

AGENDA



INNER WEST COUNCIL

IMPLEMENTATION ADVISORY GROUP

THURSDAY 8 DECEMBER 2016

6:30pm

Location: Leichhardt Service Centre, 7-15 Wetherill Street, Leichhardt

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- 1. Welcome by Administrator**
- 2. Acknowledgement of Country**
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**Minutes of Implementation Advisory Group Meeting
held at Leichhardt Service Centre on Thursday 10 November 2016**

The meeting commenced at 6.30pm

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

Other Attendees:

Richard Pearson , Administrator
Rik Hart, Interim General Manager
Nellette Kettle, Director Innovation & Strategy
Peter Gainsford, Director Corporate Services
Simone Schwarz, Director Service Delivery
Josephine Bennett, Director Community Services
Katerina Maros, Governance Officer, Leichhardt (Minute taker)

1. Welcome by Administrator

2. Acknowledgement of Country

3. Apologies: Alex Lofts

4. Disclosures of Interest

5. Election of Chairperson

Sam Iskandar was appointed as Chairperson for this meeting.

6. Confirmation of Minutes Tyler/McKenna

That the Minutes of the Implementation Advisory Group held on Monday, 15 August 2016 be confirmed.

IAG1116 Item 1 INNOVATION AND INTEGRATION PLAN - UPDATE

Recommendation Hannaford/ Tyler

THAT the report be noted.

CARRIED UNANIMOUSLY

IAG1116 Item 2 CITIZEN OF THE YEAR PROGRAM 2017

Recommendation Iskandar/ Byrne

1. THAT IAG note the 2017 category and eligibility recommendations for Inner West Council Citizen of the Year Program 2017.
2. That Council consult with the family of Amy Large about the status of the annual Amy Large Volunteer of the Year Award which was established in 2016.

CARRIED UNANIMOUSLY

IAG1116 Item 3 STRONGER COMMUNITIES ENGAGEMENT REPORT

Recommendation Iskandar / Tyler

That the verbal report be received and noted.

CARRIED UNANIMOUSLY

IAG1116 Item 4 ORGANISATIONAL STRUCTURE UPDATE

Recommendation Iskandar / Byrne

That the verbal report be received and noted.

CARRIED UNANIMOUSLY

IAG1116 Item 5 ICT UPDATE

Recommendation Tyler/ Hannaford

That the verbal report be received and noted.

CARRIED UNANIMOUSLY

Meeting closed at 7:47pm.

Item No: IAG1216 Item 1
Subject: INTEGRATION AND INNOVATION PLAN - MONTHLY UPDATE
File Ref: 16/6012/135655.16
Prepared By: Emma Lannan - Executive Policy Officer, Ashfield
Authorised By: Nellette Kettle - Director, Innovation and Strategy

SUMMARY

This report provides the IAG with a high level summary of progress against the actions in the Integration and Innovation Plan (i-Plan), including progress against seven key strategic areas.

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 new organisational structure continues to be implemented with November seeing the appointment and commencement of the Deputy General Managers, as well as a large scale recruitment process completed for the Level 3 Group Managers. The Service Integration Team has continued to engage with Service Units to provide a formal framework to document and plan integration decisions, ready for the appointment of Group Managers. The organisational values project has seen high levels of staff engagement and participation in identifying and refining the new organisational values. Finalisation of the Statement of Vision and Priorities positions the organisation strongly to accelerate planning for the 2017/18 year within a new strategic framework for the Inner West Council.

A status overview against the 89 actions in the i-Plan is provided in **Attachment 1**. Progress in relation to the seven key strategic areas is highlighted below.

