# AGENDA

**INNER WEST COUNCIL**

**IMPLEMENTATION ADVISORY GROUP**

**THURSDAY 9 MARCH 2017**

**6:30pm**

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

# INDEX

### Minutes of Implementation Advisory Group Meeting
### held at Leichhardt Service Centre on Thursday 9 February 2017

The meeting commenced at 6:25pm.

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

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

1. **Welcome by Administrator**

2. **Acknowledgement of Country**

3. **Apologies:**     Vera-Ann Hannaford and Rosana Tyler

4. **Disclosures of Interest:**  Nil

5. **Election of Chairperson:**  Darcy Byrne was appointed as Chairperson for this meeting.

6. **Confirmation of Minutes:       McKenna / Lofts**

THAT the Minutes of the Implementation Advisory Group held on Thursday 8 December 2016 be confirmed.

CARRIED UNANIMOUSLY

7. **IAG0217 Item 1:        Integration and Innovation Plan - Monthly Update**

**Recommendation:   Iskandar / Byrne**

THAT the report be received and noted.

CARRIED UNANIMOUSLY

8: **Ashfield Pool briefing:**  IAG members received a verbal update from the Deputy General Manager Assets and Environment.

9: **TechnologyOne Presentation:**   IAG members received a presentation from Technology One representatives.

10: **Organisational Structure Update:**  IAG members received a verbal update from the Executive Team.

11: **Co-location Options:**  IAG members received a verbal update from the Executive Team.

Meeting closed at 9.02pm.

**Item 1**

**Item No:** IAG0317 Item 1

**Subject:** **INTEGRATION AND INNOVATION PLAN - MONTHLY UPDATE**

**File Ref:** 17/6012/17681.17

**Prepared By:** Emma Lannan - Change and Integration Projects Officer

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

### SUMMARY

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

### RECOMMENDATION

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

### BACKGROUND

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

### CURRENT STATUS

During February, significant progress has been made on projects critical to Council's ability to function as one team and one organisation. A decision has been made regarding the co-location of teams and staff consultation has commenced. An interim salary structure has been proposed, to enable recruitment to the permanent organisational structure. The results of a staff engagement survey, conducted in late 2016, were released and provide a benchmark measure for the organisation. The Inner West Council organisational values, developed in a bottom-up process by the staff, have been announced and work has begun on embedding them into our organisational culture. Our service integration work has continued, with a focus on coordination and prioritisation of projects and resources.

In addition, substantial progress has been made on projects of significance for our community, including the development of the Community Engagement Framework and Community Strategic Plan. A status overview against the actions in the i-Plan is provided in Attachment 1.

**Co-location Plan**

Co-locating teams will enable staff to continue to build strong, working relationships and to function as one team, within the new Service Units. During December and January, the co-location project manager has been assessing the capacity of our sites, along with our operational needs. The Leadership Team endorsed the co-location plan on 23 February. This plan impacts indoor staff only with the new work locations, by Service Unit or team, identified in the table below.

Group Managers have commenced a period of consultation with their teams. Staff will have the opportunity to tour their new work locations in March and submit their feedback on the suitability of the site for their team's functions. The co-location plan will be considered by the Joint Consultative Committee in April. Teams will begin moving in May, in a staged approach.

The co-location plan for outdoor teams is under development. It will involve broad consultation with staff due to the complexity in also consolidating plant, equipment and materials concurrently.

Proposed New Work Locations

| | | | |
|---|---|---|---|
| **Ashfield Service Centre** | • DGM Community & Engagement<br>• Strategic Planning<br>• Community Services & Culture | • Library & History Services<br>• Customer Service (frontline) | |
| **Leichhardt Service Centre** | • General Manager<br>• DGM Assets and Environment<br>• DGM Community & Engagement<br>• Human Resources<br>• Legal Services<br>• Communications, Engagement & Events | • Development Assessment & Compliance<br>• Governance (Business papers and Mayoral support)<br>• Property, Major Building Projects and Facilities<br>• Customer Service (frontline) | |
| **Petersham Service Centre** | • DGM Chief Financial & Administration Officer<br>• Governance<br>• ICT<br>• Finance | • Customer Service (including call centre)<br>• Integration & Business Excellence<br>• Environment & Sustainability<br>• TechOne Project Team | |
| **St Peters Depot** | • DGM Assets & Environment<br>• Trees, Parks & Sportsfields<br>• Procurement & Fleet | • Footpaths, Roads, Traffic & Stormwater<br>• Human Resources (WH&S) | |
| **Marrickville Town Hall** | • Library & History Services | **Leichhardt Town Hall** | • Parkers |
| **Petersham Town Hall** | • Children & Family Services<br>• Recreation & Aquatic | **Leichhardt Demountable** | • Rangers |

**Service Integration and Review**

The Integration and Transformation Program has focused on Stream 2 (Corporate Priority Projects) and Stream 3 (Service Unit Integration) projects, with Group Managers required to submit their prioritised project plans and business cases for additional support in February. Current efforts have concentrated on the alignment of projects, and their inter-dependencies. Critical to this process has been the collation and assessment of resource bids for projects unable to be supported within Service Units. Approximately 20 project bids amounting to $1.5M were received by the Integration Team, covering both Stream 2 and Stream 3 projects. These bids are currently being assessed with the Finance Team to identify the most appropriate funding source, including existing service unit budgets and the merger implementation fund. This process is running concurrently with the development of the integrated 2017-18 budget. The Transformation Program Overview Document will be considered by the Leadership Group in March.

