

Merger Tasks - Theme

Workstream Category

Tasks

3	Asset Management Strategy	3.01 Endorse CGRC asset strategy at proclamation Apply CGRC asset policies and risk settings to new councils Set program to revise asset hierarchies, standards, risk and upgrade settings
		3.02 Align to new councils capex and development contribution schedules Draft Asset Management Strategy for new councils
4	Asset Management Plan	4.01 Compare condition, WDV, accumulated depreciation and revaluation reserves at time of merger to time of demerger Assign physical, plant and collection assets from CGRC to former (new) councils, based on electoral boundaries
		4.02 Revise AMPs for new councils in line with IPWEA and IIFM practice notes
		4.04 Ensure a consistent methodology for assessing the condition, maintenance and recording of accurate data is implemented as per local government standards Revise renewal schedules to align with depreciation schedules for new councils
		4.05 Establish renewal/useful life intervention condition levels for key assets Establish risk (incl climate, population change) profiles for key assets Prepare asset sustainability ratio forecasts for reference with Financial Plan
5	Asset Register	5.01 Appraise Asset Register , nominating fixed (environmental assets if applicable) to new councils Align register to ERP asset module for use by new councils
		5.03 Commission external expertise to assess condition of infrastructure and operational assets, in a manner consistent with IPWEA/IIMM practice, and assign replacement values (where revaluations have not been undertaken since 2022, due to recent escalations)
		5.04 Prepare IPPE note and special schedule 7 for new councils
50	Maintenance and service agreements	50.01 Document copies of all CGRC agreements into Agreements Register for new councils
		50.02 Consider whether there are any agreements that should not be carried forward to the new council and any action that needs to be taken For each of the former councils, document any plans for the acquisition or disposal of material assets
6	Assets – acquisition or disposal	6.01 Retain CGRC asset capitalisation thresholds Consider whether there are any plans for the acquisition or disposal of assets which should not be continued and any action needed <ul style="list-style-type: none"> Develop an agreed methodology to separate assets and liabilities - including cash and debt Negotiate the appropriate allocation of plant and equipment to satisfy each Councils need Distribute infrastructure assets and buildings based on geographical (electoral) boundaries Prepare shedule of distributed assets with proclamation
7	Assets - distribution	7.01 Progressively instal new signage for new councils
53	Offices and depots	53.01 Reinststate and rebrand council offices and depots in Cootamundra and Gundagai
63	Property	63.01 Confirm property details, including the address, encumbrances and interests, current use, certificate of title and leases or licenses on the land in CGRC Property Register
		4.03 Assess and establish suitable levels of AM maturity to be resourced in new councils
		53.02 Assess adequacy of accommodation for proposed staffing of new councils
		53.03 Develop and implement a workspace action plan for staff accommodation changes including PC and telephone
76	Telecommunications	76.01 Document all CGRC telecommunications services or facilities and related access and use agreements. Advise carriers of applicable change of lease (towers etc)
		76.02 Confirm what will be transferred to the new councils under the proclamation, and advise carriers Adopt a logo and other elements of the visual identity for the new council, including letterheads, invoices, purchase orders, notices, uniforms, entry signage, building signage
15	Brand	15.01 Prepare a style guide for the new council.
23	Communication and Consultation	23.01 Prepare and implement the demerger communication and information plan - community and staff
		51.02 Review policies and procedures for media and higher-risk social media
		51.03 Prepare relevant media releases, update content on web, moderate social media
		51.04 Reserve social media accounts for new councils
49	Local regulations	49.01 Document CGRC local regulations into Local Approvals Register , for interim adoption by the new councils, including date of resolution, purpose, related legislation
		49.02 Put in place any interim arrangements needed to manage any priority issues relating to local regulations relevant to new councils
52	Notices, orders and demands	52.01 Document any outstanding notices, orders or demands issued to CGRC by any regulatory authority concerning compliance with environmental, pollution or health and safety requirements, for assignment to new councils
		52.02 Determine how to respond to any outstanding notices, orders or demands, including assignment to new councils
27	Customer service	27.01 Determine a consistent way of answering telephone calls across the new council and communicate this to staff. Develop, test and deliver new council system for managing customer requests and complaint
		21.03 Establish schedule to revise committees (incl s355) structure and memberships with new councils
22	Common seal	22.01 Locate and utilise the common seals of the former councils for reference at proclamation Ensure arrangements for the custody and use of the common seal comply with clause 400 of the Regulation
		69.06 Embed business risk (legal, policy, strategy, asset, environment, community, economy, workforce) in council report templates

