



IMPLEMENTATION PLAN

Phase 1. 2016-17



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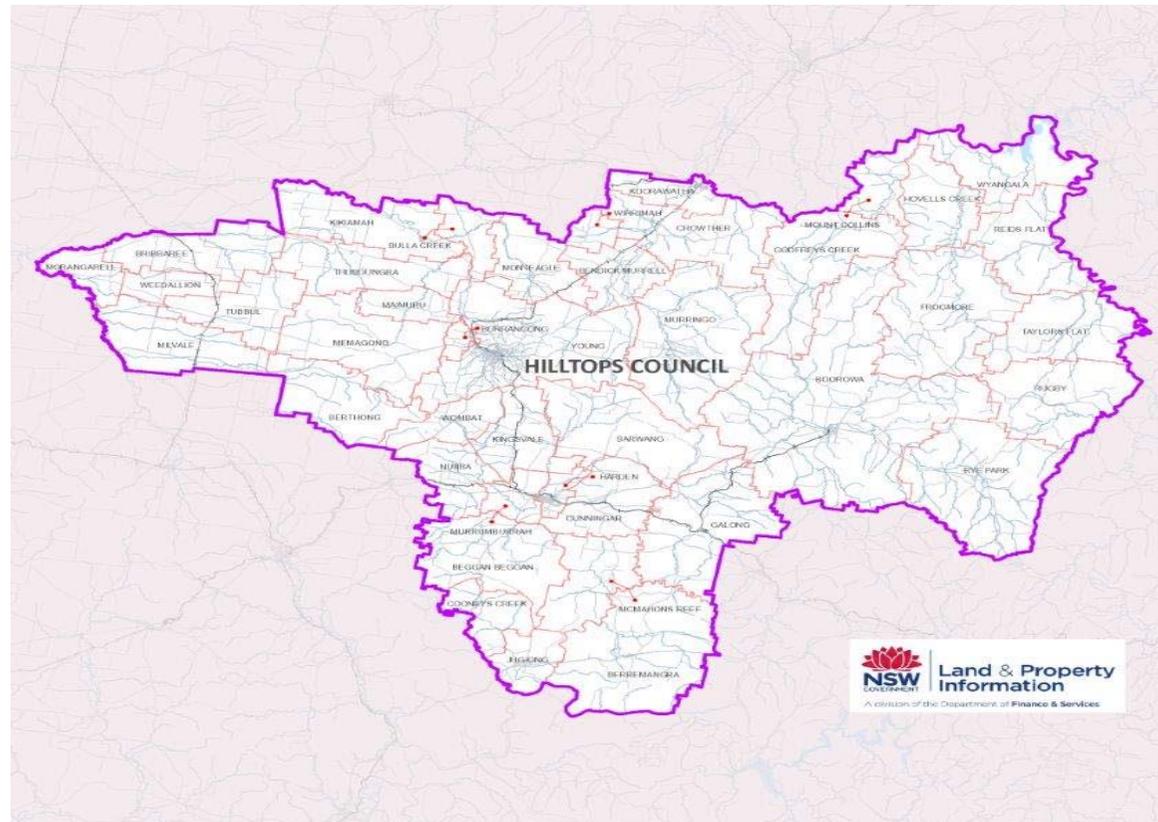
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1 EXECUTIVE SUMMARY

1.1 Council Structure and Services

On 12 May 2016, the State Government issued a Proclamation dissolving the former Boorowa, Harden Shire and Young Shire Councils and created the Hilltops Council. A map showing the area incorporated in Hilltops Council is shown below.



Since the Proclamation the Hilltops Council has continued to deliver the services that were provided by the three former councils using the structure and systems in place at the three former councils. This plan outlines the process for the continued delivery and simultaneous development of an integrated operating system that will deliver greater benefits and service delivery to the residents of the Hilltops region.

A profile of the new Council is summarised in the following table.

Table 1: Hilltops Council Profile

Hilltops Council	
Population	18,994
Area	7,139 sq. km
Operating Revenue (2014-15)	\$54.0m
Asset Base	\$542.9m
Infrastructure Backlog	1.5%
Number of Councillors to be elected 2017	11
Number of Staff (fte)	227

An interim organisation structure is being adopted to transition the Council through the integration project, at the completion of this project a final organisation structure will be adopted by Council. In adopting the new structure, final decisions will also need to be made about the most effective and efficient location of functions while maintaining the employment protections for the rural communities in the former Boorowa and Harden Shire Councils.

The codes, plans, strategies and policies of the new Council are to be, as far as practicable, a composite of the corresponding codes, plans, strategies and policies of each of the former councils. Specific details and processes to implement these activities are being led by the Administrator and Interim General Manager.

1.2 Guiding Principles

The implementation plan has been formulated to follow six guiding principles

- Service:** Maintain seamless service delivery to communities
- Opportunity:** Embrace opportunities to improve services and infrastructure for communities
- Cohesion:** Bring together and build on the strengths of strategies, structures, staff and systems
- Engagement:** Inform and involve communities, staff and other partners, including industry unions, in planning and implementing change
- Integrity:** Ensure ethical, open and accountable governance and administration



Respect: Value the knowledge and contributions of staff, communities and other partners

1.3 Budget

The state government has provided \$5,000,000 to assist Hilltops Council in the implementation of the new council; this money will be used specifically to:

- Consolidate ICT systems to a single Council system allowing staff to work effectively with each other to provide services to the community. All three former Councils operated different ICT platforms; there is a vast difference in the age, functionality and performance of the existing systems and none of the systems allow integration of any of the other systems. This aspect alone is expected to consume a substantial part of the implementation budget.
- Consult with the community on a vision for the new council and the priorities of the community.
- Develop more effective ways of providing services to the community, face to face and using new technologies
- Consolidate plans and strategies that identify future priorities for the community and Council
- Support staff through the transition period through development and potential redeployment to alternate roles

The Council will be preparing and adopting estimates to enable the continuity of expenditure associated with ongoing services and projects already underway.

1.4 People and Change Management

The implementation plan provides a basis for achieving a desired culture within the Hilltops Council that serves the community. It is expected that there will be opportunities for staff to retrain and redeploy in more specialised roles. The process of appointing staff to roles will be a transparent process that works in consultation with staff and follows the requirements and protections offered to staff in the Local Government Act. Service continuity and minimisation of disruption will be of paramount importance throughout the process. A capacity audit to assist with this will be part of the sub-project associated with the Strategic Workforce Plan.

There will be a range of industrial relations issues to address including the introduction of a new award in 2017 and harmonisation of benefits, salaries and wages. Our approach to harmonisation will need to be adopted in consultation with employees and the relevant unions.

1.5 Risk Management

The implementation plan identifies key strategic and critical operational risks that will need to be closely managed and monitored during the Transition period.



The Transition Plan also identifies actions to develop an Enterprise Risk Management Policy and Plan for the new Council. This will build on risk management documentation and processes already in place in the three former Councils.

1.6 Communication

The first priority is to provide confidence to communities that services will not be reduced. This includes maintaining usual communications about services, projects and events.

A process for consolidating existing communication and engagement methods across the new Council will be developed through the Communication and Engagement Plan. The Plan will also detail the Council's overall communication and engagement approach and program of milestones and actions.

The Administrator and Interim General Manager will act as the designated Council spokespeople during the transition.

It will be particularly important for there to be close collaboration on communications and media management between staff across the Hilltops Council.

1.7 Monitoring and Reporting

The new Council must report to the Department of Premier and Cabinet on its progress against the Roadmap for the Transition period on a regular basis.

The Council will also report regularly to the community on progress in delivering the implementation plan and achieving the identified benefits, as well as key milestones and successes.



2 INTRODUCTION

Background

The NSW Government through the Department of the Premier and Cabinet (DPandC) and the Office of Local Government (OLG) has been working with local councils and communities since 2011 to strengthen local communities. The central platform has been the Fit for the Future reforms that required each local council to self-assess against key performance indicators and submit proposals demonstrating how they would meet future community needs.

Hilltops Council was formed on 12 May 2016 through a proclamation by the Governor of New South Wales. The proclamation included the appointment of an Administrator, Interim General Manager and Deputy General Manager. The proclamation also set out details such as the date for the first election of the new councillors, 9 September 2017, the number of councillors to be elected, eleven, and the specific requirement that a ward system not be used for the election. The proclamation transferred staff, assets, rights, liabilities and activities from the three former councils to Hilltops Council. From this point forward, Hilltops Council replaced the Boorowa Council, Harden Shire Council and Young Shire Council.



3 TIMELINE AND MAJOR MILESTONES

The implementation of the Hilltops Council has two distinct phases:

Phase 1 Covers the period from the day of proclamation, 12 May 2016 and will end with the Local Government Election on 9 September 2017.

