

AGENDA



INNER WEST COUNCIL

IMPLEMENTATION ADVISORY GROUP

MONDAY 15 AUGUST 2016

6:30pm

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**Minutes of Implementation Advisory Group Meeting
held at Petersham Service Centre on Thursday 14 July 2016**

The meeting commenced at 6.32pm

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

Other Attendees:

Richard Pearson	Administrator (Chairperson)
Vanessa Chan	Interim General Manager
Nellette Kettle	Director Innovation and Strategy
Tanya Whitmarsh	Manager Governance and Risk, Marrickville
Helen Tola	Manager Customer Service and Corporate Planning, Leichhardt
Rad Miladinovic	Coordinator Governance and Administration, Marrickville (Minute Taker)

1. Welcome by Administrator

2. Acknowledgement of Country

3. Apologies: Darcy Byrne and Lucille McKenna

4. Confirmation of Minutes

Recommendation: TYLER / ISKANDAR

THAT the Minutes of the Implementation Advisory Group Meeting held on Tuesday 21 June 2016 be confirmed.

CARRIED UNANIMOUSLY

5. Disclosures of Interest

Nil.

6. Election of Chairperson

Nomination: LOFTS / ISKANDAR

Rosana Tyler was appointed as Chairperson for this meeting by majority vote.

CARRIED UNANIMOUSLY

7. Items for Discussion:**IAG0716 Item 1: INTEGRATION AND INNOVATION PLAN – KEY STRATEGIC ACTIONS**

Recommendation: TYLER / ISKANDAR

THAT:

1. the report be received and noted;
2. a report updating progress on two or three key areas of the i-Plan implementation be brought to the IAG, beginning with the next meeting;
3. progress reports on IT implementation be regularly brought to the IAG, beginning with the next meeting; and
4. avenues for participatory democracy and community engagement be explored – such as community committee structures, social media, online tools, community stalls, citizen's juries with staff dedicated to this work.

CARRIED UNANIMOUSLY

The meeting closed at 8.27pm.

Item No: IAG0816 Item 1

Subject: INTEGRATION AND INNOVATION PLAN – MONTHLY UPDATE

File Ref: 16/6012/90602.16

Prepared By: Nellette Kettle - Director, Innovation and Strategy

Authorised By: Vanessa Chan - Interim General Manager

SUMMARY

This report provides the IAG with a high level summary of progress against the actions in the Integration and Innovation Plan (i-Plan) and advises of a number of proposed changes to the Plan.

RECOMMENDATION

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

BACKGROUND

The purpose of the Integration and Innovation Plan (i-Plan) is to guide the establishment of the Inner West Council, with the focus being the integration period in the lead up to the return of the elected Council in September 2017.

The i-Plan is an iterative roadmap that will be updated and amended to reflect organisational needs and priorities throughout this period. The plan currently comprises a total of 89 individual actions support the integration and early innovation work.

As at 5 August 2016, 33 of the 89 actions have been completed. A status overview against the actions is provided at **Attachment 1**.

Progress in relation to the seven key strategic areas is highlighted below:

Service integration and review	<ul style="list-style-type: none"> • Role statements for 20 new positions have been created • Each role has been evaluated for grading and remuneration • A recruitment strategy has been determined (having regard to current industrial requirements) • A report has been prepared for the newly established Joint Consultative Committee (JCC) • The positions are ready to be advertised following the meeting of the JCC • Whilst the formal structure is being established, early service integration work continues in the background. Examples include: <ul style="list-style-type: none"> ○ Libraries have commenced shared events programming ○ IWC events programs are being consolidated ○ Grants programs are being harmonised and consolidated ○ Sustainability programs are being integrated ○ Common project management methodologies are being implemented across the capital works program ○ Consolidation of major procurements has commenced
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	<ul style="list-style-type: none"> ○ New internal policies and practices are being developed ○ Resources are being shared across IWC to deliver services
Contemporary local democracy	<ul style="list-style-type: none"> • The IAG has given in-principle support to development of a new local democracy framework • Civic reception has been organised for former committee members on 18 August • Model for new engagement forums is being developed with the first forum likely to be held on 5 September with a focus on the development of Council's Statement of Vision and Priorities • The second forum will focus on Stronger Communities projects.
Integrated planning	<ul style="list-style-type: none"> • Consolidated 16/17 Operational Plan and Budget exhibited and adopted • Reporting for final quarter of 15/16 Operational Plan completed • Process drafted for the development of the Statement of Vision and Priorities (<i>refer separate agenda item</i>)
Equipping and supporting Council staff to be resilient through change	<ul style="list-style-type: none"> • Resilience training rolled out across IWC staff • 'Love it, leave it or change it' workshops conducted in all teams • Commenced organisational values project • General Manager 'roadshows' and videos • Fortnightly staff newsletter • Directors have established regular program of staff meetings • Joint Consultative Committee membership has been established, with an extended membership at this important time in the Council's formation • Lunch-time sessions on navigating change delivered by EAP provider • 'Change champs' program being developed
Organisational re-design	<ul style="list-style-type: none"> • Interim Executive structure in place • Organisational re-design project team formed • Early scoping work commenced
Systems integration and transformation (<i>refer separate agenda item</i>)	<ul style="list-style-type: none"> • Systems inventory completed • Procurement in progress for consultant to develop ICT roadmap (two stage process, with second stage closing 24 August) • Contract awarded to develop dark fibre connectivity between sites (2-3 month project) • Inner West Council website established • Inner West Council email addresses active
Organisational development	<ul style="list-style-type: none"> • Integration and Innovation Plan developed • Interim structure for the Innovation and Strategy Directorate has been finalised and report prepared for first meeting of Joint Consultative Committee • 16/17 IWC Learning and Development Plan nearing completion • Leading Through Change seminar/Q&A scheduled for managers

