachment 6 – Risk assessment and treatment plan

Ref#	Type	Identified risk	How it can happen	Current Controls	Control Gaps	Likelihood	Consequence	Residual risk rating
3	People	Employees will resign during the Interim or Review phases (before July 2015) of the project	Lack of detailed and timely information cascading to employees about how they are personally impacted, disengagement as a result of the transition, no desire to be in the new entity	CEO communication tools, cascading meetings, DLG website with media releases, LG media releases, internal communication plans [(SoM) incorporating key scripted messages], pulse surveys, scheduled regular meetings, review of contractual positions, identified critical positions retention strategies	CEO communication tool is not targeted at an individual level, not all information cascades through to employees, no central repository for information on reform, messages to employees are not always consistent due to personal views also being given	5	3 Operational	**15 - High**
4	People	Employees will leave during the Transition phase (after July 2015) of the project, either voluntarily or through redundancy	Employees not aligned to new management structure, employees not guaranteed position beyond two years (still to be confirmed), process of redundancy, cannot manage the change process, duplication of jobs, disengaged as a result of the transition	Local Government Act position guarantee, existing comprehensive and competitive employee value proposition, communication to employees, Integrated Planning and Reporting Framework (IPRF), contract provisions,	Unclear at this stage how engaged employees are, no integrated plans or position requirements in place for the new local government (defining workforce requirements) leading to uncertainty for employees and management. No change process to	5	5 Financial Operational	25 - Very High

Ref#	Type	Identified risk	How it can happen	Current Controls	Control Gaps	Likelihood	Consequence	Residual risk rating
				employment contracts	manage the people through the change. Some duplications or inequity in positions (inconsistent pay levels for the new local government – classification, pay levels and conditions of positions)			
5	People	Workforce is less productive impacting on service provision	Lower morale during uncertainty, stress, increase in leave taken, disengaged employees, difficulty adapting to new corporate culture	Performance Management process, employee assistance process, grievance processes, Human Resources business unit services, informal/internal relationships within the organisation, some business continuity plans, change management training, emotional intelligence training	Role clarity may not be there for all positions, lack of protection of privacy perceived when using support services, awareness of what services/processes are available for employees to access, not all managers are skilled at assisting employees through change, business continuity plans don't exist for large service areas, 'safe space/place'	5 (due to productivity fall that accompanies major change)	4 Operational	**20 - Very High**

Attachment 6 – Risk assessment and treatment plan

Ref#	Type	Identified risk	How it can happen	Current Controls	Control Gaps	Likelihood	Consequence	Residual risk rating
6	People	Employees become obstructive and/or destructive to the reform process and act maliciously	Employees feel they have been mistreated, misinformed, under-valued etc, misalignment between corporate values and actions	Information Technology & Communication (ITC) policy signed by employees, code of conduct, policy/process for record keeping, values and behaviours, monitoring controls, management controls (PDRs), communications, civil actions, contracts of employment	IT, building access and physical monitoring/controls could be strengthened (admin and place)	2	5 Regulatory Financial	10 - High
7	People	Employee appointments into new positions in the new structure are mismatched	Appointments made based on friendships/loyalty/ remaining work years as opposed to a transparent, competitive and robust recruitment process	LG Act, Perth Metropolitan LG Workforce Transition Guidelines 2013, Transmission of Business Provisions, individual LGs have processes in place	Monitoring process accountability (strict controls needed - there needs to be a stocktake of what is required for the new local government versus existing, also there will be a significant amount of placements), code of conduct, recruitment policy, processes, FTE/Budget schedule	4	3 Operational	12 - High

Attachment 6 – Risk assessment and treatment plan

Ref#	Type	Identified risk	How it can happen	Current Controls	Control Gaps	Likelihood	Consequence	Residual risk rating
8	People	Employees are killed or seriously injured when working for the new local government	There is not a compliant OSH system in place for the new local government governing the way employees work	Individual local government OSH frameworks, Worksafe Act and Regulations	The controls do not exist for the new local government, OSH framework	2	5 Health	10 – High
9	Asset	The new local government cannot renew its existing and new asset base	Insufficient funds to cover the required level of maintenance and renewal of existing and in-kind assets. Different asset management processes (service and condition levels, intervention levels, design guidelines etc) by the individual local governments.	LG Asset Management Framework, legislated asset management indicators, Long Term Finance Plan, Asset Management Plans and processes (NAMS.PLUS II renewal gap projections), finance new assets through loans, grants and joint ventures, in-kind contributions, Developers Contributions Plans, Corporate Business Plan (CBP), rationalisation of assets	Differences in application of asset management framework, different systems used to house data making it difficult to consolidate and improve Eventually new assets become part of the renewal program that needs to be funded (adding pressure to the renewal gap)	4	5 Financial	20 - Very High

Attachment 6 – Risk assessment and treatment plan

Ref#	Type	Identified risk	How it can happen	Current Controls	Control Gaps	Likelihood	Consequence	Residual risk rating
10	Asset	Assets are not rationalised for the new local government	Community outrage at selling/demolishing assets, insufficient usage and requirement data to make decisions, planning not integrated for improvement (business as usual continues), political will power	LG Asset Management Framework, legislated asset management indicators, Long Term Financial Plan, asset management plans and processes, community engagement framework, CBP	Differences in application of asset management framework, accuracy of data and different systems used to house data making it difficult to consolidate and improve, variation in engaging community in asset-based decisions, lack of expertise to do the planning	4	4 Reputation Financial	16 - High
11	Financial	Insurance arrangements do not adequately cover the new local government (including public liability, fleet, planning, buildings, parks etc)	Different insurance arrangements provide different levels of protection or no coverage	Individual insurance agreements, registers, booking systems that record arrangements, accident reporting processes, OSH framework	Inadequate or no cover, no systems	4	5 Financial	**20 - Very High**
12	Financial	The new local government does not meet the acceptable	Inadequate financial planning and management, anomalies in rate	Long Term Financial Plan, CBP, A 8 l Budgets, LG Financial	Differences in application of financial management framework, different or	4	5 Financial Reputation	20 - Very High

Ref#	Type	Identified risk	How it can happen	Current Controls	Control Gaps	Likelihood	Consequence	Residual risk rating
		targets within the financial indicators (in the short term, being three to five years)	bases, increased costs during transition/redundancy of employees, costly system implementations and creation of new entity, lack of Govt funding	Management Framework, financial indicators, rating and investment strategies, rates modelling system, fees and charges, reserves, commercial activities, experienced employees	inflexible systems used to house data making it difficult to consolidate and improve			
13	Financial	Individual local governments enter into long term agreements (exceeding July 2017) which have unintended consequences for the new local government	Contracts (goods/services, employment etc) are made that meet current working practices that aren't considered for the new entity	Contract data base, employee knowledge about contract issues, combined Executive risk criteria used before making decisions impacting new LG	Does not account for all contracts currently existing in individual local governments	5	4 Financial	**20 - Very High**
14	Governance	Inaccurate/ incomplete/lag data is provided leading to quick, uninformed decisions being	Reactive decisions are made (ie trying to settle inequities, complaints etc), errors made in analysing data	Records, data systems, reporting, processes for decision making (including approvals), due	There are separate operating systems for the individual entities (there is not a consolidated operating system to govern	5	5 Financial	**25 - Very High**

