

AGENDA



INNER WEST COUNCIL

IMPLEMENTATION ADVISORY GROUP

THURSDAY 4 MAY 2017

6:30pm

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1	Welcome by Administrator	
2	Acknowledgement of Country	
3	Apologies	
4	Disclosures of Interest (Section 451 of the Local Government Act and Council's Code of Conduct)	
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**Minutes of Implementation Advisory Group Meeting
held at Leichhardt Service Centre on Thursday 6 April 2017**

The meeting commenced at 6.32pm.

- Members:**
- Lucille McKenna OAM
 - Darcy Byrne
 - Sam Iskandar
 - Alex Lofts
 - Vera-Ann Hannaford
 - Rosana Tyler

Other Attendees:

- Richard Pearson , Administrator
- Rik Hart, Interim General Manager
- Peter Gainsford, Deputy General Manager Assets and Environment
- John Warburton, Deputy General Manager Community and Engagement
- Michael Tzimoulas, Deputy General Manager Chief Financial and Administration Officer
- Nellette Kettle, Group Manager Integration, Customer Service and Business Excellence
- Gabrielle Rennard, A/Group Manager Community Services and Culture
- Rad Miladinovic, Coordinator Governance and Administration (Minute Taker)

- 1. Welcome by Administrator**
- 2. Acknowledgement of Country**
- 3. Apologies:** Nil
Absent: Sam Iskandar
- 4. Disclosures of Interest:** Nil
- 5. Election of Chairperson:** Rosana Tyler
- 6. Confirmation of Minutes:** **Lofts / McKenna**

THAT the Minutes of the Implementation Advisory Group held on Thursday, 9 March 2017 be confirmed.

CARRIED UNANIMOUSLY

7. Staff Reports:

IAG0417 Item 1 Integration and Innovation Plan - Monthly Update

Recommendation: Tyler / Hannaford

THAT the report be received and noted and the IAG provide any feedback.

CARRIED UNANIMOUSLY

IAG0417 Item 2 Community Resourcing Policy: Grants and Concessional Access to Facilities**Recommendation:** Tyler / Byrne

THAT IAG receive and note the report.

CARRIED UNANIMOUSLY

IAG0417 Item 3 ICT Systems Consolidation**Recommendation:** Tyler / Hannaford

THAT IAG receive and note the report.

IAG0417 Item 4: Draft Leasing Policy - verbal update

The verbal report was received and noted.

IAG0417 Item 5: Draft Community Facilities Hire Policy – verbal update

The verbal report was received and noted.

IAG0417 Item 6: Update on Ashfield Pool – verbal update

The verbal report was received and noted.

Meeting closed at 8.36pm.

Item No: IAG0517 Item 1

Subject: INTEGRATION AND INNOVATION PLAN - MONTHLY UPDATE

File Ref: 17/6012/40827.17

Prepared By: Emma Lannan - Change and Integration Projects Officer

Authorised By: Nellette Kettle - Group Manager Integration Customer Service & Business Excellence

SUMMARY

This report provides the IAG with a progress report on the merger implementation, including a high level summary of progress against the actions in the Integration and Innovation Plan (i-Plan), and progress in relation to key strategy projects/activities.

RECOMMENDATION

THAT the report be received and noted and the IAG provide any feedback

BACKGROUND

The Integration and Innovation Plan (i-Plan) outlines the key projects to establish the Inner West Council in preparation for the return of the elected Council.

CURRENT STATUS

The Integration and Transformation Program, guiding our service integration work, has been finalised, with over 180 projects identified. The roll out of the permanent organisation structure continues with nine service unit structures endorsed by the Joint Consultative Committee in April. Contributing to our organisational development work, the organisational values were officially launched and a Business Excellence (continuous improvement) program endorsed by the Leadership Team.

There have been some significant achievements in community engagement this month with the draft Community Engagement Framework presented to Council for public exhibition. The Strategic Reference Groups have also provided community input into a number of strategies and plans.

Work has progressed on a number of priority projects, including key IT infrastructure, TechOne, Risk and Audit Committee, long-term property strategy and integration of the development assessment process.

Progress against the actions in the i-Plan is provided in Attachment 1.

Service integration: Integration and Transformation Program

In early 2017, the Integration and Transformation Program was established, building on the outcomes of our integration work in 2016. The full Program has been scoped and was finalised by the Leadership Team on 6 April 2017.

There are over 180 projects across three streams:



An update on Stream 1 (TechOne Implementation) is provided below.

The Corporate Priority Projects (Stream 2) are projects that are critical to our ability to function as one organisation. There are 45 projects in Stream 2 (a listing is provided in Attachment 2). Corporate Priority Projects are owned by relevant Group Managers or Deputy General Managers, managed by a Project Lead and resourced from within Service Units. In some cases, these projects are driven and resourced by cross-council Project Teams of staff.

Stream 3 comprises of the majority (70%) of our integration projects. This work is specific to Service Units and the integration of their policies, programs, service delivery and processes.

In the first phase of the program, there are over 80 projects, either already underway or commencing by 31 May 2017. The Integration Team has established the Project Management Office, reporting framework and risk management tools. The process of on-boarding Project Leads commenced in late April, to provide Project Leads with understanding of the program framework, project management tools and support functions of the Integration Team.

Organisation Structure

In the last month, significant progress has been made on the gradual roll out of the permanent organisational structure. Structures for nine Service Units were endorsed in April:

- Customer Service (All levels, except Customer Service Officers)
- Environment and Sustainability (Level 4)
- Footpaths, Roads, Traffic and Stormwater (Level 4)
- Human Resources (All levels)
- Legal Services (All levels)
- Library and History Services (Level 4 and 5)
- Procurement and Fleet (All levels)
- Properties, Major Building Projects and Facilities (All levels)
- Trees, Parks and Sports Fields (Level 4 and 5)

Recruitment will commence after the school holiday period in April to enable all staff to have opportunity to apply for roles. The structure for Recreation and Aquatics (Level 4 and 5) was presented to the Joint Consultative Committee on 26 April 2017.