FINANCIAL IMPLICATIONS

A budget for the merger implementation is being developed and will be considered as part of the quarter 1 budget review process.

OTHER STAFF COMMENTS

Nil

PUBLIC CONSULTATION

Nil

CONCLUSION

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

ATTACHMENTS

1. [Download](#) i-Plan update as at 8 August 2016

i-Plan Status Report as at 8/8/16
Organisational and Community Leadership

Action No.	Action	Timeframe	Responsible Person	Key Result Area	Status
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	Terms of Reference have been developed for new Committee and former independent members consulted. Meeting deferred to September 2016 following consultation, due availability.
1.7	Adopt a statement of vision and priorities following community input	31-Dec-16	Director, Innovation and Strategy	Shared vision	Project has been scoped and will be presented for discussion at IAG on 15 August 2016.
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	High priority project. Presentation followed by discussion at 14 July IAG meeting with general agreement to proposed direction. Project planning almost completed. Three primary aspects to project: civic reception (18 August), interim engagement forums (first forum 5 September), and new longer term framework. Weekly meetings of project team with Director Innovation and Strategy and General Manager.

Strategy and Planning

Action No.	Action	Timeframe	Responsible Person	Key Result Area	Status
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	Grants framework agreed at joint LRAC meeting on 12 July. Grants opened on 19 July and close at the end of August. Framework for Stronger Communities Projects to be presented to joint LRAC meeting in September, underpinned by asset management principles. Selection panel being established and community forum planned for late September.
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	Quarterly external reporting format has been agreed by CFOs. Yet to be endorsed by the Executive Team.
2.4.2	Conducting final audits (2015/16) for the former Councils	31-Dec-16	Director, Corporate Services	Robust Governance Expected Benefits	Auditor appointed (PwC) and audit process underway
2.4.3	Appointing a new auditor for Inner West Council	31-May-16	Director, Corporate Services	Robust Governance Expected Benefits	Completed. PwC appointed.
2.4.4	Budgeting and long term financial planning framework	31-Jul-16	Director, Corporate Services	Robust Governance Expected benefits	Commenced and in early draft. Expected to be completed in September. End of financial year processes associated with the former councils has taken priority.
2.4.5	Financial key performance indicators, including tracked savings	30-Jun-16	Director, Corporate Services	Robust Governance Expected benefits	Key financial indicators as per the NSW Government's requirements. Savings tracker developed by CFOs and currently being used.
2.4.6	Draft budget for merger implementation funds	30-Sep-16	Director, Corporate Services	Robust Governance Expected benefits	Framework for the new council implementation fund (\$10m) under development by the Director. Report being prepared for GM in August 2016.
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. Adopted 5 July 2016.
2.6	Consolidate organisational risk registers and proactively manage organisational risk	30-Sep-16	Director, Corporate Services	Robust Governance	In progress.

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	Governance framework and project plan will be developed by October 2016.
2.8	Harmonise fees and charges	30-Jun-17	Director, Corporate Services	Robust governance	In progress. Project Plan under development to give effect to this action.
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.
2.1	Prepare a draft Community Strategic Plan for consideration of the new Council	30-Sep-17	Director, Innovation and Strategy	Shared vision Smart services	Proposed approach under development and will be presented to IAG in October 2016.

Data, Information and Knowledge

Action No.	Action	Timeframe	Responsible Person	Key Result Area	Status
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. Service profiles completed and issued to the IGM.
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. CFOs have developed a savings tracker to capture quantified savings. This framework can also be used to track unquantified savings if required.
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	Decision taken to undertake a two stage procurement process, which takes longer than originally planned but should lead to a tighter project scope. Second stage closes on 24 August 2016. Following due consideration, a decision has been taken to hasten slowly with this project due to the complexities and high level of expenditure involved. Awaiting to see what DPC can make available to councils leveraging off recent State Government ICT transformation work.
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	In progress. Part of the brief for the consultants listed in Action 3.4 is to develop the e-business strategy for Council.
3.6	Consolidate organisational registers, such as Crown land, leases and licences etc.	30-Sep-16	Director, Corporate Services	Robust governance	In progress. Documentation has been compiled from the 3 former councils. Central repository needs to be established and maintained.
3.7	Prepare audited financial statements for the former Ashfield, Leichhardt and Marrickville Councils	31-Dec-16	Director, Corporate Services	Robust governance	In progress. Interim audits undertaken and new auditor appointed to carry out audit.
3.8	Bring together the Local Environmental Plans administratively into a single document	31-Dec-16	Director, Planning and Environment	Robust governance	Review of existing instruments underway.

