



Government of Western Australia  
Department of Local Government and Communities



# Local Government Reform Toolkit

Clear. Structured. Informative.

Summary

## Contact Details for the Reform Toolkit Partners

If you require further information on any general aspects of the Reform Toolkit, please contact the Reform Toolkit Partners on the contact details below. If you require additional information regarding the functions and actions, please refer to the Helpline in the corresponding function.

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# Foreword

To provide guidance and support to local governments during the transition stage, the Department of Local Government and Communities (DLGC), Western Australian Local Government Association (WALGA) and the Local Government Managers Australia (WA) (LGMA) have joined forces to drive the development of the Toolkit.

The close liaison between the Department, WALGA and the LGMA in developing this Toolkit will ensure that it contains the practical guidance materials and templates required by local governments in a format that is useful and easy to access. The expertise in specific subject areas that each of the parties provides, has been drawn together in developing the Toolkit and ensuring best practice methodology is delivered.

## Minister for Local Government



We enter 2014 in a spirit of partnership to support local government management and leaders through local government reforms.

I commend the Department of Local Government and Communities (DLGC), the Western Australian Local Government Association and the Local Government Managers Australia (WA) on joining forces to drive the development of this toolkit.

The input from so many in the sector will ensure that it contains practical guidance, materials and templates for the months ahead.

Reform has been talked about for years and now that it's becoming a reality, it's a critical time for these three organisations to show leadership on behalf of the hundreds of administrative, operational and executive staff in Perth's 30 local governments. This toolkit is just one example of that leadership.

### Hon Tony Simpson MLA

*Minister for Local Government; Community Services; Seniors and Volunteering; Youth*

## WALGA



WALGA remains committed to assisting Local Governments deliver optimal reform outcomes for their communities as Local Government

reform enters its implementation phase.

Amalgamations are complex undertakings involving the merging of local government services, systems, processes and cultures. WALGA will play a key role in assisting its members with the implementation of reform by liaising closely with the sector to determine and assist in delivering the guidance required and to identify emerging issues arising from reform.

This Toolkit has been cooperatively developed to facilitate the creation of stronger local governments with the capacity to provide the best possible services and infrastructure to their communities. We look forward to continuing to support and assist local government leaders and managers as we embark on this significant transformational change.

### Mayor Troy Pickard

*President*

## LGMA (WA)



The LGMA is committed to the development and improvement of local government management by maintaining high professional and ethical standards throughout the

profession and ensuring that members are at the forefront of change and innovation.

Local government officers will be responsible for delivering the operational changes required to bring together amalgamating local governments. The LGMA will play a key role in implementing the reform by providing a forum for management to raise issues relating to operational matters, identifying roadblocks and developing practical solutions. Most importantly, LGMA will continue to provide support for local government officers throughout the reform process.

### Mark Chester

*President*

# Introduction

## What is the aim of the Toolkit?

The Toolkit is primarily an online resource that provides practical, hands-on guidance to assist local governments in navigating the numerous tasks that must be managed in the lead-up to 1 July 2015, and beyond. The Toolkit website will provide local governments with a step-by-step process to understand and effectively manage the transitional stages of structural reform.

The key objective of the Local Government Reform Toolkit is to support the creation of stronger local governments that will provide the best possible services to residents with maximum efficiency – and modern, resilient local

governments able to meet the needs of a rapidly growing city.

Merging two or more metropolitan local governments is a difficult undertaking. From an operational perspective, the key to successful local government reform will be the development and application of a robust, simple, effective and compliant framework that guides and supports local governments through the challenging and complex process of change.

The Toolkit is not the 'silver bullet' of reform. Reform success will come as a result of the tenacity, diligence, commitment and leadership displayed by all involved.

The Toolkit aims to support and guide its users through the process and:

- \* Encourage constructive conversations and debate at a local level
- \* Provide a practical level of detail on the key elements of reform and
- \* Encourage and nurture innovation, continuous improvement and a better practice approach to how we do business.

