

# GEORGES RIVER COUNCIL

**Implementation Plan :**  
A guide to our priorities  
and actions

GEORGES RIVER COUNCIL | Implementation Plan  
October 2016 © Georges River Council

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# PART 1

## Introduction

# Introduction

## Purpose and Objectives

On 12 May, 2016 Georges River Council was proclaimed. Georges River Council is comprised of the former Hurstville City Council and the former Kogarah City Council. These Councils worked together prior to proclamation to develop a detailed Day 1 and Week 1 plan to facilitate the transition which was fully implemented.

Since that time, a more detailed planning process has been undertaken to develop a Transformation and Change Implementation Plan that will guide our priorities and activities over the next 24 months. This plan will continue to be refined and updated as required.

## Background

The Transformation and Change Program has been implemented to:

1. Provide Council with a framework to guide the amalgamation of services
1. Assist Council in reviewing and improving services
1. Ensure key requirements from the NSW Department of the Premier and Cabinet are met
1. Undertake work in line with the approved principles of change

The role of the Transformation and Change Directorate will be to inform, coordinate and support all amalgamation and change activities across Council with a view to making Georges River Council the best performing council in New South Wales and a benchmark for other Councils facing the amalgamation process.

# **PART 2**

## Implementation Principles

# Implementation Principles

## Commitment to Change Principles

The Transformation and Change team will undertake change in line with the following important change principles:

- We will focus on our relationship with the community and staff (customer-focused)
- By focusing on the needs of the new entity we will move away from past silos
- The information we provide is factual
- We do what is best for Georges River Council
- We are one unified team, sharing openly and honestly towards a common purpose
- We establish a clear, transparent and collaborative decision making process

As a team, we have committed to act with integrity, courage and vision.

## Project Governance

Georges River Council has established a program governance structure to guide and facilitate a range of amalgamation projects. Program oversight is provided externally by the Department of Premier and Cabinet and internally by the Executive Team and Expert Advisory Panel. The Executive Team provides strategic guidance for decision making and the Expert Advisory Panel monitors and supports operational tactics for each project stream and the program overall. More recently, a Director Transformation and Change has been appointed with a responsibility to lead project implementation and ensure benefit realisation.

## **Roles and Responsibilities**

### **Interim General Manager**

The Interim General Manager appoints the Director of Transformation and Change, the Project Manager and the Project Leaders.

### **Executive Team**

The Executive Team provide strategic guidance and decision-making in regard to the Transformation and Change Implementation Plan. This team comprises the Interim General Manager, Directors, and the Executive Manager: Office of the General Manager.

### **Director Transformation and Change**

The Director Transformation and Change oversees delivery of the implementation plan including resource allocation, management of risk, implementation of change principles, strategic communications and resolves issues as they arise.

### **Transformation and Change Project Manager**

The Project Manager has responsibility for program initiation, planning, execution and monitoring to ensure coordination of all related projects.

### **Transformation and Change Project Leaders**

Project Leaders will be seconded to the Transformation and Change Team for 12 months with a review to determine ongoing requirements. In their specific project, the Project Leaders are responsible for driving the change process, managing communication, engaging staff, leading working groups and coordinating training and support.