Service integration and review	<ul style="list-style-type: none"> • The Service Integration Team is expanding to meet the resourcing required to support the organisation. In November, Andrea Tattam was appointed to the Service Integration Manager role and recruitment commenced for two Business Analysts. • A dedicated resource has been provided by the Finance Service Unit to partner with the Integration Team to support Service Units as they integrate their draft budgets and fees and charges for 2017/18. • Integration workshops have continued throughout November, including follow up sessions to chart progress. As of 30 November, 23 workshops have been held to support 13 Service Units to commence their integration work.
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	<ul style="list-style-type: none"> Internal communications on integration work have been formalised this month with a dedicated section on the Council intranets and a regular integration newsletter.
<p>Contemporary local democracy</p>	<ul style="list-style-type: none"> Establishing a suite of Strategic Reference Groups is underway. The Assessment Panel met on 4 November to determine applications. All applicants were notified of the success of their application in mid-November. The process of confirming membership is nearing completion. The first meeting of each group is planned for February 2017. A governance framework for coordinating the Reference Groups will be developed in December to ensure a consistent and efficient approach to supporting the groups. The results of extensive community engagement in recent months have supported the completion of two key deliverables for the new Council, the Statement of Vision and Priorities and the Stronger Communities Major Projects Fund (\$14m) allocations.
<p>Integrated planning</p>	<ul style="list-style-type: none"> The final round of feedback was undertaken with LRAC on 8 November to finalise the Statement of Vision and Priorities, which will be presented to Council on 6 December 2016. The Vision and Priorities will guide Council's corporate planning over the next 12-18 months, pending the development and adoption of a new Inner West Community Strategic Plan. The 2017/18 budget timetable has been determined and communicated to managers. Preparing an integrated budget for 2017/18 will be a priority for incoming Group Managers from December 2016. Early work has begun to support integrated operational planning under the new organisational structure. The Statement of Vision and Priorities will provide a strategic direction moving forwards. The scoping process for the Community Strategic Plan development has commenced and will be on the LRAC agenda in early 2017.
<p>Equipping and supporting Council staff to be resilient through change</p>	<ul style="list-style-type: none"> Communicating key dates and integration progress is essential to supporting staff during transition. Dedicated sections on all three intranets and a regular internal newsletter have been established to outline the integration framework, work to date and key dates. Service integration workshops have facilitated face-to-face engagement with a much broader cross-section of the organisation. The workshops to date have provided a forum to ask questions, raise concerns and provide consistent information about integration and change. An organisation-wide staff survey was open during November. Staff were encouraged to participate and share their views on the performance and culture of the organisation. The survey has been facilitated by an independent third party to ensure staff confidence in the confidentiality of the survey and data analysis. The survey will provide a benchmark for staff engagement. Training continues to be offered across the organisation, including Code of Conduct, Applying for jobs, Resume workshop, Workplace Ethics, Tough Talks, Monitoring and Evaluation.

	<ul style="list-style-type: none"> The development of the organisational values has been undertaken using a bottom up approach, with multiple opportunities for all staff to participate. This process has created an important avenue to connect all staff to the change process and to facilitate their involvement in building a successful new Council.
Organisational re-design	<ul style="list-style-type: none"> The three Deputy General Managers commenced their roles in November. Level 3 Group Manager positions were advertised and closed on 9 November. Interviews have been held during the last two weeks of November, with appointments expected in early December. Consultation with staff about the Level 4 structure will begin with the appointment of Group Managers and continue through early 2017.
Systems integration and transformation	<ul style="list-style-type: none"> Project scope for TechnologyOne is in development, with ongoing engagement of key staff continuing through November. A detailed process design is proposed for February 2017. Dark fibre, providing connectivity between three legacy systems, has been installed and activated. Testing phase is in progress. Work to consolidate the domain and active directory/email has continued during November. High level design is close to completion and detailed design is expected to be commissioned in early December. This project is on track to deliver a new domain, active directory and email environment by March 2017. Opportunities to fast track the domain/active directory/email project, and subsequent data migration, are being investigated. Options for process mapping systems are under investigation. Process mapping software will support the service integration program and future business improvements.
Organisational development	<ul style="list-style-type: none"> The Organisational Values project commenced in late October with over 330 staff identifying an initial suite of values through a series of creative workshops. On 9 November, a working group of staff from across the organisation reviewed the outputs from the initial workshops to prepare a shortlist of potential values. This list included Innovation, Integrity, Creativity, Bold, Fun, Flexibility, Team Spirit, Respect, Accountability, Collaboration and Diversity. An engagement process opened on 29 November to encourage staff to 'vote' for their top three values. Mobile voting stations were rolled out at all sites, including Depots, Libraries and Aquatic Centres, with over 400 staff participating in the first day. Following the completion of this process, the final suite of values will be presented to staff in early 2017, after consultation with the Leadership Group. Training in key skills to support the integration and organisational development processes have been planned for early 2017. Facilitation has been identified as a core skill to support integration, with training scheduled for early February 2017. Training in the Australian Business Excellence Framework is planned for late February 2017. All

	training will be targeted to critical staff to support their roles in integration and business improvement implementation.
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STRATEGIC PRIORITIES TO SEPTEMBER 2017

