



**W A V E R L E Y**  
COUNCIL

**COUNCIL MEETING  
ADDITIONAL BUSINESS ITEM**

**6.30 PM, TUESDAY 19 APRIL 2016**

Waverley Council  
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**AGENDA  
ADDITIONAL ITEM**

**7. Reports**

CM/7.14/16.04 Transition Project Unit Status Report.....2

**REPORT**  
**CM/7.14/16.04**

**Subject:** Transition Project Unit Status Report

**TRIM No.:** A16/0054

**Author:** Heather Davis, Project Manager, Transition Unit

**Director:** Arthur Kyron, General Manager

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**RECOMMENDATION:**

That Council:

1. Receives and notes this report.
2. Be provided with regular bulletins from the Transition Project Unit.

**1. Executive Summary**

The Waverley Council internal Transition Project Unit (TPU) was established on 4 January 2016.

This report provides a status update of the work and activities of the TPU to date, including work completed with the Randwick Transition Project Unit.

**2. Introduction/Background**

In response to the NSW State Government's Fit for the Future Local Government Reform process, the Transition Project Unit was formed by Waverley Council in December 2015 and initiated work on 4 January 2016.

The Unit was recruited from existing Waverley staff who were seconded to the role for a 12 month period. The Unit consists of:

- Project Manager, Heather Davis
- Senior Project Officer, Colleen Nisbet
- Project Officer, Daniel Adler

The role of the TPU is to prepare Waverley Council for an amalgamation.

**3. Relevant Council Resolutions**

Nil.

#### 4. Discussion

##### *January 2016 to present*

##### *Research*

From the initiation of the TPU in January, extensive research has been conducted into amalgamations and mergers in both the public and private sectors. Particular research focus has been on the experiences of Local Government amalgamation in other Australian states including Queensland and Western Australia.

The TPU has:

- Collated toolkits, reports and lessons learned from a number of entities from these states
- Conducted meetings and Skype conversations with Local Government professionals experienced in amalgamation such as Kay Rundle and Jeff Tate
- Developed a network of contacts from within NSW who are actively working toward amalgamation to exchange notes and experiences and to learn together. Regular contact is kept with Council officers from Burwood/Canada Bay, Port Stephens/Newcastle and Gosford/Wyong.

A number of reports, guides and tools have been collated from LGNSW, LG Professionals and the UTS Centre for Local Government, for reference and planning.

##### *Information and consultation sessions with Waverley staff*

The TPU have conducted a series of information and consultation sessions with teams across the organisation. The TPU has met with teams from all Program areas to provide context, updates and news on the amalgamation process, updates on the activities and progress of the TPU, and to answer questions from staff.

These sessions have:

- Had a positive reception amongst Waverley staff
- Helped staff develop an understanding around the process for merging and offered them an opportunity to ask questions and raise concerns

Other TPU activities have included:

- Circulation of Transition Update newsletters sent to all staff (Attachment 1)
- Management of Transition information on Council's website and intranet
- Registration of queries relating to amalgamation on our Merit system. This includes queries from residents and staff.

The TPU has also run workshops with the Senior Leadership Team to focus attention on preparation for proclamation of a new entity. These sessions have successfully boosted understanding amongst the SLT and prompted timely discussion and planning activities. The TPU now has a regular spot on the SLT Agenda.

##### *February 2016*

##### *Public Inquiry and Submission to the Council Boundary Review*

On 6 January 2016 the Minister for Local Government referred 35 merger proposals to the Chief Executive of the Office of Local Government for examination and report under the Local Government Act (the Act).

The TPU prepared the final submission that outlined Waverley's response to the State Government's merger proposal for Waverley, Woollahra and Randwick. The submission addressed the factors in section 263(3) of the Act.

These included:

- The financial advantages or disadvantages of the proposal to the residents and ratepayers of the areas concerned;
- The community of interest and geographic cohesion in the existing areas and in any proposed new area;
- The existing historical and traditional values in the existing areas and the impact of change on them;
- The attitude of the residents and ratepayers of the areas concerned;
- The requirements of the area concerned in relation to elected representation for residents and ratepayers at the local level, the desirable and appropriate relationship between elected representatives and ratepayers and residents and such other matters as considered relevant in relation to the past and future patterns of elected representation for that area;
- The impact of the proposal on the ability of the council to provide adequate, equitable and appropriate services and facilities;
- The impact of the proposal on the employment of the staff by the council;
- The impact of the proposal on any rural communities in the resulting area;
- The desirability (or otherwise) of dividing the resulting area or areas into wards
- The need to ensure that the opinions of each of the diverse communities of the resulting area or areas are effectively represented; and
- Any other factors relevant to the provision of efficient and effective local government in the existing and proposed new areas

The submission followed the presentation by the General Manager, Arthur Kyron to the Delegate at the Public Inquiry session on 4 February which outlined key points of the submission.