Phase 2 (post-Election)

3.1 Key Milestones

The NSW Government have identified the following key Milestones in the Transition period:

Table 2: Transition Key Milestones

Timeline	Milestones
<ul style="list-style-type: none"> • Day 1 (Proclamation) 	<ul style="list-style-type: none"> • Creation of Hilltops Council • Assets, staff, liabilities, activities, rights of former councils transferred to Hilltops • Administrator, IGM and DGM appointed • Employment protections for staff, <ul style="list-style-type: none"> ◦ no forced redundancies for 3 years (excluding senior staff – at time of proclamation this only included the General Manager and Deputy General Manager) ◦ Staff entitlements protected ◦ Job numbers in small rural centres protected into future • Business continues as usual
<ul style="list-style-type: none"> • Within First Week 	<ul style="list-style-type: none"> • Consultation with staff • Obtain new TFN, ABN and domain name • Media announcements • Commence due diligence activities, contracts, delegations • Contact banks financial institutions and other key financial contacts • Develop interim executive structure • Ensure continued operation of business activities and customer service



<ul style="list-style-type: none"> • Within 30 Days 	<ul style="list-style-type: none"> • Hold first Council meeting • Appoint IAG and LRC • Adopt logo of Hilltops Council • Adopt interim management structure • Establish Consultative Committee • Establish PMO function • Implement new website, central mailing address and phone numbers • Determine interim financial and operational models • Submit funding proposal for New Council Implementation Fund • Prepare and exhibit draft operational plan
<ul style="list-style-type: none"> • By End September 2016 	<ul style="list-style-type: none"> • Develop key action items and plans for integration of council functions • Adopt operational plan, budget, fees and charges for 2016/17 • Issue rates notices • Adopt Code of Conduct • Adopt interim organisational structure in consultation with Consultative Committee • Identify process and plan for implementation of new salary structure • Conduct community engagement and consultation activities involving LRC and IAG • Document service levels and commence review • Continue development of website • Adopt implementation plan and continue to monitor • Deliver scoping plan for new ICT platform
<ul style="list-style-type: none"> • By End of December 2016 	<ul style="list-style-type: none"> • Incorporate statement of local benefits into implementation plan • Prepare audited financial reports of 3 former councils • Prepare and adopt a statement of vision and priorities with key inputs from community consultation and engagement • Develop tender document for delivery of ICT platform
<ul style="list-style-type: none"> • By End March 2017 	<ul style="list-style-type: none"> • Prepare draft operational plan and integrated budget for 2017-18 • Complete website integration functioning • Contract provider for ICT platform and commence delivery project



	<ul style="list-style-type: none"> • Continue delivery of implementation sub plans
<ul style="list-style-type: none"> • By End June 2017 	<ul style="list-style-type: none"> • Have new worker's compensation arrangements in place • Adopt 2017-18 operational plan and budget • 12-month review of implementation plan and 2nd year focus
<ul style="list-style-type: none"> • 9 September 2017 	<ul style="list-style-type: none"> • Election of first Hilltops Council
<ul style="list-style-type: none"> • By End September 2017 	<ul style="list-style-type: none"> • Prepare report on service level and recommendations • Develop resourcing strategy for service level delivery • Commence development of new Community Strategic Plan



3.2 Roles and Responsibilities

The proclamation on 12 May 2016 that the State Government issued appointed an Interim General Manager and Deputy General Manager and also included a clause that stated:

“The initial structure of a new Council is, as far as practicable, to be a composite of the organisation structure of each of the former councils.”

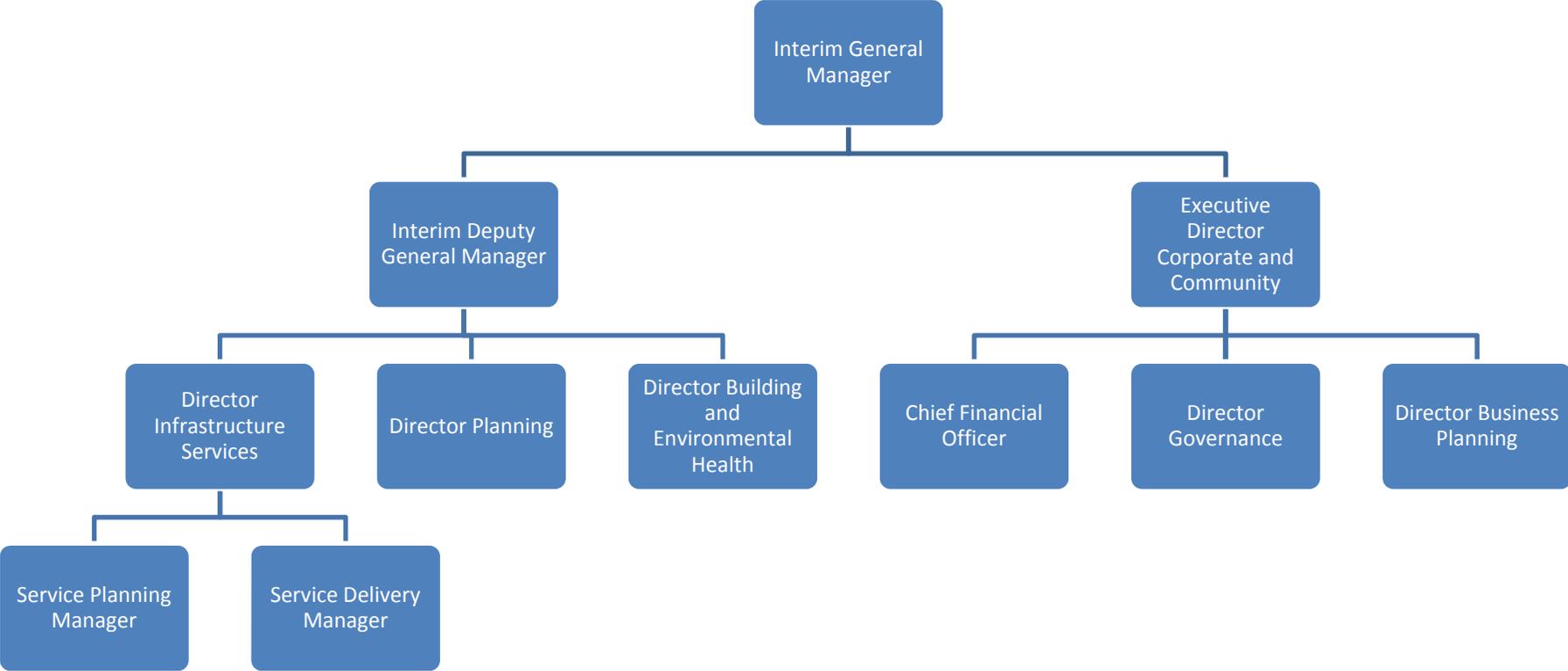
None of the three former councils had any additional staff that were classified as senior staff as defined in the Local Government Act, however each council had a number of staff members at a senior level who had similar responsibilities. In order to meet the requirements of the proclamation and the need to provide clarity of purpose and direction and continue with *business as usual* the Department of Premier and Cabinet advised new councils to develop and adopt an interim executive structure. Hilltops Council has done this and has developed a structure which allows it to retain the functionality of roles within the new council so that subordinate staff are able to seek direction and guidance on day to day operational issues.

It is proposed that this interim structure remain in place until such time as information on service level provision, resource sharing and contract expiry are determined, at this time a permanent structure can be adopted. This process is expected to take up to 12 months and during this time there may be modifications and evolution of the structure to meet with organisational need.

A number of the executive team positions are not yet filled and this will be done via lateral transfer where possible and through recruitment where resources and skills do not currently exist within Hilltops Council.

The following structure has been adopted as an interim management structure.

Figure 2: Interim Hilltops Council Management Structure as at September 2016



The following roles and responsibilities apply to the Transition period. Some of the roles will also have business as usual responsibilities during this time.