Attachment 6 – Risk assessment and treatment plan

Ref#	Type	Identified risk	How it can happen	Current Controls	Control Gaps	Likelihood	Consequence	Residual risk rating
		made (eg lifting pay levels to the highest level)		diligence, policies, delegations, operational decision making framework	decision making), process for decision making for new local government not mapped			
15	Governance	The community is not appropriately represented by the new local government	Individual local governments have existing ward structures and elected members	LG Act defines ward boundary requirements, individual ward and council structures (to be announced July 2014). LIC agreement to maintain Place identity	The ward and council structure for the new local government does not exist	5	4 Operational	20 - Very High
16	Governance	Local community identity is lost in the new entity	There is no planned approach for valuing local identity or planning and engaging at a local level	Place approach, community engagement, community advisory committees. LIC agreement to maintain Place identify	Place approach for new local government not agreed or determined	4	3 Operational	12 - High
17	Knowledge	Corporate knowledge of the individual local governments is not considered in designing the	Processes not documented, employee exits, employee not sharing the required information	Australian Business Excellence (or similar) Framework, process maps, workforce plans identifying critical positions	All processes for individual local governments may not be mapped, all critical positions for individual local governments may not be identified,	5	4 Operational	20 - Very High

Attachment 6 – Risk assessment and treatment plan

Ref#	Type	Identified risk	How it can happen	Current Controls	Control Gaps	Likelihood	Consequence	Residual risk rating
		new local government			process for service/process alignment and integration not mapped			
18	Reputation	The new local government is not ready to operate/function on Day One as a single new entity, resulting in complaints from community, customers and employees	Still operate as single entities. Lack of, or poor planning to prepare the new local government to function (eg customer call centres etc), lack of understanding of the requirements of the new local government (eg where employees need to be situated to meet need), general confusion in the public or internally through lack of cascaded communication	Learnings and knowledge of existing employees who have been through intensive/ new change projects, Toolkit checklist, amalgamation guide	Transition Plan not documented	5	4 Project Operational Reputation	20 - Very High
19	Compliance	The risk that the new local government is not compliant with statutory, regulatory, civil and criminal requirements resulting in	New local government does not have policy/process linked to regulations, lack of employees' awareness of requirements	Compliance Audit Return, Business Process Models, policy framework, employee induction/training to make aware of job requirements, reporting breaches	Variation across the individual local governments in compliance with requirements and new organisation has nothing	5	5 Regulatory	25 - Very High

Ref#	Type	Identified risk	How it can happen	Current Controls	Control Gaps	Likelihood	Consequence	Residual risk rating
		breaches		to CCC, audit, individual controls exist for the existing LGs, due diligence checklist				
20	Technology	The risk that the technology of the new local government does not meet operating requirements resulting in additional work-arounds, employees leaving, objectives not being met	Separate application systems within the individual local governments, lack of planning to integrate information/data for the new local government, underlying data not available or doesn't exist, employees leaving that have the knowledge	Knowledge of critical IT or subject matter expert employees, data warehouse, individual IT Disaster Recovery Plans, IT Systems Plan/Strategy	Systems plan for the new local government does not exist, quality of data/ information has not been assessed, no connectivity between the two sites	5	4 Operational Project	20 - Very High
21	Resilience	Business as usual services are disrupted during the transition	Lack of clarity around different roles, direction, vision, purpose, misalignment, and a lack of considered planning around the transition process	Individual local government business continuity plans, and resilience frameworks, individual LG service (business) plans	These types of plans (business continuity and service plans) cannot be built until the new LG exists but there needs to be some process in place for July 2015 to ensure business as usual for the community	4	4	16 - High

Attachment 6 – Risk assessment and treatment plan

Ref#	Type	Identified risk	How it can happen	Current Controls	Control Gaps	Likelihood	Consequence	Residual risk rating
22	Governance	Transition decisions may not always be agreed (via individual councils, LIC and CE) leading to delay or less smooth implementation or delivery of project	Decision making resides with each council and CEO until the new entity commences. LIC and CE can make recommendations only. If agreement not reached, relies on consensus or concurrent agreements occurring from both entities	Operational decision making process. LIC Code of Conduct, Terms of Reference, The Way Forward document, Project Relationship Principles. Parked for new entity to determine	No legislation exists which can force consensus decision. LIC and CE have no delegated decision making authority	5	4 Project	**20 - Very High**
23	People	Organisational culture difference impact on employee engagement	Differing organisational cultures (values and behaviours, language, unwritten ground rules) exist	LIC Code of Conduct, Terms of Reference, The Way Forward document, Project Relationship Principles. ABEF as framework, RAID process, Project Strategy, individual LG performance management systems, combined behaviour mapping	Cannot control individual behaviour and perceptions	4	2 Operational	8 - Medium
24	Project	Opportunities will be lost during the transition	Focus on meeting delivery requirements (expediency) may outweigh time to	RAID process	Cannot change end date for commencement of new entity (time). Lack of	3	3 Project	9 – Medium

Attachment 6 – Risk assessment and treatment plan

Ref#	Type	Identified risk	How it can happen	Current Controls	Control Gaps	Likelihood	Consequence	Residual risk rating
			explore significant opportunities/changes		agreed decision			
25	Project	Consultant costs exceed planned budget	Consultant's costs exceed industry standards and increase due to the change across state and LG sector. Heavy demand and limited availability	Procurement process- competitive quote. Knowledge of industry standard costs. WALGA/LG preferred suppliers.	Cannot influence pricing to meet planned budget. Limited pool of consultants. Limited internal resource capacity. Limited budgetary capacity to pay higher prices.	4	4 Project	16 - High

Environment risks have not been identified in this risk assessment as a clear alignment could not be made in relation to reform transition.

Attachment 6 – Risk assessment and treatment plan

Risk Evaluation and Treatment

Appendix C outlines the organisational risk acceptance criteria and tolerance tables and the requirement to treat risks where the value of the risk is greater than 10 (ie High to Very High).