People and Culture

Action No.	Action	Timeframe	Responsible Person	Key Result Area	Status
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. Elections for the new Inner West Consultative Committee were completed on 5 August 2016 and the General Manager announced the membership on 8 August. The JCC is comprised of representatives of the three unions and also of general staff, representing staff groups including the child care, aquatic centre, outdoor and library staff. The 25 member committee is attending industry-endorsed training on 9 August and the first meeting is being scheduled for 17 August.

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. Media protocols (for LRAC and IAG members) Code of Conduct (Model Code), Code of Meeting Practice (defined in the Proclamation), Internal notification/escalation protocols and staff delegations
4.7	Complete a benchmark culture audit	31-Jul-16	Director, Innovation and Strategy with Culture Project Action Team	Engaged staff	Team workshops have been held and the report is being drafted. Revised completion date is 15 August
4.8	Scope and commence implementing an organisational values project	30-Jun-16	Director, Innovation and Strategy with Culture Project Action Team	Engaged staff	Scoping completed and project underway
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 underway. Report will be prepared for September IAG meeting.
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	In progress. Change management and resilience training rolled out across the organisation. Training plan has been drafted and is undergoing review by the Executive Team.
4.11	Integrate pools of casual staff	31-Jul-16	Director, Corporate Services	Engaged staff Smart services	Completed. The Inner West Council has 376 casuals primarily distributed across its Aquatic Centres, Child Care Centres, and Libraries. A draft framework of casual workforce integration has been developed and will be progressed through the staff Consultative Committee.
4.12	Develop and adopt new organisational structure based on contemporary organisational design principles: - Interim structure - Final structure	10 June 2016 31 December 2016	General Manager with Executive	Smart services Robust governance Expected benefits Engaged staff	Interim structure completed and implemented.
4.13	Commence recruitment to new organisational structure	13-Jan-17	General Manager and responsible Directors	Smart services Engaged staff	Not yet commenced. Relevant post December 2016.
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 yet commenced
4.15	Repeat organisation wide pulse survey	31-Mar-17	Director, Innovation and Strategy	Engaged staff	Not a current action.
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	Status
5.1	Review and continue to implement interim community communications plan	13-May-15	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	Plans developed on a project by project basis. Engagement forum of Statement of Vision and Priorities scheduled for 5 September. Engagement forum on Stronger Communities Projects planned for late September.
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 and advertised.
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. 'Your Say Inner West' implemented.
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	In progress. Review of waiting list management systems underway. Identified privacy issues to be regulated, following further investigation.
5.3.8	Review of after-hours contact service	31-Aug-16	Director, Corporate Services	Smart services Easy to do business Expected benefits	In progress.
5.3.9	Consolidated LGA wide events program	31-Jul-16	Director, Community Services	Smart services Easy to do business Expected benefits	Completed
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	Project proposal nearing finalisation. Ongoing incremental improvement being made to Interim IWC website, insofar as current back-end system functionality allows.
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	Framework for Stronger Communities Projects to be presented to joint LRAC meeting in September, underpinned by asset management principles. Selection panel being established and community forum planned for late September.
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 July included: 19 media enquiries 53 social media posts 4 IWC columns 27 media releases 5 e-newsletters 1 rates newsletter
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

Innovation, Creativity and Improvement

Action No.	Action	Timeframe	Responsible Person	Key Result Area	Status
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. Team structure/roles determined and will be presented to first meeting of Consultative Committee in accordance with industrial requirements prior to advertising.
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	In progress.
6.3	Develop a service review methodology. Resourcing and delivery program 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.	30-Sep-16	Director, Innovation and Strategy	Smart services Expected benefits	In progress. Research and scoping underway.
6.4	Develop internal capability, tools and frameworks in business analysis	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 accommodation strategy for co-location of key business areas to improve efficient and effective service delivery	30-Sep-16	Director, Innovation and Strategy	Smart services Expected benefits	Not yet commenced. Business Analysis roles identified in the new Innovation and Strategy Directorate. Recruitment to be completed.
6.6	Conduct targeted reviews of key strategic areas of council's business e.g. property, fleet and the commercial business units.	31-Oct-16	Director, Innovation and Strategy	Robust governance Smart services	Scoping has commenced.
6.7	Establish ongoing funding for innovation and business improvement projects	31-Dec-16	Director, Corporate Services with assistance from Director, Innovation and Strategy	Robust governance Expected benefits	In progress. Property review under development
6.8	Develop an Innovation Strategy, including benchmark audit	31-Mar-17	Director, Innovation and Strategy	Smart services Engaged staff Expected benefits	Not yet commenced
6.9	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 yet commenced
6.10					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
Success and Sustainability					
Action No.	Action	Timeframe	Responsible Person	Key Result Area	Status
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
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	In progress: Procurement officers reviewing matter.
7.4	Develop a capital expenditure project control group	31-Jul-16	Director, Major Projects and Engineering and Director, Public Works	Robust Governance	Completed. Initial meeting held on 2 August 2016. Following comparison of programs across former councils, a common monitoring process for all capital works programs has been adopted
7.4	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 yet commenced.
7.4	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. Savings tracker developed by CFOs and operational.
7.5	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	Not commenced. DPC workshop being held on 12 August to provide further guidance on this action.
7.6	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 commenced.
7.7	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
7.8	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.