As the organisation integrates and matures following the merger, we continue to undertake an iterative process of reviewing and refining our organisational priorities. This helps to give staff a sense of direction and clarity about what is important during a time of significant change and activity.

Attachment 2 provides a shorter, more focused set of strategic priorities to guide staff over the coming 10 months, with the goal of creating an integrated and high performing Council in preparation for the return of the elected Council in September 2017.

The strategic goals are articulated in the following areas:

- Community satisfaction
- Community infrastructure
- Strategic influence and capacity
- Community engagement and local democracy
- Value for money
- Governance
- Corporate infrastructure and business excellence
- Staff and culture

FINANCIAL IMPLICATIONS

A draft budget for the merger implementation has been developed.

OTHER STAFF COMMENTS

Relevant staff have contributed status comments for their actions items.

PUBLIC CONSULTATION

This status report is published on the Council website.

CONCLUSION

Significant progress continues to be made in establishing the Inner West Council as outlined in the report.

ATTACHMENTS

1. Attachment 1 - I-Plan Actions Update - 30 November 2016
2. Attachment 2 - Merger implementation strategic goals

i-Plan Status Report as at 30/11/16

Organisational and Community Leadership

Action No.	Action	Timeframe	Responsible Person	Key Result Area	December update – as at 30 November 2016
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	General Manager with support from Director, Corporate Services	Robust Governance	Recruitment for Committee still in progress. First meeting now proposed for early 2017.
1.7	Adopt a statement of vision and priorities following community input	31-Dec-16	Director, Innovation and Strategy	Shared vision	Completed The Statement of Vision and Priorities will be presented to Council for adoption on 6 December 2016, following community engagement and workshop with LRAC in November.
1.8	Communicate process and timelines for local community, members to nominate as candidates for the election	From March 2017	Director, Corporate Services	Newly elected Council	No action required at this time.
1.9	Hold Council election	9-Sep-17	Director, Corporate Services	Newly elected Council	No action required at this time.
1.10	Establish a comprehensive induction program for new Council, including an ongoing program of professional development and support	9-Sep-17	Director, Corporate Services	Newly elected Council Robust Governance	No action required at this time.
1.11	Establish a modern, participatory local democracy framework	31-Dec-16	Director, Innovation and Strategy	Robust Governance Involved Communities	Community engagement remains a high priority, with development of the over-arching community engagement framework in progress. Establishing the Strategic Reference Groups has continued this month. A panel consisting of the Administrator and three LRAC members assessed EOIs received for the reference groups in early November. All applicants have been notified of the outcome of their expressions of interest and first meetings are planned for February 2017.

Strategy and Planning

Action No.	Action	Timeframe	Responsible Person	Key Result Area	December update – as at 30 November 2016
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 Final Annual Financial Reports to be presented to Council on 6 December 2016.
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 Framework awaiting appointment of Group Managers for implementation.
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	Director, Corporate Services	Robust Governance	Review of registers to be undertaken in first meeting of Risk and Audit Committee.
2.7	Adopt the operational plan 2017/18, including integrated budget with community input: - Draft plan prepared for exhibition - Final plan adopted	31 March 2017 30 June 2017	Director, Innovation and Strategy and Director, Corporate Services	Smart services Shared vision Rates maintained	Preparation of 2017-18 Budget has commenced and early work on Operational Plan is underway.
2.8	Harmonise fees and charges	30-Jun-17	Director, Corporate Services	Robust governance	Work has commenced on Fees and Charges, in tandem with preparation of integrated 2017-18 Budget.
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	Director Corporate Services and Director, Major Projects and Engineering	Robust governance Smart services Involved communities	Not yet commenced
2.10	Prepare a draft Community Strategic Plan for consideration of the new Council	30-Sep-17	Director, Innovation and Strategy	Shared vision Smart services	Statement of Vision and Priorities will be presented to Council at 6 December meeting. Scoping process to develop new Community Strategic Plan underway.