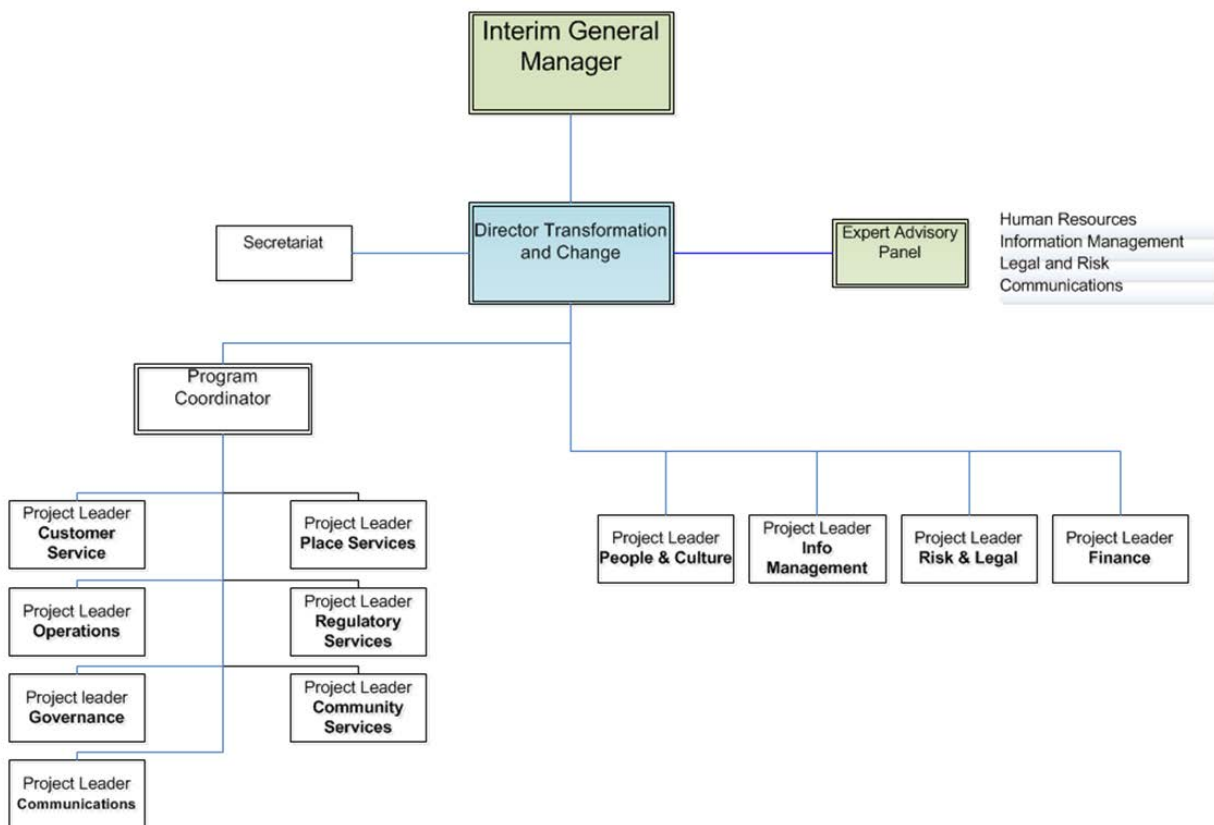
## Transformation and Change Working Group Members

Working Group Members provide support, assistance, skills and knowledge relevant to projects. Working Group Members are expected to provide professional support and assistance in a positive manner and be willing to take on tasks required to ensure project success.

## Expert Advisory Panel

The Expert Advisory Panel will support the project by providing a subject matter expertise in areas of key project risk including human resources, communications, information technology and legal/risk management.

## Organisation Structure



# **PART 3**

## Strategic Alignment

# Strategic Alignment

## Operational Plan 2016/2017 and Key Result Areas

Georges River Council is committed to building the capacity of the organisation from proclamation on 12 May 2016 to beyond the local government elections in September 2017. We will achieve this by:

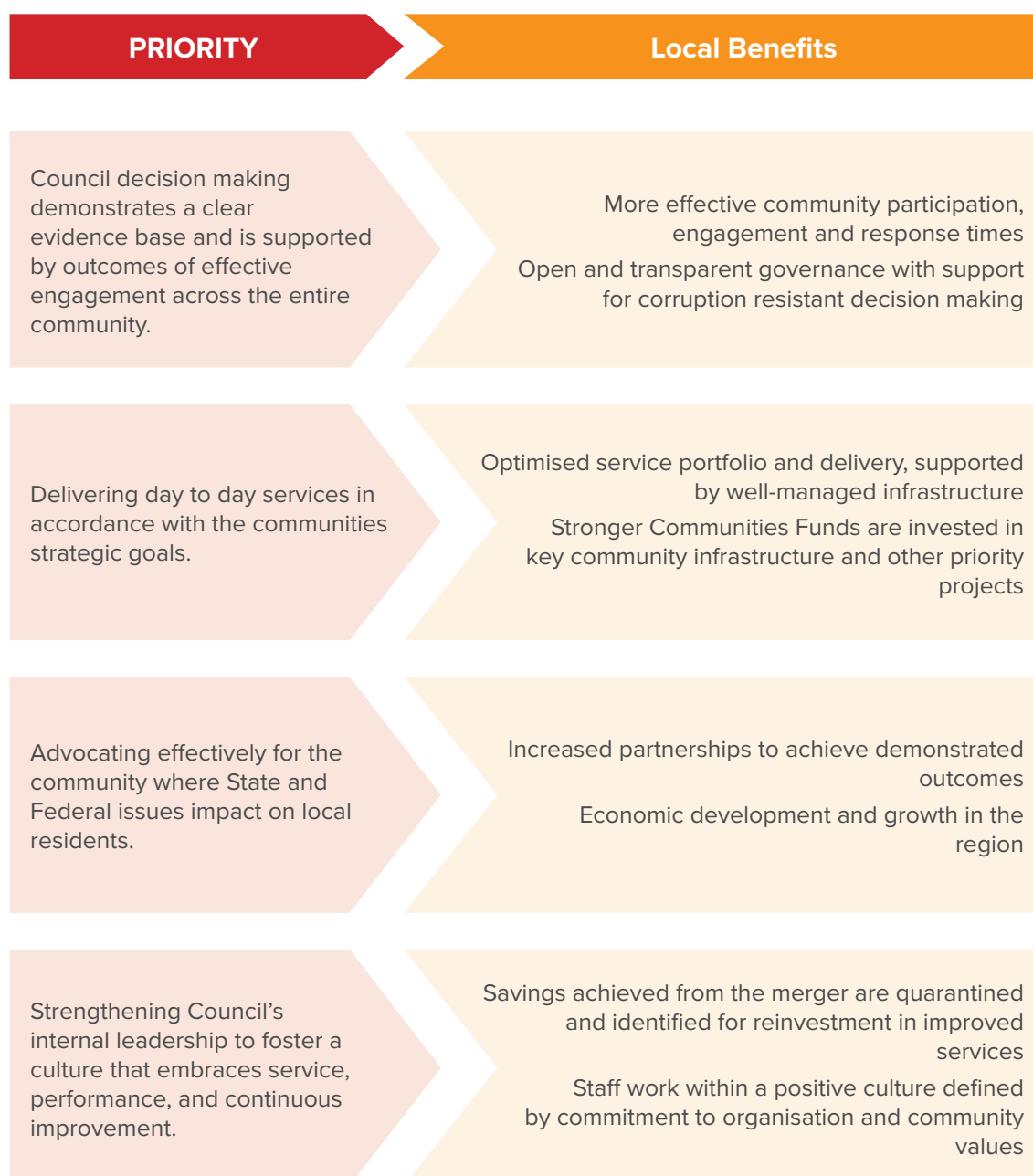
- Maintaining seamless service delivery to our communities
- Embracing opportunities to improve services and infrastructure
- Building on the strengths of existing strategies, structures, staff and systems
- Valuing the knowledge and contributions of staff, communities and partners
- Informing and involving the community in planning and implementing change
- Ensuring ethical, open and accountable governance and administration.

By identifying and delivering smart service improvements and efficiencies, redesigning services and programs in creative ways to best meet local needs, and strategically building on existing improvement plans we will deliver a stronger, more effective Council for the local community. The Operational Plan 2016/2017 was adopted by Council on 4 July 2016. It guides Georges River Council, and specifically the Transformation and Change Directorate, in implementing strategies to deliver the 10 Key Result Areas as defined by the Department of Premier and Cabinet:

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

## Statement of Local Benefits

The community will have a strong interest in seeing the benefits of the new council. The intended local benefits are provided below. Georges River Council will develop robust strategies to deliver these local benefits by December 2016.