A series of five HR Roadshows was delivered in April to support staff during the interim recruitment process, building on sessions held in March. Information about the recruitment process, particularly lateral transfers and internal recruitment, continues to be communicated to all staff via the weekly Staff Newsletter and their Group Managers.

Organisational Values

Council's FIRST Values (Flexibility, Integrity, Respect and Spirit of Team) were officially launched on 5 April. The Launch was held over four sessions with over 300 staff attending from all areas of Council. It included the FIRST Values video, a short film featuring staff from across the organisation talking about each value and describing what it means to them, in terms of behaviours and benefits. As a result, we now have values and behaviour statements:

Flexibility	We are responsive and adaptable to change or compromise and willing to do things differently
Integrity	We are open, transparent and honest and we do what we say we will do
Respect	We acknowledge and appreciate each other and our differences
Spirit of Team	We work and have fun together, share ideas and help each other to grow personally and professionally

The values and behaviours are the culmination of six months of engagement with staff. Over 1000 staff participated in the values identification workshops in November, voted to prioritise values and engaged during Values Month. This represents a very high level of participation (80%) across the organisation.

A report is in draft to provide recommendations to continue supporting staff engagement with the values and embedding them into organisational culture. This will be presented to the Leadership Team in May.

Business Excellence Program

Council is operating in an increasingly complex environment, with an increasing demand for internal change and innovation to continue to meet the needs of our community in a way that is sustainable, efficient and effective. The Australian Business Excellence Framework (ABEF) will provide an organisational framework to support an ongoing program of continuous improvement and innovation.

The ABEF is an integrated leadership and management system that describes elements essential for an organisation to sustain high levels of performance. It can be used to assess and improve any aspect of an organisation, including leadership, strategy and planning, people, information and knowledge, safety, service deliver, product quality and bottom-line results. ABEF has proven relevance to all types and sizes of organisations, across the not-for-profit, corporate and public sectors. It is a principles-based approach, conceptualized through seven categories. For more detail, refer to Attachment 3 (Principles and Categories of Business Excellence). ABEF underpinned the Integration and Innovation Plan, informing our early integration work.

In April, the Leadership Team endorsed an approach to establish ABEF, as the Business Excellence program, at Council. The commencement of Business Excellence at Inner West is a significant change project, operationally and culturally. The benefits of commencing Business Excellence now, in the midst of our integration work, include:

- Incorporating Business Excellence principles into the organisation from the outset
- Establishing a culture of innovation and improvement

- Embedding Business Excellence into organisation systems (such as HR systems, policies and practices) as they are being developed and transformed

Business Excellence will be established over a three year period.

Year 1 2017	Initiation	<ul style="list-style-type: none"> • Early principles-based assessment of organisation • Detailed program design and development of tools and methodologies • Commence embedding Business Excellence principles in key organisational systems
Year 2 2018	Commencement	<ul style="list-style-type: none"> • Continued culture and capacity building • Detailed (categories) assessment of organisation commences • Further embedding of Business Excellence into other organisational systems • Service review program commences • Establish Innovation Program
Year 3 2019	Continued implementation Monitoring and evaluation	<ul style="list-style-type: none"> • Continued culture and capacity building • TechOne development program begins • Ongoing principles and category assessment • Service reviews continue • External review of Business Excellence program

Business Excellence will be resourced through a progressive transition of the existing Integration Team. The primary role of the Business Excellence team will be to provide project management support and develop our internal culture and capacity for business excellence and innovation, including change management, quality assurance, systems and tools. The team will be responsible for the development of service review tools and methodology and partnering with Group Managers to undertake reviews. In consultation with key stakeholders, the team will drive and coordinate the ongoing development of the TechOne system to ensure ongoing business improvement and innovation, including e-business. This function will commence at the conclusion of the initial TechOne implementation in December 2018.

Community Engagement

The Community Engagement Framework has progressed substantially in recent weeks, with the Draft Framework endorsed by Council on 26 April 2017. The Framework builds on the strong community engagement practices and legacies of the three former councils. It is underpinned by the International Association for Public Participation Framework, considered best practice internationally and within Australia. The development of the draft Framework was informed by engagement with Council staff and LRAC and the engagement frameworks of the three former Councils. There are four elements (Commitment, Core principles, Capacity and Continuous Improvement) to the framework, underpinned by five principles:

- Authentic
- Planned
- Tailored
- Inclusive
- Transparent

The draft Framework is on public exhibition from 28 April to 26 May 2017 and a multi-channel approach is planned for broad community engagement:

- Placement of copies of Draft Framework, any supporting information and submission boxes at our three Service Centers
- Placement of the Draft Framework and any supporting information with an electronic feedback form, on the 'Your Say Inner West' website

- Placement of information on Council's website
- Placement of advertisement in the *Inner west Courier*
- Promotion in the Administrator's Message in the *Inner West Courier*
- Preparation and distribution of a special e-newsletter
- Preparation and distribution of specific information to the Your Say Inner West registered community
- Promotion via social media
- Preparation and display of posters on Council's community noticeboards

In addition, feedback will be sought from the Interim Strategic Reference Groups. All feedback will be considered and a final Community Engagement Framework reported to Council for adoption at its meeting on 27 June 2017.

Strategic Reference Groups

The Interim Strategic Reference Groups were established in early 2017. To date, all groups have met at least twice. Their agendas have been focused on providing feedback to significant strategies and plans, and commencing their engagement in the development of the new Community Strategic Plan. Strategic Reference Groups have provided important community input into the following:

- Affordable Housing Policy (adopted by Council)
- Best Practice in Value Capture (a component of the Affordable Housing policy)
- Homelessness Policy (adopted by Council)
- Community Strategic Plan consultation (underway)
- Statement of Vision and Priorities (adopted by Council)
- Draft Inclusion Action Plan (on exhibition)

In addition, a number of the groups have considered particular matters of interest including specific programs and initiatives such as the Built Environment Awards, Green Living Centre, Economic Development planning and Youth Week activities.