Data, Information and Knowledge

Action No.	Action	Timeframe	Responsible Person	Key Result Area	December update – as at 30 November 2016
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	Project Scope development and staff engagement ongoing. Detailed process design proposed for February.
3.5	Develop digital services strategy (e-business), including resourcing	31-Oct-16	Director, Innovation and Strategy and Director, Corporate Services	Smart services Easy to do business	Strategy remains a long term priority and will be developed and as part of service integration work over the next twelve months. E-business has been included in the scope of the website development and a customer feedback survey including e-business options is currently in progress. The roll out of digital services is highly dependent on the implementation of the (Tech One) back end systems to support the transactions.
3.6	Consolidate organisational registers, such as Crown land, leases and licences etc.	30-Sep-16	Director, Corporate Services	Robust governance	In progress. Being completed as part of service integration program.
3.7	Prepare audited financial statements for the former Ashfield, Leichhardt and Marrickville Councils	31-Dec-16	Director, Corporate Services	Robust governance	Completed Final Financial Statements to be presented to Council at December 2016 meeting.
3.8	Bring together the Local Environmental Plans administratively into a single document	31-Dec-16	Director, Planning and Environment	Robust governance	Administrative consolidation of LEPs is in progress. .

Item 1 - Attachment 1

People and Culture

Action No.	Action	Timeframe	Responsible Person	Key Result Area	December update – as at 30 November 2016
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
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	Following staff workshops in October, a shortlist of values has been determined. Organisation-wide voting process for values opened in the last week of November and final organisational values are expected to be presented to staff in February 2017.
4.9	Identify process and timing for moving to new salary structure	31-Jul-16	Director, Innovation and Strategy and Director, Corporate Services	Robust governance	Scoping and timing of process in development, to be completed by 31 December 2016.
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	Director, Corporate Services	Smart services Engaged staff	Draft Training Plan awaiting appointment of Group Managers, prior to finalisation. Transition-related training delivered in November included: - Code of Conduct - Applying for jobs - Resume workshop - Workplace Ethics - Tough Talk (how to have difficult conversations with colleagues and staff, effectively and respectfully) - Monitoring and Evaluation (frameworks and tools for project and program evaluation)
4.11	Integrate pools of casual staff	31-Jul-16	Director, Corporate Services	Engaged staff Smart services	Completed

Item 1 - Attachment 1

Action No.	Action	Timeframe	Responsible Person	Key Result Area	December update – as at 30 November 2016
4.12	Develop and adopt new organisational structure based on contemporary organisational design principles: - Interim structure - Final structure	10-Jun-2016 31-Dec-2016	General Manager with Executive	Smart services Robust governance Expected benefits Engaged staff	Recruitment for Level 3 structure on track for appointments in early December 2016. Given the upcoming holiday period, Level 4 structure expected to be determined by March 2017.
4.13	Commence recruitment to new organisational structure	13-Jan-17	General Manager and responsible Directors	Smart services Engaged staff	Recruitment for Level 3 roles is on track for appointments in early December 2016. Level 4 expected to commence in March 2017.
4.14	Develop new salary structure and contemporary employment framework, including talent management and reward and recognition	30-Jun-17	General Manager with Director, Innovation and Strategy and Director, Corporate Services	Expected benefits Engaged staff	Not a current action.
4.15	Repeat organisation wide pulse survey	31-Mar-17	Director, Innovation and Strategy	Engaged staff	Completed. Staff Engagement Survey opened on 16 November for organisation-wide staff feedback. The survey will provide a benchmark for staff engagement and closed on 30 November 2016.
4.16	Implement new workers compensation arrangements	30-Jun-17	Director, Corporate Services	Robust governance	Completed