*March 2016*

#### *Collection of Service Levels*

Throughout March and April the TPU worked across the organisation collecting a list of the services that Waverley Council provides to both internal and external customers, forming a Service Inventory.

The Service Inventory:

- Identifies the services provided by each Program area across Waverley Council
- Identifies whether there is a legislative requirement to provide the service
- Service level agreements
- Service frequency.

On completion the Service Inventory will form part of the package of information made available to an Interim Council and an Interim General Manager.

*April 2016*

#### *Working together as a Combined Transition Project Unit*

On April 6 the TPUs of both Waverley and Randwick came together to work as a combined group. The focus of the first meeting of the Combined Transition Project Unit (CTPU) was to:

- Develop a Transition Action Plan
- Finalise how the Project Action Teams will operate
- Develop Terms of Reference to guide the Project Action Teams.

#### *First Meeting of Project Action Teams*

On 14 April 2016, the CTPU hosted an event that brought together approximately 400 staff from Waverley and Randwick who had volunteered to be a part of the Project Action Teams (PATs). Woollahra staff were also invited to attend this meeting and declined the invitation.

The PATs were established as a mechanism to involve staff from both organisations in the collation of information and comparison of services each respective organisation offers. Following an EOI process approximately 120 responses were received from staff at Waverley wishing to participate. These volunteers were allocated to 69 PATs arranged across 9 streams.

The Project Streams cover:

- Business Assurance and Governance
- Information and Communication Technology
- Finance
- Procurement and Contracts
- Workforce
- Service Delivery
- Strategic Planning
- Community Engagement
- Community Services and Development

Project Streams are co-sponsored by the Directors from Waverley, Woollahra and Randwick Councils. (Attachment 2)

The objectives of the event were to:

- Facilitate contact amongst colleagues
- Produce a status report from each PAT area
- Determine tasks for each PAT and their next meeting

The report that each PAT produced included:

- A summary of how each Council conducts business in the respective PAT area
- A list of the policies, plans and procedures that support the business
- A statement on how business might be impacted on Day 1 of a new entity
- A list of stakeholders impacted by the service
- A list of opportunities and risks to the business

The event included an address from the General Managers of both Waverley and Randwick, a team building exercise and a two hour block of time to complete the status report template.

The activities of the PATs are guided by Terms of Reference produced by the CTPU. The output of the event was the collection of over 80 status reports and the establishment of a schedule of follow up meetings for the PATs.

Results from a staff survey conducted on the day were overwhelmingly positive with 90% of responses indicating that staff were feeling excited about or comfortable with the concept of amalgamation.

## **5. Relationship to Waverley Together 3 & Delivery Program 2013-17**

The relationship to *Waverley Together 3* and *Delivery Program 2013-17* is as follows:

- Direction: G1 Inspiring community leadership is achieved through decision making processes that are open, transparent, corruption resistant and based on sound integrated planning.
- Strategy: G1a Develop and maintain a framework of plans and policies that ensures open and transparent operations that facilitate equitable benefit sharing and progress towards sustainability.
- Deliverable: Regular reporting to Council on progress with implementation of integrated corporate plans.

## **6. Financial impact statement/Timeframe/Consultation**

Nil.

## **7. Conclusion**

The work of the CTPU will continue until proclamation and beyond. Regular updates will be provided to Councillors and staff.

Council will continue to actively encourage the involvement of Woollahra in all stages of the Transition process.

## **8. Attachments**

1. Transition Newsletter 8 March 2016
2. Project Action Teams table



# LOCAL GOVERNMENT REFORM UPDATE

Edition Two: Tuesday, 8 March 2016

## THIS FORTNIGHTLY UPDATE FOCUSES ON:

- Compiling our Service Level Register
- Waverley's submission to the Council Boundaries Review
- Our meetings with staff across the organisation
- Logging customers' amalgamation related questions on Merit
- Answers to some recent questions from staff.

If you would like to meet with us, we are located at Chambers on the ground floor. You can also reach us on [transitionunit@waverley.nsw.gov.au](mailto:transitionunit@waverley.nsw.gov.au) or 9083 8799.