Systems Integration: Enabling IT infrastructure

Critical to TechOne implementation and the integration program more broadly, is establishing Inner West IT infrastructure. This is made up of several components:

1. Communications connection between the existing systems
2. Joint email/phone book (called an Active Directory) that contains all user profiles and log-ins
3. A standardised telephone system for staff (Skype for Business)
4. A new operating system (or Standard Operating Environment) that is set up for existing and new applications, such as TechOne

Firstly, a connection between three former systems was needed and has been provided by the installation of the dark fibre connection. Our three existing systems can now communicate with each other.

Next, building an Inner West Active Directory commenced and work is well underway. The Active Directory is essentially a 'telephone' book – the directory of user information and profiles that allows staff to access and use applications, when they log-in. When all council staff are on a single active directory, we will all be operating within the same email system's address book and be able to see each other's details within our systems.

Active Directory is critical to co-location. It enables staff to be based at any location and use their systems (email, word processing, document management, customer request management and corporate systems etc).

The third component, a new telephone system for Council, will further enable and enhance the benefits of co-location. Skype for Business has been selected for Inner West Council. The rollout is scheduled to align with the co-location of staff, commencing in May. The benefits of this project include speeding up communication through the use of telephone, instant messaging service, easy to use conference call function and ability to access voicemail via email.

Layered over the active directory, is the Standard Operating Environment (SOE) that our systems and applications exist within. (The SOE for the three former councils is Microsoft Windows.) This month, work commenced to build and install a new SOE that is set up and configured for the suite of corporate applications for Inner West. Rollout of the new SOE to council computers will commence in the months following co-location.

TechOne Implementation

Following contract execution, the TechOne project has gained momentum with preparations for Release 1 (Finance and Supply Chain modules) the priority. A key component of the product is the use of Software as a Service – meaning our software or application sits on external servers (i.e. in the cloud) and we access it via an internet connection. Traditionally, servers and software are built and managed on premises. Within two weeks of contract execution, the Software as a Service (SaaS) environment was established and tested. This is significantly faster than the traditional approach. Additional benefits to SaaS include the ability to expand infrastructure (servers and storage) quickly as use of the software increases; greater resilience to failures or disaster events; significantly reduced investment in on-site IT infrastructure; and free up ICT capacity from maintenance of infrastructure.

Solution verification commenced on 19 April and will conclude on 5 May, for Release 1 (Finance and Supply Chain). Solution verification is taking the out-of-the-box product and finalising its configuration for the Inner West solution and will enable data migration to commence. While the timeframe is extremely tight, the project is on track to deliver the first release on Monday 3 July 2017, including the necessary training roll out for impacted staff.

Risk and Audit Committee

Following feedback from the IAG in April, work in this area has been accelerated. Temporary resourcing, with risk management experience, has been secured and will start in May. The focus of their work will be consolidating risk registers and preparing an Inner West risk framework. Concurrently, internal capacity has been identified to resource internal audits and prepare material for consideration by the Risk and Audit Committee. Convening the Risk and Audit Committee is a priority. Currently, two members have been confirmed and recruitment is continuing for a third member. Convening the Committee is a matter of some urgency and the option to convene with only two members is under consideration. This is dependent upon the timing of recruitment process and progress of internal audit work.

Long-term Property Strategy

The current co-location of staff is making use of Council's existing administration buildings and office space, placing staff with their Group Manager, resulting in a decentralised workforce. The Long-term Property Strategy will review Council's land holdings and aims to identify options for purpose-built accommodation for our administrative functions.

A brief has been prepared and we are awaiting fee proposals to undertake a review of Council's land holdings at the existing administration centres at Ashfield, Leichhardt and Petersham. The Strategy will consider what options are available to Council to locate the administrative function of Council in one location. This report will be presented to the new Council later in 2017.

Development Assessment Process

The State Government has set a target of 90% of housing approvals within 40 days for all merged councils. Substantial work, on a number of fronts, is underway to enable Council to meet this target. Firstly, work is continuing to clear the 'backlog' of outstanding DAs. There has been a reduction of almost 30% (approximately 140 applications) since the end of December. The reduction in the number of outstanding DAs is critical to Council's capacity to process new applications in a more streamlined and timely manner.

In April, IAG and LRAC were briefed on the proposed Development Advisory and Assessment Policy. This Policy is currently open for community consultation until 1 May 2017. A forum with key industry stakeholders was held on 19 April 2017. A report is likely to be presented to Council in May, seeking the endorsement of the Policy.

Harmonisation of the DA process has been underway for several months and includes review of three existing processes and determining the 'Inner West' process. The new, harmonised Pre-DA process has been mapped and senior staff are now working on the implementation and roll-out of a consistent and streamlined Pre-DA Service.

FINANCIAL IMPLICATIONS

Nil.

OTHER STAFF COMMENTS

Information to inform this report has been drawn from relevant staff across the organisation.

PUBLIC CONSULTATION

This report is published on the Council website.

CONCLUSION

Substantial process continues to be made in the implementation of key integration projects and the building of one, integrated organisation and culture.

ATTACHMENTS

1. Principles and Categories of Business Excellence
2. Integration and Transformation Program: Corporate Priority Projects
3. i-Plan Status Report as at 21 April 2017

ATTACHMENT 1 – Principles and Categories of Business Excellence**Item 1****The Nine Principles of Business Excellence**

1. Clear direction and mutually agreed plans enable organisational alignment and a focus on the achievement of goals.
2. Understanding what customers and other stakeholders value, now and in the future, enables organisational direction, strategy and action.
3. All people work in a system. Outcomes are improved when people work on the system and its associated processes.
4. Engaging people's enthusiasm, resourcefulness and participation improves organisational performance.
5. Innovation and learning influence the agility and responsiveness of the organisation.
6. Effective use of facts, data and knowledge leads to improved decisions.
7. Variation impacts predictability, profitability and performance.
8. Sustainable performance is determined by an organisation's ability to deliver value for all stakeholders in an ethically, socially and environmentally responsible manner.
9. Leaders determine the culture and value system of the organisation through their decisions and behaviour.