The key objective of the Local Government Reform Toolkit is to support the creation of stronger local governments that will provide the best possible services to residents with maximum efficiency – and modern, resilient local governments able to meet the needs of a rapidly growing city.

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# Guiding Principles to Underpin Metropolitan Reform

## Reform Principles

During the transitional stages of amalgamation, reform principles are developed to govern and underpin all transitional activities for the future local government's structures and systems.

Principles can assist with achieving effective and realistic planning and operational outcomes when applied in an environment of change and high expectation.

Principle 1: Embrace opportunity and strive for best practice

Principle 2: Attract and retain quality staff and develop career opportunities

Principle 3: Engage community and work together

Principle 4: Increase local government capacity and improve community outcomes

Principle 5: Reduce local government bureaucracy and streamline systems

Principle 6: Deliver open and transparent communication

### Principle 1: Embrace opportunity and strive for best practice

The reform process provides a unique opportunity to create more robust, contemporary and relevant structures to support our community's needs now and into the future. The reform process is not just about changing borders, it's about identifying ways to improve the operations of local government to deliver better, more efficient and effective ways of doing business and to improve services to the community.

### Principle 2: Attract and retain quality staff and develop career opportunities

Local government can provide defined and exciting career pathways for employees, improve skills and provide exposure to a wide variety of services and projects. This builds organisational capability and capacity, aids employee retention and stability and increases the employer's value proposition. Workplace practices will become more consistent and equitable with conditions of employment improving.

### Principle 3: Engage community and work together

Local governments are charged with the responsibility to deliver services, and provide and maintain the necessary infrastructure to do so. Ratepayers and other stakeholders must be part of the process that informs Council of the type of services to be provided, the standard of service expected and the cost to serve. During the transition phase, engaging with communities is essential to ensuring that decision making is informed, long-term and demonstrates that we have understood and responded to community opinion.

### Principle 4: Increase local government capacity and improve community outcomes

Communities are expecting local governments to enhance their capacity to deliver better services and improved infrastructure. Building upon local government's capacity and implementing structural reform increases the local government's ability to provide better services and improve the performance of assets, reduce costs, improve operational capacity and improve financial sustainability. Structural efficiency also provides greater capacity for local government to partner with other levels of government and business in more complex and major projects and drive reform when needed.

In times of growth or change, local governments can align resources to where they are most needed and provide maximum value to ratepayers.

### Principle 5: Reduce local government bureaucracy and streamline systems

Overly bureaucratic processes and inefficient systems impose significant costs on the community. The reform process provides an opportunity to build fit-for-purpose processes and systems. Achieving an effective, efficient and transparent governance structure supported by robust, integrated systems and processes will contribute to the overall efficiency of local government, improve service delivery and ratepayer satisfaction.

### Principle 6: Deliver open and transparent communication

Successful reform is built upon regular and open communication. Keeping the community informed and inviting appropriate involvement will help to build a new local government that is focussed on the community and its needs.

Within local government operations, open and transparent communication with employees is equally important. As the reform process gains momentum, ensuring employees are well informed of the changes, the impact and what to expect is essential. Employees can feel confused and unsure of their job security in a time of change. Consistent and concise two-way information sharing will also foster innovation and new ideas which is fundamental to developing new systems and structures.

**Principles can assist with achieving effective and realistic planning and operational outcomes when applied in an environment of change and high expectation.**

## Values for Change

As employees journey through the transition period, all interactions with internal departments and other employees as well as our community, stakeholders, contractors, funding bodies and other agencies must remain at a high standard. To support this, a set of values has been developed that can guide the way in which Elected Members and employees think, behave, communicate and work together.

The workplace is experiencing significant change. By applying these values to support the change, Elected Members and employees can create a more productive, harmonious and professional working environment and achieve successful reform outcomes and personal satisfaction.