Customer and Community Focus

Action No.	Action	Timeframe	Responsible Person	Key Result Area	December update – as at 30 November 2016
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	Director, Innovation and Strategy	Involved communities Easy to do business	Community engagement has been completed for: - Statement of Vision and Priorities - Input to priorities for the Stronger Communities Fund Community engagement will be included in the scoping process for the Draft Community Strategic Plan in early 2017. During November, ten significant engagement processes have been undertaken via the integrated online portal and community events, including development of new Inner West Council website; Plans of Management for parks in Dulwich Hill; prevention of family and domestic violence through a White Ribbon Day event in Rozelle; seeking community volunteers to develop the Refugee and Asylum Seeker app and draft plans for selected streets in Stanmore and Lewisham to improve safety and calm traffic. . Council also promoted NSW Planning's exhibition of the planning proposal for rezoning of 67-73 Lords Street, Leichhardt and Sydney Water's consultation on Johnstons Creek and White Creek stormwater improvements.
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-Aug-16	Director, Community Services	Smart services Easy to do business Expected benefits	To ensure no disruptions or loss of data for enrolment offers for 2017, this work is scheduled to be delivered in early 2017.
5.3.8	Review of after-hours contact service	31-Aug-16	Director, Corporate Services	Smart services Easy to do business Expected benefits	Completed
5.3.9	Consolidated LGA wide events program	31-Jul-16	Director, Community Services	Smart services Easy to do business Expected benefits	Completed

Item 1 - Attachment 1

Action No.	Action	Timeframe	Responsible Person	Key Result Area	December update – as at 30 November 2016
5.4	Establish and implement a new visual identity: - New logo - Interim web skin - Advertising - E-newsletter - Corporate stationery	12 May 2016 12 May 2016 17 May 2016 31 May 2016 Progressive from 12 May 2016	Director, Innovation and Strategy	Identifiable Council	Completed
5.5	New website with improved functionality	31-Mar-17	Director, Innovation and Strategy	Smart services Easy to do business Identifiable Council	Community engagement is currently underway to give feedback on what services the community wants on the new website. Recent additions to the website include: - Merged content for seniors, public transport and LGBTQI - 'Get Involved' tab added, for Your Say Inner West and Citizen of the Year content
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. Following a broad community engagement process for the Stronger Communities Fund Major Projects Program, more than 650 responses were received. The option with the highest community support was Recreation and Sustainability, with more than half of the respondents supporting this option. The outcomes of the engagement were reported to LRAC on 8 November 2016. The Assessment Panel then met on 14 November and unanimously determined the Schedule of Projects. The Schedule will be presented to Council on 6 December 2016.
5.7	Provide regular updates on local projects and services	Ongoing	Director, Innovation and Strategy	Expected benefits Involved communities	Ongoing as part of regular communications. Activity for November included: - Finalising and distributing the December community newsletter - 9 media enquiries - 262 social media posts - 5 IWC columns, covering 26 projects, programs and events - 25 media releases - 3 e-newsletters
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	Director, Innovation and Strategy	Smart services Easy to do business Expected benefits	Not a current action.