Table 2

Risk #	Treatment Details	Responsible Officer	Completion Date	Likelihood	Projected Consequence	Rating
2	Project Management Plan	TPT	23/06/14	2	4	8 - Medium
3 & 18	Communication Plan: • centralised repository of information for staff • consistent information aligned to the project objectives and deliverables (needs to be controlled) • early and regular communication to community, business and employees letting them know what to expect during transition and how they will still access services	TPT/Marketing and PR Service Team	23/06/14	2	4	8 - Medium
4, 5 & 6	People Support Services: • additional support for managers to be able to manage themselves through stress, as well as their employees • development of grievance procedures, issues, change, EAP • EAP Services for new entity • Change Management Plan • Team Connect	TPT/ Team Connect/ HR Managers	August 2014	3	5	15-High

Attachment 6 – Risk assessment and treatment plan

Risk #	Treatment Details	Responsible Officer	Completion Date	Likelihood	Projected Consequence	Rating
7	Staffing Strategy: • new recruitment process, salary/job scales • designing the interim and new structure • code of conduct • workforce plan	Combined Executive/OD and People Working Groups	31/03/15	2	3	6-Medium
8	OSH Framework: • systems, policies, processes	People Working Group	02/03/15	1	5	5-Medium
9, 10 & 12	Direction and Capability Analysis: • review of Integrated Planning components (SCP, CBP, LTFP, AMP, WFP, Budget) to understand direction/aspiration and capability of new local government	LIC, new Council, OD , People, Finance, Assets Working Groups	31/01/16	2	5	10-High
11	Insurances review	Finance Working Group	16/02/15	2	5	10-High
13	Contracts: • agreement on clauses for all new contracts being entered into or extended where the end date is post 1 July 2015 • process to review existing contracts prior to 1 July 2015	Governance	21/7/2014	2	4	8 - Medium

Attachment 6 – Risk assessment and treatment plan

Risk #	Treatment Details	Responsible Officer	Completion Date	Likelihood	Projected Consequence	Rating
7	Staffing Strategy: • new recruitment process, salary/job scales • designing the interim and new structure • code of conduct • workforce plan	Combined Executive/OD and People Working Groups	31/03/15	2	3	6-Medium
14	**Decision making:** • **principles for decision making** • **decision making processes** • **agreed vision/direction for the short term** • **delegations register** **Court Register review**	**Combined Executive, Governance Working Group**	**30/09/2014**	**2**	**5**	**10-High**
15	Wards and representation structures analysis	Strategic Projects Advisor (Damien Martin) Governance Support Officer (Meghan Dwyer);	31.1.2014 Complete	2	3	6 - Medium
14	**Decision making:** • **principles for decision making** • **decision making processes** • **agreed vision/direction for the short term** • **delegations register**	**Combined Executive, Governance Working Group**	**30/09/2014**	**2**	**5**	**10-High**

Attachment 6 – Risk assessment and treatment plan

Risk #	Treatment Details	Responsible Officer	Completion Date	Likelihood	Projected Consequence	Rating
	Court Register review					
15	Wards and representation structures analysis	Strategic Projects Advisor (Damien Martin) Governance Support Officer (Meghan Dwyer);	31.1.2014 Complete	2	3	6 - Medium
14	**Decision making:** **principles for decision making** **decision making processes** **agreed vision/direction for the short term** **delegations register** **Court Register review**	**Combined Executive, Governance Working Group**	**30/09/2014**	**2**	**5**	**10-High**
15	Wards and representation structures analysis	Strategic Projects Advisor (Damien Martin) Governance Support Officer (Meghan Dwyer);	31.1.2014 Complete	2	3	6 - Medium
16	Local area/Place approach: - community identities maintained - local service requirements delivered	LIC, Combined Executive, OD Working Group	Place Service Plans – 15/9/2014, Local Area	3	3	9 - Medium

Attachment 6 – Risk assessment and treatment plan

Risk #	Treatment Details	Responsible Officer	Completion Date	Likelihood	Projected Consequence	Rating
			Plans – 30/03/2015, Customer Service Delivery – 26/10/2015			
17	Services/process review and alignment: • alignment/improvement process • framework to improve (Australian Business Excellence Framework) • RAID	Combined Executive, TPT, RSD Team,	June 2014 Complete	2	4	8 - Medium
18	Transition Plan	LIC, Combined Executive , TPT	30/06/15	2	4	8 - Medium
19	Compliance review: • list of all the Acts/legislation/regulations that local government need to comply with	Combined Executive, TPT, Governance Working Group, All Working Groups and Service Teams	30/06/15	2	5	10 – High
20	**Systems plan:** • **data/systems plan for transition period** • **system replacement options**	**Combined Executive, IT Working Group**	**16/02/15**	**3**	**4**	**12-High**

Attachment 6 – Risk assessment and treatment plan

Risk #	Treatment Details	Responsible Officer	Completion Date	Likelihood	Projected Consequence	Rating
21	Business Continuity Plans for critical services	Governance Working Group	7/12/2015	4	3	12-High
22	Transition Plan Capture recommendations which require decision by new entity	LIC, Combined Executive, TPT,	30/06/15	2	4	8-Medium
25	Procurement Arrangement Revise scope, requote, bulk purchase, wider supplier pool, in house delivery	Combined Executive, TPT, Procurement	30/06/17	4	4	16-High
20	Systems plan: • data/systems plan for transition period • system replacement options	Combined Executive, IT Working Group	16/02/15	3	4	12-High

Attachment 6 – Risk assessment and treatment plan

Appendix A Relevant Information for Assessment

Nil.

Attachment 6 – Risk assessment and treatment plan

Appendix B Likelihood and Consequence Tables

Likelihood Table

Description	Definition	Frequency	
		Operational	**Project**
Almost Certain	The event is expected to occur	More than once per year	The event is expected to occur in most circumstances
Likely	The event will probably occur	At least once per year	The event will probably occur in most circumstances
Possible	The event should occur	At least once in five years	The event should occur at some time
Unlikely	The event could occur but probably will not	At least once in 10 years	The event could occur at some time
Rare	The event is not expected to occur	Less than once in 20 years	The event may occur only in exceptional circumstances

Attachment 6 – Risk assessment and treatment plan

Consequence Table

Description	Financial	Health	Reputation	Operational	Environment	Regulatory	Project
Insignificant	<$5000	No injuries	Low impact, with low profile, no complaint	Little impact, business as usual	An environmental event that can be immediately corrected under the control of the organisation	Minor breach of policy or process requiring some response with little impact on other criteria	Insignificant increase in cost or time; barely noticeable degradation of quality or decrease in scope
Minor	$5000 – $250,000	First aid treatment	Low impact, with low profile, low media attention, possible complaint	Minor impact, easily dealt with, still business as usual	An environmental event that can be corrected within one month under the control of the organisation	Identified breach of policy or process requiring additional work or minimal damage control	10% increase in cost, 5% increase in time or some quality degradation with minor areas of scope affected
Moderate	$250,000 – $1,000,000	Medical treatment	Moderate impact, moderate media attention, public complaint	Some objectives affected, can continue business as usual with minor controls executed	An environmental event that can be rehabilitated but requires multiple stakeholder input. Expected recovery time of less than one year	Breach requiring investigation, mediation or restitution	10–20% increase in costs; 5–10% increase in time or reduction in the quality that will require sponsor approval with major areas of scope affected
Significant	$1,000,000 - $5,000,000	Lost time injury	Damage to reputation, public embarrassment,	Some of the major objectives cannot be	An environmental event where rehabilitation involves multiple stakeholders	Breach involving external investigation or third party actions	20–40% increase in cost; 10–20% increase in time, or a reduction in the