### Service Level Register

We are currently compiling a list of all of our current, planned and reactive services for our Combined Transition Group (CTG). The purpose of this service level register is to help prepare for our proposed amalgamation and to assist in maintaining our service continuity.

Waverley completed a similar register in 2013, however, much has changed for us since then. The Transition Unit has developed a new template and pre-populated it with our services. We hope it will demonstrate the breadth, depth and quality of the services our organisation now offers.

The Transition Unit will be reaching out to Managers and staff in the next week to review, update and fill in the gaps in this template.

Thank you in advance for helping us capture and analyse all our services across the organisation.

Our Service Level Register will also help to inform our approach for Waverley's change over day, commonly known as Day 1 of the new entity. This work will help the Transition Unit prioritise our pre-merger internal working groups with the aim of focussing our resources and preparing staff for commencement Day 1.

### Waverley's submission to the Council Boundaries Review

Our General Manager, Arthur Kyron, spoke to our draft submission at the Public Hearing chaired by the Delegate, Dr Lang, on 4 February.

We have subsequently submitted a written response to the NSW Government's Merger Proposal on Friday, 26 February. The report addresses a set of legislative criteria including our position on the financial advantages and disadvantages of the merger; community of interest and geographic cohesion of the new entity; historical and traditional values; attitude of residents and

ratepayers; elected representation; ability to provide services and facilities; impact on staff and ward structures.

In summary, our submission addressed the criteria with information including:

- Key points from our IPART submission on the Randwick-Waverley joint voluntarily merger proposal, this was recognised as 'fit for the future'. This report included Woollahra as a preferred partner, not the Global City option.
- Our shared communities of interest.
- Recommendations of options for new Ward structures, Councillor numbers, and an interim Governance structure.
- A suggestion that a process for selecting a new Council name should include community consultation.
- Confirmation that all three Councils have signed five year employment protections with the Union.

A full copy of Waverley's submission to the delegate can be found online [waverley.nsw.gov.au](http://waverley.nsw.gov.au).



## OUR MEETINGS WITH STAFF ACROSS THE ORGANISATION

The Transition Unit met with 50 Customer First staff in two sessions on Monday 29 February. They were interactive sessions – we started by asking staff what they knew about amalgamations, if anyone had previous merger experience and what they needed to know to continue delivering wow and business as usual for 2016-17.

Staff put forward ideas and innovative solutions, which could ease some of our immediate merger challenges.

The Transition Unit will also be meeting with Caring Waverley and Renewal Managers shortly to go through the same process.

Would you like us to meet with your team? Please call to book a session to be included as part of your regular team meetings.

Receiving amalgamation questions from our customers? Make sure you log it on Merit.

Head to Merit » Customer Service » General » Amalgamation.

If you have a question from the public about a merger – please don't guess the response. Make note of the question and log it on Merit. This request is directed to the Transition Unit Group with an email notification sent to [transitionunit@waverley.nsw.gov.au](mailto:transitionunit@waverley.nsw.gov.au)

## DON'T GUESS - JUST ASK (FAQS)

If you have any questions around the proposed merge, you can email [transitionunit@waverley.nsw.gov.au](mailto:transitionunit@waverley.nsw.gov.au) Below are a few staff questions we have collected over the past two weeks.

### What does business as usual mean?

- Continuing to deliver wow, as usual - we are committed and required by the NSW State Government to deliver Council's Operational and Delivery Plan 2016-17

### Will we move from our current location?

- Some areas of Council we will be able to bring people doing the same or similar work together sooner than others. This process however, will follow consultation and discussion with those involved. The Local Government Act also includes guidelines around physical movement of staff.

### Will I be doing the same work?

- Waverley has committed to delivering our 2016/17 Operational and Delivery Plan and will do so over the next year. This means that a lot of our work will continue as normal as we deliver the projects and initiatives that are identified in both plans.

### What can I do to prepare for upcoming changes?

- Get yourself change ready, learn everything you can about the change and ask questions
- Keep on TRECing
- Document your processes
- List what services you provide including any service level agreements and measures
- Update your work plan and any outstanding policies
- Spend some time on the blue sky – write down what your new innovative Council would look and feel like.

### What resources are available to help all Councils prepare for change?

- For official news from the NSW State Government on the Local Government Reform, please refer to Fit for the Future by [clicking here](#). Here, the State Government released a document called Preparing for Change: Guidance for Councils.
- The Local Government NSW Association has also developed a set of practical guidelines for all Councils. **You can find these guidelines by [clicking here](#).**
- Waverley's Transition Unit will refer to all of this additional information, take the key points and add to our existing planned approach.