Table 2: Transition Structure Roles and Responsibilities

Role	Responsibilities
<p>Administrator: The decision-making body for Council during the Transition period</p>	<ul style="list-style-type: none"> • Making decisions with the future in mind • Overseeing preparation and delivery of the Implementation Plan • Engaging communities and partners in planning for the new council • Establishing and managing the LRC and IAG • Chairing council and committee meetings • Acting as the council spokesperson • Maintaining ethical, open and accountable governance • Attending major civic and community events • Managing the performance of the Interim General Manager • Leading preparation of the statement of vision and priorities for the community • Adopting the operational plans 2016-17 and 2017-18, including the budget • Engaging key local stakeholders • Communicating comprehensively with communities and staff
<p>Implementation Advisory Group (IAG): Provide advice to the Administrator's office with regard to community views</p>	<ul style="list-style-type: none"> • Providing input to the preparation of the Implementation Plan • Assisting in monitoring the Implementation Plan • Providing advice to the Administrator on Council wide issues and recommendations from LRC's
<p>Local Representation Committee (LRC): Assisting to engage communities and partners in planning for the new council</p>	<ul style="list-style-type: none"> • Providing advice on local views and issues • Providing input to the operational plans 2016-17 and 2017-18 • Advising on the communication and engagement plan for the community • Providing input to the statement of vision and priorities for the community
<p>Interim General Manager (IGM): Lead, monitor and ensure that Council achieves the Implementation Plan targets, including identification of measurable benefits</p>	<ul style="list-style-type: none"> • Providing effective day to day management and leadership of the organisation throughout the initial period of change • Ensuring business and service continuity. • Coordinating development of key plans to help guide potential change

Role	Responsibilities
	<ul style="list-style-type: none"> • Ensuring the operational plan is implemented with a focus on service continuity, reporting regularly to the governing body on progress and other significant matters • Leading communication to staff, communities and other partners • Overseeing financial management of the council • Building a new organisational culture, and active staff commitment to improvement and change • Contributing significantly to the development of council's strategic direction, guiding preparation of the draft community strategic plan, delivery program and operational plan • Providing the governing body with information and ensuring it can make informed decisions and perform all governance and civic duties • Undertaking functions delegated by the governing body within guiding policies and governance frameworks, reporting regularly to the governing body on performance • Communicating, liaising and consulting with the community about service continuity, strategic planning and opportunities for change • Ensuring all statutory and proclamation requirements are met
<p>Senior Management Team: Provide leadership for the organisation and divisional area of responsibility</p>	<ul style="list-style-type: none"> • Supporting the Interim General Manager • Championing and leading change • Contributing to preparation, delivery and monitoring of the Implementation Plan • Supporting communication to staff, communities and other partners • Contributing to preparation of operational plans, including the budget • Contributing to preparation of the statement of vision and priorities • Supporting Department Managers in the delivery of operational and transitional plans
<p>Transition Project Officer: Coordinating the organisational approach to the implementation process</p>	<ul style="list-style-type: none"> • Supporting the Interim General Manager • Responsible for the development of the Implementation Plan • Monitor and report on all implementation deadlines and milestone dates. • Identify, address and mitigate risk issues associated with the implementation plan



Role	Responsibilities
<p>Finance Staff: Contributing to preparation and delivery of the Implementation Plan</p>	<ul style="list-style-type: none"> • Coordinating and ensuring rates notices are issued on time • Undertaking analysis to support respective components of the Implementation Plan development and delivery • Undertaking analysis and modelling to support the preparation of the new long term financial plan • Undertaking financial analysis and due diligence activities giving particular attention to the intricacies of the non-regular financial reporting periods resulting from the proclamation date • Support the preparation of budgets and fees and charges for 2016-17 and 2017-18
<p>Governance and Administration Staff: coordinating and undertaking due diligence activities</p>	<ul style="list-style-type: none"> • Contributing to preparation and delivery of the Implementation Plan • Undertaking analysis to support respective components of the Transition Plan development and implementation • Timely and considered advice to the Administrator to assist in their role through Council reporting systems • Leading the review of delegations and controls for higher risk activities
<p>Business Planning Staff: Contributing to preparation and delivery of the Transition Plan</p>	<ul style="list-style-type: none"> • Leading analysis and engagement to support the preparation of new IPandR documents • Supporting preparation of operational plan 2016-17 and 2017-18 • Supporting the preparation of vision statement and priorities • Supporting development and integration of ICT platform
<p>Human Resources Staff: Contributing to preparation and delivery of the Transition Plan</p>	<ul style="list-style-type: none"> • Supporting the Interim General Manager to create a positive organisational culture during a time of change • Supporting communication to staff, particularly to clarify employment arrangements • Undertaking analysis and modelling to support the preparation of the new workforce planning component of the Implementation Plan • Provide informed counsel in industrial relations issues • Integration of WHS systems and processes • Organise training, development and appropriate support for staff • Assist in preparation of the new salary structure • Supporting establishment and operation of a Consultative Committee



3.3 Resources and Budget

The Implementation Plan includes funding of \$5 million to support the transition process, it is expected that the cost of implementation will exceed the funding provided. External consultancy and the selection and implementation of a whole of council ICT platform alone are expected to consume the majority of the \$5 million. It is expected that a significant portion of internal staff time will be required for implementation projects and recorded within operational cost centres.

Other merger costs include consultation and finalising the integrated planning and reporting suite of documentation for the community and new entity, the creation of a new organisational structure, a review of services delivered, implementation of the new logo and the alignment and merging of the systems that the council uses to support service delivery.

Council has combined the 2016-17 operational plans of the three former councils and displayed them for comment and submission by members of the public, the plans were adopted in July 2016. Regular monitoring of the cost of the implementation will be reported to promote transparency and effective decision making.

A detailed breakdown of the cost estimates associated with the merger will not be made public due to the potential commercial implications of publicising estimates for specific contractual items.

4 IMPLEMENTATION PRINCIPLES

SERVICE

It is vital to the success of Hilltops Council that service delivery is maintained during the implementation period and into the future. The geographical isolation of many residents within our region means they place a high reliance on the delivery of services, in many cases there are no alternatives. The residents of our region have a right to expect that Hilltops Council will continue to provide the same services they received from the former councils.

OPPORTUNITY

The formation of the Hilltops Council creates an opportunity to capitalise on economies of scale that did not exist in the three former councils. Opportunities such as the development of specialised work crews in areas such as road construction and maintenance can result in replacement of contractors from larger urban areas creating employment and career opportunities for local residents with flow on effects and benefits for our local economy. There is also an opportunity for greater utilisation of assets delivering a financial benefit that can be returned to the community through increased or improved service levels.

COHESION



One of the great strengths of each of the three former councils was the breadth of skills and knowledge within the workforce, small councils have to adapt and improvise and most staff members perform a multitude of roles. Bringing the three councils together will allow this skill and knowledge base to be utilised more effectively and at the same time offer opportunities for greater levels of specialisation and career path development.

ENGAGEMENT

The culture within the three former councils was always to inform and involve communities, staff and other partners, including industry unions. This will continue with Hilltops Council through community forums, village tours, newsletters both internally and externally, staff who are accessible to the public, a vibrant and involved consultative committee and social media.

INTEGRITY

The early appointment of both an Implementation Advisory Group and Local Representative Committee has set the scene for ethical, open and accountable governance and administration.

RESPECT

A strong, effective and efficient Hilltops Council can only be achieved by valuing the knowledge and contributions of staff, communities and other partners. The results of this implementation plan will provide the evidence of how well we have actioned this principle.

5 TEN KEY RESULTS AND ACTIONS

The New South Wales Government has identified 10 Key Results it expects all new Councils to have delivered during phase 1 of the implementation period.

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



The codes, plans, strategies and policies of the new council are to be, as far as practicable, a composite of the corresponding codes, plans, strategies and policies of each of the former councils. Specific details and processes to implement these activities are being led by the Administrator and Interim General Manager.

The following sections detail each of the 10 Key Results and the main actions to be undertaken. The source of these actions is the Department of Premier and Cabinet's *Implementation Action Checklist* and the planning work undertaken by the Interim General Manager, Transition Project Officer and senior management staff.

The items in the action list are a mixture of specific tasks that can simply be undertaken while others will require specific project plans and teams to deliver, these will be developed separately. These sub plans will have their own set of actions, timelines and targets and may require involvement from external resources such as specific consultants and subject matter specialists.

5.1 Service continuity with smart service improvements

Residents of Hilltops need to be confident that pre-existing service levels are maintained; roads are maintained and repaired, waste collections services continue, DA's are processed, sporting fields are maintained etc. In the early stages of this plan this will mean that operational plans and arrangements will remain unchanged, customer service requests will be processed through existing channels, payments for fees, rates and charges will be received under existing ledger codes. Customers will not experience any noticeable change in how they interact with Council.

Smart service improvements will be investigated as part of the sub plans covering items such as a single contact number that allows access to whole of Council services. An interactive website that enables the recording of customer service requests, booking of facilities, payment of fees and charges.

The following table lists the main actions that will be undertaken to deliver on Key Result 1.