Item No: IAG0816 Item 2
Subject: ICT ROAD MAP - STATUS UPDATE
File Ref: 16/6012/90640.16

Prepared By: Emma Lannan - Executive Policy Officer, Marrickville

Authorised By: Nелette Kettle – Director Innovation and Strategy

SUMMARY

This report provides the IAG with background on the current state of ICT integration for the Inner West Council and work undertaken to date.

RECOMMENDATION

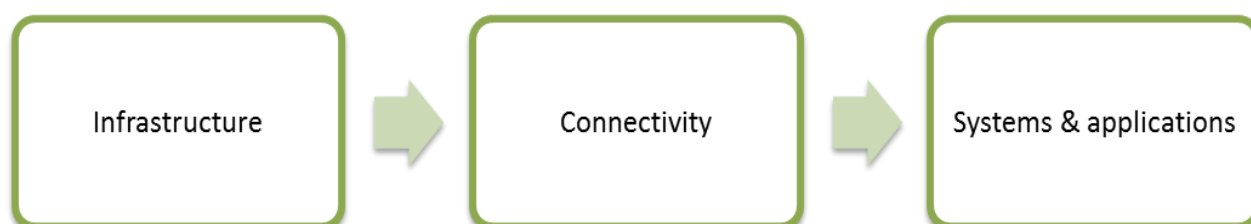
THAT the report be received and noted.

BACKGROUND

Developing an Information and Communications Technology (ICT) Strategy to guide the selection and roll out of ICT systems across Council is a key deliverable of the Integration and Innovation Plan (I-Plan). The integration of ICT systems is one of the most important and challenging actions, due to the high levels of complexity, business impact and financial cost. On 14 July 2016, the Independent Advisory Group requested regular progress reports on ICT implementation. This report provides background to the current state, outlines the work undertaken to date and anticipated actions over the next period.

ICT - Current state

ICT is characterized by its complexity, interconnections and critical dependencies across the various systems and applications, connectivity and networks and infrastructure.



Infrastructure

ICT infrastructure is the foundation and includes physical hardware (servers, computers) as well as the enabling systems (firewall, disaster recovery, back-up and storage).

Following is an overview of the physical infrastructure that supports staff (and public) access of ICT.

Infrastructure	Current situation (approx.)
Corporate users	1250
Public access (e.g. via desktop in libraries)	65

Remote access	Up to 100
Wi-Fi networks	13 sites
Internet speeds (Varies across size/type of site)	20 Megabit per second – 10,000 Gigabit per second

The key issue for infrastructure is the low levels of correlation between existing infrastructure set ups

Correlation between infrastructure systems

An audit undertaken during due diligence identified a total of 26 ‘systems’ operating to support ICT infrastructure across the amalgamated council. Of these, 21 are different.

The ICT Strategy will provide a staged approach to resolving infrastructure divergence. This issue requires a strategic, long-term assessment of options due to the expense of ICT infrastructure, and its ability to enhance or limit options relating to connectivity and systems and applications in the future.

Connectivity

The physical and virtual connectivity between sites’ networks is an integral component to integrating directories and networks. Work was commissioned in June 2016 to connect the existing service centre/administration sites via dark fibre infrastructure. Dark fibre was selected due to its reliability, high level of security and flexibility of control of Council’s bandwidth, network protocols and WANs and is anticipated for completion in October 2016.

The key issues for connectivity are:

- 1) Consolidation of directories
- 2) Integrated email systems

Consolidation of domains and directories

The consolidation of domains and directories will support similar systems (such as email and other corporate systems) to be integrated and accessible across various locations. Resolving this issue will dramatically improve staff mobility across sites, removing the need for remote log-in or patches and increasing staff efficiency and productivity.

The ICT managers have scoped a project to engage an appropriate supplier to undertake the consolidation of the domains, directories and email systems. This work is estimated to cost between \$100,000 and \$150,000 and is estimated to take about six weeks. Similarly to the dark fibre solution, this work is required to be undertaken regardless of the broader ICT Strategy.

Integrated email systems

Email is the primary means of communication internally and externally for staff. During July, ICT teams have piloted and tested the new domain email address (“@innerwest.gov.au”). A full roll out of the new email address was initiated on Friday 5 August. Currently, the three former council email systems ‘coexist’ with the new email domain. Emails sent to former addresses will be diverted to the new email domain for some time into the future. From an external perspective, council will be operating using the email for the new organisation. However, at the backend, staff do not yet have fully functioning email systems and directories.