Attachment 6 – Risk assessment and treatment plan

Description	Financial	Health	Reputation	Operational	Environment	Regulatory	Project
			high media attention, several public complaints, third party intervention	achieved, business can still deliver but not to expected level	and various levels of the community and government with an expected recovery time of between one and five years	resulting in tangible loss or reputation damage to the organisation	quality and scope that is unacceptable to sponsor
Severe	>$5,000,000	Death or disablement	Irreversible damage to reputation, very high level of public embarrassment, very high media attention, many public complaints	Most objectives cannot be achieved and business will not operate	An environmental event requiring multiple stakeholders, all levels of the community and government with an expected recovery time of greater than five years or where potentially it is irrecoverable	Breach involving regulatory investigation and/or third party actions resulting in tangible loss or significant reputation damage to the organisation	>40% increase in cost; >20% increase in time or project end item is effectively useless
Significant	$1,000,000 - $5,000,000	Lost time injury	Damage to reputation, public embarrassment, high media attention, several public complaints, third party intervention	Some of the major objectives cannot be achieved, business can still deliver but not to expected level	An environmental event where rehabilitation involves multiple stakeholders and various levels of the community and government with an expected recovery time of between one and five years	Breach involving external investigation or third party actions resulting in tangible loss or reputation damage to the organisation	20–40% increase in cost; 10–20% increase in time, or a reduction in the quality and scope that is unacceptable to sponsor
Severe	>$5,000,000	Death or disablement	Irreversible damage to	Most objectives cannot be	An environmental event requiring	Breach involving regulatory	>40% increase in cost;

Attachment 6 – Risk assessment and treatment plan

Description	Financial	Health	Reputation	Operational	Environment	Regulatory	Project
			reputation, very high level of public embarrassment, very high media attention, many public complaints	achieved and business will not operate	multiple stakeholders, all levels of the community and government with an expected recovery time of greater than five years or where potentially it is irrecoverable	investigation and/or third party actions resulting in tangible loss or significant reputation damage to the organisation	>20% increase in time or project end item is effectively useless

Attachment 6 – Risk assessment and treatment plan

The following tolerance table should be utilised to determine appropriate actions.

LEVEL OF RISK	CRITERIA FOR MANAGEMENT OF RISK		RESPONSIBILITY
1 – 4	Acceptable	Via routine procedures	Staff members
5 – 9	Monitor	Adequate management controls including regular reviews and changes to procedures	Supervisor/Coordinator Manager
10 – 19	Urgent Management Attention	Only acceptable with excellent controls and management supervision	Manager/Executive
20 – 25	Usually Unacceptable	Only acceptable with excellent management controls where the action must be undertaken	Executive/Council

Attachment 7 – City of Swan Organisational Structure
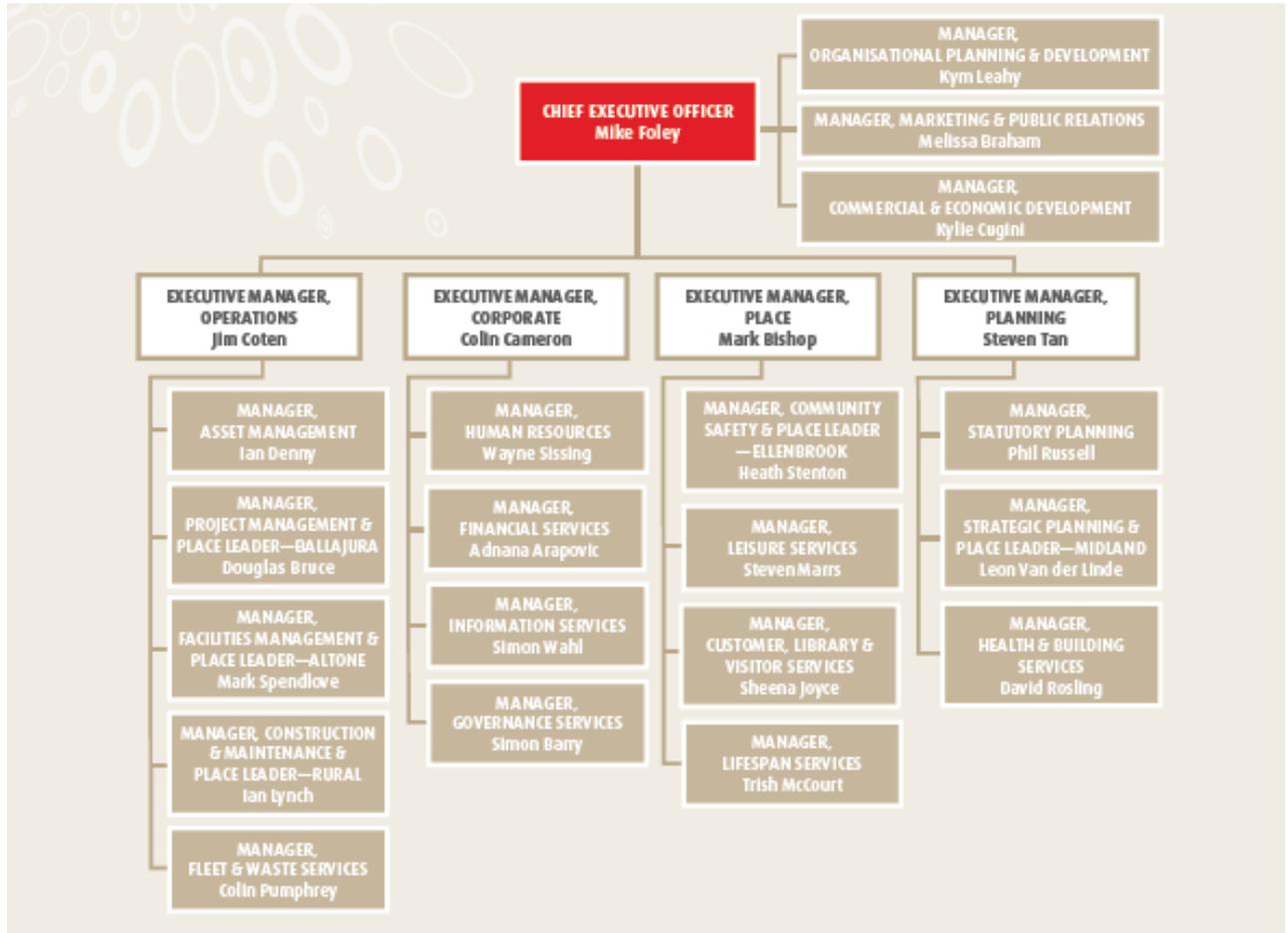
Attachment 8 – Shire of Mundaring Organisational Structure