Category	Business Unit	Action Items
Asset Ownership	Corporate	<ol style="list-style-type: none"> 1. Transfer registered assets to Hilltops, vehicles, ownership of other assets 2. Review plans for acquisition of assets to determine suitability for Hilltops and any that should be deferred or discontinued 3. Develop disposal plan for excess or redundant assets



Category	Business Unit	Action Items
Banking Services	Finance	<ol style="list-style-type: none"> 1. Ensure continued access to existing accounts 2. Change account name where possible or open new account 3. Develop banking tender 4. Appoint banking services for Hilltops
Business Registration	Governance	<ol style="list-style-type: none"> 1. Register ABN, GST, TFN, PAYG, FBT
Emergency Management	Engineering/Corporate	<ol style="list-style-type: none"> 1. Review current Displans (Local EMPlans), EMC and associated arrangements 2. Develop Hilltops EMPlan and EMC with local service delivery and responsibilities as required 3. Test plan and review
ICT email and standard office programs	Corporate	<ol style="list-style-type: none"> 1. Develop new Hilltops email address 2. Determine method for continued communication while establishing new email addresses 3. Determine standard operating platform for basic office style products 4. Update hardware across all sites to allow council wide access 5. Develop cost effective secure file sharing option 6. Determine transfer vs archive policy and procedure for users 7. Implement new system with directions for users and training where applicable
Insurances	Finance	<ol style="list-style-type: none"> 1. Identify all current insurance policies of former councils 2. Ensure continuity of insurance for Hilltops 3. Determine legal and financial consequences of renewals under combined or separate entities 4. Audit of coverage including community and volunteer groups especially villages
Leave Entitlements	Finance	<ol style="list-style-type: none"> 1. Review employee leave entitlements of former councils including any special arrangements sick leave. 2. Determine size of liability and reserves held to cover
Loans to Council	Corporate	<ol style="list-style-type: none"> 1. Document all loans/bank guarantees of former councils 2. Review and consider any consolidation/renegotiation opportunities 3. Transfer to Hilltops



Category	Business Unit	Action Items
Operational Plan	Finance	<ol style="list-style-type: none"> 1. Continued delivery of 15/16 plans 2. Endorsement of 16/17 plans for display 3. Adoption of individual plans under Hilltops brand
Plant and Equipment Purchase	Engineering	<ol style="list-style-type: none"> 1. Review plant and equipment inventory of former councils 2. Review purchase plans not yet actioned 3. Determine whether any purchases should be discontinued
Reserve Funds	Finance	<ol style="list-style-type: none"> 1. Document all reserve funds by type and purpose for each of former councils 2. Assess whether reserves are adequate to offset intended purpose 3. Determine any actions required to protect or maintain
Superannuation	Corporate	<ol style="list-style-type: none"> 1. Register Hilltops as employer for super benefits 2. Assess defined benefits super plans of former councils 3. Determine how and when staff are transferred to Hilltops

5.2 Robust governance that delivers confidence to communities

Residents of Hilltops will expect that the new council has robust and transparent governance systems. This is a core expectation of local government, which is particularly critical during a time of change. In the early stages of implementation, council will have a strong focus on identifying, mitigating and managing risk. There is a pre-existing level of experience in identifying risks and developing and instigating mitigation strategies within the current workforce. A later section of this plan includes a section which identifies strategic risks to Phase 1 of the implementation process, as well as critical operational risks.

Key actions in this area during the implementation process will include specific plans and actions on items such as

- Managing assets of council
- Ensuring due diligence and financial audits are completed and actioned
- Managing contracts, tenders, leases and procurement processes



- Reviewing and rationalising policies and procedures of council
- Work Health and Safety Management systems and processes are in place

The following table lists the main actions that will be undertaken to deliver on Key Result 2.

Category	Business Unit	Action Items
Asset Management Plans	Corporate	<ol style="list-style-type: none"> 1. Review existing AMP's of former Council 2. determine management strategy of asset classes 3. Prepare modelling and plan drafts for new plans
Audit Results	Governance	<ol style="list-style-type: none"> 1. Review audit results of 3 former councils 2. Identify any issues relevant to new Council and action
Audit Services	Governance	<ol style="list-style-type: none"> 1. Audit tender developed 2. Former auditors invited to bid 3. Select auditor, term should be for the remainder of existing contract previously held
Common Seal	Governance	<ol style="list-style-type: none"> 1. Locate and replace all common seals of former councils with new seal 2. Determine arrangements for the custody and use of new common seal
Contracts	Corporate	<ol style="list-style-type: none"> 1. Identify contracts of former council, government, supplier, employment, insurance, agency, contractor etc 2. Identify any consolidation opportunities that benefit Hilltops 3. Determine any that could/should be terminated and implications of those actions 4. Determine any that will result in requirement for tender



Category	Business Unit	Action Items
County Council	Corporate	<ol style="list-style-type: none"> 1. Determine effect of amalgamation on function of County Councils (water, weeds, others) 2. Consider options of continued operation vs dissolution and decide 3. Continue delivery of function of the CC either internally or as modified CC
Delegations	Governance	<ol style="list-style-type: none"> 1. Interim delegation policy 2. Develop new consolidated delegation's policy
EOFY	Finance	<ol style="list-style-type: none"> 1. Determine close off date for previous year 2. Determine approach for rolling forward remainder of 15/16 budget year
Forms	Corporate	<ol style="list-style-type: none"> 1. Identify forms used externally and internally by former councils 2. Prioritise list of forms to be consolidated to Hilltops format and develop 3. Introduce new forms with removal and archiving of old forms, economic cost of form stockpiles should be considered
GIPA	Governance	<ol style="list-style-type: none"> 1. Identify any GIPA requests currently on record and address 2. Appoint responsible officer for new applications. 3. Develop Hilltops procedure for response to GIPA applications
Grants to Council	Corporate	<ol style="list-style-type: none"> 1. Review current grants to ensure milestones and reporting are compliant 2. Contact grant providers to inform them of new entity and determine any impacts on grants
Incoming Correspondence	Customer Service/ Records	<ol style="list-style-type: none"> 1. Locked Bag in Young as single address mail@hilltops.nsw.gov.au for email 2. Register and record correspondence 3. System for controlled distribution required



Category	Business Unit	Action Items
		<ol style="list-style-type: none"> 4. Receiving site needs to record and apply appropriate file reference 5. Integrated correspondence register and process needed
Investment Funds Management	Governance	<ol style="list-style-type: none"> 1. Record all current investments 2. Develop investment policy for Hilltops 3. Determine delegations for investment management and rollover
Land Register	Planning	<ol style="list-style-type: none"> 1. Validate contents of land register for former councils 2. Develop plan to consolidate land registers 3. Complete consolidation of land register
Leases to or by council	Corporate	<ol style="list-style-type: none"> 1. Identify all leases held by former councils, including finance novated etc 2. Determine what was transferred under proclamation 3. Identify any leases that should not be continued and action 4. Transfer any remaining leases under Hilltops
Legal Proceedings Notices Orders or Demands	Governance	<ol style="list-style-type: none"> 1. Document any legal proceedings or notices etc relating to environmental, pollution, health 2. Determine any actions needed 3. Seek additional legal advice as needed
Loans from Council	Governance	<ol style="list-style-type: none"> 1. Identify all loans from Council 2. Ensure continuity of existing arrangements 3. Develop new loans policy prior to granting any loan application
Local Regulations	Corporate	<ol style="list-style-type: none"> 1. Identify local regulations of former councils, including street stall, footpaths, alcohol free zones, parking 2. Identify any that warrant standardisation, or are contradictory 3. Develop whole of Council policy for appropriate regulations and/or special case/local requirements



Category	Business Unit	Action Items
National Competition Policy	Finance	Young already had cat1 business. The incorporation of WandS business of former Boorowa and Harden into the Hilltops will make them a combined cat1 business; implications for reporting and payroll tax liability.
Outward Correspondence	Records/Governance	<ol style="list-style-type: none"> 1. Use prefix B, H, Y to indicate source 2. File reference from source 3. Signatory delegations needed 4. Single file system needs to be developed
Payroll	Finance	<ol style="list-style-type: none"> 1. Payroll service to continue through existing systems 2. Determine entity issuing EOY payment summaries, options available (old, new or combo) 3. Single point of contact for government departments (child support, parental leave payments) 4. Employees resigning and retiring issuing termination payment summaries 5. Consolidated payroll system to be incorporated into ICT review
Payroll Tax	Finance	Impacts of WandS staff wages on payroll tax liability for combined council
Policies and Procedures	Governance	<ol style="list-style-type: none"> 1. Identify all existing policies and procedures of previous councils 2. Determine which policies will be adopted for interim 3. Harmonise existing policies and procedures for Hilltops under prioritised list 4. Identify policies and procedures that need to be developed or adopted
Privacy	Governance	<ol style="list-style-type: none"> 1. Identify the privacy management plans of former councils 2. Consolidate plan for Hilltops use
Project Management Processes	Governance	<ol style="list-style-type: none"> 1. Review project management guides for former councils 2. Assess processes against current best practice and modify as required 3. Incorporate standardised risk assessment and management model 4. Adopt project management guide for Hilltops Council
Real Estate Owned by Council	Corporate	<ol style="list-style-type: none"> 1. Document property details of former councils. 2. Document: use, leases or lack of, licenses, certificates of title 3. Verify condition of assets against current information