At a practical level, staff are unable to see their colleagues’ availabilities via calendars, book meeting rooms or resources in other, unconnected sites and require a static list of telephone numbers in order to contact their peers. While not insurmountable issues, these are currently barriers to doing everyday business efficiently and effectively.

The proposed solution is the consolidation of domains and directories, outlined above, which will allow for full integration of email, calendars and resource bookings.

Systems and applications

Systems and applications are – the most visible and familiar component of ICT, and also the most prolific.

The key issues with systems and applications are:

- 1) Low levels of correlation between existing systems and applications
- 2) High degree of interdependence between systems and applications

Correlation between systems and applications

Due diligence audit of all systems and applications identified 155 systems and applications in operation, with the majority (125) being different. The table below details the total systems/applications in operation and levels of similarity/difference. It also provides examples of the types of functions supported.

	Total systems	Similar	Different	Examples of functions supported
Business systems	126	14%	86%	<ul style="list-style-type: none"> • Finance • Records management • Customer request • GIS/mapping • Asset management • Fleet management
Applications	29	38%	62%	<ul style="list-style-type: none"> • Email • Telephony • Call centre • IT Helpdesk • Desktop operating system • Project management • Internet browser • Database management

Interdependence between systems and applications

In addition to the number and variation of systems, there is a high degree of dependency between systems and applications. Many systems are integrated to each other, for example, records management, email and customer request systems. Standard applications, such as word processing, are linked to business paper processing applications and records management. Selecting one system or application over another will have ramifications for those applications and processes integrated to each other. The historical use of niche systems that have been designed for the needs of specific, local government functions is an additional level of complexity. Unlike other industries, organisations or businesses, the diversity of business processes, regulatory and operational functions of councils has resulted, over time, in the use of a number of sector-specific, integrated systems.

The proposed solution to address these issues is the development of the ICT Strategy, to provide a roadmap for the prioritisation and selection of fit-for-purpose systems and applications.

Progress to date

There have been some key achievements for ICT integration since proclamation.

- 1) Upgrade to Microsoft Office 2013 for former Ashfield systems has been completed and will allow for email system to be transferred to Microsoft Outlook. As a result, email integration will be relatively simple, once consolidation of directories is completed.
- 2) Interim remote access and ICT mobility for the Executive Team has been implemented to support Directors and the General Manager to work across all sites.
- 3) Online collaboration portal established to enable staff working on integration projects and sharing of documentation.
- 4) Establishing of a new webpage, detailed below

Inner West webpage

A veneer webpage was quickly established, following proclamation. Since May 2016, it has been progressively developed, expanded and integrated to the existing, three legacy sites. A more uniform design has been applied to the website, and legacy sites. Universal content on the main site (www.innerwest.nsw.gov.au) is rapidly expanding. High level navigational tabs have been added to provide space for media releases, announcements and a focus on promoting services valued by the community such as libraries, aquatic centres and community facilities.

One of the complexities of the website is the different back end systems and e-business enablement of the three former councils. A long term staged approach is required for development of the website and decommissioning of the old websites in order for functionality not to be lost.

In the short term, the focus is on finalising architecture documentation for a permanent and website. A content merging review will commence in the coming months, as part of the integration process. Aligned with Council's requirement to complete an Inclusivity Action Plan in 2016-17, the new website is working towards compliance with Web Content Accessibility Guidelines.

ICT Strategy

To navigate the complexity, scope and potential cost of the project, sound specialist advice is being sought to develop an ICT Strategy and provide the high-level implementation plan required to transform Council's ICT systems.

The objective of the Strategy is to identify options that are fit-for-purpose, cost-effective and future-proof. To do this, it anticipated that a suitable specialist will:

- Assess the current state and future scenarios or options for critical and high importance systems, applications and infrastructure
- Facilitate the selection and engagement of suppliers and vendors
- Provide strategic advice regarding prioritisation and staging of implementation

Key considerations in this process include Council's current internal capacity to implement ICT transformation, future capacity to support and maintain systems/infrastructure; technological limitations, risks and viability of the consolidation or replacement systems; and value for money and cost-effectiveness of options.

The second stage of procurement is a current market transaction and therefore details are unable to be discussed in a public report. It is anticipated that upon appointing a successful supplier, the ICT Strategy will be delivered within an 8 to 12 week timeframe.

Leveraging State Government

Opportunities to leverage recent state government experience in transforming and consolidating multiple agencies' ICT systems are being explored. Utilising the state government's data centre (for off-site storage) may be a specific opportunity. This will be better assessed in the context of the ICT Strategy and future plans for secure data storage (via a data centre, cloud or on-site storage).

FINANCIAL IMPLICATIONS

Installation of dark fibre is valued at \$178,200. Commissioning of the ICT Strategy is estimated to cost between \$100,000 and \$200,000. Consolidation of drives and directories is estimated to cost between \$100,000 and \$150,000.

ICT transformation is arguably the most expensive aspect of organisational integration and is likely to have much of the Merger Implementation Funds dedicated to its roll out.