Jonathan Throssell
CHIEF EXECUTIVE OFFICER

Maureen Gerlach
MANAGER HUMAN RESOURCES

Paul O'Connor
DIRECTOR CORPORATE SVCES

Megan Griffiths
DIRECTOR STRATEGIC & COMMUNITY SERVICES

Mark Luzi
DIRECTOR STATUTORY SERVICES

Shane Purdy
DIRECTOR INFRASTRUCTURE SERVICES

Melanie Ponnan
MANAGER INFORMATION TECHNOLOGY

Stan Kocian
MANAGER FINANCE & GOVERNANCE

Michael Welsh
MANAGER LIBRARY & INFORMATION SERVICES

Lisa Joy
MANAGER CHILDRENS SERVICES

Jennifer (Kaye) Abel
MANAGER COMMUNITY ENGAGEMENT

Kirk Kitchin
MANAGER RECREATION & LEISURE SERVICES

Angus Money
MANAGER PLANNING SERVICE

Stuart Thiele
Coordinator Strategic Planning

Steve Trlin
MANAGER BUILDING SERVICE

Adrian Dyson
Manager Health & Community Safety

Toni Burbidge
Coordinator Environment & Sustainability

Rene Baur
Manager Building Assets

Liam Noonan
MANAGER DESIGN SERVICE

Derrick Scriven
MANAGER OPERATIONS SERVICES

Attachment 9 – Operational Decision Making Process

Operational Decision Making Process

Councils

Submits reports to Councils re Strategic matters.

Submit reports to Councils and LIC re operational matters as appropriate / requested.

LIC

CEO's

Combined Executive
- Determine Key Risks
- Prioritise and timetable actions
- Determine direction and process via consensus
- Review and refine written reports as needed

CEO'S

Provide direction, timeline and task list to Transition Project Team

Provide direction and advice to team leaders as required

Submit written reports to Combined Executive for review.

Transition Project Team
- Identify and coordinate staff into appropriate service teams.
- Appoint Regional Service Design Team Facilitators and train in completing templates.
- Follow up to ensure timely progress.
- Written reports.

Issue RAID templates to identified service areas. Monitor progress.

Return RAID templates within time frame. Team coordinator to prepare draft report

Regional Service Design Team
- Compile templates, review and assist Team Coordinators to complete

Service Teams

Attachment 11 – Monthly report to combined executive

Project Skills Assessment Matrix	Project Team											
Skills	**Kym Leahy** Req't	Ability	**Kylie Cugini** Req't	Ability	**Aaron Tenardi** Req't	Ability	**Megan Griffiths** Req't	Ability	**Damien Martin** Req't	Ability	**Jan Byers** Req't	Ability
Project Management												
Change Management	Yes	High	Yes	High	Yes	Medium	Yes	High	Yes	Medium	Yes	High
Organisational Knowledge	Yes	High	Yes	High	Yes	High	Yes	High	Yes	High	Yes	Medium
Time Management	Yes	High	Yes	High	Yes	High	Yes	High	Yes	High	Yes	High
Quality Management	Yes	High	No	High	No	Medium	Yes	Medium	Yes	High	Yes	Medium
Budget	Yes	High	No	High	No	High	Yes	High	No	High	No	Low
Workforce	Yes	High	No	High	No	Medium	Yes	High	No	Medium	Yes	Medium
Risk	Yes	High	No	High	No	Medium	Yes	High	Yes	Medium	Yes	Medium
Understand Conceptual Models/Frameworks												
Business Model	Yes	High	Yes	High	Yes	Medium	Yes	Medium	Yes	Medium	Yes	Medium
Business Excellence	Yes	High	Yes	High	Yes	Medium	Yes	Medium	Yes	Medium	Yes	Medium
Resourcing - Finance, Workforce, Assets	Yes	High	Yes	High	Yes	Medium	Yes	High	Yes	Medium	Yes	Medium
Integrated Planning	Yes	High	Yes	High	Yes	Medium	Yes	High	Yes	High	Yes	High
Risk Management	Yes	High	Yes	High	Yes	Medium	Yes	High	Yes	Medium	Yes	Medium
Measurement	Yes	High	Yes	High	Yes	High	Yes	Medium	Yes	Medium	Yes	Medium
General Skills												
Data Capture & Design	No	Medium	Yes	Medium	Yes	Medium	Yes	Medium	Yes	Medium	Yes	Medium
Qualitative Analysis	Yes	High	Yes	Medium	Yes	High	Yes	High	Yes	High	Yes	Medium
Quantitative Analysis	Yes	High	Yes	Medium	Yes	High	Yes	High	Yes	Medium	Yes	Medium
Scenario Planning	Yes	High	Yes	High	Yes	Medium	Yes	Medium	Yes	Low	Yes	Medium
Verbal Communication / Presentation	Yes	High	Yes	High	Yes	Medium	Yes	High	Yes	High	Yes	High

Attachment 11 – Monthly report to combined executive

Project Skills Assessment Matrix	Project Team											
Skills	**Kym Leahy**		**Kylie Cugini**		**Aaron Tenardi**		**Megan Griffiths**		**Damien Martin**		**Jan Byers**	
	Req't	**Ability**	**Req't**	**Ability**	**Req't**	**Ability**	**Req't**	**Ability**	**Req't**	**Ability**	**Req't**	**Ability**
Written Communication / Reporting	Yes	High	Yes	High	Yes	High	Yes	High	Yes	High	Yes	Medium
Customer Relationship Management	Yes	High	Yes	High	Yes	Medium	Yes	High	Yes	Medium	Yes	High
Facilitation	Yes	High	Yes	Medium	Yes	Medium	Yes	High	Yes	Medium	Yes	Medium
Influence & Negotiation	Yes	High	No	High	No	Medium	Yes	High	Yes	Medium	Yes	High
Conflict Management	Yes	High	Yes	High	Yes	Medium	Yes	High	Yes	Medium	Yes	Medium
Problem solving	Yes	High	Yes	High	Yes	Medium	Yes	High	Yes	High	Yes	Medium
Analytical and Research	Yes	High	Yes	Medium	Yes	High	Yes	High	Yes	High	Yes	High
MS Project	Yes	Medium	Yes	Medium	Yes	Medium	Yes	Medium	Yes	Low	Yes	Medium
Customer Relationship Management	Yes	High	Yes	High	Yes	Medium	Yes	High	Yes	Medium	Yes	High

LEGEND **High** I have strong knowledge and expertise in this area;
Medium I have sound knowledge and expertise in this area;
Low I am familiar with this skill area

Local Government Reform Project
MONTHLY REPORT TO COMBINED EXECUTIVE

Team Name:		Prepared by:	
Reporting period:		Report date:	

Milestones *(progress against pre-determined milestones)*

WBS#	Milestone	% Complete	Due Date	Progress Comment
	Asset management framework	%	30/07/14	
	Review employment conditions	%	11/08/14	
	Chart of accounts	%	29/08/14	
	Classification and remuneration review	%	08/09/14	
	Corporate applications plan	%	15/09/14	
	Issue rates notice	%	26/09/14	
	Towards one network	%	29/09/14	