Scope	Responsibility	Resourcing		
Timeframe	Lead	FTE wk - consultant	1 x FTE x week / year	Consult Estimate
< week	Asset			
< 6 month	Asset	0.2	0.10	
< quarter	Asset	0.2	0.05	
> 6 month	Asset	Consultant		
> 1 year	Asset	0.2	0.30	
> 1 year	Asset	0.2	0.30	
< 6 month	Asset	0.1	0.05	
< 6 month	Asset	Consultant		
< quarter	Asset	0.1	0.02	
< month	Asset	0.2	0.02	
< month	Asset	0.1	0.01	
< quarter	Asset Finance	0.1	0.02	
< quarter	Asset Finance	0.4	0.09	
> 1 year	Asset-Civil	0.2	0.30	
< 6 month	Asset-Comms	0.3	0.15	
< month	Asset-Governance	0.75	0.06	
> 6 month	Asset-HR	0.2	0.15	
< quarter	Asset-HR	0.5	0.12	
< quarter	Asset-ICT	0.5	0.12	
< month	Asset-IT	0.1	0.01	
< week	Asset-IT			
< quarter	Communications	Consultant		
< 6 month	Communications	0.5	0.25	
< week	Communications			
> 6 month	Communications	0.1	0.05	
< week	Communications			
< month	Compliance	0.2	0.02	
< month	Compliance	0.1	0.01	
< month	Compliance	Consultant		
< month	Compliance	Consultant		
< 6 month	Customer	0.75	0.38	
< 6 month	Executive Support	0.05	0.03	
< week	Executive Support			
< week	Executive Support			

8 Audit – external	8.01	Determine the auditor for the new council, who must be a person who provided auditing services for one or more of the former councils Ensure the audited financial report for the demerged and new councils is prepared for the period from the date of establishment of the new councils
	8.02	Engage independent firm or council auditor to calculate and confirm distribution of assets (cash, investments, inventory, property, infrastructure, WIP), liabilities (borrowings, leases, provisions, contracts) and provide opening balances to new councils Notify bankers of all former councils that the new council has been proclaimed.
12 Bank accounts and payment systems	12.01	Open new bank accounts and make other changes to banking arrangements, including investments, loans and payroll issues. Document any bank guarantees or securities held by CGRC as an alternative to providing a bond or deposit
13 Bank guarantees and securities	13.01	Review all legal documentation to assess the guarantee value, purpose and conditions. Advise the institution providing the guarantee that the new councils will be proclaimed. Confirm that the guarantee has been transferred to the new councils under the proclamation
14 Bonds, deposits and retentions	14.01	For all new councils, prepare a Bonds Register of all bonds, deposits and retentions. Undertake an assurance process to check the register against supporting documentation. Review the funding held in reserve to offset these liabilities, as this may need to be adjusted as part of the distribution of all reserve funds. Review the business activities (if any) of the current council to determine the effects of the establishment of the new councils.
16 Business activities	16.01	Consider the impact of identical business activities being divided or remaining together (as shared resource or shared contract), such as commercial trade waste
18 Cash and bank	18.01	Check new councils obligations under the National Competition Policy Prepare a list of all petty cash and change floats and validate amounts
	18.02	Notify bankers of change in entities, setting independent facilities, cards and overdraft
	18.03	Open new bank accounts for new councils, with appropriate delegations
26 Customer payment facilities	26.01	Review customer payment facilities to ensure there are no urgent issues which will impact service continuity at new council offices. This includes: • EFTPOS terminals • BPAY • Australia Post • website payments • direct debit.
30.04	Make arrangements to pay councillors of new councils	
32 Entitlements - Staff	32.01	Review the employee leave entitlements liability of CGRC, assess the size of the liability and any corresponding reserve fund, and transfer to new councils
33 Entitlements - Councillors	33.01	Calculate and disburse any outstanding fees and super for councillors of CGRC Establish councillor fees and reimbursement policies to apply to new councils
35 Financial Plan	35.01	Endorse CGRC LTFP as initial settings for new councils
	35.02	Prepare new financial plans with service profile and asset settings endorsed by new councils
	35.03	Convert LTFP and OP from 'Income Statement' settings to an Operating and Capital budget that discloses service expenditure and asset OMR and renewals estimates, rather than the cost inputs such as employment and materials
	35.04	Assess those settings against financial and asset sustainability ratios
	35.05	Consider options for rating, pricing and mode of delivery, which may include SRV
	35.06	Complete analysis and modelling to support preparation of the new councils resourcing strategy
	35.07	Prepare interim operating and capital budgets for first year of new councils
	36 Financial policies, procedures and forms	36.01
36.02	Retain initially CGRC financial policies, procedures and forms	
36.03	Process and resolve outstanding tenders, invoices and orders Prepare final CGRC statements to proclamation date	
37 Financial Statements and Reports	37.01	Arrange audit schedule with AO Prepare final schedule of opening/closing balances for new councils
	37.02	Continue QBRS reporting for CGRC until new councils formed
	37.03	Record and report demerger costs monthly Retain CGRC chart of accounts/general ledger until new councils established
38 Financial systems	38.01	Distinguish asset operations/services from asset M&R costs Attribute administration costs
	38.02	Articulate 'consultant' or 'contract' on relevant job codes in general ledger, for reporting and assessment of future resourcing
	38.03	Reset cost attributions appropriate to new councils
	38.04	Retain CGRC work order, purchase order, timesheet, customer request systems of Civica
	38.05	Record an inventory of relevant debtors including upload into the new rating and property system
	38.06	Develop processes to ensure invoices and statements continue to be issued
	38.07	Resolve and distribute creditor and debtor balances and recoveries to new councils
	38.08	Review existing procurement processes and establish new system for each of the new Councils to ensure they are compliant and operational at proclamation
	38.09	Design discrete QBRS and other financial reporting for new councils
39 Grants – to councils	39.01	Review the grants and note milestones and reporting conditions attached to the grants, and assign to applicable new council Advise grant providers accordingly; check if any impact on grant terms
	39.02	Establish Grants Policy and Grants Register for new councils
	42.05	Prepare interim revenue policy, operating and capital budgets for first year of new councils, delineated in CGRC OP
43 Investments	43.01	Review the Investments Register of CGRC and the most recent investment reports to assess maturity and distribution values of all investments.
	43.02	Prepare schedule of investments for assignment to new councils at proclamation