### Values for Change

<ul style="list-style-type: none"> <li>* <b>Leadership</b> Lead the change and lead by example.</li> </ul>	<ul style="list-style-type: none"> <li>* <b>Innovation</b> Identify opportunity, nurture ideas and act.</li> </ul>
<ul style="list-style-type: none"> <li>* <b>Collaboration</b> Committed teams – one vision.</li> </ul>	<ul style="list-style-type: none"> <li>* <b>Excellence</b> Positive attitude, strive for success.</li> </ul>
<ul style="list-style-type: none"> <li>* <b>Fairness</b> Equitable and practical solutions.</li> </ul>	<ul style="list-style-type: none"> <li>* <b>Communication</b> Consistent, concise and timely.</li> </ul>
<ul style="list-style-type: none"> <li>* <b>Engagement</b> Work closely with our community and stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>* <b>Respect</b> Respect each other and our stakeholders.</li> </ul>

By applying these values to support the change, Elected Members and employees can create a more productive, harmonious and professional working environment and achieve successful reform outcomes and personal satisfaction.



# Leading and Managing Change

## The art of leading change

Being able to thrive in a constantly evolving workplace requires energy, a positive approach and an attitude of success. When an agenda of change – such as the State Government’s reform strategy – affects an organisation and its employees, it is common to feel uneasy, unsure of what the impact will be and where exactly to start.

With the deluge of change management information, data and research available, organisations that are undertaking transformational change have the opportunity to take control of the process and lead. Leading change isn’t a process or attitude that is reserved for the CEO or executive team, but one that is shared both vertically and horizontally across the organisation – from frontline staff to support staff to elected members.

The WA local government sector has a strong, capable and competent workforce. Sound as that may be, do we understand the level of effective change leadership skill and experience that is required? Do we need to build upon the sector’s leadership capability? These are questions that each organisation will need to ask itself honestly and put into place change leadership strategies that will develop and support the key people within the local governments who are leading and enabling the change.

Regardless of style, effective leaders will encourage participation, build commitment, develop strategy and enable the transformation that is desired.

## Managing change

Structural reform in any context means the evolution of an entity, function, relationship or role and the emergence of something new. Depending on the resilience of the workforce or individuals, it can be an exciting or extremely challenging time.

Managing your own response and that of those around you takes courage, time, planning and effective communication. Regardless of the intent, whatever employees perceive is happening around them quickly becomes their reality. Timely and accurate information along with trust, empathy and understanding are vital components of successful change management and ensuring that the strategic intent becomes their reality.

Organisational change management is a systematic and planned approach to dealing with the impacts upon people resulting from changes made in structure, culture, management or business processes. Taking a structured approach to managing the process of amalgamation will reduce the chance of change fatigue and help sustain the energy levels and commitment required from the workforce.

## The benefits of managing change successfully are:

- \* Achieving a deeper understanding of the drivers of change
- \* Establishing common goals and expectations
- \* Effectively communicating in a way that people can understand
- \* Increasing innovative solutions and positive change outcomes
- \* Increasing employee morale, engagement and active participation
- \* Implementing practical workplace change and improvement
- \* Reducing uncertainty and anxiety while creating a commitment to change
- \* Ownership of a shared future and a desire to achieve.

# Governance

## The Governance structure

A high level committee, the Metropolitan Reform Implementation Committee (MetRIC), has been established to provide advice and oversight for the amalgamation of local governments. The first meeting was held on 29 August 2013.

Currently, membership of MetRIC comprises

- \* Director General, Department of Local Government and Communities (Chair)
- \* President, Western Australian Local Government Association and
- \* President, Local Government Managers Australia (WA).

MetRIC's role is to provide guidance, facilitate information sharing and collaboration, monitor milestones, report to the Minister, and communicate with the sector and the community.

## Local Implementation Committees (LIC) and sub-committees

Elected Members will oversee the implementation of the Local Government Reform process. The LICs will be a significant governance vehicle that provides the authority, resources and drive to successfully implement the transition process.