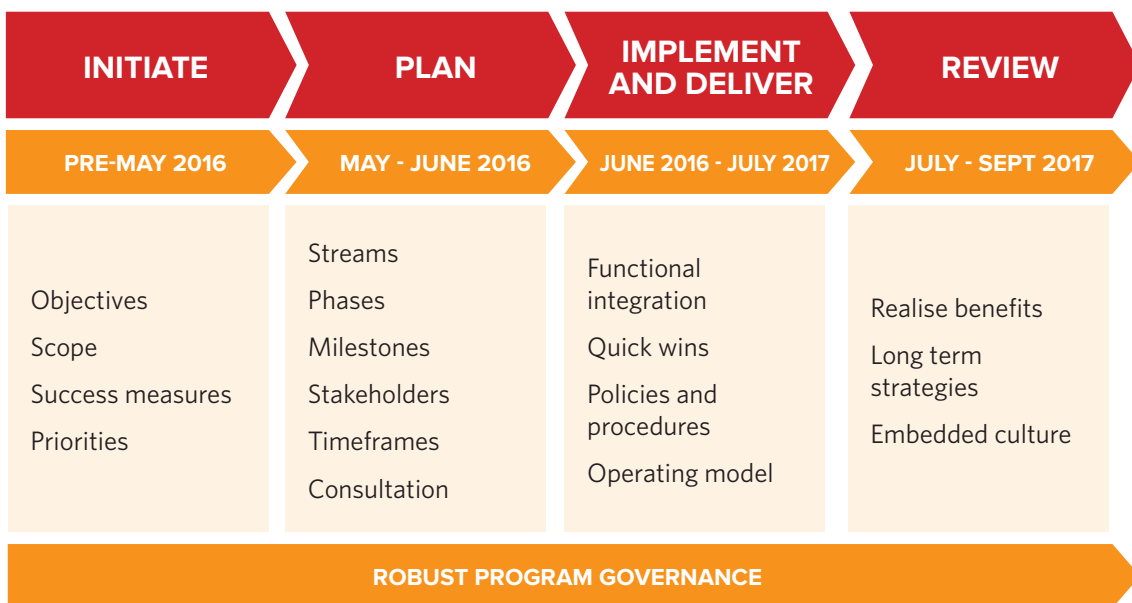


# **PART 4**

## Project Management

# Project Management

## Project Timeline



## Project Milestones

MILESTONE	DUE DATE	STATUS
Pre-proclamation activities	Pre-May 2016	Complete
Day 1 activities	12 May 2016	Complete
PMO Terms of Reference established	May 2016	Complete
Project Streams determined	May 2016	Complete
Project Manager appointed	May 2016	Complete
Project Structure and Governance endorsed	June 2016	Complete
Project Initiation documents created for each stream	June 2016	Complete
Integration with Operational Plan established	June 2016	Complete
Status Update review for each project stream	June 2016	Complete
Program Director appointed	August 2016	Complete
12 -24 month project plan for each project stream	July 2016	Complete
Integration with DPC requirements confirmed	July 2016	Complete
Implementation Plan	August 2016	In draft
Communication Strategy – internal	July 2016	In draft
Communication and Engagement Strategy – external	August 2016	In draft
Risk Management Framework in place	July 2016	Commenced
Project Plan implementation	Ongoing	Commenced
Monitoring and Reporting	Ongoing	Commenced
Project Review and Evaluation	August 2017	Planning
Project Exit	August 2017	Planning
<b>Transition to new council</b>	<b>Sept 2017</b>	<b>Planning</b>