The simplest (and least mature) way of operationalising the ABEF is by conducting a 'principles assessment', from which a list of improvement actions can be generated and prioritised for implementation.

Further up the maturity spectrum, these principles are interpreted into the organisation through 7 categories and 16 items (within the categories) using the ADRI learning cycle.

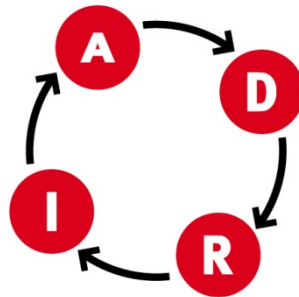
Attachment 1



Table: Business Excellence Categories and Items

Categories	Items
Leadership	1. Leadership and governance throughout the organisation 2. Leading the organisational culture 3. Society, community and environmental responsibility
Strategy and planning	4. Strategic direction 5. The planning process
Information and knowledge	6. Generating, collecting and analysing the right data to inform decision making 7. Creating value through applying knowledge
People	8. A great place to work 9. Building organisational capability through people
Customers and other stakeholders	10. Gaining and using knowledge of customers and other stakeholders 11. Effective management of customer and other stakeholder relationships 12. Customers and other stakeholders perception of value
Process management, improvement and innovation	13. Identification and management of processes 14. Process improvement and innovation
Results and sustainable performance	15. Measuring and communicating organisational results 16. Achieving sustainable performance

The Category/Item assessment is based on defining current organisational performance using the ADRI assessment dimensions, briefly described below:



Approach (what, why, when)

This defines the organisation’s intent for the Item.

Key questions:

- What are we trying to achieve?
- What indicators do we use to track progress?
- What is our current approach to making this happen?

Deployment (how, who)

This identifies how the Approach is applied and integrated throughout the organisation.

Key questions:

- To what extent is our Approach happening as planned?

Improvement (what next)

Shows how the organisation is learning and adapting through regular review and reflection.

Key questions:

- What is the process for regularly reviewing and improving the Approach and its Deployment?

Results (what, when)

Demonstrates how measures of success were achieved and celebrated. Explores alignment to the plan.

Key questions:

- What are the indicators telling us about progress?

Recent training in the ABEF identified some of the common roadblocks to Business Excellence in organisations as:

- Wide variation in perceptions of ‘what we want to be’
- Introduction of discrete elements in isolation
- Lack of internal capabilities for managing cultural change
- Behaviours, priorities and policies that are in conflict with the stated approach
- Perceptions that ‘our business’ is different
- Improvement is perceived as an imposed program which is separate and additional to essential work.

Attachment 2 – Integration and Transformation Program: Corporate Priority Projects

Below is the listing of the 45 Corporate Priority Projects that have been identified.
As endorsed by the Leadership Team (6 April 2017)

Service Unit	Project Name
Asset & Environment	Consolidated Asset Database and Asset Management Process
Communications Engagement & Events	Branding (Preparatory Phase)
	Community Engagement Framework
	Community Strategic Plan
	Intranet and Internal Communications
	Organisational Values
	Website
Development Assessment & Regulatory Services	Development Assessment Process
Environment & Sustainability	Environment Management System
Finance	Fees and Charges for FY17-18
	Integrated Budget
Governance	Councillor Induction Process Planning
	Election Planning and Transition Plan
	Implementation of New Delegations Framework
	Implementation of Risk Management Framework
	IWC Code of Conduct
	IWC Code of Meeting Practice
	Policy Framework
	Privacy Management Plan and Public Access to Information (GIPA) related policies and procedures
	Related Party Disclosures
	Strategic Reference Groups - Completed
Human Resources	Enterprise Bargaining Agreement
	Interim Recruitment Process Consolidation
	Organisation Structure
	Performance Management System - Interim
	Performance Management System - Permanent
	Permanent Recruitment Process Consolidation
	Permanent Salary Structure
	Workplace Health and Safety Consolidation
Information & Communications Technology	Consolidated Active Directory and Email Servers (Exchange)
	Consolidated Print Services
	Consolidated Telephony Implementation
	Core Policy Framework
	End-User Device Standard Offering - Strategy and Policy
	Meeting Room Solutions

Service Unit	Project Name
	Network Access Offering
	Support Services Model (Service Desk)
Integration Customer Service & Business Excellence	Bookings Management System
	Business Excellence Program Establishment
	Customer Service Strategy
Properties Major Building Projects & Facilities	Administrative Buildings - Accommodation Strategy
	After hours responses
	Long Term Land & Property Strategy
	Staff Co-location
Strategic Planning	Consolidated LEP and DCP