CONCLUSION

This report provides the IAG with background on the current state of ICT integration for the Inner West Council and work undertaken to date.

ATTACHMENTS

Nil.

Item No: IAG0816 Item 3

Subject: STATEMENT OF VISION AND PRIORITIES

File Ref: 16/6012/90651.16

Prepared By: Prue Foreman - Coordinator Communication and Engagement, Marrickville

Authorised By: Nellette Kettle – Director Innovation and Strategy

SUMMARY

This report outlines the proposed approach to the development of the Statement of Vision and Priorities which Council must adopt following community input by 31 December 2016.

RECOMMENDATION

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

BACKGROUND

Council must adopt a Statement of Vision and Priorities following community input by 31 December 2016 to meet the State Government's requirements for merged councils.

The development of the Statement of Vision and Priorities is a key strategic action in Council's i-Plan which guides Council's integration and early transformation work until September 2017.

This work will underpin the 2017/18 Operational Plan and Budget, as well as feeding into the development of the new Community Strategic Plan, which must be prepared for consideration of the new Council by 30 September 2017.

Proposed approach

Inputs to the development of the Statement of Vision and Priorities will include:

- the Community Strategic Plans of the former Ashfield, Leichhardt and Marrickville Councils;
- Second tier plans/strategies of the three former councils;
- IWC demographic profile and place information (e.g. geographic boundaries)
- Key strategic issues (e.g. sustainability, social justice, land use, priorities of the former councils etc.)

Council staff are already working on bringing together this research component.

From a community perspective, development of the Statement of Vision and Priorities will commence with a community engagement forum on 5 September 2016. LRAC members, former committee members and the broader community (by advertisement) will be invited to register to participate.

Participants will be asked to picture a five year horizon and to identify:

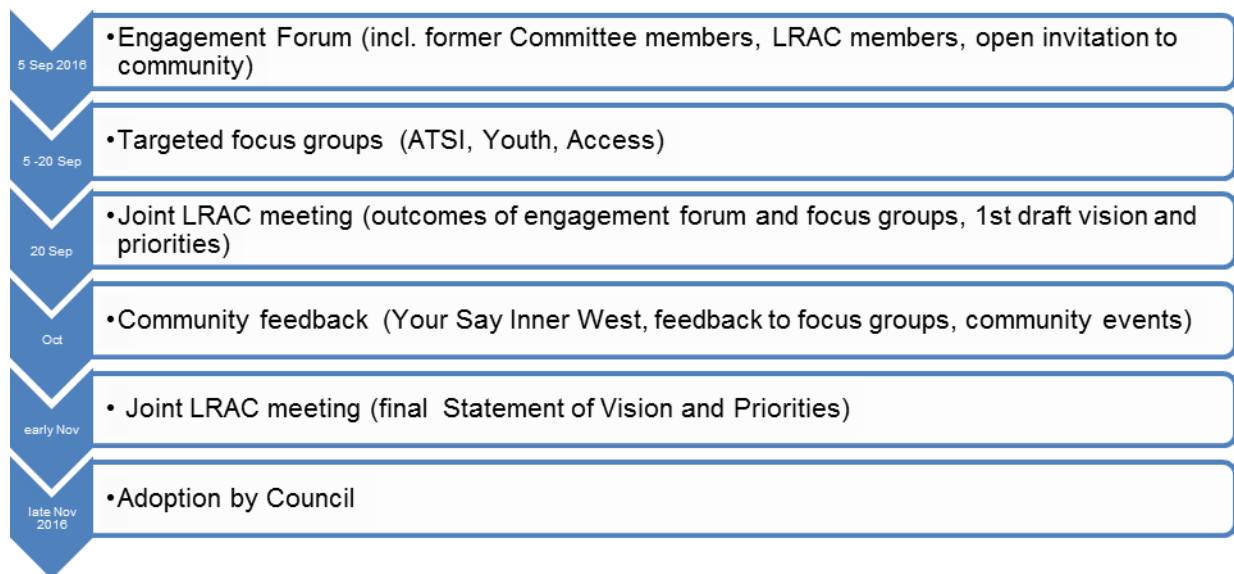
- What they care about / is important to them
- What Council should be focusing on (noting this will assist in determining Council's priorities for delivery over the next 18 months)

A series of focus groups will also be undertaken with targeted specific reference panels (incl. ATSI, youth, access) in early September, before the results of these and the engagement forum are fed back to a joint LRAC meeting on 20 September.

Broader community feedback will be sought during October via the Your Say Inner West community engagement portal and through engagement at major community events (Ashfield and Leichhardt food festivals and Marrickville Festival).

The final Statement of Vision and Priorities will be considered by a joint LRAC meeting in November 2016, prior to being adopted by Council.

Following is a summary of the indicative process and timelines:



FINANCIAL IMPLICATIONS

Project costs will include print and distribution of materials and charges associated with the engagement forum including audio visual hire and operation, catering, equipment and staff/contractors. A budget is currently being developed and will be reported to the next IAG meeting.