Item 1 - Attachment 1

Innovation, Creativity and Improvement

Action No.	Action	Timeframe	Responsible Person	Key Result Area	December update – as at 30 November 2016
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	Director, Innovation and Strategy	Involved communities	Ongoing. The process to establish interim reference groups is well underway. Following a call for Expressions of Interest in October, a panel comprising of the Administrator and three LRAC members met on 4 November to assess 160 applications and decide membership. All applicants were notified of the outcome of their expression of interest in writing in mid-November and confirmation of membership of the groups is nearing completion. A governance framework for the coordination of the reference groups will be developed in December and first meetings for all groups are planned for February 2017. Developing the new community engagement framework has been identified as a priority in the service integration program.
6.3	Develop a service review methodology, resourcing and delivery program	30-Sep-16	Director, Innovation and Strategy	Smart services Expected benefits	Research and scoping is underway. However, timing has been revised for this project following decision to complete service integration before commencing the formal service review program in 2017.
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 2016 onwards	Director, Innovation and Strategy	Smart services Expected benefits	Not yet commenced. Service integration to be the primary focus in first 12 months.
6.5	Develop internal capability, tools and frameworks in business analysis	30-Sep-16	Director, Innovation and Strategy	Smart services Expected benefits	Recruitment for Business Analysts is in progress. Over 40 applications were received and are currently being assessed. Training in Business Excellence framework is planned for early 2017, to build internal capability.
6.6	Develop accommodation strategy for co-location of key business areas to improve efficient and effective service delivery	31-Oct-16	Director, Innovation and Strategy	Robust governance Smart services	Preparatory work for co-location is underway, including determining capacity of buildings. Consultation with staff and decisions on location and staging is contingent upon appointment and discussions with Group Managers
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	Director, Corporate Services with assistance from Director, Innovation and Strategy	Smart services Robust governance Expected benefits	Roll out of service integration program will facilitate process for identifying opportunities and improvements. Early work commenced for process review for Development Assessment to achieve target for DA turnaround times.
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	Not yet commenced. Timing of this action to be revised to reflect new organisational direction and priorities.
6.9	Develop an Innovation Strategy, including benchmark audit	31-Mar-17	Director, Innovation and Strategy	Smart services Engaged staff Expected benefits	Not yet commenced
6.10	Implement service review outcomes across the Organisation	From March 2017	All Directors with support from Integration and Innovation Unit	Smart services Engaged staff Expected benefits	Not a current action
6.11	Develop an integrated and multidisciplinary approach to asset management and infrastructure planning	30-Jun-17	Director, Major Projects and Engineering and Director, Public Works	Robust governance Expected benefits Smart services	Not yet commenced. Awaiting appointment of Group Managers.

Item 1 - Attachment 1

Success and Sustainability

Action No.	Action	Timeframe	Responsible Person	Key Result Area	December update – as at 30 November 2016
7.1	Develop internal capacity to influence and partner with State Government on regional infrastructure and strategic priorities	Immediate and ongoing	General Manager	Robust governance Expected benefits Shared vision	Ongoing. Council has successfully advocated for a forum to be established by the State Government to facilitate feedback from community, council and other stakeholder groups on WestConnex. The WestConnex Community Reference Group is currently calling for Expressions of Interest from interested community members. Engagement with AusGrid has continued to address the maintenance of street trees by AusGrid's contractors. Council has successfully secured agreement from AusGrid to reduce the tree pruning practice and adopt a reviewed Guideline for Managing Vegetation Near Power Lines, to improve current practices.
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	31-Jul-16	Director, Corporate Services	Smart services Easy to do business Expected benefits	Service integration work is facilitating identification of opportunities to combine contracts and agreements, to realise potential savings from economies of scale. Timeframe for this action to be revised with new Group Manager.
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-Jul-16	General Manager, with Director, Service Delivery	Smart services Expected benefits Robust governance	Not a current action. Due date will be revised to reflect modified approach to integration and service review program.
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 September 2016 31 December 2016	Director, Innovation and Strategy	Smart services Easy to do business Expected benefits	Completed Local benefits and strategic goals of merger finalised, following consultation with new Deputy General Managers. See Attachment 2 for details.
7.8	Establish continuous improvement framework and embed outcomes of service review program into operational planning	31-Mar-17	Director, Innovation and Strategy	Robust governance Smart services Engaged staff	Not a current action.
7.9	Monitor and report progress on delivery against the Integration and Innovation Plan	Monthly via reports to Implementation Advisory Group	Director, Innovation and Strategy	Expected benefits	Ongoing and in progress
7.10	Review Integration and Innovation Plan to focus on second year of the Council	30-Jun-17	General Manager with Director, Innovation and Strategy	Expected benefits	Not a current action.