Category	Business Unit	Action Items
		<ol style="list-style-type: none"> 4. Determine any leases or use that is to be discontinued or formalised in new lease or agreement 5. Any real estate that should be divested
Records	Governance	<ol style="list-style-type: none"> 1. Continue current individual system to capture and record records 2. Determine interim processes to deal with Hilltops records capture and recording 3. Plan and implement new system for long term management of records 4. Consolidate/ standardise storage and retrieval of existing records and any electronic capture/archiving
Risk Management	Governance	<ol style="list-style-type: none"> 1. Consolidate corporate risk registers into single format 2. Review risk assessment methodology and standardise 3. Develop corporate risk level acceptance culture and mitigation
Special Schedule 7	Finance	<ol style="list-style-type: none"> 1. Assess readiness for audit of SS7 of former councils 2. Verify validity of data
Transfer of Documents Between Sites	Governance	Controlled secure transfer of documents between sites
WHS	Operations	<ol style="list-style-type: none"> 1. Compliance training 2. Inspections 3. Incident/near miss reporting
WHS Management System	Engineering	<p>Institute Hilltops WHSMS for</p> <ol style="list-style-type: none"> 1. WHS risk register 2. Chemical use handling storage, GHS compliance 3. Standardise SWMS, SOP's development review and application 4. Determine consultation, reporting, review method



5.3 Easy to do business with, in person and online

The minimum acceptable standard for Hilltops Council is that residents, ratepayers, businesses, suppliers and other customers will continue to be able to do business with council without interruption. From this starting point, Council will investigate and implement programs, processes and systems that make it easier to interact with Hilltops Council. This includes the ability to access customer service centres in person – at all existing locations – and to do business online.

The geographic size of the Hilltops Council means that a key development component for improving service delivery will be the Hilltops website. There are already in existence local government websites that allow direct interaction with council to;

- Seek and access information on plans, projects, services
- Report service issues or request provision of services
- Book appointments
- Apply for employment
- Pay rates and charges
- Lodge applications

Hilltops Council has already developed a single entry point for the new website with links back to the websites of the three former councils. Development of this website to provide new levels of service will continue throughout this plan and into the future. A key component of providing this level of service and function is the ICT platform and this aspect of the implementation will have a large influence on Council's ability to move to the next level of service provision.

The table below lists the main action to be undertaken in Key Result 3.

Category	Business Unit	Actions
Community Facility Management	Corporate	<ol style="list-style-type: none"> 1. Identify community facilities owned, operated or leased by former councils 2. Determine similarities and differences between operating models 3. Determine preferred operating models for facilities including options for consolidation or centralised management

Customer Paying Fees and Charges	Customer Service	<ol style="list-style-type: none"> 1. Each site to hold current copy of fees and charges for all sites 2. Each site to set up suspense account to receipt payments for transfer 3. Excel calculation sheet to be developed for calculation of DA charges for each site 4. Planning dept. to provide DA checklist required to ensure staff follow appropriate guidelines
Customer Service Requests	Customer Service	<ol style="list-style-type: none"> 1. Continue with current system for local requests 2. Develop proforma for requests for other sites 3. Transfer method to other sites 4. Recording action and response system 5. Consolidated system to be developed and implemented
DA Engineering Assessment	Engineering/Planning	Assign responsibility within engineering structure for assessment of engineering requirements for DA's
Fees and Charges	Finance	<ol style="list-style-type: none"> 1. Continue with budgeted fees and charges for 16/17 2. Develop single rationalised fees and charges for 17/18
Private Works	Engineering	<ol style="list-style-type: none"> 1. Determine scope of works offered by former councils 2. Develop Hilltops scope of works offering, competitive position in market 3. Develop system for assessment/quote/delivery/completion invoice.
Telephone contact	Customer Service	<ol style="list-style-type: none"> 1. Determine single phone number 2. Determine routing/transfer method and effect on call charges 3. Investigate use ivr or similar to direct calls to appropriate site 4. Develop integrated whole of council phone network, look for opportunity to connect digitally with radio network
Venue and Facility Booking	Customer Service	Develop system for venue booking that can be utilised at all sites and/or online; specific requirements for cemeteries needs to be considered
Website	Corporate	<ol style="list-style-type: none"> 1. Reserve domain name for Hilltops 2. Develop single point entry website 3. Link new website to existing websites of former councils 4. Develop new website that delivers full service capability



5.4 Engaged staff who understand their roles and how they contribute to the new council

The success of the new council will depend on a positive and service-focused organisational culture. This will include staff feeling secure in their employment, understanding their roles in the new council and being excited by the potential for development and other opportunities. An all staff meeting was held within the first ten days of the new Council, and the Administrator and Interim General Manager reminded staff at this meeting about the employment protections offered under the Local Government Act. Council has moved quickly to set up a Consultative Committee for the new Council. Elections were held in the first week of June and the first meeting of the committee took place on 23 June 2016. This committee will play an integral part in the engagement and consultation with staff on key issues such as salary system, position descriptions, and organisational structure.

An interim management structure was approved by the Administrator and presented to staff on 25 May 2016. Several key positions in this structure were not able to be filled initially and this is a key focus area for Council. The next level of the organisational structure will see a move toward specialisation of roles as a result of the increased size of Hilltops Council. Staff in these roles will experience a greater sense of understanding of the importance of their contribution to Council. Staff roles and operational activities in the area of service delivery are not expected to alter dramatically in Phase 1, there will be some efficiency improvements sought especially near old boundaries where combined work crews and plant utilisation gains can be made. Staff in these operational roles have a clear understanding of the contribution they make to Council and the importance of continuing to provide these services to the community.

The following table lists the main actions that will be undertaken to deliver on Key Result 4.

Category	Business Unit	Actions
Communication and Staff Engagement	HR/Communication	Develop methods to disseminate information on changes and achievements including feedback loop and instant surveying
Consultative Committee	HR	<ol style="list-style-type: none"> 1. Develop composition of committee 2. Call for nominations 3. Elect representatives 4. Constitution/role and frequency of committee



Category	Business Unit	Actions
Detailed Org Structure	HR	<ol style="list-style-type: none"> 1. Appoint vacant senior management positions 2. Manex consultation to determine structure 3. Staff Consultation on org structure
Employee Induction	HR	<ol style="list-style-type: none"> 1. Review current employee induction process 2. Develop Hilltops induction plan and package for all employees which includes core modules, WHS, Privacy, EEO, AOD, Bullying and Harassment, Code of Conduct
Employment Conditions	HR	<p>Compare employment conditions</p> <ol style="list-style-type: none"> 1. Hours of work 2. RDO's 3. Special leave availability 4. Local agreements outside award conditions e.g. paid sick leave
Hilltops Appointments	HR	<ol style="list-style-type: none"> 1. Following development of detailed Org structure PD's for position must be developed 2. Direct transfer where single person does job 3. Selection process where existing staff duplicate role 4. Internal advertising where new/modified roles exist 5. External advertising last option
Key Contacts Internal	Customer Service	<ol style="list-style-type: none"> 1. Each site to develop key contacts list for distribution to other sites
Performance Review	HR	Determine where this was done separately from salary review
Recruitment	HR	<p>Check Act compliance</p> <ol style="list-style-type: none"> 1. Existing staff opportunity 2. Maintenance of employment numbers rural centres
Salary Review	HR	Salary reviews need to be conducted on existing time frames at 3 centres with budget impacts



Category	Business Unit	Actions
Salary System	HR	<ol style="list-style-type: none"> 1. Compare and contrast 3 existing systems 2. Develop models for new system including option for joint development with Snowy and Queanbeyan Councils through CBRJO 3. Staff consultation on options
Senior Management Structure	HR	<ol style="list-style-type: none"> 1. Senior Management structure 2. Appoint Existing Staff 3. Recruit for vacant positions 4. Determine Structure below senior levels
Staff Training	HR	<ol style="list-style-type: none"> 1. Skills gap analysis 2. Prioritisation of training needs compliance and skill/career development 3. Budgeted spending for training via group buying from JOC where possible
Vacancies	HR	<ol style="list-style-type: none"> 1. Validate filling of vacancies to meet Hilltops needs 2. Ensure compliance with 354B-1 of Act in conjunction with small population staff number preservation 3. Ensure merit selection process for all contested positions 4. External advertising only where internal resources do not exist
Workforce Sharing	Engineering	<p>Develop invoicing system for</p> <ol style="list-style-type: none"> 1. Staff and plant shared between work centres 2. Dry hire of plant between work centres 3. Investigate formation of specialist work crews for key functions across whole of council, e.g. weeds model with governance



5.5 Involved communities who have their say

Clear and consistent communication and meaningful engagement with the community will be a crucial component to a successful implementation process; the community will need to readily identify with their new Council. The Administrator has moved quickly to establish three Local Representation Committees and an Implementation Advisory Group; appointees to these two groups form an integral link with the community and provide a sense of continuity from the former Councils. Community forum meetings occurred in July to coincide with the launch of the Stronger Communities Grant Funding with fifteen forums held.