Item 1
Attachment 2

i-Plan Status Report as at 27 March 2017

Organisational and Community Leadership

Action No.	Action	Timeframe	Responsible Person	Key Result Area	May update – as at 21 April 2017
1.1	Hold the first Inner West Council meeting (and monthly thereafter)	25-May-16	Administrator General Manager	Robust governance Involved communities	Completed
1.2	Establish a schedule of Council meetings	31-May-16	Administrator/General Manager	Robust Governance	Completed
1.3	Establish the Local Representation Advisory Committees (LRACs) and the Implementation Advisory Group (IAG) to provide local representation and input	10-Jun-16	Administrator	Robust Governance	Completed
1.4	Conduct monthly meetings of the LRACs and IAG	Ongoing monthly	Administrator/General Manager	Robust Governance	Completed
1.5	Determine an Interim Executive Team structure	10-Jun-16	General Manager	Engaged staff	Completed
1.6	Establish and hold first meeting of Inner West Council Internal Audit Committee	15-Jul-16	Group Manager, Governance	Robust Governance	Preparations under way to recruit temporary resource to begin formulation of Enterprise Risk Framework and Internal Audit Plan.
1.7	Adopt a statement of vision and priorities following community input	31-Dec-16	Group Manager, Strategic Planning	Shared vision	Completed
1.8	Communicate process and timelines for local community, members to nominate as candidates for the election	From March 2017	Group Manager Governance	Newly elected Council	Links created on Council websites to details including candidate information on NSW Electoral Commission website. (See http://www.votensw.info/nsw_local_council_elections_2017)
1.9	Hold Council election	9-Sep-17	Group Manager Governance	Newly elected Council	Majority of preferred polling venues confirmed. Process to identify and review of options for securing site for Returning Officer office with adjunct pre-poll centre under way
1.10	Establish a comprehensive induction program for new Council, including an ongoing program of professional development and support	9-Sep-17	Group Manager Governance	Newly elected Council Robust Governance	Potential for collaboration with other local government practitioners on sharing and / or jointly developing resources identified (principally via Governance Practitioners Network recently established by the Department of Premier & Cabinet).
1.11	Establish a modern, participatory local democracy framework	31-Dec-16	Group Manager Governance	Robust Governance Involved Communities	Ongoing action. Draft Community Engagement Framework has been developed and presented to Council on 26 April 2017. In April, Strategic Reference Groups were presented with the Community Strategic Plan Draft Issues Paper and considered how their members may participate in the process. (The only exception is Transport and Environment Strategic Reference Groups which did not meet in April.)

Strategy and Planning

Action No.	Action	Timeframe	Responsible Person	Key Result Area	May update – as at 21 April 2017
2.1	Prepare the new Council Integration and Innovation Plan	8-Jul-16	Administrator and General Manager with support from the Director, Innovation and Strategy	Expected benefits Smart services	Completed
2.2	Prepare and commence exhibition of draft operational plan, budget and fees and charges for 2016/17	30-Jun-16	Director, Corporate Services	Smart services Shared vision Involved communities Rates maintained	Completed
2.3	Establish governance framework for Stronger Communities Grants and Projects	30-Jun-16	Director, Service Delivery	Robust governance	Completed
2.4	Establish the new Council's financial governance framework, including:				
2.4.1	Financial reporting framework	30-Jun-16	Director, Corporate Services	Robust Governance Expected benefits	Completed
2.4.2	Conducting final audits (2015/16) for the former Councils	31-Dec-16	Director, Corporate Services	Robust Governance Expected benefits	Completed
2.4.3	Appointing a new auditor for Inner West Council	31-May-16	Director, Corporate Services	Robust Governance Expected benefits	Completed
2.4.4	Budgeting and long term financial planning framework	31-Jul-16	Director, Corporate Services	Robust Governance Expected benefits	Completed
2.4.5	Financial key performance indicators, including tracked savings	30-Jun-16	Director, Corporate Services	Robust Governance Expected benefits	Completed
2.4.6	Draft budget for merger implementation funds	30-Sep-16	Director, Corporate Services	Robust Governance Expected benefits	Completed
2.5	Adopt operational plan, budget and fees and charges for 2016/17	31-Jul-16	Director, Corporate Services	Smart services Shared vision Rates maintained	Completed
2.6	Consolidate organisational risk registers and proactively manage organisational risk	30-Sep-16	Group Manager Governance	Robust Governance	Consolidation is subject to roll out of organisational structure and establishment of Enterprise Risk Management framework for Inner West Council. This work will be progressed as a Corporate Priority Project (Stream 2).
2.7	Adopt the operational plan 2017/18, including integrated budget with community input: - Draft plan prepared for exhibition - Final plan adopted	31-Mar-17 30-Jun-17	Group Manager Strategic Planning Group Manager Finance	Smart services Shared vision Rates maintained	The Operational Plan and Budget for 2017/18 has been completed and is awaiting approval for public exhibition, following Council meeting on 26 April 2017. This is the first fully integrated Operational Plan and Budget for Inner West Council.
2.8	Harmonise fees and charges	30-Jun-17	Group Manager Finance	Robust governance	Work completed on the Draft 2017/18 Fees and Charges and presented to Council on 26 April 2017.
2.9	Complete analysis and modelling to support preparation of a delivery program and resourcing strategy to underpin the Community Strategic Plan	30-Sep-17	Deputy General Manager Assets and Environment	Robust governance Smart services Involved communities	This action is achieved through the integrated planning process. The Leadership Team has signed off on a high-level project plan for the development of the CSP.

Action No.	Action	Timeframe	Responsible Person	Key Result Area	May update – as at 21 April 2017
2.10	Prepare a draft Community Strategic Plan for consideration of the new Council	30-Sep-17	Group Manager Strategic Planning	Shared vision Smart services	On track. The development of a Community Strategic Plan (CSP) for the Inner West continues with completion of an Issues Paper which will inform ongoing community and stakeholder engagement. Submissions on the paper will be invited in May. A Staff Representative Group has convened (40 plus staff representing various portfolios of Council) and the core Project Team has also been established. Our Strategic Reference Groups are considered key stakeholders. They have been briefed on the Issues Paper and will continue to work over the coming weeks on their submissions.