< quarter	Finance	0.5	0.12	
< quarter	Finance	consultant		
< week	Finance			
< month	Finance	0.2	0.02	
< month	Finance	0.2	0.02	
< quarter	Finance	0.1	0.02	
< week	Finance			
< week	Finance			
< month	Finance	0.1	0.01	
< month	Finance	0.75	0.06	
< month	Finance	0.05	0.00	
< quarter	Finance	0.1	0.02	
< month	Finance	0.1	0.01	
< week	Finance			
> 6 month	Finance	Consultant		
< 6 month	Finance	Consultant		
< 6 month	Finance	Consultant		
> 6 month	Finance	Consultant		
> 6 month	Finance	Consultant		
< 6 month	Finance	0.2	0.10	
> 6 month	Finance	0.1	0.08	
< week	Finance			
< month	Finance	0.4	0.03	
> 6 month	Finance	1.25	0.94	
< week	Finance			
< month	Finance	0.1	0.01	
< week	Finance			
< month	Finance	0.1	0.01	
< quarter	Finance	0.1	0.02	
< week	Finance			
< month	Finance	0.2	0.02	
< month	Finance	0.2	0.02	
< quarter	Finance	0.1	0.02	
< quarter	Finance	0.1	0.02	
< quarter	Finance	0.1	0.02	
< quarter	Finance	0.2	0.05	
< quarter	Finance	0.1	0.02	
< month	Finance	0.2	0.02	