# Key Roles

## Local Implementation Committees

Local Implementation Committees (LIC) have a key responsibility for leading the change process through stages 1, 2 and 3 of the transition plan contained in this Toolkit. This responsibility may extend to stage 4 in circumstances where a Commissioner has not been appointed.

In addition, Local Implementation Committees need to review the options available for the appointment of a Project Director, interim CEO and permanent CEO. The ability of these officers to lead the implementation of a significant reform will be a key consideration for the LIC.

## Project Director

Local governments may wish to appoint a Project Director to assist with the transition process. The role parameters can vary across the local governments depending upon their needs and can range from overall project management and co-ordination of transition to undertaking specific tasks only. The scope of each Project Director will be determined by the CEOs. In conjunction with Local Implementation Committees, the existing CEOs can delegate transition tasks to the Project Director as allowed under section 5.44 of the *Local Government Act 1995*.

In some situations, it is likely that CEOs will appoint an internal officer as a project manager to co-ordinate the transition.

## Chief Executive Officer

The challenge for the CEO will be managing the duality of their role. In addition to managing the day-to-day strategic and operational issues, the CEO will also be the leader of change and will be at the forefront of driving the reform process.

The functions of a CEO are outlined under section 5.41 of the Act. These functions will apply to an interim CEO and a permanent CEO. The functions include ensuring that advice and information is available to the Council so that informed decisions can be made, ensuring Council decisions are implemented and managing the day-to-day operations of the local government.

The CEO will also have an important role to play in the first few months of the commencement of the new entity.

## Commissioner

When a Commissioner(s) has been appointed under the *Local Government Act 1995*, where the merging local governments cease to exist, their Councils will no longer be active. The Commissioner(s) will act as the Council of the new local government for the term of their appointment. They will undertake the duties that are normally undertaken by the Council. The Commissioner(s) will oversee the transition process, adopt a draft budget and interim organisational structure and appoint an interim CEO.

## Council

Where a Commissioner has not been appointed, a Council will continue with its usual responsibilities including oversight of the transition process, which will be a key responsibility.

**In addition to managing the day-to-day strategic and operational issues, the CEO will also be the leader of change and will be at the forefront of driving the reform process.**

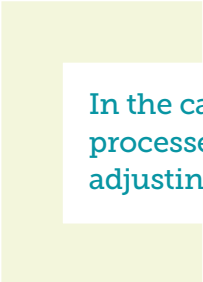
# Amalgamation Vs Boundary Changes

## Is the Toolkit information applicable to both amalgamation and boundary change models?

Yes. It is highly recommended that the same processes are adopted to ensure a standard approach to reform is applied. This will ensure that key risks and issues are addressed:

- \* Merging of workplace cultures and sub-cultures is led and managed respectfully and effectively
- \* Innovation and best practice is identified and implemented
- \* Communities and stakeholders actively participate in the change process
- \* Services and service delivery is reviewed and optimised
- \* Staff well-being and satisfaction is not compromised.

A common sense approach should be considered when developing strategies for adjusting local governments. For example, if the dominant brand will not change, a full re-branding exercise will not be required. However, the adjusting partners may wish to review the current brand strategy and consider a revitalisation strategy. As a minimum, the key risks and issues will have been considered.



**In the case of boundary changes, it is highly recommended that the same processes that the amalgamating partners will use are adopted by the adjusting partners to ensure a standard approach to reform is applied.**

# The Toolkit

The Toolkit was developed as a joint initiative between DLGC, WALGA and LGMA. Input was sought from a variety of professionals across the local and state government sectors. The expertise of these professionals is greatly appreciated, and has resulted in a comprehensive picture of what is required for the amalgamations and boundary changes in metropolitan Perth. Materials produced for other local government amalgamations, such as those in Queensland, have also been reviewed with relevant information included.