## Project Streams

<p><b>COMMUNICATIONS</b></p>	<p><b>CUSTOMER SERVICE</b></p>	<p><b>FINANCE</b></p>
<ul style="list-style-type: none"> <li>• Media and PR</li> <li>• Events Management</li> <li>• Internal Communications</li> <li>• Community Engagement</li> <li>• Brand and Image</li> </ul>	<ul style="list-style-type: none"> <li>• Service Centres</li> <li>• Contact Points</li> <li>• After Hours Services</li> <li>• Charter and Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy</li> <li>• Budgeting and Reporting</li> <li>• Rating</li> <li>• Contracts</li> <li>• Procurement</li> </ul>
<p><b>GOVERNANCE</b></p>	<p><b>OPERATIONS</b></p>	<p><b>RISK AND LEGAL</b></p>
<ul style="list-style-type: none"> <li>• Policy and Procedures</li> <li>• Delegations</li> <li>• Meetings and Elections</li> <li>• IP&amp;R</li> <li>• Strategic Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Fleet, Equipment and Stores</li> <li>• Parks and Trees</li> <li>• Building Maintenance</li> <li>• Trades</li> <li>• Cleansing</li> </ul>	<ul style="list-style-type: none"> <li>• Enterprise Risk Management</li> <li>• Asset Management</li> <li>• Internal Audit</li> <li>• Property Management</li> <li>• WHS and Insurance</li> </ul>
<p><b>PEOPLE AND CULTURE</b></p>	<p><b>INFORMATION MANAGEMENT</b></p>	<p><b>SECRETARIAT</b></p>
<ul style="list-style-type: none"> <li>• Employment and Recruitment</li> <li>• Learning and Development</li> <li>• Salary System and Conditions</li> <li>• Culture and Values</li> </ul>	<ul style="list-style-type: none"> <li>• ICT Governance</li> <li>• Applications</li> <li>• Hardware</li> <li>• Services</li> <li>• Records Management</li> </ul>	<ul style="list-style-type: none"> <li>• Reporting</li> <li>• Monitoring</li> <li>• Budget</li> <li>• Records</li> <li>• Administration</li> </ul>
<p><b>SERVICES - PLACE</b></p>	<p><b>SERVICES - COMMUNITY</b></p>	<p><b>SERVICES - REGULATORY</b></p>
<ul style="list-style-type: none"> <li>• Building Certification</li> <li>• Place Management</li> <li>• Economic Development</li> <li>• Development Assessment</li> <li>• Property Approvals</li> </ul>	<ul style="list-style-type: none"> <li>• Children's Services</li> <li>• Libraries</li> <li>• Community Development</li> <li>• Community Grants</li> <li>• Sister Cities</li> </ul>	<ul style="list-style-type: none"> <li>• Enforcement</li> <li>• Environmental Services</li> <li>• Waste Management</li> <li>• Inspections</li> <li>• Tree Management</li> </ul>

# **PART 5**

## Cost Management Plan

# Cost Management Plan

The program budget is based on the New Council Implementation Fund and delineated according to project stream. Indicative amounts for major projects in each stream are listed in the table below.

The program will manage a dedicated cost centre budget to be applied to program management and project implementation. Individual cost centres will be defined for each project streams. Expenditure is approved and monitored via the Executive Team. Reporting to Council and The Department of Premier and Cabinet will occur quarterly. In addition, a Cost Savings Register has been created to track financial savings and non-financial efficiencies generated from amalgamation activities.

Procurement and contract management of services throughout the Program, for example specialist's consultants in support of the Program's delivery, will be procured in accordance with the relevant legislative framework in place for NSW Local Government and internal procurement policy and guidelines.