Strategic goals	Key actions to deliver	Success measures
<p>Community satisfaction</p> <ol style="list-style-type: none"> Maintain services with improvements introduced where possible. Improved level of community satisfaction with Inner West Council's policy, advocacy and services. Community identifies with vision, values and brand. 	<ol style="list-style-type: none"> Service Unit structure operational, incorporating: <ol style="list-style-type: none"> Single service offering Clear service standards and key performance indicators (KPIs) Reduction in red tape Harmonised fees and charges Online services Eliminate backlog of development approvals (DAs) and reduce determination times. Establish Inner West Council service charter, customer response times and KPIs Inner West Council Vision and Priorities identified with broad community input by December 2016 	<ol style="list-style-type: none"> 90% of housing development applications determined within 40 days. (Housing development applications include new single dwellings, dual occupancy and alterations/additions) Improved community satisfaction with Council services (benchmark survey October 2016, re-test November 2017) 90% of customer requests responded to within 10 working days Number of transactions online has increased
<p>Community infrastructure</p> <ol style="list-style-type: none"> Community infrastructure that meets community expectations and is maintained in accordance with sound asset management principles. Improved delivery of capital works program. 	<ol style="list-style-type: none"> 5 year costed capital works program adopted for exhibition by March 2017 Monthly reporting on status of significant projects on Council's website. Consolidated Inner West Council asset register Project control governance framework established and operational 	<ol style="list-style-type: none"> 85% of forecasted capital program delivered in the year 85% of completed capital projects delivered within the approved budget Reduction in infrastructure backlog Web reporting updated by 20th day of the month.
<p>Strategic influence and capacity</p> <ol style="list-style-type: none"> Influence and improve outcomes for the inner west community on key strategic priorities. High level of community satisfaction with Council's advocacy on key issues of importance. 	<ol style="list-style-type: none"> Undertake strategic advocacy for identified community priorities, such as: <ol style="list-style-type: none"> WestConnex Callan Park Bays Precinct Sydenham to Bankstown corridor YASMAR Parramatta Road urban renewal Ausgrid tree pruning 	<ol style="list-style-type: none"> Number of initiatives with NSW Government agencies and others on identified priority issues. Improved community satisfaction with Council's performance (benchmark survey October 2016, re-test November 2017)
<p>Community engagement and local democracy</p> <ol style="list-style-type: none"> Broad representative engagement with the inner west community on important matters that affect them. High level of community satisfaction with Council's engagement practices. 	<ol style="list-style-type: none"> Establish Inner West Council community engagement framework, which includes community engagement processes for key projects and a suite of Strategic Reference Groups Public streaming of Council meetings Establish interim (1-2 years) vision and priorities Adopt an integrated Operational Plan and Budget for the 2017/18 financial year with community input Involve former elected representatives through the Local Representation Advisory Committee (LRAC) Work with the LRAC to develop a draft Community Strategic Plan with community input for adoption by the new Council 	<ol style="list-style-type: none"> Improved community satisfaction with Council's performance (benchmark survey October 2016, re-test November 2017) Diversity of representation at engagement forums and on Strategic Reference Groups
<p>Value for money</p> <ol style="list-style-type: none"> Deliver financial benefits of the merger 	<ol style="list-style-type: none"> Integrated Inner West Council 10 year long term financial plan Integrated Inner West Council 10 year asset management plans Savings identified and reported to the community Savings reinvested into service improvements 	<ol style="list-style-type: none"> Cumulative net financial benefits (including the New Council Implementation Grant) of \$3.6 million achieved by September 2017 Longer term savings identified in the LTFP. Stronger Communities Project Funds (\$14 million) allocated to priority infrastructure renewal projects in accordance with asset management plans