Existing community engagement methods such as newsletters, web postings, and media releases have all continued with the new Council. In addition, Council has temporarily appointed a Manager of Communications who is developing a social media presence and platform for Council.

Category	Business Unit	Actions
Community Engagement and Communication	Corporate	Develop plan to engage/inform community on 1. Roles of IAG, LRC, service continuity 2. Developing statement of vision and priorities 3. Stronger Communities Fund 4. Operational plans and budget 5. Election of Hilltops Council
Meeting Schedules	Governance	Develop meeting schedules for IAG, LRC and Council meetings and publicise these through social media and traditional channels.
Service Level Delivery	Corporate	1. Document current service levels for 3 former Councils 2. Determine appropriate future levels for Hilltops through community consultation 3. Adopt service levels for Hilltops 4. Measure/monitor delivery standards
Agistment on Council Land	Corporate	A Plan of Management and control is needed for requests for grazing or agistment on Council owned lands

5.6 Communities can readily identify with their new council

One of the most important early tasks in beginning to grow a shared identity for a new council is the development of the new visual identity. This includes elements such as the logo, colour palette and other visual identifiers. A new logo for Hilltops that incorporates key features of the substituent communities has been developed and launched; the logo references the strong agricultural base of our region with key elements such as wheat, wool, and cherries. The design of the logo incorporates the visual representation of the geography of our area.

A new website landing page for the Hilltops website was launched in the first few weeks and it has a quick link to the websites of the constituent Councils so that users can continue to access key information regarding the continuation of services and also access archived materials. Importantly, the website is being developed and populated on a day to day basis which reduces the reliance on the old websites; residents and visitors can access key information about the Hilltops Council as it is being developed. It has also been identified that a specific action plan is needed for the development of access links to functions such as facility bookings, printing or submitting forms and requests, and recruitment of staff through the website.

The following table lists the main actions that will be undertaken to deliver on Key Result 6.

Category	Business Unit	Actions
Branding	IGM	<ol style="list-style-type: none"> 1. Develop new brand/logo 2. Register design 3. Print stationery, order books 4. Signage on buildings, road signs, street signs
Grants from Council	Corporate	<ol style="list-style-type: none"> 1. Identify any grants currently in place from former councils 2. Ensure current reporting and milestones continue to be met
Intellectual Property	Corporate	<ol style="list-style-type: none"> 1. Identify all existing trademarks, copyrights, domain and business names 2. Ensure all are transferred to Hilltops 3. Ensure all new IP items are registered and secured for Hilltops
Uniforms	HR/Finance/Consult Comm	Determine new uniform in consultation staff and wider community <ol style="list-style-type: none"> 1. Policy including \$ value for outfitting 2. Changeover plan and budget to complete
Hilltops Website	Corporate	<ol style="list-style-type: none"> 1. Launch new website 2. Maintain links to former websites to allow ease of access to information and historic information 3. Include service level provisions in continued development of new website to allow all users to access information and services of Hilltops Council

5.7 A shared vision and direction for the whole community

By the end of December 2016, it is expected that a succinct statement of vision and priorities will have been prepared for the new Council. The appointment of both the LRCs and IAG has provided a structured method for community members and groups to ensure their views and visions can be communicated directly to Council. The statement of vision will provide high level guidance for the early period of the new Council and enable specific priorities to be identified and incorporated in budgets and operating plans.

The statement of vision and priorities will provide a consistent, high level direction for the Hilltops Council and recognise the unique identity of individual communities within it. The Community Strategic Plans of previous Councils will be a key input to the preparation of the statement as the CSP's of the former Councils already included place based elements, which should be incorporated into the statement of vision and priorities.

Commencing in July, Council undertook 15 initial community outreach meetings especially in the village communities to hear the voices of the people and consult on opportunities through the Stronger Communities Fund. These meetings also provided an opportunity to provide an update to the community on the process of integration and provide an introduction of community priorities.

Category	Business Unit	Actions
Community Forums	Governance	Schedule community forum meetings in all the major towns and villages of the Hilltops Council; July 2015.
Committees of Council	Governance	<ol style="list-style-type: none"> 1. Identify existing committees at all three former councils 2. Determine which will continue 3. Determine staff liaison with each community group 4. Appoint LRC/IAG members 5. Ensure consistent volunteer procedures are developed and utilised in the new Council
Economic and Community Development	IGM	Systems for profiling community identity and economic development opportunities will form part of the service delivery consultation with community
Planning Instrument	Planning	<ol style="list-style-type: none"> 1. Identify any planning instruments, DCP's etc. being progressed prior to amalgamation 2. Report any of above that should be progressed 3. Bring together current LEP's into one document 4. Develop plan to consolidate LEP's post-election 5. Develop process for introduction of Independent Hearing Panel as required



5.8 Rates maintained within existing pathways and resources used wisely to serve the entire Council area

To provide certainty to communities, the NSW Government's policy position is that rating structures in place prior to the establishment of the new Council will be maintained for a period of four years. The proclamation required new councils to apply the rating structure, rating categories and sub-categories that applied in each former Council area for 2015-16 in 2016-17. This ensures there are no changes to rate paths for the first year of the Government's committed four-year rate path freeze for new councils.

Each of the three former Councils had almost completed the preparation and planning for individual Operational Plans and associated budgets for the 2016-17 year. Hilltops Council has made the decision to endorse the majority of Operational Plans, revenue policies and budgets of the three former Councils. The initial focus of the new Council is to continue with business as usual as much as possible until internal systems and processes are fully transitioned and extensive community consultation has occurred.

The following table lists the main actions that will be undertaken to deliver on Key Result 8.

Category	Business Unit	Action
Rates Notices	Finance	<ol style="list-style-type: none">1. Continue rates charges in accordance with Government guidance2. Extract data files from Boorowa and Harden for single print house solution3. Ensure unique identity can be determined for notice to ensure customers have clearly identifiable charges.4. Include preferential payment information to minimise internal funds transfer5. Develop system to produce single notice for land crossing old boundaries6. Develop single notice system for Hilltops7. Review IPART and Government policy on rate path freezing

5.9 Expected benefits which are clear, measurable and on target

As part of the Implementation Plan, staff have begun the review of planned capital purchases to identify opportunities for more effective purchasing tenders and eliminate over-resourcing through duplication. Hilltops Council expects to benefit from the ability to develop and utilise specialist skills of staff in ways that the three former Councils were unable because of economies of scale, particularly in the area of planning, environmental management and engineering services. Sub plans of the Implementation Plan include maximising plant utilisation levels across Council. Redefining and scheduling works to secure better rates from contractors and suppliers and introducing new services that meet the specific needs of geographically isolated residents. Many of these improvements have already been considered by the former Councils but could not be implemented or were being hampered through lack of resources but may be possible or accelerated in the context of broader organisational change.

The broader Hilltops community has a strong interest in seeing the benefits of the new Council. Local Representation Committees and the Implementation Advisory Group will be key conduits for community consultation and participation as were the community forums that occurred in July which gave the community direct access and input into identifying projects that will deliver community benefit. The Stronger Communities Fund will be a key component in delivering the benefits.

The following table lists the main actions that will be undertaken to deliver on Key Result 9.

