

# 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.