	43.03	Utilise CGRC investment policy and associated risk appetite for the new councils at proclamation Revise investment policy with new councils Document: • all CGRC finance and credit agreements, including the amount, debtor, interest and repayment schedules • all bank guarantees • all internal
48 Loans	48.01	loans, including purpose, conditions, and term interest payments Consolidate data into Loans Register applicable to each new council Prepare Debt Policy for consideration of new councils
	48.02	Review loan and security agreements, including internal loans
	48.03	Consider consolidating and/or renegotiating loan terms to provide favourable repayment or payout structures. Consider whether there are any agreements and arrangements that should not be continued and any action needed
	48.04	Prepare schedule for distribution of loans and debt to new councils at proclamation Advise lending institutions of the proclamation of the new councils
65 Rates	60.02	Establish fees and charges schedules for new councils
	65.01	Record CGRC rate structure and policies as interim at proclamation Revise rate structures for new councils with consideration of financial plan
	65.03	Consider assignment of property taxes and annual charges to asset OMR and debt servicing, base rate to CSO public services, and new annual charges or SRV for specific purposes
	65.04	Ensure final (prorata) CGRC and new council rate notices issued in line with proclamation
67 Registrations and taxation	67.01	Establish and receive: • new ABNs and TFNs • registrations for tax requirements, such as GST, FBT and PAYG withholding.
68 Restricted Funds (Reserves)	68.01	Document CGRC external and internal restricted funds (reserves) in Restricted Funds (Reserves Register) , and reconcile to relevant notes in financial statements
	68.02	Assign reserves applicable to new councils at proclamation • values • type and purpose • balance and any recent transfers • how the funds were raised.
	68.03	Establish a policy for 'working capital' balance or threshold, nett of internal restrictions, for new councils
	68.04	Assess whether reserves are adequate to cover the liabilities they are held to offset (e.g. bonds and deposits, employee leave entitlements) or any other intended purpose for the funds.
79 Trust funds	79.01	Document the balance and transactions of all trust funds. Confirm that trust funds have been transferred to the new councils under the proclamation
73 Stores and inventory	73.01	Document the location, purpose and procedures of CGRC stores Undertake a stocktake of stores and inventory for distribution to new councils at proclamation (assuming stores continue to operate from C and G sites) Utilise CGRC and prepare procurement policies for new councils
2 Advisors	2.01	Appoint key advisors to the new councils, potentially including: • accountants • auditors • bankers • insurance brokers • legal • taxation. Contracts with some advisors to the former councils may need to be terminated
20 Codes	20.01	Utilise CGRC Codes of Conduct and Meeting Practice initially for new councils Prepare new codes for the new councils which is compliant with the Model Codes.
	20.02	Put the new codes to the new councils for adoption
21 Council meetings and committees	21.01	Determine and publicise a schedule of council and committee meetings for new councils
	21.02	Revise purpose and terms of reference of committees
	54.02	New GM prepare an interim organisational structure, including consultation with Consultative Committee, to enable distribution (and recruitment) of staff in accord with Award and Act
	54.04	Establish and assign appropriate delegations with relevant position descriptions Revisit employment conditions and work arrangements to include hybrid and remote work
64 Public Officer and RAO	64.01	Designate a Public Officer and Responsible Accounting Officer for the new councils
1 Address and Contact details	1.01	Determine and publicise the business addresses, contact details and physical locations of the new council's service centres and work locations. This includes: • postal address • telephone numbers • website address • email addresses
11 Authorised officers	11.01	Confirm that the appointment of all authorised officers has been transferred to the new councils as part of the proclamation
17 Business interests and relationships	17.01	For each new council, document interests held in other entities as identified in the Financial Statements, including: • subsidiaries • joint arrangements • associates • unconsolidated structured entities Document: • interagency agreements, such as for collection of the natural disaster levy • memberships, including of JO/ROC and county councils • MOUs • resource sharing arrangements • sister cities • support for business and tourism organisations • any other organisational affiliations
	17.03	Determine whether the demerger affects continuation of the interest and any action required
	17.04	Determine whether any parties need to be notified that the new councils has/will be proclaimed and any action required Identify and document all contracts to which the new councils will be a party or which related to them, for assignment at proclamation
25 Contracts	25.01	Notify contractors that the new councils has/will be proclaimed and advise on the impact, if any, on their contract. Review delegations (staff, committee, panel) and controls of higher risk functions
28 Delegations	28.01	Assign per key management, regulatory and financial role in new councils Establish Delegations Register
29 Disclosures	29.01	Ensure the Executive and nominate relevant designated persons complete and lodge a disclosure of interest form Maintain the CGRC Pecuniary Interest Register, then distribute to new councils
	29.02	Publish Disclosures and Pecuniary Interest Registers on website for new councils
40 Grants/Donations – by councils	40.01	Review grant programs and identify the policies, types of grants, target groups, levels of funding and the assessment process. Identify any grants awarded, but not yet paid, along with any outstanding acquittal requirements from grant recipients
	40.02	Establish Donations Register and revise Donations Policy for new councils

< week	Finance			
< month	Finance	0.2	0.02	
< month	Finance	0.2	0.02	
< quarter	Finance	0.1	0.02	
< month	Finance	0.1	0.01	
< week	Finance			
< week	Finance			
> 1 year	Finance	Consultant		
< month	Finance	0.1	0.01	
< week	Finance	Consultant		
< month	Finance	0.2	0.02	
< month	Finance	0.1	0.01	
< month	Finance	0.1	0.01	
< month	Finance	0.1	0.01	
< week	Finance			
< month	Finance-Depot	0.4	0.03	
< week	GM			
< quarter	GM	0.1	0.02	
< month	GM	0.1	0.01	
< month	GM	0.05	0.00	
< 6 month	GM	0.05	0.03	
< quarter	GM	0.2	0.05	
< month	GM	0.2	0.02	
< week	GM			
< week	Governance			
< week	Governance			
< month	Governance	0.1	0.01	
< month	Governance	0.2	0.02	
< month	Governance	Consultant		
< month	Governance	0.1	0.01	
< month	Governance	1	0.08	
< quarter	Governance	0.1	0.02	
< month	Governance	0.05	0.00	
< quarter	Governance	0.1	0.02	
< quarter	Governance	0.05	0.01	
< quarter	Governance	0.05	0.01	