Attachment 11 – Monthly report to combined executive

	IR & ER strategy	%	03/10/14	
	Recruitment selection and onboarding	%	17/10/14	
	Business model	%	20/10/14	
	Annual budget	%	24/10/14	
	Website shared front page	%	31/10/14	
	Bank accounts	%	10/11/14	
	Long term finance plan	%	08/12/14	
	Payroll	%	15/12/14	
	Action Plan	%	26/01/15	
	Risk management framework	%	10/02/14	
	Insurances	%	16/02/14	
	Consolidated advocacy plan	%	23/02/15	
	Customer service delivery model	%	02/03/15	

Attachment 11 – Monthly report to combined executive

	Statutory monthly reporting	%	02/03/15	
	OSH framework	%	02/03/15	
	Review branding strategies	%	23/03/15	
	Council business framework	%	24/03/15	
	Local area/precinct planning approach	%	30/03/15	
	Statutory approvals	%	30/03/15	
	Organisational structure	%	31/03/15	
	Stakeholder management plan	%	06/04/15	
	Statutory approvals health	%	14/04/15	
	Statutory approvals - building	%	28/04/15	

Attachment 11 – Monthly report to combined executive

Critical Outputs *(progress against pre-determined critical outputs)*

WBS#	Output	% Complete	Due Date	Progress Comment
	Corporate Business Plan	%		
	Budget	%		
	Council business	%		
	One network	%		
	Customer interface	%		
	CEO appointment and structure	%		
	Financial setup	%		

Deliverables *(progress against pre-determined deliverables)*

WBS#	Level 1 Deliverable	Total % Complete	Due Date	Progress Comment
	Asset management	%		
	Finance	%		
	Governance	%		

Attachment 11 – Monthly report to combined executive

	Human resources	%		
	Information services	%		
	Organisational development	%		
	Commercial and economic development	%		
	Community safety	%		
	Construction and mtce	%		
	Customer, library and visitor	%		
	Facilities management	%		
	Fleet and waste	%		
	Health and building	%		
	Leisure	%		
	Lifespan	%		
	Marketing and PR	%		

Attachment 11 – Monthly report to combined executive

	Project management	%		
	Statutory planning	%		
	Strategic planning	%		
	Overall progress	%		

Outputs *(progress against implementation of Outputs of the RSD process)*

WBS#	Output	% Complete	Due Date	Progress Comment
		%		
		%		
		%		
		%		
		%		
	Total	%		

Attachment 11 – Monthly report to combined executive

Cost & Schedule

	City of Swan	Shire of Mundaring
Budget 2014/15	$	$
Budget YTD:	$	$
Actual expenditure YTD:	$	$
Variance:	$	$
Estimate at completion 2014/15 (based on trend)	$	$

Estimated completion date (based on trend)	

Other Comments

Summary of additional/reviewed risks this period:	
Summary of issues dealt with this period:	
Summary of changes dealt with this period:	

Attachment 11 – Monthly report to combined executive

Quality control comment:	
Further comments:	

Local Government Reform Project
REGIONAL SERVICE DESIGN REPORT

Team name:		Prepared by:	
Reporting period:		Report date:	

Milestones *(progress against pre-determined milestones)*

WBS#	Milestone	% Complete	Due Date	Progress Comment
		%		

Critical Outputs *(progress against pre-determined critical outputs)*

WBS#	Output	% Complete	Due Date	Progress Comment
		%		

Deliverables *(progress against pre-determined deliverables)*

WBS#	• Level 2 Deliverable	% Complete	Due Date	Progress Comment
		%		
		%		

Attachment 12 – Regional Service Design Team Report

		%		
		%		
		%		
	Total	%		

Risk Management *(list any new risks that should be investigated or any amendments to current risks required)*

Risk description	Risk Type	Cause	Current Controls	Residual Likelihood	Residual Consequence	Residual Risk Rating

Issue Management *(list any new issues or amendments to issues raised during the reporting period that require further investigation)*

New/amended issue description	Priority	Action / status

Local Government Reform Project
OUTPUT IMPLEMENTATION REPORT FOR MANAGERS

Team name:		Prepared by:	
Reporting period:		Report date:	

Outputs *(progress on implementation of Outputs of the RSD process)*

WBS#	Output	% Complete	Due Date	Progress Comment
		%		
		%		
		%		
	Total	%		

Risk Management *(list any new risks that should be investigated or any amendments to current risks required)*

Risk description	Risk Type	Cause	Current Controls	Residual Likelihood	Residual Consequence	Residual Risk Rating

Attachment 13 – Output implementation report for managers

Issue Management *(list any new issues or amendments to issues raised during the reporting period that require further investigation)*

New/amended issue description	Priority	Action / status

Cost

	City of Swan	Shire of Mundaring
Budget 2014/15	$	$
Budget YTD:	$	$
Actual expenditure YTD:	$	$
Variance:	$	$

Local Government Reform Project
PROJECT CLOSURE REPORT

Date	
Project Leader/s	
Project Sponsor	

Revision History

Version Number	Date	Reason/Comments
V1		
V2		

Distribution List

Name	Position	Interest in Project

AUTHORISATION TO CLOSE PROJECT

Name	Position	Approval Signature	Date

Attachment 14 – Project closure report

Background and Overview of the Project

Key Dates

Scope and Deliverables of the Project

A summary of the scheduled and delivered milestones:

Key Milestone	Initially scheduled (Y/N)	Initial scheduled date	Amended scheduled date	Date delivered

Budget

Lessons Learnt

The key findings are detailed below.

What worked well:	

Attachment 14 – Project closure report

What would you do differently (what did not work?):	

General Considerations for Future Projects

Outstanding Items

Handover to Operational

Closing Comments and Recommendations:

COMMUNICATIONS PLAN

Local Government Reform Project

Attachment 14– Communications Plan

Version	Summary of Changes	Document Status	Date published
V3	Approved by Transition Project Team		10/4/2014

1. OVERVIEW

In July 2013 the State Government announced proposed structural reform changes to the boundaries of metropolitan local governments. Under this model, City of Swan would amalgamate with Shire of Mundaring by 1 July 2015.

Proposals to the Local Government Advisory Board (LGAB) were prepared by local governments (either joint or individual) under Schedule 2.1 of the Local Government Act (1995) outlining the nature, reasons and effects of such a proposal.

Submissions to LGAB included:

- Shire of Mundaring's proposal for the amalgamation of Mundaring and Swan, the original State Government model proposed in July 2013

- City of Swan's joint proposal with Town of Bassendean proposing an amalgamation of Swan, Mundaring and Bassendean

- Minister for Local Government's proposal for a boundary change of the City of Swan to subsume Shire of Mundaring.

Regardless of the nature of the proposals submitted, Mundaring and Swan agreed to formally prepare to transition to a new local government entity.

The scope of the Transition Project is to plan and manage the transition to the new local government, covering the current districts of Shire of Mundaring and City of Swan. It will be delivered within the two existing organisations through working groups, and includes people (all employees), processes (all prioritised services), contractors, and assets.