OTHER STAFF COMMENTS

Corporate planning and community engagement staff have contributed to the development of this report.

PUBLIC CONSULTATION

Will commence with the engagement forum on 5 September 2016, running through to the major community events in October.

CONCLUSION

This report provides the IAG with a high level overview of process and timeframe for developing the Statement of Vision and Priorities for Inner West Council.

ATTACHMENTS

Nil.

Item No: IAG0816 Item 4

Subject: CHARACTERISTICS OF A STRONG COUNCIL

File Ref: 16/6012/89922.16

Prepared By: Nellette Kettle - Director, Innovation and Strategy

Authorised By: Vanessa Chan - Interim General Manager

SUMMARY

This report provides the IAG with an overview of work being driven out of the Department of Premier and Cabinet (DP&C) to develop a Stronger Councils Framework.

RECOMMENDATION

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

BACKGROUND

Over the past few weeks, the DP&C has been working with merged councils to develop a new Stronger Councils Framework.

The Framework is based on five characteristics and a shared vision for what it means to be a strong, vibrant council that delivers for its community. The five characteristics are intended to provide the basis for councils to shape and measure their performance. The draft model contains longer term indicators as well as measures for short term success come September 2017.

The Framework is still under development and the most recent iteration is provided at **Attachment 1**. DP&C is holding a workshop with merged councils on 12 August 2016 to further refine the draft Framework. A copy of the workshop workbook is provided at **Attachment 2**.

At this stage it is unclear how this new framework is to fit with the 10 key results initially established for merged councils by the DP&C at the time of the mergers in May 2016. Notwithstanding, it is anticipated that Inner West Council's Integration and Innovation Plan (i-Plan) will need to be revised upon completion of the measurement framework to ensure that Council is well placed in relation to all performance measures.

FINANCIAL IMPLICATIONS

Nil.

OTHER STAFF COMMENTS

Nil.

PUBLIC CONSULTATION

The Stronger Councils Framework will be publicised on Council's website once finalised.

CONCLUSION

This report provides the IAG with an overview of work being driven out of the Department of Premier and Cabinet (DP&C) to develop a Stronger Councils Framework. Feedback and input from the IAG is most welcome.

ATTACHMENTS

1. [Download](#) Framework - Characteristics of a Strong Council
2. [Download](#) Stronger Councils - Workbook

CHARACTERISTICS OF A STRONG COUNCIL

DRAFT

**A NEW
MODEL FOR
SUCCESS**



Enduring characteristics



Strategic capacity

The council is a strong partner in the system of government, with a strategic outlook, confidently representing and progressing matters of local and regional significance.

Longer term indicators

- There is a clear vision for the future and a pathway for achieving it
- Governance frameworks enable councillors to fulfill their strategic role
- Council can leverage its improved scale to partner with and influence State and Federal Governments in delivering local priorities and services

Measuring first steps (until Sept 2017)



Outstanding service provision

Residents and businesses have an efficient, convenient and satisfying experience when using council services, information and infrastructure.

- Residents have easy access to services through their preferred channel
- Businesses and residents have a positive experience of council service delivery
- Residents have access to well-maintained community infrastructure
- Regulation implementation is predictable, consistent and fair

- Agreed savings (KPMG projections as starting point) and efficiencies are met in agreed timeframes and reinvested into community priority projects
- Positive and improving community engagement and satisfaction results (survey results)
- Appropriate measure showing reduction in backlog – TBC Reduced volume of infrastructure assets in condition 5 (failed or overdue for renewal)



Robust community relationships

Residents and businesses have a voice in the vision for their community and there is meaningful, open dialogue between the council and community on solving local issues.

- Effective community engagement mechanisms are in place, and enable an ongoing community conversation with meaningful participation
- Council understands and considers the diversity of community views
- Community has confidence in council as a trusted leader

- Staff feel the organisation has a positive future and are committed to its success



Strong performance

The council is a robust, flexible and capable organisation that delivers on the needs of the community.

- Operations are efficient, and efficiencies are reinvested to the benefit of the community
- Council demonstrates strong financial performance

- Local measure
- Local measure
- Local measure
- Local measure



Sound organisational health

Council staff, leadership and culture directly contribute to the council's success and to positive, customer-centric culture and delivery.

- Strong, diverse leadership and a culture that values performance and adaptability
- A skilled, motivated and accountable workforce

Note: The measures will be refined in workshops held with new councils in mid August 2016.

Stronger Councils Framework: using the new model in your council

Individual Workbook

August 2016

Stronger Councils Framework

1

Individual Workbook

Introduction

Since they were established in mid-May 2016, new councils have been working hard on achieving the early steps in the Roadmap for Phase 1 and laying strong foundations to achieve the 10 Key Results. This work has focused on areas like service continuity, robust governance and staff engagement.

Developing the Stronger Councils Framework

In mid-July, new councils met to work together on the development of a new Stronger Councils Framework.