42	Integrated Planning and Reporting	42.01	Commence community engagement and drafting community strategic plan before elections
		42.02	Endorse existing IPR documents as interim at proclamation
		42.03	Prepare delivery program and resourcing strategy, informed by service and asset profiling and rating-pricing reviews
		42.04	Prepare and publish CGRC end of term report with final financial statements
		45.02	Document any employment or confidentiality agreements that protect the confidentiality of the intellectual property of CGRC
		45.03	Confirm that all trademarks, patents, copyrights, designs, and business names are transferred to the new councils under the proclamation
59	Policies and procedures	59.01	Document all CGRC policies and procedures into a Policy Register
		59.02	Record CGRC policies as interim for new councils at proclamation
			Develop a prioritised program of review of policies and procedures for new councils
60	Pricing Policy	60.01	Record CGRC pricing policy as interim for new councils at proclamation
			Revise policies once service profiling and fee recovery assessments complete
		60.03	Adopt CGRC debt recovery and hardship policy for review by new councils
61	Privacy	61.01	Adopt CGRC privacy plan for new councils
			Review the privacy management plans and policies with new councils
			Assign and transfer property titles and certificates from CGRC to new councils at proclamation
		63.02	Assign properties into respective new council's Property Register . Advise relevant parties of the proclamation and name of the new councils
		63.03	Identify and review registers of operational reserves, land available for future uses or development (strategic land reserves) and recent property disposal records and recommend an appropriate strategy for land management and development
		63.04	Adopt CGRC property policies initially Revise property and rental policies for new councils
74	Strategies and plans	74.01	Retain adopted CGRC strategies and policies at proclamation
		74.03	Progressively establish or update strategies and plans specific to the new LGAs
78	Training - staff and councillors	78.01	Revise CGRC training plan to focus effort in skill shortage for new councils
		78.03	Establish (with LGNSW) onboarding and development program for councillors
		46.02	Consider whether there are any leases that should not be carried forward to the new councils and any action that needs to be taken Advise relevant parties of the proclamation and name of the new councils
		46.03	Establish property plan or policy (acquisitions, disposals, lease) and rental rebate policy (community, charity) for new councils
47	Legal and administrative proceedings	47.01	Document all CGRC current and pending legal proceedings and tribunal action, including the venue, jurisdiction and status. Document all CGRC potential litigation, civil liabilities and legal disputes and any debt recovery actions underway or proposed
		47.02	Analyse all legal and administrative proceedings and determine any action that needs to be taken, or referred to respective new councils Include in quarterly legal and consultant reports to council
75	Superannuation	75.01	Ensure the new councils are identified as an employer for superannuation benefits Seek advice from superannuation funds about transfer of staff to the new councils
		75.02	Assess the defined benefit superannuation plans that CGRC contributed to on behalf of employees, and assign to new councils
80	Vacancies - staff and committees	80.01	Develop a procedure for filling staff vacancies which complies with the Act and Award
		80.02	Retain memberships on CGRC committees, and advise parties accordingly
84	WHS and workers compensation	84.01	Document CGRC: • systems and processes • insurance arrangements • unresolved matters Retain CGRC WHS and related policies, until reviewed by new councils
		84.02	Ensure new workers compensation arrangements are in place
85	Workforce	85.01	Based on CGRC model, revise workforce management plan to initially accommodate new councils
		85.02	Retain CGRC workforce policies until reviewed by new councils through organisation structuring and workplace committees
		85.03	Audit and transfer staff relevant personal and contact records to the new councils
		85.04	Prepare information and consult in workforce transition (transfer, application, redeployment, redundancy) and interim appointment arrangements
		85.05	Undertake and analyse pulse/opinion surveys for staff designated to new councils
		85.06	Conduct specialist and other skills gap analysis to inform staff and outsourced skill requirements for the new councils, including checking for compliance gaps identified by OLG
		85.07	Complete profiling, analysis and modelling to support preparation of the new workforce plans for new councils
		85.08	Pending outcome of service profiling, align positions, accountabilities and performance to respective service-programs
		54.03	Transfer existing or draft position descriptions, skills and accountabilities for those structures
		54.05	Prepare and implement process for redeployment and redundancies (noting ~ 5 FTE estimated declining positions or locations)
		54.06	Recruit ~ 10 staff FTE (initially to support demerger) to assist new councils' compliance and asset management obligations
55	Payroll	55.01	Maintain the integrity of CGRC records of employment conditions, for assignment to new councils
		55.02	Apply CGRC payroll system, timesheeting and pay frequency to new councils
		55.04	Apply CGRC salary system, revising with new councils after new structures embedded
19	Change management	19.01	Give notice to staff and unions of workplace change regarding demerger and restructures (Part 41 Clause (iii) (c))
		19.02	Engage resource to design and progress organisation change from CGRC to new councils