Category	Business Unit	Actions
Budget	Finance	<ol style="list-style-type: none"> 1. Completion of current budget year under Hilltops 2. Individual budgets maintained for 16/17 year 3. Develop single Chart of Accounts for budget 17/18 4. Transfer to new budget and accounts single entity
Business Relationships	Corporate	<ol style="list-style-type: none"> 1. Document any interests held by council in other entities as reported in Note 19 of financial statements. 2. Determine consistent approach to the reporting across Hilltops 3. Identify any other memberships, interagency agreements, regional groups, MOU's, twinning charters 4. Evaluate relevance to Hilltops and actions for continuation or withdrawal
Customer Liaison Specialist	Engineering/Corporate	Investigate the feasibility of developing role in Council where customer can liaise directly with one person for the provision of multiple services or information. Systems and process knowledge will be key, will work across; planning, healthand building, engineering (Super Customer Service)



ICT LGIS Platform	Corporate	<ol style="list-style-type: none"> 1. Maintain existing platforms to continue operations 2. Identify system requirements to deliver required/desired service standards include scope of ancillary products vs fully integrated products. Self-supported vs cloud. Fibre vs other delivery methods 3. Identify appropriate platform to deliver service standard 4. Develop Implementation Plan (including training), programme and budget and sign delivery contract 5. Deliver plan with full system testing before going live
LTFP	Finance	<ol style="list-style-type: none"> 1. Modelling and analysis to commence LTFP 2. Review and test modelling 3. Complete LTFP for display and endorsement
Operations	Engineering	<ol style="list-style-type: none"> 1. Identify opportunities to streamline operations, remove duplication 2. Opportunities to expand scope of works using in house labour in preference to contractor 3. Opportunities for specialist work crew functions across whole of Council
Purchasing	Finance	<ol style="list-style-type: none"> 1. Notify creditors of new Council 2. Identify any common purchase items across Council and look for new price agreements 3. Review delegations for purchase orders
Radio Network	Engineering/Corporate	Investigate and cost the provision of a Hilltops radio network that can be integrated with telephony system to allow contact within Council without need for external phone carrier network. Include features such as lone worker security, emergency response. Possibility of data transfer
Statement of Local Benefits	Corporate	<ol style="list-style-type: none"> 1. Consult community directly, LRC and IAG to develop statement of local benefits. 2. Report regularly to community on Implementation Plan and benefit realisation
Stronger Communities Fund Community Grants	Corporate	<ol style="list-style-type: none"> 1. Engage Community to promote SCF 2. Resource Grants Officer position to assist and administer grant application process 3. Appoint grant review panel with independent probity for decision recommendations 4. Administer and monitor progress and reporting
Waste Management Services	Engineering/Health	<ol style="list-style-type: none"> 1. Determine how waste management services including trade waste are delivered across former Councils 2. Review contracts and service provision levels 3. Standardise management and delivery across Hilltops; avoid dumping or tip shopping, provision of trade waste inspection across region
Worker's Compensation	Finance	<ol style="list-style-type: none"> 1. Policy continuation under existing policies. 2. Analyse options for consolidation or separate policies for next 12 months. 3. Determine alignment strategy for renewal dates of former Councils 4. Secure any funding assistance from provider for alignment of insurance and premium minimisation



5.10 A newly elected Council working for the whole community

The first election for the Hilltops Council is scheduled for 9 September 2017, and this will be a critical milestone for local communities. The Act requires the first election of a new Council to be conducted by the NSW Electoral Commission.

There will be an ongoing process throughout the implementation phase using newsletters, website information, community forums and media releases to provide information to the wider Hilltops community to publicise the date of the election, nomination process and the importance of effective representation for all members of the community.

The following table lists the main actions that will be undertaken to deliver on Key Result 10.

Category	Business Unit	Actions
Community Strategic Plan	Governance	<ol style="list-style-type: none"> 1. Community consultation to develop service level models 2. Financial modelling for provision of service standards 3. Draft CSP for consideration of new Council
Council Election	Governance	Undertake necessary statutory requirements in respect of engaging Electoral Commission and undertake required tasks as necessary
Future Rating Structure	Finance	<ol style="list-style-type: none"> 1. Review rating structure and validate for all former Councils 2. Give consideration to financial state post four-year rate path freeze 3. Provide consolidated Hilltops rating structure options post 2020 for review of new Council
New Councillor Induction	Governance	<ol style="list-style-type: none"> 1. Develop a comprehensive induction program for newly elected Councillors of Hilltops

6 Risk Management

The amalgamation of three councils to form Hilltops Council involves the integration and rationalisation of services, systems, processes and cultures. It is a major change event and as a result significantly alters the risk profile of the combined organisation. The resulting risks for Hilltops Council have origins that are both internal, (People, Organisation. Processes and Systems and Information/Technology) and external (Political, Economic, Social/Cultural, Technological, Environmental and Legal). These risks can also be categorised as strategic or operational.

The following table identifies key strategic and operational risks with only those risks that have Council wide implications being considered. There are many additional risks that will be identified as part of the sub plans that will be developed from this broad Implementation Plan and these will be identified and treated as part of those plans. This plan does not seek to differentiate between the initial risk rating and the residual risk after controls and treatments are put in place but simply gives a rating of the initial risk and underlines the importance of ensuring that controls and treatment are enacted to reduce this risk. The risks are rated using a five by five matrix commonly used in local government as shown below.

		likelihood				
		Rare	Unlikely	Possible	Likely	Almost certain
consequence	Insignificant	Low	Low	Low	Medium	Medium
	Minor	Low	Medium	Medium	Medium	High
	Moderate	Low	Medium	High	High	High
	Major	Medium	Medium	High	High	Extreme
	Severe	Medium	High	High	Extreme	Extreme



Key Strategic risks

Risk	Source	Impact	Controls/Treatment	Consequence	Likelihood	Risk Rating
Hilltops Council is unable to meet the benchmark performance requirements to be Fit for the Future	Ineffective implementation of the Integration Plan.	Reduction in services provided to community	Involve community in service level determinations	Severe	Unlikely	High
	Unforeseen expenses or costs.	Reputational damage	Regular realistic reviews of Asset Management Plans			
	Inaccurate data or assumptions used by Government for the formation of the new Council.	Increase in complaints and dissatisfaction of community	Review and reporting on Implementation Plan			
	Four-year rate freeze	Restructuring of Council organisation required, possible reduction in employment	Strong adherence to IPandR framework			
	Inappropriate use of Stronger Communities Funds	Potential need to consider future rate rises	Robust determination and allocation of Stronger Communities Fund			
The elected Hilltops Council does not provide adequate representation for the whole community	Disaffected community groups resulting in no candidates from particular areas.	Disproportionate representation causing further alienation of sections of the Hilltops community	Regular consistent information and resources to be made available to community regarding election of council and processes	Major	Rare	Medium
	Large number of candidates from similar backgrounds resulting in none of them having sufficient support	Future direction of Council impacted negatively	Community consultation throughout implementation phase to promote community engagement			



Risk	Source	Impact	Controls/Treatment	Consequence	Likelihood	Risk Rating
	Inadequate information channels or systems resulting in insufficient or inadequate candidates		Alternate engagement mechanisms such as committee structures in place for community engagement			
New Council Implementation Fund is insufficient to successfully merge the three councils	<p>Backlog of expenditure requirements exceeds available funding</p> <p>Poorly managed budget for implementation</p> <p>Timeframes required unachievable or require exponentially higher amounts to achieve</p> <p>No plan for implementation</p> <p>Unforeseen costs or expenses especially in connectivity or ICT</p>	<p>Reputational damage to all stakeholders</p> <p>Disengaged and angry community</p> <p>Negative impact on council funds</p> <p>Future budget impacts or restrictions</p> <p>Reduction in service delivery and capability</p>	<p>Development of Implementation Plan</p> <p>Regular reporting of plan progress and budgeted expenditure to DPC</p> <p>Project management resources allocated to implementation</p>	Major	Likely	High
New Council does not meet community expectation and needs	<p>Poor or no consultation and communication with community</p> <p>Unrealistic community expectations</p>	<p>Disengaged community and further deterioration of service delivery</p> <p>Reputational damage at local and state level</p>	<p>Community engagement and communication plan.</p> <p>Continue with “business as usual” delivery of services through Implementation Plan</p>	Moderate	Possible	High



Risk	Source	Impact	Controls/Treatment	Consequence	Likelihood	Risk Rating
	Hostile media channels	Lack of trust and confidence in Council				
New Council does not achieve a unified culture with shared visions, goals, norms and expectations	<p>No clear vision and values identified and adopted across the organisation</p> <p>Embedded cultural prejudices</p> <p>Management team does not unify and lead the process</p> <p>Resistance to change</p> <p>Communication throughout Council is not consistent or effective</p> <p>Excessive delays in integrating systems and processes</p>	<p>Loss of productivity</p> <p>Deterioration in culture and morale</p> <p>Reduction or loss of service delivery</p> <p>Increasing operational costs including wages, insurances, contractor costs</p> <p>Reputational damage</p>	<p>Transition plan in place and clearly communicated</p> <p>Staff engagement in developing organisational values</p> <p>Structured and regular Manex meetings to ensure senior management are sharing and delivering consistent messaging</p>	Moderate	Possible	High