Data, Information and Knowledge

Action No.	Action	Timeframe	Responsible Person	Key Result Area	May update – as at 21 April 2017
3.1	Finalise due diligence activities: - Service continuity - Financial - Legal - Procurement - Workforce - Governance - Systems	26-May-16	Project Action Teams under the guidance of the Transition Implementation group	Robust governance	Completed
3.2	Document existing service levels	20-May-16	Director responsible for delivery of the service	Smart services	Completed
3.3	Implement tracking system for quantified and unquantified benefits of service integration and improvements	30-Jun-16	Director Innovation and Strategy and Director, Corporate Services	Expected benefit	Completed
3.4	Develop ICT integration strategy: - Engage consultant to develop ICT systems integration roadmap - Finalise roadmap including prioritisation of projects and costings	15 July 2016 30 September 2016	Director, Innovation and Strategy and Director, Corporate Services	Smart services Easy to do business	This action has been superseded by 3.4a (see below).
3.4a	Implement TechOne solution in three stages	1-Jul-17 1-Jan-18 1-July-18	Deputy General Manager Finance and Administration	Smart services Easy to do business Robust governance	Following contract execution, the solution has been built (Software as a Service) and solution verification workshops commenced on 19 April to finalise the configurations for the Inner West solution for Release 1 (Finance and Supply Chain). Project on track to go-live with Release 1 on Monday 3 July.

Item 1

Action No.	Action	Timeframe	Responsible Person	Key Result Area	May update – as at 21 April 2017
3.5	Develop digital services strategy (e-business), including resourcing	31-Oct-16	Group Manager, Integration, Customer Service and Business Excellence	Smart services Easy to do business	This action is contingent upon Action 3.4a (TechOne Implementation). The enhanced website will provide the platform for digital services. The Request for Quotation for website development is being finalised and expected to go to market in mid-May.
3.6	Consolidate organisational registers, such as Crown land, leases and licences etc.	30-Sep-17	Group Manager Properties, Major Building Projects and Facilities	Robust governance	The Land Registrar of Inner West Council controlled land (required under s.53 Local Government Act, 1993) has been prepared for Inner West Council by combining the registers of the three former councils. It has to include details of all agreements including leases and licences. Further work completed as part of the service integration program for Properties, Major Building Projects and Facilities Service Unit.
3.7	Prepare audited financial statements for the former Ashfield, Leichhardt and Marrickville Councils	31-Dec-16	Director, Corporate Services	Robust governance	Completed
3.8	Bring together the Local Environmental Plans administratively into a single document	31-Dec-16	Group Manager Strategic Planning	Robust governance	Completed.

People and Culture

Action No.	Action	Timeframe	Responsible Person	Key Result Area	May update – as at 21 April 2017
4.1	Review and continue to implement interim staff communications plan, including early and accurate information about employment arrangements	13-May-16	Transition Implementation Group with support from the Communications Team	Engaged staff	Completed
4.2	Document existing employment arrangements and conditions	13-May-16	Workforce Planning Project Action Team	Robust governance	Completed
4.3	Develop approach to managing vacancies	30-Jun-16	Director, Corporate Services	Smart services	Completed
4.4	Prepare medium term staff communication and engagement plan	30-Jun-16	Director, Innovation and Strategy	Engaged staff	Completed
4.5	Establish Inner West Staff Consultative Committee to support workplace change	30-Jun-16	Director, Corporate Services	Engaged staff	Completed
4.6	Adopt and communicate an interim suite of corporate policies, including: - Media protocols - Code of Conduct - Code of Meeting Practice - Internal notification/escalation protocol - Staff delegations	30-Jun-16	Director, Corporate Services	Robust governance	Completed

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Action No.	Action	Timeframe	Responsible Person	Key Result Area	May update – as at 21 April 2017
4.7	Complete a benchmark culture audit	31-Jul-16	Director, Innovation and Strategy with Culture Project Action Team	Engaged staff	Completed
4.8	Scope and commence implementing an organisational values project	30-Jun-16	Director, Innovation and Strategy with Culture Project Action Team	Engaged staff	Completed.
4.9	Identify process and timing for moving to new salary structure	31-Jul-16	Group Manager Human Resources	Robust governance	Completed
4.10	Develop a 2016/17 training plan to equip staff with the skills and support needed to continue to embrace change and to encourage high performance and innovation	31-Jul-16	Group Manager Human Resources	Smart services Engaged staff	Completed. Delivery is ongoing. During April, transition-related training included: <ul style="list-style-type: none"> - Applying for jobs - Resume writing - Staying focused and positive during change - Facilitation skills (practical techniques) - HR Roadshow (Recruitment process)
4.11	Integrate pools of casual staff	31-Jul-16	Director, Corporate Services	Engaged staff Smart services	Completed
4.12	Develop and adopt new organisational structure based on contemporary organisational design principles: <ul style="list-style-type: none"> - Interim structure - Final structure 	10-Jun-2016 31-Dec-2016	All Group Managers	Smart services Robust governance Expected benefits Engaged staff	Permanent organisation structures, to level 4 at minimum, for ten Service Units have been presented to the Joint Consultative Committee in April.
4.13	Commence recruitment to new organisational structure	13-Jan-17	All Group Managers	Smart services Engaged staff	Recruitment for new Level 4 positions is on hold during April, due to the school holidays, to enable all staff to have opportunity to apply.
4.14	Develop new salary structure and contemporary employment framework, including talent management and reward and recognition	28-Feb-19	Group Manager Human Resources	Expected benefits Engaged staff	Not yet commenced. The permanent salary structure has been scoped as part of the Integration and Transformation Program and will commence in August 2017. Delaying commencement of this project frees up HR capacity to support the recruitment process as the permanent organisational structure rolls out.
4.15	Repeat organisation wide pulse survey	31-Mar-17	Director, Innovation and Strategy	Engaged staff	Completed
4.16	Implement new workers compensation arrangements	30-Jun-17	Director, Corporate Services	Robust governance	Completed