< quarter	Governance	Consultant		
< week	Governance			
< 6 month	Governance	0.1	0.05	
< 6 month	Governance	Consultant		
< month	Governance	0.2	0.02	
< month	Governance	Consultant		
< month	Governance	0.3	0.02	
< month	Governance	0.1	0.01	
< month	Governance	0.1	0.01	
< week	Governance			
< month	Governance	0.1	0.01	
< week	Governance	Consultant		
< quarter	Governance	0.3	0.07	
< month	Governance	0.2	0.02	
< week	Governance			
> 6 month	Governance	0.1	0.08	
< month	Governance	Consultant		
> 6 month	Governance	Consultant		
< week	Governance			
< month	Governance	0.1	0.01	
< month	Governance	0.2	0.02	
< quarter	Governance	Consultant		
< week	Human Resource	Consultant		
< month	Human Resource	Consultant		
< month	Human Resource	0.2	0.02	
< week	Human Resource			
< month	Human Resource	Consultant		
< week	Human Resource			
< 6 month	Human Resource	Consultant		
< week	Human Resource			
< month	Human Resource	0.2	0.02	
< month	Human Resource	1	0.08	
< quarter	Human Resource	0.2	0.05	
< 6 month	Human Resource	Consultant		
< 6 month	Human Resource	Consultant		
< 6 month	Human Resource	Consultant		
< quarter	Human Resource	0.75	0.17	
< month	Human Resource	0.2	0.02	
< 6 month	Human Resource	Consultant		
< week	Human Resource			
< month	Human Resource	1	0.08	
< month	Human Resource	0.3	0.02	
< week	Human Resources			
< month	Human Resources	Consultant		

Change management model may include:

- Create a change team - members from across the organisation including staff who have some influence to be conduits for two-way information,
- Meet regularly with the Change Team (this may be the Staff Consultative Committee).
- Communicate to all staff on a regular basis, using multiple channels of communication (written, verbal, face to face) about what is going to happen, why and when. This will include regular meetings at each depot and office.

19.03	<ul style="list-style-type: none"> • Provide clear information about how the two councils will be reconstituted, what the interim management and leadership arrangements will be. Provide regular updates on progress. • Anticipate and identify roadblocks and issues causing friction. • Include manageable milestones in the change management plan – recognise milestones when they are achieved. • Maintain momentum throughout the process. • Sustain change to ensure the new council cultures is in line with their updated strategy
23.02	Document the way in which: • staff have typically been consulted broadly and on human resources, workplace safety and industrial matters
23.03	Establish workplace consultative and safety committees for new councils For each of the new councils, document:
31 Employment arrangements	31.01 • salary structures and their associated costs • positions and position descriptions • staff locations • local agreements, and any individual arrangements, as well as the basis of the arrangement and the costs • local policies.
	31.02 Check LG Act and Award requirements
	31.03 Prepare policy and process arrangements for direct and contested placements, and redundancies
41 Information Communication Technology (ICT)	41.01 Put in place any interim arrangements needed to ensure functionality and security
	41.04 Prepare schedule of digital and related assets and systems for distribution at proclamation
	41.05 Revise ICT policies and ICT Plan, including resourcing to ensure suitable ICT maturity for new councils
	41.06 Establish process of identifying and extracting data from CGRC relevant to new Councils - to be reconciled and tested in a training environment before being published to a live production environment
	41.07 Retain ERP and other licences for CGRC till 6 mths after proclamation (financial statements)
	41.08 Secure ERP and other application licences from proclamation and record in Licence Register
	41.09 Manage domains, servers, Microsoft 365, wireless, phones, websites, disaster recovery, security, training, etc
30 Electoral and councillors	30.01 Restore and define LGA electoral boundaries to those pre 2016 merger in proclamation
	30.02 Reduce councillors per new councils to seven (7), with two year mayoral term in proclamation
	30.03 Arrange and fund new council elections through NSWEC
51 Media	51.01 Confirm CGRC Mayor and Interim General Manager as spokespersons for demerger Adopt a council spokesperson for new councils and communicate to staff
54 Organisational structure	54.01 Draft an interim Executive Team structure for new councils Recruit General Manager for new councils for proclamation
24 Computer systems and technology	24.01 Document all computer hardware and software owned, leased or licensed, including any related software licence agreements for distribution at proclamation
83 Website	83.01 Reserve a domain name for the new councils
	83.02 Develop a new website for each new council with functional single point of entry
34 Environmental planning instruments	34.01 Document all environmental planning instruments and development control plans for which CGRC is the consent authority or that applied to the new local government areas.
	34.02 Document all environmental planning instruments, development control plans and planning proposals which were being progressed or were before CGRC that will apply to new councils
	34.04 Prepare and deliver a program to update Local Environmental Plans, Control Plans and Contribution Plans
56 Plant and equipment	68.05 Assess whether there is a shortfall in s7.11 and s7.12 reserves to fund contribution plans and associated works (EWL)
	56.01 Document all CGRC fixtures, fittings, plant and equipment and chattels owned, leased and hired and their location in the Plant Register
	56.02 Review any leased vehicle contractual arrangements, identify gaps and put new arrangements in place
	56.03 Confirm what has been transferred to the new councils at proclamation Advise relevant hire parties of the proclamation and name of the new councils
81 Vehicles	81.01 Prepare schedule of vehicle leases to be transferred to the new councils and check that all vehicles are registered and insured Update and transfer private vehicle use agreements with staff
	25.02 Establish and maintain Contracts Register for new councils
86 Works	86.01 Track and monitor infrastructure projects that are currently underway in the Cootamundra and Gundagai localities, for transfer to new councils. Draft interim Capital Works Programs for consideration by the new Councils
77 Tenders	77.01 Review tenders which are planned or under assessment and determine any action that needs to be taken. Advise bidders of circumstance (including delays)
	77.02 Consider deferral of EOI or award of tenders until proclamation confirmed From former council and CGRC records, document:
45 Intellectual property	45.01 • registered and unregistered trademarks and certificates • patents and registered designs and certificates • copyrights and certificates • business and domain names and certificates • proprietary computer software • all intellectual property rights granted
46 Leases	46.01 Confirm and document all leases, including the address, encumbrances and interests, current use and lease documents, and document in Property Register for new councils
66 Records	66.01 Put in place any interim arrangements needed to manage records across the new councils, including the ERP module
	66.02 Retain CGRC record indexing system, and review for new councils after proclamation