## How to use the Toolkit

The Toolkit is primarily an online resource that aims to provide a practical level of detail and encourage officers to delve into the process of reform and design solutions that suit their organisations and cultures. It also seeks to inspire staff to explore opportunities and possibilities for the new entity and create better practice.

The online Toolkit is organised into sections corresponding to the four main stages of an amalgamation – Review, Plan, Mobilise, Implement.

While some activities may overlap multiple stages, and timeframes may vary for individual circumstances, these stages are intended to set the pace for local governments to meet the 1 July 2015 change over date with minimal disruption to communities.

Within each stage, core activities have been identified and grouped by function e.g. finance, human resources, waste management. Where applicable, attachments are provided to assist - including templates, checklists, case studies and sample documents from other amalgamations. Links are also provided to existing materials and other sources of information.

One feature of the online Toolkit that will assist the user to navigate their way around the Toolkit is the key word search function. Users are able to search by function (finance, human resources and waste management) or by stages (1 to 4). The site also allows the user to move through all the stages within a specific function so that a continuous flow of information can be attained.

## How to improve your Toolkit – continuous improvement

The online Toolkit can be modified and added to as local governments progress through the amalgamation/adjusting stages. The Toolkit team will continue to develop resources and add them to the online Toolkit as needed.

Local governments that want to share their experiences can contribute materials to the Toolkit if they think it will be of benefit to others. Please contact us at [toolkit@reformtoolkit.com.au](mailto:toolkit@reformtoolkit.com.au) if you would like to contribute materials to the Toolkit. This could include:

- \* Checklists that you have developed
- \* Examples of processes developed
- \* Case studies (what has worked and what hasn't)
- \* Samples of documents produced (e.g. communication plans, project plans)

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The image displays two screenshots of the Local Government Reform Toolkit website. The left screenshot shows the 'Key Functions' page, which features a grid of puzzle pieces representing various functions such as Finance, HR, and Waste Management. The right screenshot shows the 'Asset Management Sub-Functions' page, which includes a list of stages (Stage 1 to Stage 4) and options to view all stages or download materials.

# The Transition Plan

The reform process has four stages with defined milestones. The key milestones and time-critical tasks are outlined in the table below. They are also highlighted in the Transition Project Plan Template (Microsoft Project and Excel) located in the Project Management function in the online Toolkit.

## STAGE 1: REVIEW From now to July 2014

The Review Stage refers to *current state* and identifying what takes place within the existing local governments. The overall aims of the activities and tasks undertaken during Stage 1 are to identify, review, audit and document all the current activities and information such as processes, frameworks, policies, databases and plans that exist within each local government and to identify the common and distinct features of those activities and items.

The Governor's Orders have not been released at this point and therefore it is essential that this time is used to review and collate as much information as possible about the current state.

The inventory of information collated will assist staff in understanding and determining the areas that require further analysis and planning, key risks, resources required and time frames necessary to complete the tasks effectively in readiness for Stage 2. The due diligence process will begin along with the establishment of key working groups, overall project planning, confirmation of governance structures and the identification of project leaders. Capturing the costs and benefits of the transition will also be flagged during the due diligence process.



## STAGE 2: PLAN August 2014 to March 2015

During this stage, local governments will know how they are affected by the reform changes and with which other local governments they will be merging.

Stage 2 is focused on the exploration, analysis, consolidation and integration of data from the amalgamating partners which will inform decision-making and the development of key plans and strategies. The due diligence process continues as well as the review of services, service delivery, organisational and staffing structures. Consultation with communities, stakeholders and employees continues in addition to regular reporting and risk management. Achievement of milestones and time-critical tasks is paramount.



### STAGE 3: MOBILISE April 2015 to June 2015

During this stage, the organisation will need to finalise the interim service delivery model and interim organisational and staffing structures. Consolidation of the Corporate Business Plans for the amalgamating entities will also need to be completed so that the annual budget 2015/16 can be finalised.