The framework is based on five characteristics and a shared vision for what it means to be a strong, vibrant council that delivers for its community. The characteristics are an important tool, because they provide the basis for councils to shape and measure their performance, and openly engage in ongoing dialogue with staff, stakeholders and communities about the role councils play, the services they deliver and how they deliver them. The Stronger Councils Framework is intended to focus investment in activities that will transform the way councils are seen by their customers, through the delivery of real benefits to their communities.

Fitting the pieces together

With the successful completion of the first steps in the roadmap and the development of the Stronger Councils Framework, the focus of new councils and the roadmap milestones are moving from the immediate transactional activities to the longer term transformational actions which will lead to a stronger council.

Two key actions are coming up in the roadmap: creating a shared vision and specifying the benefits of new councils. These are significant tools that will assist councils to define activities for investment that matter to their communities – particularly prior to the completion of a community strategic plan and other integrated planning and reporting documents.

The purpose of the workshops to be held in mid-August 2016 is therefore to:

- Acknowledge and **celebrate achievements** in the first three months of new councils
- Continue to develop thinking about priorities for **transforming** new councils into strong councils
- Begin to think about the potential content of the **statement of local benefits** and **statement of vision and priorities**
- Develop **local evidence** of successful first steps for each new council in transitioning to a stronger council.

The workshops will provide clarity on how all the tools (including the 10 Key Results, Roadmap for Phase 1 and broader framework provided by the Characteristics of a Strong Council) guide new councils on the journey of seamlessly merging separate entities into one strong council. This journey will deliver to the community a new council with the characteristics and features that will make it successful, now and in the decades to come.

Using this workbook

This workbook has been prepared to support the development of the Stronger Councils Framework in workshops with new councils in regional groupings.

It contains a series of short questions for you to consider in advance of the workshop.

The workbook is intended to be completed individually by workshop participants – and then brought to the workshop to support workshop activities.

Please bring this workbook with you on the day, either in a printed or electronic version.

It is expected that it will take about 20-30 minutes to complete the workbook.

Getting started: Short term priorities

What do you think is most important to your community in the short term?

Thinking about everything you've read, seen and heard, list the top 3-5 things you think are most important for your community over the next year:

Question A: longer term priorities

What is your initial understanding of what is most important to your community in the longer term?

Think about the themes in the Community Strategic Plans of the previous councils, as well as other key council plans and everything you've heard so far from community members, community groups and former councillors.

List the top 3-5 things you think are emerging as being most important for your community over the next 2-3 years:

Question B: Local benefits

Considering what you think are your community's top short and longer term priorities, what are you considering as local benefits of the implementation process to September 2017?

Some potential ideas are included in the box on the following page – but these are only a starting point. When considering local benefits, try and be as specific as you can. For example, rather than saying 'improved library services', you could say 'residents can borrow materials at seven libraries with one card'.

1	
2	
3	
4	
5	
6	
7	
8	
9	
10	

Some ideas when thinking about potential local benefits...

- Increased access to:
 - customer service centres
 - libraries
 - community facilities
 - cultural facilities
 - recreation facilities
- New online services
- Improved communications
- Improved community engagement
- Wider access to community events and programs
- Expanded access to parking at beaches and reserves
- Long term savings delivered, such as through:
 - streamlined executive team
 - combining insurance arrangements
 - combined procurement processes
- More transparent governance, such as through:
 - live streaming council meetings
 - creating an Independent Hearing and Assessment Panel
- Priority projects funded through the Stronger Communities Fund
 - Community Grants Program
 - Major Projects Program
- New partnerships with NSW Government

Question C: Evidence of successful to September 2017

The key task in the workshop will be for councils to develop priority areas for their own transformation to a stronger council, with the evidence of success to September 2017 for inclusion in the Stronger Councils Framework. The evidence will vary from council to council, depending on a wide range of factors such as organisational size, geographic location, service profile and community priorities.

The local priority areas and evidence will need to align with the characteristics and indicators in the Stronger Councils Framework.

As preparation for the workshop, spend 10 minutes or so thinking about potential local priorities – as well as evidence of success for your council for both the general and local priority areas.

In addition to the general priority areas, what are four additional priority areas where you will be driving transformation in your council to September 2017?

What evidence will you use to demonstrate to your community that you have achieved successful in these areas by September 2017?

A recording template for your thoughts, with a few examples to kick start thinking, is provided on the following page.

Characteristics	No.	Priority area	Evidence of success to September 2017
Strategic capacity Outstanding service provision Robust community relationships Strong performance Sound organisational health	General priority areas for all councils		
	1	Savings and efficiencies	<i>eg. Agreed savings and efficiencies are quantified and included in the Implementation Plan and Long Term Financial Plan</i>
	2	Community satisfaction	<i>eg. Overall community satisfaction with council increases, as measured by a community satisfaction survey</i>
	3	Infrastructure	<i>eg. Infrastructure backlog ratio decreases below 2% by 2019-20</i>
	4	Staff and culture	<i>eg. Proportion of staff who agree they feel a sense of loyalty and commitment to the organisation increases</i>
	Local priority areas for your council		
	5		
	6		
	7		
	8		