> 1 year	Human Resources	Consultant		
< month	Human Resources	0.5	0.04	
< month	Human Resources	0.5	0.04	
< 6 month	Human Resources	1	0.50	
< month	Human Resources	Consultant		
< month	Human Resources	Consultant		
< 6 month	ICT	0.05	0.03	
< quarter	ICT	0.1	0.02	
< 6 month	ICT	0.1	0.05	
< month	ICT	1	0.08	
> 6 month	ICT	0.1	0.08	
< quarter	ICT	0.3	0.07	
< 6 month	ICT	0.1	0.05	
< month	IGM	0.5	0.04	
< week	IGM			
< 6 month	IGM	0.1	0.05	
< week	IGM			
< quarter	IGM	Consultant		
< month	IT	Consultant		
< week	IT-Communication			
< quarter	IT-Communication	Consultant		
< 6 month	Planning	0.4	0.20	
< 6 month	Planning	0.4	0.20	
> 1 year	Planning	Consultant		
< month	Planning-Finance	0.2	0.02	
< quarter	Plant	0.1	0.02	
< quarter	Plant	0.1	0.02	
< week	Plant			
< week	Plant			
< quarter	Project	0.2	0.05	
< quarter	Project-Finance	1	0.23	
< month	Projects-Finance	0.1	0.01	
< month	Projects-Finance	0.1	0.01	
< 6 month	Records	0.05	0.03	
< quarter	Records	0.1	0.02	
< month	Records	0.3	0.02	
< week	Records			