Communications will begin to shift from a message of preparation to one of implementation. New systems and processes may also be rolled out to support a smooth transition for customers and employees. Preparation will also continue in readiness for the commencement of an interim CEO and Commissioner(s) if necessary.



### STAGE 4: IMPLEMENT July 2015 onwards

July 2015 marks the beginning of a new era and the acknowledgement of the effort and contribution made by all from the merging partners. Implementation is in full swing and will continue for the next six to 12 months.

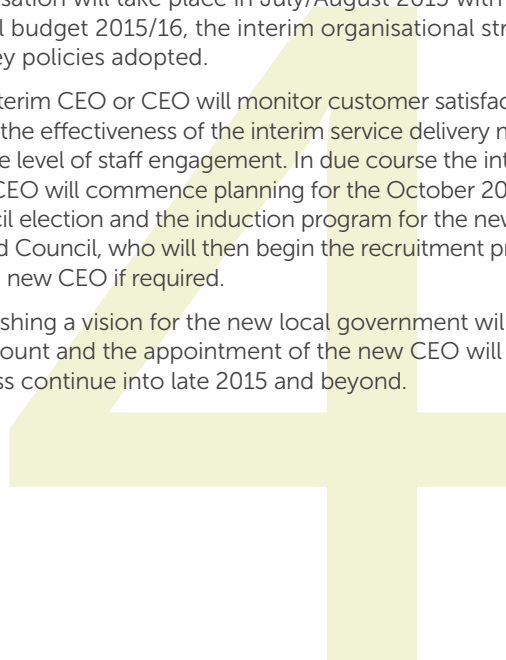
Managing and supporting the merging of different cultures and norms is a key focus during the implementation stage and will require strong leadership and meaningful engagement with employees. Adjusting local governments will also need to manage the transition as the impact upon employees will be significant with the loss of networks and changes to their workplace environment.

New systems and processes are activated as the workforce begins to adjust to the new structure and way of doing business. For some, it will mean little change and business as usual, for others a more significant level of change with a period of adjustment will be required.

If Commissioner(s) and an interim CEO are appointed, they will commence in their roles. The inaugural meeting of the organisation will take place in July/August 2015 with the annual budget 2015/16, the interim organisational structure and key policies adopted.

The interim CEO or CEO will monitor customer satisfaction levels, the effectiveness of the interim service delivery model and the level of staff engagement. In due course the interim CEO/CEO will commence planning for the October 2015 Council election and the induction program for the newly elected Council, who will then begin the recruitment process for the new CEO if required.

Establishing a vision for the new local government will be paramount and the appointment of the new CEO will see this process continue into late 2015 and beyond.



# Key Milestones and Tasks

The following tables will help establish priorities and ensure appropriate resources are allocated for each task.

This list of milestones and tasks are included in the pre-populated *Transition Project Plan* (Microsoft Project) located in the online Toolkit (refer Project Management Function). This can be downloaded and customised to support each local government's individual implementation plan. Other important subsidiary tasks are also included in the *Transition Project Plan* spreadsheet. Preparatory work associated with the milestones below are detailed in the Toolkit.



stage



Date of milestone	Reform milestones	Key tasks required to achieve milestones / or prepare for milestone	Timeframe for completion of tasks	Impact
<b>STAGE 1: REVIEW – now to July 2014</b>				
ASAP	Establish overarching transition project plan.	Project management framework established. Governance structure confirmed. Project management resources allocated.	ASAP	The reform process is effectively established. Milestones and key tasks are achieved. Customer service, service provision and staff well-being is not compromised.
ASAP	Establish Communications Plan.	Develop internal communications plan.	ASAP	Robust communications strategy is in place to engage employees and provide timely, accurate and relevant information.
ASAP	Recommendations are submitted to the Local Government Advisory Board	Recommendations are submitted to the LGAB relating to the Wards and Consequential directions of the Governors Orders.	ASAP	The Local Government Advisory Board will make recommendations to the Minister for the Governor's Orders.
July 2014	Completion of the due diligence process.	Undertake a critical analysis of the operations. Document current state of the organisation. Ideally, completion of the Due Diligence Report would be undertaken as soon as possible.	July 2014	Due diligence work and pre-planning completed by the local governments. Information gathered will inform project plan.