<b>PROJECT ITEM / COMPONENT</b>	<b>TOTAL AMOUNT (inc GST)</b>
Project Costs	
Program Management	3,540,000
Resourcing- Staff	3,540,000
Resourcing – Assets and Facilities	250,000
Resourcing – ITC Infrastructure	50,000
Project Streams	
Communications	475,000
Customer Service	792,500
Finance	620,000
Governance	1,015,000
Information Management	1,925,000
Operations	220,000
People and Culture	773,000
Risk and Legal	382,000
Services (Place)	175,000
Services (Community)	1,040,000
Services (Regulatory, Environmental and Waste)	165,000
<b>Total Estimate</b>	<b>11,472,500</b>



# **PART 6**

## Project Risk Management

# Program Risk Management

The Transformation and Change team has developed a purpose built risk management framework based on international risk standards (ISO31000), best practice project management methodologies and internal risk management procedures.

Each Project Leader identifies and responds to project risks and this is recorded in the Project Plan and weekly reporting logs. Above these are the following identified Program risks that are managed by the Program Coordinator and Expert Advisory Panel member for Legal and Risk:

- Knowledge– access to appropriate information is not available or forthcoming
- Resources – appropriate resources to undertake project are not available or unable to be accessed
- Change resistance – stakeholders actively resist change processes delaying the implementation of the project plan
- Documentation – project documentation is handled poorly resulting in poor project governance
- Scope changes – changes to scope result in unattainable project goals
- Assumptions – decision making is impacted by incorrect or omitted assumptions
- Stakeholders – conflicting views and methods negatively influence progress or lack of engagement reduces benefits
- Integration and alignment – failure to align with program goals reduces long term benefits
- Benefits – project benefits are not achieved resulting in community dissatisfaction, cost increases or service reduction

## Risk Rating Matrix

Consequence Scale	Likelihood				
	Rare	Unlikely	Possible	Likely	Almost Certain
<b>Catastrophic</b>	High	High	High	High	High
<b>Major</b>	Medium	High	High	High	High
<b>Moderate</b>	Low	Medium	Medium	High	High
<b>Minor</b>	Low	Low	Medium	Medium	Medium
<b>Significant</b>	Low	Low	Low	Low	Low

## Definitions

Term	Description
Issue	An identified problem or constraint that has already occurred and is impacting the achievement of the project outcomes. These items must be placed in a Projects Issue Register.
Risk	An uncertain future event, which if it occurred, could influence the successful achievement of planned outcomes for the project, program or impact business operations. These items must be placed in the Program Risk Register.
Mitigation Strategy	These are the controls that are currently in place to manage identified project risks. The effectiveness of these controls must be taken into consideration when determining the risk likelihood and impact ratings.