9	Audit – internal	9.01	Advise internal audit and probity advisor (if relevant) of establishment of new councils Enter into new or resource share arrangements
10	Audit Risk and Improvement	10.01	Appoint an ARIC committee for the new councils Make arrangements to terminate existing members (if necessary)
44	Insurances	44.01	Notify insurers of CGRC that the new councils has/will be proclaimed Review of existing Insurance Register and arrangements:
		44.02	<ul style="list-style-type: none"> ensuring insurance arrangements for CGRC still apply until new arrangements are put in place preparing a schedule of current insurance coverage identifying any outstanding insurance claims or related issues reviewing any existing industry insurance pool arrangements evaluating existing workers compensation coverage and insurance arrangements
		44.03	Seek assistance of Statewide and Statecover to reassign insurances per asset and staff registers
69	Risk	69.01	Retain CGRC operational Risk Register , to apply to new councils
		69.02	Establish strategic risk register and risk appetite policy/statement with new councils Draft Risk Strategy for new councils
		69.03	Modify CGRC business continuity plan (eg contacts, locations) to apply to new councils
		69.04	Establish maximum allowable outage for key public services and assets, together with stand down arrangements, for the new councils
		69.05	Determine a preferred delivery model for disaster management for the new Councils, including EOC and resilience plan
		5.02	Explore option for shared resource to maintain asset register and GIS
		34.03	Explore shared resource option for review of EPIs, preparation of relevant studies and processing of planning proposals
		41.02	Engage ERP provider (Civica) with relevant on premise or cloud terms (incl SaaS and IaaS) for new councils (federated or bureau)
		41.03	Explore shared resource or service contract option for ERP, GIS and other applications Configure federated or bureau system
		55.03	Explore resource sharing payroll service
57	PMO - demerger transition	57.01	Recruit resources (secondment, fixed term staff) to operate project management office through the demerger transition
		57.02	Prepare EOI and recruit consultant resources (legal, risk, HR, change, IT etc) to undertake projects identified in the demerger transition plan
58	PMO - projects	58.01	Explore option for shared PMO to prepare, monitor and deliver capital projects Establish a conventional LG project management and governance framework
62	Proclamation	62.01	Prepare schedule of matters for consideration with proclamation, including retention of relevant CGRC plans and policies, distributions, boundaries, number of councillors, date of election, date of commencement
		65.02	Explore resource share arrangements for issue and recovery of rates and charges
		66.03	Explore shared archive site
70	Service Profile	70.01	Document the service profile for CGRC services and programs Utilise the previous two community surveys (ideally arranged by response within each new LGA) to gauge trends and relevant satisfaction-importance ratings for services, support and assets Schedule a review with new councils to establish:
		70.02	<ul style="list-style-type: none"> role of councils in delivery of service-programs criticality and trends of those service-programs respective scope, levels of service and performance pricing principles to recover costs resource sharing or hosting options
71	Shared services and support	71.01	Progress the demerger transition plan to identify and explore opportunities into a share resources plan: <ul style="list-style-type: none"> ICT (Civica) as IaaS, SaaS, or one council hosts ERP to the other heavy plant State roads maintenance noxious weed, pest and catchment control customer call centre and out of hours rating and utility reading, billing and recovery drafting and engagement of community strategic plans development assessment and certification > class 1 strategic land use planning spatial mapping (GIS) administration development contribution planning and administration grants coordination
		71.02	<ul style="list-style-type: none"> procurement coordination (trade and supply panels, tenders evaluation and probity) timesheet and payroll process ARIC, conduct review and legal panels internal audit and risk management cadet-trainee (rotation) program web management records archive emergency services centre commercial waste street cleansing drafting asset management plans, designs and renewal schedules scheduling MMS, condition assessment, revaluation project management office and contract administration

< month	Risk	0.1	0.01	
< month	Risk	0.1	0.01	
< week	Risk			
< quarter	Risk	0.1	0.02	
< month	Risk	Consultant		
< week	Risk			
< 6 month	Risk	Consultant		
< month	Risk	0.2	0.02	
< 6 month	Risk	0.1	0.05	
< quarter	Risk	0.1	0.02	
< 6 month	TPMO	0.1	0.05	
> 6 month	TPMO	0.2	0.15	
> 6 month	TPMO	Consultant		
> 1 year	TPMO	Consultant		
> 6 month	TPMO	0.2	0.15	
< quarter	TPMO	Consultant		
< quarter	TPMO	Consultant		
> 6 month	TPMO	Consultant		
< quarter	TPMO	0.1	0.02	
> 6 month	TPMO	0.1	0.08	
> 6 month	TPMO	0.1	0.08	
< 6 month	TPMO	Consultant		
> 6 month	TPMO	Consultant		
> 6 month	TPMO	3	1.50	
> 1 year	TPMO	Consultant		

Progress the demerger transition plan to identify and explore opportunities to minimise duplication and operation of facilities:

- libraries
- community halls
- district sporting facilities
- district arts venues
- animal pound

Compile key findings and recommendations of CGRC strategies into CSP-QBL framework:

- assess status of completeness of those actions-projects
- prioritise incomplete actions-projects for progress to new councils delivery programs

78.02 Explore and share (rotate) cadet-training 'build' program in professional, trade skills

72 Shared facilities

72.01

74.02

78.02

82.03

83.03

25.03

Check terms of domestic waste and related contracts, to ensure continued service delivery to new councils

82.01

Identify arrangements for separation of water and sewerage services, contracts and billing

82.02

Prepare schedule of assets for distribution at proclamation

82.04

Work with state agencies to manage CGRC proposals for augmentation or grants

check and insert SMc scoping paper actions

82 Water and sewerage services

RESOURCING

> 6 month	TPMO	3	1.50	
< quarter	TPMO	Consultant		
< quarter	TPMO	0.1	0.02	
> 6 month	TPMO	Consultant		
> 6 month	TPMO	0.1	0.08	
< month	Waste	Consultant		
< month	Water-Sewerage	0.75	0.06	
< month	Water-Sewerage	0.5	0.04	
> 6 month	Water-Sewerage	0.1	0.08	

PROVISIONAL SUMS	FTE	\$,000
STAFF @ \$90k/FTE	11.21	1009
STAFF-CONSULTANT Support ~ 10%	1.12	101
CONSULTANT @ \$2500/day	250	625
ERP	Provision	1000
RECRUIT @ \$10k/FTE OLG: 10FTE + 2 x	16	112
REDUNDANCY @ \$20k	10	200

PRELIMINARY ESTIMATE (\$,000) 3047