Customer and Community Focus

Item 1

Attachment 3

Action No.	Action	Timeframe	Responsible Person	Key Result Area	May update – 21 April 2017
5.1	Review and continue to implement interim community communications plan	13-May-16	Administrator/General Manager with support from the Communications Team	Involved communities	Completed
5.2	Undertake community communication and engagement on: - Statement of vision and priorities - Input to priorities for the Stronger Communities Fund - Input into capital works projects - Consistent plans and policies in key operational areas 2017/18 Operational Plan and budget - Draft Community Strategic Plan - Service reviews - 2017 election	From July 2016 in accordance with detailed community engagement plans	Group Manager Communications, Engagement and Events	Involved communities Easy to do business	Implementation ongoing. Between 28 March and 18 April, there were 5,100 visits to the online portal and 17 projects open for comment, including: - Development Advisory and Assessment Policy (open until 1 May) - Proposed changes to the B7 Business Park Zone under Marrickville LEP (open until 12 May) - Barclay Street Carpark Upgrade, Sydenham (open until 24 April) - Changes to certain Floor Space Ratios in Leichhardt LEP (closed 7 April) A number of locally-based projects have also been opened for consultation. These have focused on streetscape improvements, flood management, customer feedback for events and planning proposals for specific sites.
5.3	Implement smart service improvements including:				
5.3.1	Rates payments at all customer service centres	19-May-16	Director, Corporate Services	Smart services Easy to do business Expected benefits	Completed
5.3.2	Consolidated LGA wide community grants program	31-Jul-16	Director, Community Services	Smart services Easy to do business Expected benefits	Completed
5.3.3	Expansion of the e-waste service across the LGA	31-Jul-16	Director, Public Works	Smart services Easy to do business Expected benefits	Completed
5.3.4	New drop off points for library books in all customer service centres	31-Jul-16	Director, Community Services	Smart services Easy to do business Expected benefits	Completed
5.3.5	Expansion of the online community engagement portal across whole new LGA	31-May-16	Director, Innovation and Strategy	Smart services Easy to do business Expected benefits	Completed
5.3.6	Expansion of the e-newsletter across whole LGA	31-May-16	Director, Innovation and Strategy	Smart services Easy to do business Expected benefits	Completed
5.3.7	Integrating child-care waiting lists	31-Dec-17	Group Manager Children and Family Services	Smart services Easy to do business Expected benefits	This work will be undertaken as part of service unit integration for Children and Family Services.
5.3.8	Review of after-hours contact service	30-Jun-17	Group Manager Customer Service	Smart services Easy to do business Expected benefits	Not commenced. This work will be undertaken as part of service integration for Customer Service, coinciding with the integration and colocation of one IWC call centre, scheduled for June 2017 (subject to Joint Consultative Committee meeting on co-location)
5.3.9	Consolidated LGA wide events program	31-Jul-16	Director, Community Services	Smart services Easy to do business Expected benefits	Completed

Action No.	Action	Timeframe	Responsible Person	Key Result Area	May update – 21 April 2017
5.4	Establish and implement a new visual identity: - New logo - Interim web skin - Advertising - E-newsletter - Corporate stationery	12-May-16 12-May-16 17-May-16 31-May-16 Progressive from 12 May 2016	Director, Innovation and Strategy	Identifiable Council	Completed
5.5	New website with improved functionality	31-Mar-17	Group Manager Communications, Engagement and Events	Smart services Easy to do business Identifiable Council	Specifications for the development of a new website are being finalised with the request for quotation expected to go to market in mid-May. Recommend amending timeframe for project to October 2017. Expansion of the current Inner West Council website continues in the interim while the new website is being developed. This month new content has been added: - Parks and playgrounds - Sporting grounds - Community facilities and town halls - Community gardens
5.6	Determine successful projects under Stronger Communities Fund and develop three year program	31-Dec-16	Administrator	Smart services Robust governance Expected benefits Involved communities	Completed
5.7	Provide regular updates on local projects and services	Ongoing	Group Manager Communications, Engagement and Events	Expected benefits Involved communities	Ongoing, as part of regular communications. Activity for April (up to 19 April) included: - 4 IWC columns - 17 media releases - 20 responses provided to media enquiries - 2 e-newsletters Of note is the level of interest and coverage in metropolitan news, including television, for the Guided Electric Transit System feasibility study – with enquiries and coverage from Channels 7, 9, 10, ABC, ABC Radio and Daily Telegraph.
5.8	Report to Council on the outcomes of the service reviews and associated recommendations to link to the Delivery Program planning	30-Sep-17	All Group Managers	Smart services Easy to do business Expected benefits	Not a current action.

Innovation, Creativity and Improvement

Item 1

Action No.	Action	Timeframe	Responsible Person	Key Result Area	May update – as at 21 April 2017
6.1	Establish the Integration and Innovation Team to support implementation of the new Council	30-Jun-16	Director, Innovation and Strategy	Smart services Engaged staff Expected benefits	Completed
6.2	Prepare new community engagement framework to encourage democratic participation on key issues and strategic priorities	30-Sep-16	Group Manager, Communications, Engagement and Events	Involved communities	The draft Community Engagement Framework has been completed and presented to Council on 26 April 2017, for public exhibition during May. Detail is provided in Integration and Innovation Plan – Monthly Progress Report.
6.3	Develop a service review methodology, resourcing and delivery program	30-Sep-17	Group Manager Integration, Customer Service and Business Excellence	Smart services Expected benefits	The Leadership Team endorsed a high-level, three year strategy to establishing a Business Excellence Program, including service reviews on 6 April 2017. Further detail is provided in the Integration and Innovation Plan – Monthly Progress Report.
6.4	Conduct service reviews across the organisation with the aim of improving the efficiency and effectiveness of the services provided by Council. These reviews will be phased, targeted and will contribute to the realisation of benefits of the merger	From September 2017 onwards	Group Manager Integration, Customer Service and Business Excellence	Smart services Expected benefits	Not yet commenced.
6.5	Develop internal capability, tools and frameworks in business analysis	30-Sep-16	Group Manager Integration, Customer Service and Business Excellence	Smart services Expected benefits	Ongoing implementation. Implementation of business process mapping solution delayed in April and expected to be rolled out in May. Further training opportunities for business analysis are being investigated.
6.6	Develop accommodation strategy for co-location of key business areas to improve efficient and effective service delivery	31-Oct-16	Group Manager Properties, Major Building Projects and Facilities	Robust governance Smart services	The Leadership Team considered staff feedback on co-location and endorsed the co-location plan on 6 April. The co-location plan for indoor will be presented to the Joint Consultative Committee on 26 April. The GM and Deputy GM Assets and Environment visited three service centres and four depots during April to speak to staff about co-location, the benefits of bringing teams together and address concerns directly. The depot co-location plan is under development, following early workshops with staff in March. For the Long Term Property Strategy, Expressions of Interest and Fee Quotes were invited from Property Consultants. It is expected to appoint one in the week commencing 1 May 2017
6.7	Conduct targeted reviews of key strategic areas of council's business e.g. property, fleet and the commercial business units.	31-Dec-16	Group Managers Procurement and Fleet; Property, Major Projects and Facilities, with Group Manager Integration, Customer Service and Business Excellence	Smart services Robust governance Expected benefits	Ongoing. This work will be driven by the Group Managers, as part of their service integration work.
6.8	Establish ongoing funding for innovation and business improvement projects	31-Dec-16	Director, Innovation and Strategy and Director, Corporate Services	Smart services Robust governance Expected benefits Easy to do business	Completed