<p>Governance</p> <ol style="list-style-type: none"> 1. Transparent and corruption resistant governance 2. Regular and transparent communication with the community on Council projects and performance. 	<ol style="list-style-type: none"> 1. Establish and operate Independent Hearing and Assessment Panel (IHAP) for development approvals 2. Public streaming of Council meetings 3. Consolidated Inner West Council website by March 2017 4. Public reporting on website on status of significant projects 5. Publish 'fact check' section on the website to correct incorrect information in the public domain 6. Strategic Councillor induction program 7. New Code of Meeting Practice 8. Develop and implement a communications strategy 	<ol style="list-style-type: none"> 1. Improved community confidence with Council's integrity and decision-making (benchmark survey October 2016, re-test November 2017) 2. Reduction in number of code of conduct complaints 3. Increased traffic to Inner West Council website 4. Website reporting updated by 20th day of the month
<p>Corporate infrastructure and business excellence</p> <ol style="list-style-type: none"> 1. Corporate infrastructure, processes and coordination mechanisms that drive accountability, efficiency, customer focus and innovation. 	<ol style="list-style-type: none"> 1. Implement permanent new organisation structure. 2. Establish integration project management office and business excellence unit 3. Establish Council-wide information, measurement and control systems (e.g. communication structures, business reporting systems, delegations) 4. Establish Council-wide methods and procedures (e.g. procurement, recruitment, corporate planning and budgeting) 5. Implement first phase of Council wide technology solutions 	<ol style="list-style-type: none"> 1. Permanent staffing structure to level 4 endorsed by March 2017 2. Technology One 'out of box' solution implemented by December 2018
<p>Staff and culture</p> <ol style="list-style-type: none"> 1. Engaged staff who are high performing, customer service and innovation focussed 2. High levels of trust within the organisation 	<ol style="list-style-type: none"> 1. Develop a suite of HR policies that align with and support organisational strategy and desired culture 2. Develop organisational values with staff involvement 3. Develop Inner West Council salary system 4. Level 1, 2, and 3 staff to participate in High Performance Leadership Coaching program 5. Establish learning and development priorities that support business excellence, high performance and innovation 	<ol style="list-style-type: none"> 1. Increasing % of staff who feel the organisation has a positive future and are committed to its success (benchmark survey November 2016, re-test November 2017) 2. % of staff who believe in the values of the organisation (measured in November 2017 to set benchmark)

Item No: IAG1216 Item 2

Subject: 17-18 BUDGET - PROCESS AND TIMETABLE

File Ref: 16/6012/137628.16

Prepared By: David Murray - Manager Finance, Leichhardt

Authorised By: Michael Tzimoulas - DGM, Chief Financial & Administration Officer

SUMMARY

The Inner West Council's Leadership Team has commenced its budget process for the 2017/18 financial year with a view of delivering a fully funded, realistic budget (both Operating and Capital) by the end of March 2017. The purpose of this report is to advise IAG of the top level process and key milestones of the budget process to ensure the deliverables are met.

RECOMMENDATION

THAT the report be received and noted

BACKGROUND

The former Ashfield, Leichhardt and Marrickville Councils were amalgamated into the Inner West Council on 12 May 2016. The amalgamation proclamation requires the Inner West Council to provide an Operational Plan for 2017/18 financial year that includes a Fees and Charges schedule and a funded Operating and Capital budget as well as an Operational Plan.

DISCUSSION

The construction of the 2017/18 budget commenced in late October with a view of having a final budget to present to Council by the end of March 2017. The underlying principle of the 2017/18 budget is to ensure that all operational and capital budgets are resourced adequately with an expectation that there will be minimal unspent budget carry forwards into the 2018/19 financial year.

In starting the 2017/18 budget, a review of the current year's budget is underway to determine if there is capacity to deliver the nominated programs (both operating and capital) by 30 June 2017. There is an expectation that there may need to be adjustments to the Capital Budget which will be recorded through the Quarterly Budget Review process and incorporated into the 2017/18 budget.

Below are the milestones that need to be achieved in order to deliver the 2017/18:

2017/18 Budget Milestones

- Week commencing 5 December 16 - Draft Labour budgets, for the new IWC structure, are being distributed to Group Managers for review.
- Week commencing 5 December 16 - Draft Operational and Capital Budgets are being distributed to Group Managers for review.
- 22 December 16 - Draft budget documents to be returned to Finance.
- 20 January 17 - Draft Fees and Charges will be returned to Finance.
- Early February 17 - Draft Budget considered by Leadership Group.
- February – discussion with LRAC.
- March 17 onwards – consultation and presentation of Draft Budget to Council and Public Exhibition.

FINANCIAL IMPLICATIONS

A balanced IWC budget is proposed for 2017-18.

OTHER STAFF COMMENTS

Nil.

PUBLIC CONSULTATION

Only internal stakeholder engagement performed to date

CONCLUSION

Nil.

ATTACHMENTS

Nil.