# stage 2

Date of milestone	Reform milestones	Key tasks required to achieve milestones / or prepare for milestone	Timeframe for completion of tasks	Impact
<b>STAGE 2: PLAN – August 2014 to March 2015</b>				
August 2014 to October 2014	Announcement of the new entities. Governor's Orders are issued and gazetted.	Establish an overarching transition project plan and governance structure for the merging partners. Review and consolidate merging partners Due Diligence Reports.	August 2014 to October 2014	Fulfil all due diligence requirements and prepare summary report – comprehensive summary of the strategic and operational aspects of the organisation. Will inform decision-making.
October 2014	Consolidate merging partners Corporate Business Plans (CBP).	Review Long Term Financial Plans. Review Asset Management Plans. Review Risk Management Plans. Review other key informing plans (Workforce Plan, Operations Plans etc).	August 2014 to October 2014	The CBP is a key operational tool that will guide future planning. Strategies and data collated will inform the future service provision, the interim service delivery model, interim organisational and staffing structure and the annual budget 2015/16.
October 2014	Asset ownership and transfer.	Impact of boundary changes upon asset ownership and liabilities is clarified. Action plan is developed to manage change.	August 2014 to October 2014	Analysis is undertaken to determine the full impact of boundary changes to assets, liabilities, service provision and standards, employees, plant and equipment, developer contributions and Forward Capital Works Plan.
Dec 2014	Finalisation of the interim service delivery model.	Mapping of current services and functions. Baseline assessments. Consultation. Performance and reporting. Service standards and levels. Staff transition. Service modes. Financial and legal.	August 2014 to December 2014	Inform interim organisational structure and requisite workforce. Establish service standards and levels of service. Inform the Annual Budget 2015/16. Inform rate setting statement. Inform the Workforce Plan.
January 2015	Finalisation of the interim organisation and staffing structures.	Structural options have been reviewed and finalised. Interim executive structure confirmed. Job analysis, mapping, design and documentation completed. Inconsistencies identified and managed. Job assessment process and criteria confirmed.	August 2014 to January 2015	Enables transmittal, redeployment and other industrial and HR matters to be considered. Revised Workforce Plan and interim structure for new entity is drafted. Senior management and reporting lines established.

Date of milestone	Reform milestones	Key tasks required to achieve milestones / or prepare for milestone	Timeframe for completion of tasks	Impact
<b>STAGE 3: MOBILISE – April 2015 to June 2015</b>				
May 2015	Staff transmittal, recruitment and redeployment processes are finalised.	<p>Recruitment process developed.</p> <p>Deployment and redundancy approach is complete.</p> <p>Approach to industrial matters is complete.</p> <p>Financial impact is identified and included in budget.</p>	February 2015 to May 2015	<p>Mobilisation of workforce in readiness for start of the new entity and changeover day.</p> <p>Industrial matters are proactively managed.</p> <p>Annual Budget 2015/16 reflects financial implications of the merging local governments.</p>
May 2015	Policies and delegations consolidated.	<p>Collation and review of policies and delegations.</p> <p>Development of new Manuals for adoption.</p>	August 2014 to May 2015	Policies and delegation (and authorisations) are ready for adoption July 2015 in accordance with statutory requirements.
May 2015	Letters of appointment.	All employees receive their letter of appointment to the new entity.	April to May 2015	Employees have written confirmation outlining all employment details. Job security obligations are met.
June 2015	Finalisation of the Annual Budget 2015/2016.	<p>Consolidation of Annual Budget.</p> <p>Finalisation and costing of interim service delivery model, interim organisation and staffing structure.</p> <p>Review of rates strategy, asset management, forward capital works, reserves, and the like.</p>	January 2015 to June 2015	<p>Consolidated budget prepared. Long Term Financial Plan is developed.</p> <p>Staff transmittal matters are addressed.</p> <p>Service provision and standards are maintained and key risks are managed.</p>
June 2015 (may be earlier)	Appointment and commencement of the Commissioner(s).	Commissioner induction and orientation plan is implemented.	June 2015	Seamless governance transition.
June 2015	Appointment of the interim CEO.	Interim CEO induction and orientation plan is implemented.	July 2015	<p>Seamless operational leadership transition.</p> <p>Interim CEO visible and accessible immediately.</p>