## Program Risk Consequence Descriptors

RISK CATEGORIES					
		Financial	Safety / Environment	Reputation/ Governance	Legal / Regulatory
CONSEQUENCE	CATASTROPHIC	<p>Loss of assets, adverse impact on corporate budget &gt;\$5M.</p> <p>Loss of assets, adverse impact on business unit budget &gt;30%.</p> <p>External audit qualification.</p>	<p>Death or permanent disability.</p> <p>Catastrophic irreparable long term damage requiring major cleanup and reporting to the Department of Environment, Climate Change and Water.</p>	<p>Assembly Inquiry or Commission of Inquiry and or adverse national media.</p> <p>Significant long term damage to public confidence in Council's Service Delivery.</p>	<p>Sustained non-compliance to legislation that has funding impact and/or duty of care impact</p>
	MAJOR	<p>Loss of assets, adverse impact on corporate budget &gt;\$500K - \$5M</p> <p>Loss of assets, adverse impact on business unit budget 15% to 30%</p> <p>Internal Auditor or General Manager review qualification.</p>	<p>Emergency treatment</p> <p>Lost Time Injury (LTI) &gt; 5 days</p> <p>Significant damage to the environment requiring major clean up and reporting to the DECCW.</p>	<p>Intense public, political and media scrutiny. Eg local media.</p>	<p>Serious failure to comply with regulatory or legal requirements that may result in fines and/or curbing of business operations, or that may place persons or the environment at harm.</p> <p>Significant breach of code of ethics/conduct or accepted practices.</p>
	MODERATE	<p>Loss of assets, adverse impact on corporate budget &gt;\$150K - \$500K.</p> <p>Loss of assets, adverse impact on business unit budget 5%-15%.</p>	<p>Medical attention from doctor or general practitioner</p> <p>LTI &lt;5 days.</p> <p>Short term damage to the environment requiring minor clean up.</p>	<p>Negative publicity or damage to reputation to a specific audience which may not have significant long term effects</p> <p>Action required from ET or Internal Auditor.</p>	<p>Minor impact to code of ethics/conduct or accepted industry practices.</p>
	MINOR	<p>Loss of assets, adverse impact on corporate budget &lt;150K.</p> <p>Loss of assets, adverse impact on business unit budget &lt;5%.</p> <p>Internal review from Business Unit Manage.</p>	<p>First Aid Treatment required.</p> <p>No LTI.</p> <p>Environmental nuisance no intermediate or long term damage.</p>	<p>Minor unsubstantiated negative publicity or damage to reputation to an insignificant audience.</p> <p>Action required by immediate supervisor or Manager.</p>	<p>Little or no impact to code of ethics/conduct or accepted industry practices.</p>
	INSIGNIFICANT	<p>Loss of assets, adverse impact on corporate budget &lt;5K.</p> <p>Loss of assets, adverse impact on business unit budget &lt;2%.</p> <p>Internal review from Project Manager.</p>	<p>Minor First Aid Treatment required.</p> <p>No LTI.</p> <p>Environmental annoyance - no damage.</p>	<p>Minor unsubstantiated negative commentary or damage to reputation to an insignificant audience.</p> <p>Action may by immediate supervisor or Business Unit Manager.</p>	<p>No impact on code of ethics/conduct or accepted industry practices.</p>

# **PART 7**

## Communications Management

# Communications Management

During a transition process it is important to maintain clear, factual and consistent communication with the community and staff about the potential change and to maintain usual communication about council services, projects and events. Georges River Council has developed Communication and Engagement Plans for the community and also for internal use. The Communication Plans incorporate the Department of Premier and Cabinet's recommended key methods of communication, principles, timelines, actions and objectives. The plans have been phased to enable strategic communication and engagement activities to be targeted to specific program timelines. To support the Communication and Engagement Plans, the Executive Team has endorsed a Communications and Media Management Policy, and a Social Media and Communication Devices Policy.

There is a focus on staff communication and engagement to ensure maintenance of the existing positive culture and full knowledge transfer to amalgamation activities. A Transformation and Change Internal Communications Framework guides implementation of detailed strategies that:

- Promote two-way feedback with employees and regularly respond to feedback received
- Use agreed measurement indicators to measure success against strategy and further identify areas of success and areas in need of further attention
- Use targeting of communications to relevant employees and embed targeting into the communication channel process

Communications for individual projects have been developed by each Project Leader and are designed to adhere to the above policies and frameworks. The Communication Strategy for each project will be reviewed by the subject matter expert on the Expert Advisory Project. Additionally, each project stream includes a detailed stakeholder management plan that includes an assessment of stakeholder needs and interests and implements strategies to respond to those individually.

## Principles

1. Communication should be succinct, timely and relevant to the audience
1. There should be a clear statement of purpose in what is communicated e.g. for action, information or comment
1. The style should reinforce our developing culture and seek to close any perceived internal communication gaps
1. We should be open and transparent to the greatest extent possible
1. Communication aims to reinforce our commitment to the success of the Transformation and Change Project