It will facilitate the establishment of a new organisation that meets legislative requirements and is designed to deliver business excellence outcomes from 1 July 2015, and continue until the transition is complete.

This communication plan will identify the teams involved in the Transition Project, target audiences, key messages, methods, processes, and issues.

2. OBJECTIVES

Key objectives of this plan are to:

- define the means type and frequency of communications to relevant stakeholders to ensure they are provided with regular and relevant information about the reform project

- effectively manage communications for the transition of employees to a new local government

- provide a mechanism for feedback from stakeholders relating to the project or project activities.

3. STAKEHOLDER IDENTIFICATION

The mapping process below aims to identify groups that could be impacted or may need to be consulted. Identifying these at an early stage not only allows for effective communication, but can assist in risk management. The target audiences will differ for each of the teams listed in section five.

KEEP SATISFIED	**NURTURE, INVOLVE & CONSULT** • Employees • CEOs • Combined Executive
MINIMAL EFFORT REQUIRED • Suppliers and contractors	**KEEP WELL INFORMED** • LIC • Union reps

Level of Influence (vertical axis)

Level of interest (horizontal axis)

4. KEY ISSUES MANAGEMENT

Stakeholder	Issue
Employees	Job security Employment options Conditions of employment Employment locations Redundancy packages Ability to make informed decisions about process
Suppliers	Certainty of contract through the transition Clarity around future processes Timely payment of invoices through the transition
Contractors	Certainty of contract through the transition
Australian Services Union	Maintain employee conditions and entitlements through the transition

5. REFORM PROJECT TEAMS AND ROLES

The Transition Project Team (TPT) reports to the Combined Executive (CE) who will communicate key decisions to employees. Communications will also be required at a more operational level from the TPT, Working Groups (WGs) and Service Teams (STs). This includes messaging around general project updates and changes to existing process.

Attachment 14– Communications Plan

The reporting relationships, role and level of the Transition Team is outlined in the following table:

Group	Role	Reporting PROJECT	When	Reporting PEOPLE
Local Implementation Committee (LIC)	Progress and Recommendations	Council	As scheduled	
Combined Executive (CE)	Progress and Decisions	CEOs report to LIC	As per LIC schedule	Report to Employees
Transition Project Team (TPT)	Progress and Decisions	Project Manager reports to CE	As per CE schedule	Report to Employees
Working Groups / Service Teams	Progress	Leaders report to TPT	Monthly	Employee briefing sheets
Region Service Design (RSD)	Progress	Report to TPT	Two weekly	

Please note a separate LIC Communications Plan has been developed to govern communications from the LIC.

6. KEY MESSAGES

Key messages will be different for the teams dependant on their level of decision making, and the stage of the Project. However, there are generic key messages that set the tone for all communications into the future.

- A number of teams and working groups have been formed with members from both Local Governments.

- They will work on the various elements involved in transitioning two existing local governments to a new entity.

- Employees will have an opportunity to be part of the reform process through input into the various working parties which will be formed.

- Stakeholders including contractors and suppliers will receive regular updates about key reform milestones and progress.

7. PROCESS FOR COMMUNICATION

Communication requirements and key messages will be sourced from reporting processes addressing progress and decisions of the Reform Project.

Attachment 14 – Communications Plan

1. TPT leaders to gather messages from each CE and TPT meeting and communicate key messages to each LGA communications officer to action the required communications within 24 hours.

2. LGA communications officer to consult TPT leaders and prepare relevant communications (newsletter, employee bulletin board, email, letter etc) within five days.

3. Draft communications to be reviewed and approved by the requesting TPT leader(s).

4. Once approved, draft communications to be reviewed and approved by LGA CEO.

5. If changes are required, then CEO to approve the revised communications.

6. Approved communications promulgated via LGA Communications Officer.

7. Communications to be logged in Communications Tactical Plan Register located on the shared Communications Portal.

NOTE:

- The same key messages will be delivered to employees, however these messages will be delivered by each CEO to their respective employees.

- At times communications will include generic and/or tailored information.

- Each LGA communications team will liaise with one another prior to drafting communications to ensure consistent messaging.

- This plan is intended to support individual CEOs and organisational communication strategies/methods while managing and communicating a joint project.

Communications Methods

Communications will evolve as the project changes. A Communications Tactical Plan Register will be required in line with project milestones. Below is a suite of communication methods available throughout the project.

Attachment 14– Communications Plan

Who we need to communicate with	When	Why	Method
Employees	As the project requires, regularly and consistently When announcements are made or expected	Update on progress of different teams, what they are working on and why. Keep communication flowing – if no new announcements/ decisions then reiterate key messages Updates on any role employees will have in the process and when Updates on decisions, timeframes and rollout	Email Intranet – posts and designated Reform section All employee meetings Team meetings Regular lunch information sessions to provide information and opportunities for Q&A Reform communique (soft and hard copies) Information folders/question boxes in employee break out areas Blogs Key messages for Leadership Team/Managers Employee briefing sheets (developed throughout the RAID sessions)
Union representatives	When announcements are made or expected Key decisions affecting employees	Update any major stages / announcements Confirmation of employee conditions / EBAs	Meetings where appropriate Information sheets Action plans for negotiation
Suppliers / Contractors	When announcements are made or expected Key decisions affecting suppliers / contractors	Update on timeline for decisions/announcement s Review of contracts, any impacts	Letters Meetings for long standing contracts / major projects for those impacted

Workplan final Draft v4 waste update

ID	Text1	Task Name	Milestone / %
1	1	**Finance**	0%
2		Chart of accounts	29/08
3	1.1	Chart of accounts	0%
8		Issue Rates Notice	26/09
9	1.2	Rates	0%
23		Annual Budget	24/10
24	1.3	Annual Budget	0%
38	1.4	Fees and Charges	0%
40		Bank Accounts	10/11
41	1.5	Bank account	
51	1.6	Creditors	0%
65	1.7	Debtors	0%
73		Long term finance plan	8/12
74	1.8	Long term finance plan	0%
87		Insurances	16/02
88	1.9	Insurances	0%
94		Statutory monthly reporting	2/03
95	1.10	Reporting	0%
100	1.11	FBT	0%
105	1.12	Grants	0%
108	1.13	Developers	
114	1.14	External Audit	0%
116	2	**Fleet and waste**	
117	2.1	**Fleet**	0%
118	2.1.1	Planning	0%
124	2.1.2	Service Delivery	0%
144	2.1.3	Support	0%
155	2.2	**Waste**	0%
156	2.2.1	Service Delivery	0%
191	2.2.2	Support	0%
201	3	**Construction and Maintenance**	0%
202	3.1	Parks and Reserve	0%
217	3.2	Engineering & Maint	0%
233	3.3	Construction	0%
242	4	**Leisure**	0%
243	4.1	Club development and liaison	
248	4.2	Community enquires	0%
249	4.3	Community facilities Management	0%
253	4.4	Rec and Leisure Facilities Management	0%
279	4.5	Bookings	0%
287	5	**Project Management**	0%
288	5.1	Design	0%
295	5.2	Project Management	0%
310	6	**Customer, Library & Visitor**	0%
311	6.1	Customer	0%
329	6.2	Libraries	0%
345	6.3	Visitor	0%
354	7	**Community Safety**	0%
355	7.1	Advocates & Rangers	0%
364	7.2	Parking management	0%
368	7.3	Safety and Security	0%
372		Local Emergency Management Arrangements	14/09
373	7.4	**Review local Emergency Management arr**	0%
382	7.5	Emergency Management	0%
389	8	**Asset Management**	0%
390		Asset Management Framework	30/07
391	8.1	Framework	0%
400	8.2	**Grants**	0%
405	8.3	**Combining data to link to LTFP**	0%
409	8.4	**Assessment of development applications**	0%
414	8.5	**Traffic Management**	0%
429	8.6	**Natural Resource Management**	0%
441	8.7	Data Consolidation	0%
449	8.8	Consolidate Asset management plan	0%
451	8.9	**Land Management**	0%
459	9	**Information Management**	0%
460		Towards One network	29/09
461	9.1	**Towards One network**	0%
468	9.2	**Standard Operating Environment**	0%
472	9.3	**Services of contracts**	0%