stage 3

Date of milestone	Reform milestones	Key tasks required to achieve milestones / or prepare for milestone	Timeframe for completion of tasks	Impact
<b>STAGE 4: IMPLEMENT – July 2015 to December 2015 (ongoing)</b>				
July 2015	Commencement of the Interim CEO.	Interim CEO induction and orientation plan is implemented.	July 2015	Seamless operational leadership transition.  Interim CEO visible and accessible immediately.
July 2015	Changeover Day.	<p>Implementation of the Employee Transition Plan.</p> <p>OSH framework and processes developed and implemented.</p> <p>Internal service standards communicated.</p> <p>Records management processes developed and communicated.</p> <p>Delegations and authorisations confirmed.</p> <p>Key items for corporate re-branding actioned.</p> <p>Employee inductions and orientation complete.</p> <p>Front line customer service processes in place.</p> <p>New monitoring and reporting processes established.</p> <p>Media relations, external communications and internal communications plans developed and implemented.</p> <p>Financial and budget processes communicated.</p>	April to June 2015	<p>Throughout the pre-planning stages, priority tasks have been undertaken to ensure service provision and agreed levels of service, customer service and community expectations are maintained throughout the transition stages.</p> <p>Procedures for changeover day are communicated and implemented with employees well-briefed and confident.</p> <p>Industrial matters are managed effectively and staff satisfaction levels are maintained.</p>
July 2015	Inaugural meeting of the new entity.	<p>Preparation of all matters (statutory) for adoption including:</p> <ul style="list-style-type: none"> <li>Selection of Auditor.</li> <li>Finalisation of Policies and Delegations.</li> <li>Finalisation of the Annual Budget 2015/2016.</li> <li>Finalisation of the Interim Organisation Structure.</li> </ul>	August 2014 to June 2015	All statutory obligations are met.
October 2015	Council Elections.	Preparation of Council Elections and Induction of new Council.	August 2015 to October 2015	Seamless governance transition.
January 2016 (approx only)	Appointment of new CEO.	Induction program developed for new CEO.	Late 2015 to early 2016	Seamless operational leadership transition.

stage

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# Training and Development

Throughout 2014 and 2015 various training and development opportunities will become available. Where there is a link to the reform process or specific functions e.g. procurement, waste management, the Toolkit will flag this and provide a hyperlink to the relevant training body. Training and development opportunities will be updated periodically in the Toolkit in addition to the usual communiqués released from the training bodies.

To ensure the validity, relevance and integrity of the Reform Toolkit, subject experts from WALGA, DLGC, LGMA finance professionals, local government authorities, other departments of state government and agencies were engaged in the early stages of the Toolkit development to ensure that the most up-to-date and accurate information was included.

Training and development opportunities will be updated periodically in the Toolkit in addition to the usual communiqués released from the training bodies.

# Acknowledgements

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- \* Human Resources Practitioners Group
- \* Institute of Public Works Engineering Australasia (IPWEA) (WA)
- \* Landgate
- \* Local Government Finance Professionals Group
- \* Local Government Insurance Services (LGIS) (WA)
- \* Logan City Council (Qld)
- \* Office of the Minister for Local Government; Community Services; Seniors and Volunteering; Youth
- \* State Emergency Management Committee (SEMC)
- \* State Heritage Office

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Local  
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# Reform Toolkit



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