Key Operational Risks

Risk	Source	Impact	Controls/Treatment	Consequence	Likelihood	Risk Rating
Risk of high staff turnover and/or loss of productivity during transition and early stages of new Council	Staff dissatisfaction with pace of change, for some it may too fast and for others may be too slow	Staff conflict High absenteeism Loss of corporate knowledge	Strong protections under Local Government Award and Act for existing conditions and no forced redundancy for 3 years	Moderate	Possible	High
	High workloads or pressure resulting in resignation	Deterioration of organisational culture	All positions assessed to determine existing staff suitability, external advertising only when no internal options exist			
	Staff unsuccessful in securing preferred role in Hilltops Council and resigning	Reduction in service delivery Reduced ability to attract high quality staff	Internal selection processes based on merit			
	Appointments to managerial roles of persons not capable	Increase in worker's compensation cases and premiums	Major project to develop new salary system			
	Disparity between salary systems or salary payments for people working in similar roles		Consultative Committee in place within first weeks of amalgamation			
	Changes in work responsibilities and or separation from supervisors in new organisation structure		Project plans and resourcing requirements analysed to reduce additional workloads and pressure			



Risk	Source	Impact	Controls/Treatment	Consequence	Likelihood	Risk Rating
	<p>Inappropriate organisation structure leading to overlapping of roles or unfilled positions</p> <p>Training needs not identified correctly or unable to be met when required</p> <p>Poor staff consultation processes and procedures</p> <p>Staff transitioning to Hilltops positions at different times and rates throughout the organisation</p>					
Records System failure resulting in legislative or procedural non-compliance and loss of information	<p>Different systems and procedures in operation at individual branch offices</p> <p>Backlog of existing records</p> <p>Change in staff roles and responsibilities</p> <p>Individual staff responsible for processes with no back up trained staff</p>	<p>Cost impact of record searches</p> <p>Non-compliance with legal requirements with potential for adverse legal actions</p> <p>Reputational damage</p> <p>Poor decisions made based on insufficient information</p>	<p>Maintain all existing processes and systems at each site. This may cause some duplication of records.</p> <p>Develop whole of Council system for treatment of records ensure this is included in all ICT development</p>	Severe	Possible	High



Risk	Source	Impact	Controls/Treatment	Consequence	Likelihood	Risk Rating
	End user's actions not compliant with records procedures		Transfer existing records to new system Council wide training and education program for new system			
ICT: LGIS platform does not deliver performance required to meet needs of Council	<p>Inadequate system selection caused by;</p> <ul style="list-style-type: none"> • Poor scoping • Bias in system selection • Budgetary constraints <p>Implementation is unsuccessful caused by;</p> <ul style="list-style-type: none"> • Poor delivery from supplier • Implementation takes too long • Staff training not adequate • Inability to extract data and transfer from old systems • Inadequate design • Connectivity problems between sites 	<p>Budget overruns</p> <p>Inability to deliver services to community</p> <p>User resistance and rejection</p> <p>Loss of data integrity</p> <p>Stress on staff</p> <p>Disruption of services</p> <p>Reputational damage</p>	<p>Involvement of all business units in identifying performance needs for system</p> <p>Investigation of and proving of communication connectivity between branch offices</p> <p>Use of skilled facilitation resources to scope system requirements</p> <p>Development of project plan and team to deliver system</p> <p>Contract for full system delivery and implementation</p> <p>Full system testing and proving of system</p>	Severe	Possible	High



Risk	Source	Impact	Controls/Treatment	Consequence	Likelihood	Risk Rating
	<ul style="list-style-type: none"> Connectivity issues between associated software and systems 		Training of all staff to coincide with introduction, timing critical			
Misinterpretation or disregard of governance systems and structures	<p>Unchecked risk appetite or no risk assessment undertaken</p> <p>Unclear or overstepping delegations</p> <p>Organisation structure that has unfilled key management positions or has ineffective reporting lines</p> <p>Desire to compete or deliver projects quickly</p> <p>Low staff morale</p>	<p>Legislative breaches exposure to legal actions and costs</p> <p>Loss of productivity</p> <p>Deterioration of morale and culture</p> <p>Budgetary blow outs</p> <p>Loss of focus on delivering service to community</p>	<p>Development of specific project plans with responsibilities, budgets, risk treatment</p> <p>Attract high quality applicants to vacant managerial positions</p> <p>Delegations policy and definitions</p> <p>Regular reporting of implementation plan and sub plans</p>	Moderate	Possible	High
Risk that there is a disruption of core services and Council is unable to deliver “business as usual”	Staff diverted to integration projects with nobody covering existing functions	<p>Reduction in productivity</p> <p>Service delivery reduction or failure, Council does not meet community objectives</p>	<p>Continued reporting and action for customer service requests</p> <p>Community consultation meetings to reaffirm service levels and provision</p>	Severe	Likely	Extreme



Risk	Source	Impact	Controls/Treatment	Consequence	Likelihood	Risk Rating
	Existing contracts of Council that restrict operation of new Council	Increased cost to operate and deliver, through increased wages, insurances or contractor costs	Review existing contracts and determine course of action to maintain service provision			
	Staff feel overworked or stressed and unable to complete work loads	Inconsistent service levels across the Council area	Organisation structure for operation staff first priority to ensure clear lines of communication and continue service delivery			
	Existing systems that are no longer supported or available breakdown	Additional costs to provide interim or emergency solutions to issues	Existing works programmes and operational plans continued.			
	Policies across the former Council are inconsistent	Staff morale and culture of organisation negatively affected	Adoption of Operational plans and budgets for 2016-17 in first month of council			
	Poor planning or implementation of the integration	Reputational damage to stakeholders at all levels				
	Low morale					



7 Monitoring, Reporting and Communicating Progress

The goal of the Implementation Plan is to guide the first phase of the integration of the three former Councils into the Hilltops Council. Hilltops Council was formed to enable a sustainable delivery of local government services to the community it serves. The success or otherwise will be measured against; Councils ability to deliver the service levels that are appropriate for the community.

- Financial sustainability
- Infrastructure backlog
- Asset development, renewal and maintenance

The NSW State Government is investing \$5 million in the formation and establishment of the Council and an additional \$15 million through the Stronger Communities Fund to allow communities to kick start the delivery of projects that improve community infrastructure. The Department of Premier and Cabinet have established a reporting and monitoring framework which is aligned with the milestones detailed in section 3.1 of this plan. The early stages of implementation included weekly reporting of progress; currently this is fortnightly and it is expected that the frequency will reduce further as Council moves away from specific task requirements for business set up such as accounts, registrations and moves into longer term projects such as the development of a salary system and implementation of a new ICT platform.

Council will still be required to monitor and report the usual range of performance measures such as:

- Quarterly Budget Review
- Operational Plan
- DA statistics
- Integrated Planning and Reporting
- Financial Statements

Reporting is one form of communication but it is equally important that Council engages with the community to determine its vision and goals and to set service provision standards. In addition to this external communication, internal communication must be clear and effective so that the entire organisation can work in unison.

The Council spokespeople during phase 1 of the implementation plan will be the Administrator and Interim General Manager.



Internal communication is the responsibility of the Interim General Manager and this role will also be delegated to various persons within the organisation such as the Senior Management team and Communications Manager. A communications strategy is currently in draft format and will be published when finalised.

Objectives

Hilltops Council's primary communications objectives are:

- To reaffirm and communicate the "business as usual" message and continued service delivery
- Affirm the Hilltops brand, functions and identity
- To improve Council's relationship with the community and encourage community involvement
- Promote Hilltops to visitors, new residents and investors
- Effectively use digital media and new technologies
- Deliver effective internal communication

Delivery Method

Hilltops Council services a geographic area of 7,139 sq. km; this requires a variety of delivery methods for communication to be used. There are five local newspapers published in the area and 2 radio stations operating. Mobile phone and internet coverage is not universal over the region. Council therefore needs to access a variety of channels to ensure that all community members receive information and are able to respond, or initiate a dialogue with Council. Channels being used by Hilltops Council include;

- Direct mail: using newsletters, fact sheets
- Media releases: to print media, radio and television
- Opinion pieces and columns
- Council Website
- Public appearances and speeches
- Interviews with media outlets
- Advertising, print, radio, online
- Social Media: Facebook, Twitter, Instagram



Stakeholders

Stakeholders have differing needs and goals in both communication and monitoring the plan. These are summarised below:

Group	Communication Needs
Broader community including village groups, business groups, LRC and IAG	Business continuity; Service delivery status; Stronger Community Fund availability and progress; Improvements in services; Promotion of the region; Council to listen to their voice
Department of Premier and Cabinet	Progress reporting against milestones and budget acquittal; Promoting the successes
Staff	Organisational change consultation; Progress of the implementation; Successes and achievements; Changes to the plan; Vision and goals
Administrator	Progress of the implementation plan; Budget performance and progress; Challenges and possible solutions; Milestones reached