Workplan final Draft v4 waste update

ID	Text1	Task Name	Milestone/Date	%
480	9.4	**Information Management**		0%
494	9.5	**Policy**		0%
497		Corporate Applications Plan	16/02	
498	9.6	**Corporate Applications**		
500	9.7	**GIS**		0%
511	9.8	**Business Systems development**		0%
517	9.9	**IT Services**		0%
522	9.1	**Disaster Recovery & IT Business Continuit**		0%
524	10	**Commercial & Economic**		0%
525	10.1	**Commercialisation**		0%
526	10.1.1	**Review commercialisation policy**		
528	10.1.2	Review land registers (Commercial prop		0%
529	10.1.3	Review Delegations & Decision making r		0%
530	10.1.4	**Consolidate Commercial leases**		0%
533	10.1.5	**Property Management processes**		
538	10.1.6	Commercial fees and Charges		0%
539	10.2	**Economic Development**		0%
540	10.2.1	Review & Develop economic developme		
541	10.2.2	Share & understand Marketing plan and Strategy		0%
542	10.2.3	**Business Support**		0%
548	10.2.4	Review of website information		
549	10.2.5	**Business Development**		
553	10.2.6	**Investment attraction**		
557	10.2.7	**Tourism Development**		0%
560	10.2.8	**Parking**		
563	11	HR		0%
564	11.1	**Other**		0%
567	11.2	**Org Structure**		0%
570		Review employment conditions	11/08	
571	11.3	**Employment Conditions**		0%
581		Classification & Renumeration Review	8/09	
582	11.4	**Classification & Renumeration**		0%
586		IR & ER Strategy	3/10	
587	11.5	**IR & ER Strategy**		0%
597		Recruitment selection and on boarding	17/10	
598	11.6	**Recruitment selection and on boarding**		0%
604		Payroll	15/12	
605	11.7	**Payroll**		0%
618	11.8	**Learning and Development**		0%
623		OSH Framework	2/03	
624	11.9	**OSH**		0%
628	11.10	**Work force Planning**		0%
632	12	**Strategic Planning**		0%
633	12.1	**Environment**		0%
657	12.2	**Analysis of Local Planning Strategy**		0%
664	12.3	**Other Strategic planning docs**		0%
681		Local Area / precinct Planning approach	30/03	
682	12.4	**Local Area / precinct Planning**		0%
685	13	**Facilities Management**		0%
686	13.1	**Facilities Management**		0%
702	13.2	After hours Service		0%
703	13.3	**Building Integrated Management system**		0%
711	14	**Organisational Development**		0%
712		Organisational structure	31/03	
713		Integrated Planning & reporting framewo	13/10	
714	14.1	**Integrated Planning & reporting**		0%
722	14.2	**Corporate Project Management**		0%
724		Business Model	20/10	
725	14.3	**Business Improvement**		0%
731	14.4	**Review & Align Policy Manual**		
735	15	**Building and health**		0%
736	15.1	**Health**		0%
737		Statutory approvals – Health	14/04	
738	15.1.1	**Statutory Approvals**		0%
751	15.1.2	**Review Service delivery model**		0%
754	15.1.3	**Review programs**		0%
761	15.1.4	On call Arrangement		0%
762	15.1.5	Develop public health plan approach		
763	15.1.6	Review Delegations		
764	15.1.7	Review information sheets		

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Appendix 1

ID	Text1	Task Name
765	15.1.8	Customer Service levels (Enquires Front counter)
766	15.2	**Building**
767		Statutory approvals - Building
768	15.2.1	**Statutory Approvals**
775	15.2.2	**Certificates Permits (different Fees & Charges)**
779	15.2.3	**Notice**
782	15.2.4	Receival of applications
783	15.2.5	Approving development applications (against r-codes)
784	15.2.6	Private Swimming pools
785	15.2.7	Local law review
786	15.2.8	**Compliance**
790	15.2.9	Copies of plan/ archive documents & Scanning
791	15.2.10	Review information sheets
792	15.2.11	Customer Service levels (Enquires Front counter)
793	15.2.12	Detailed Area Plans
794	15.2.13	Monthly reporting of building statistics
795	16	Governance
796	16.1	**Legislative Compliance**
826		Council Business Framework
827	16.2	**Council Support**
848		Risk Management Framework
849	16.3	**Risk Management**
864	16.4	**Procurement**
874	16.5	**Contract Administration ***
889	17	Lifespan
890	17.1	**Children services ***
909	17.2	**Youth**
930	17.3	**Community development**
949	17.4	**Community Care services**
961	17.5	**Social Planning**
965	17.6	**Volunteer Management**
979	18	Marketing and PR
980	18.1	**Website**
981		Website shared front page
982	18.1.1	**Platforms**
985	18.1.2	Shared Front page
986	18.1.3	**Review of existing content & info**
989	18.1.4	Update of content, info, process as raid
990	18.1.5	Content management process
991	18.1.6	Corporate website
992	18.2	Events
1002	18.3	**Tourism (destination Marketing)**
1006		Consolidated advocacy plan
1007	18.4	**Advocacy**
1017	18.5	**Civic events & Functions**
1021	18.6	**Arts and Culture**
1030		Review Branding Strategies
1031		Stakeholder management plan
1032	18.7	**Strategic marketing management**
1050	18.8	**Advertising & Promotions**
1056	18.9	**Design & Print**
1063	18.10	**Media & PR**
1078	19	**Statutory planning**
1079	19.1	**Planning Schemes**
1088		Statutory Approvals
1089	19.2	**Development applications**
1096	19.3	**Delegations**
1097	19.4	**Process review**
1120	19.5	**Fees and Charges**
1123		
1124		