Attachment 3

Action No.	Action	Timeframe	Responsible Person	Key Result Area	May update – as at 21 April 2017
6.9	Develop an Innovation Strategy, including benchmark audit	31-Mar-17	Director, Innovation and Strategy	Smart services Engaged staff Expected benefits	This action is no longer relevant
6.10	Implement service review outcomes across the Organisation	From March 2017	All Group Managers	Smart services Engaged staff Expected benefits	Service reviews will be included in the Business Excellence program and not progressed until 2018. Recommend amending timeframe to from March 2018.
6.11	Develop an integrated and multidisciplinary approach to asset management and infrastructure planning	30-Jun-17	Deputy General Manager Assets and Environment	Robust governance Expected benefits Smart services	Asset Management Consultant engaged and inception meeting held to ensure revaluation is undertaken for end of financial year timeframe.

Success and Sustainability

Action No.	Action	Timeframe	Responsible Person	Key Result Area	May update – as at 21 April 2017
7.1	Develop internal capacity to influence and partner with State Government on regional infrastructure and strategic priorities	Immediate and ongoing	All Group Managers	Robust governance Expected benefits Shared vision	<p>Following significant lobbying by Council, AusGrid recently agreed that trees outside the 1m clearance zone will <u>not</u> be pruned by their contractor as part of the maintenance pruning works. This is a new commitment. In addition, AusGrid reconfirmed their commitment to work with Council to develop a Local Precinct Plan as an Inner West-specific pruning regime to take into consideration the importance of trees within the urban context and the variable growth rates of street tree species.</p> <p>Council continues to represent the community on all matters relating to WestConnex. In the past month this has included:</p> <ul style="list-style-type: none"> - Traffic & Transport Liaison Group meetings - Preparation of submissions on plans currently on exhibition (M4 East and M5 Urban Design and Landscape Plans) - Facilitating Council's WestConnex Community Liaison Forum on 7 April <p>The most recent meeting of the WestConnex Community Liaison Forum (7 April) has 25 people in attendance. Representatives from the NSW EPA attended to report on noise, dust and odour issues from WestConnex construction sites.</p> <p>In addition, Council's dedicated WestConnex Unit continues to advocate for the community by responding to queries and complaints from local residents, particularly matters relating to construction compliance. The Unit has provided input into other Council planning activities, including submissions to Greater Sydney Commission on the draft Central District Plan, to ensure that the impacts of WestConnex are well considered.</p> <p>(There was no meeting of Sydney Motorway Corporations' WestConnex Community Reference Group this month).</p>

Action No.	Action	Timeframe	Responsible Person	Key Result Area	May update – as at 21 April 2017
7.2	Execute funding agreement with NSW Government for merger implementation funds	10-Jun-16	General Manager	Robust governance	Completed
7.3	Identify annual forward program of significant procurements to realise potential savings from economies of scale	30-Jun-17	Group Manager Procurement and Fleet	Smart services Easy to do business Expected benefits	Forward Procurement Plan (2017/18) is taking shape following the finalisation of the 2017/18 Operational and Capital Budgets. On track to be completed by June 2017.
7.4	Develop a capital expenditure project control group	31-Jul-16	Director, Major Projects and Engineering and Director, Public Works	Robust Governance	Completed
7.5	Develop and publish a suite of new service performance targets	31-Aug-17	Group Manager Integration, Customer Service and Business Excellence	Smart services Expected benefits Robust governance	This work is contingent upon integration of services. Stream 3 projects (service unit integration) have been scoped with over 130 projects identified to harmonise and integrate policies, service models and programs.
7.6	Tracking and reporting costs/benefits of the merger implementation	31-Jul-16	Director, Corporate Services	Smart services Easy to do business Expected benefits Robust governance	Completed
7.7	Identify local benefits of new Council Incorporate local benefits, with actions into Integration and Innovation Plan	30-Sep-16 31-Dec-16	Director, Innovation and Strategy	Smart services Easy to do business Expected benefits	Completed
7.8	Establish continuous improvement framework and embed outcomes of service review program into operational planning	31-Mar-17	Group Manager Integration, Customer Service and Business Excellence	Robust governance Smart services Engaged staff	Three year staged approach to developing and embedding Business Excellence program presented to Leadership Team on 6 April 2017. Detail is provided in Integration and Innovation Plan – Monthly Progress Report.
7.9	Monitor and report progress on delivery against the Integration and Innovation Plan	Monthly via reports to Implementation Advisory Group	Group Manager Integration, Customer Service and Business Excellence	Expected benefits	Ongoing and in progress
7.10	Review Integration and Innovation Plan to focus on second year of the Council	30-Jun-17	Group Manager Integration, Customer Service and Business Excellence	Expected benefits	Not a current action.

Item 1

Attachment 3