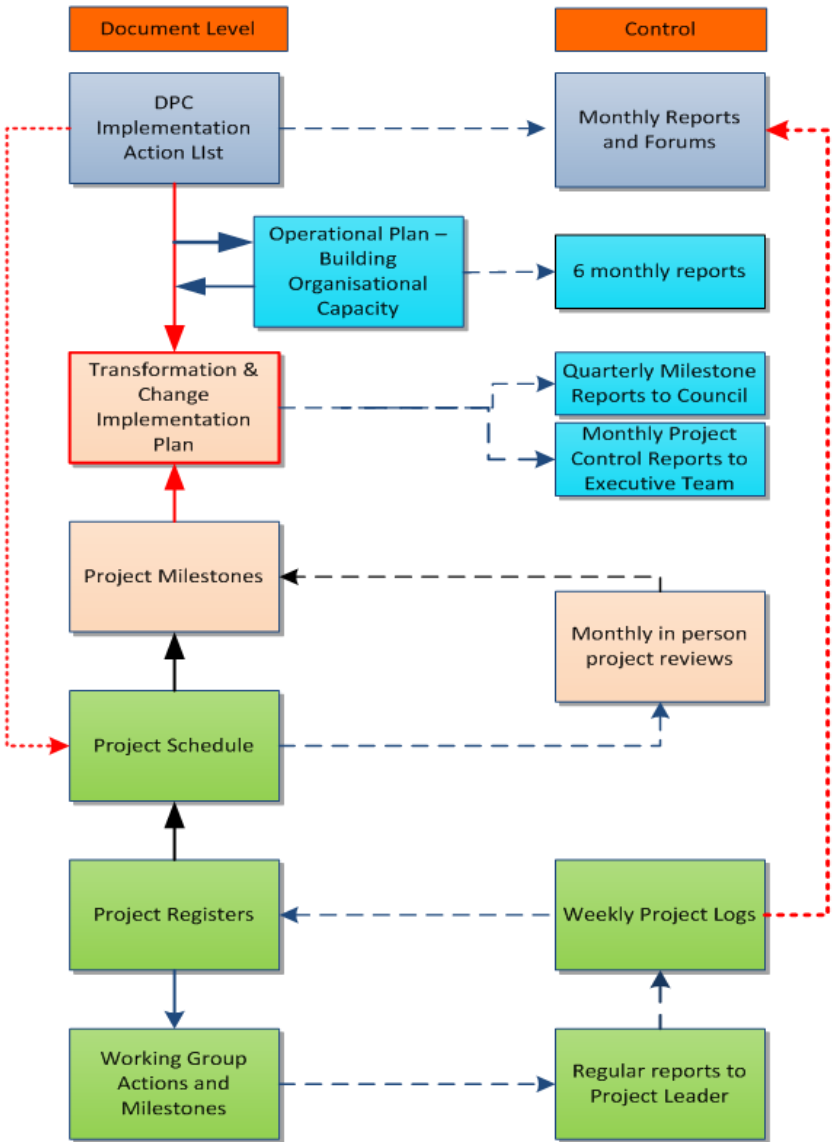


# **PART 8**

## Monitoring and Reporting

# Monitoring and Reporting

## Reporting Structure



### Accountability

- Administrator, General Manager, key officers
- Director Transformation and Change
- Project Manager
- Project Leaders

# **PART 9**

## Monitoring and Reporting



# Quality and Assurance

The management of quality assurance and control is considered a critical success factor for the program in meeting its strategic objectives. The program will use a strong governance structure to manage quality for which overall responsibility rests with the Director Transformation and Change. A formal change management methodology has been adapted for local use. This includes:

- Standard tools and templates
- Review and approval of key deliverables for each project stream
- Implementation of a risk management approach
- Development of a monitoring and reporting framework
- Dedicated change management and variation control processes
- Project based registers for issues, risks, decisions and stakeholder management reviewed regularly
- Independent review of processes and decisions by the Expert Advisory Panel

## Change Management

Program and Project changes will be managed via escalation to the Program Coordinator and Director Transformation and Change. Major changes to project timelines or budget allocations will require exception reports to the Executive Team.

## Project Logs and Registers

Ongoing quality and assurance is managed by the submission of weekly project logs and completion of relevant project registers. These include issues, decisions and assumptions. Each log is reviewed on a weekly basis and issues escalated

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