Regular stakeholder meetings have been established with ICT, Finance and Governance and the Integration unit to manage program-level risk effectively, share critical information in a timely manner and continue to build strong working relationships across key service units and projects.

To ensure a high level of staff engagement with the transformation program, a regular program of staff forums (Integration Updates) commenced in February. Each month, the Integration Unit will visit the service centres and two depots (on a rotational basis) to update staff on key integration projects, including TechOne and Corporate Priority Projects (refer Attachment 2). Importantly the forums provide an opportunity for staff to ask questions and get to know the staff leading key integration projects. The forums will complement the regular staff newsletter on integration, providing information in a different format that enables two-way communication and feedback.

Item 1

When the service integration program is established and well underway, the next phase for the Integration and Transformation Program will initiate: establishing and embedding Council's continuous improvement program, using the Australian Business Excellence Framework (ABEF). Initial training in the ABEF was held in February, for 19 staff across a number of Service Units, to introduce the principles and build staff capacity to begin considering Business Excellence principles in their service integration work.

**Community Engagement Framework**

The development of Council's community engagement framework has been mapped out. The whole-of-Council framework will define how staff plan, implement and evaluate community engagement so that:

- there is a consistent principles-based approach to engagement embedded across the organisation;
- the roles and responsibilities of staff and consultants undertaking engagement activities on behalf of Council are clearly defined and understood;
- a culture and capacity for quality engagement is supported across Council;
- community needs and expectations are understood and reflected in the decisions and actions of Council; and
- the community's trust in Council and satisfaction with Council's performance is increased.

Building on the strong foundations of community engagement from the legacy councils, a draft project plan to develop the framework has been endorsed by the Leadership Group in early February. Staff engagement is currently underway prior to presenting the framework to LRAC and Strategic Reference Groups for their feedback in March (subject to their meeting schedule and existing agendas). The final draft will be considered by Council, prior to an extensively promoted period of community review. The final framework is expected to be adopted at the April 2017 meeting of Council.

**Developing the new Community Strategic Plan**

Council is required to develop and endorse a new Community Strategic Plan and prepare a four year Delivery Program by 1 July 2018. A process has been mapped out to develop the Inner West Community Strategic Plan (CSP), ready for consideration by the newly elected Council in September 2017. The process will facilitate whole-of-community engagement during 2017 and allows for the newly elected Council to request additional consultation to be carried out prior to formal endorsement. The Statement of Vision and Priorities, which has had extensive community input to its development, will provide a starting point for the Community Strategic Plan. An issues paper and a community engagement strategy are currently in development. The issues paper will provide context and the community engagement strategy will outline how Council will facilitate discussion with community and stakeholders to answer the key questions the CSP will address:

- Where are we now?  (analysis of issues and "stock take")
- Where do we want to be in ten years' time? (the vision and outcomes)
- How will we get there? (strategy development)
- How will we know when we have arrived? (community indicators and targets)

Community engagement will launch at Carnival of Cultures (19 March) and run until August 2017. The Local Representation Advisory Committee (LRAC) and the Strategic Reference Groups (SRGs) are considered key stakeholders in the process. The community engagement strategy is being developed to incorporate roles for the LRAC and SRGs through the development of the CSP. A draft CSP will be presented to the newly elected Council. It is anticipated that the new Council will consider the draft CSP and adopt it for public exhibition and a final period of community review. The new Council may request additional engagement

prior to the exhibition period. The CSP must be endorsed and adopted by 1 July 2018, to meet statutory requirements.

**Staff Engagement**

In November 2016, staff were invited to participate in a Staff Survey to measure levels of engagement and seek feedback on what the organisation is doing right and areas for improvement. The survey was facilitated by a third party, Insync, and 720 staff participated (60% of the organisation). Results were shared first with the Leadership Team, who met and discussed them at great length. Results were then made available to all staff and are summarised here.

- 44% of staff have a strong sense of belonging to Inner West Council
- About half of our staff look forward to coming to work each day (53%) and envisage a fulfilling future at Council (49%)
- About half of our staff volunteer to do extra work on special projects (54%), happily do extra work to help Inner West Council succeed (55%) and view most challenges faced at work as good learning experiences (56%)
- Positively, most staff are satisfied with their job (60%) and are proud to be working here (62%)
- Most staff (59%) believe their own success is important to the success of Council and 65% are committed to Council's success
- Half (50%) believe the person they report to is interested in their job satisfaction
- Only a third (31%) believe the senior leadership team has a vision for Inner West Council that inspires them

Broadly, the findings of the survey reflect an organisation that is experiencing significant change and staff who are in the middle of that transition. At the time of the survey, there had been a change of interim General Manager and change in strategic direction. Council was in the process of developing the Statement of Vision and Priorities and organisational values – both are key factors to setting a vision and strategic direction for the organisation. A permanent organisational structure had been announced but not yet implemented and staff had been balancing the delivery of normal operations and additional work associated with the merger implementation, in a challenging environment where teams are still geographically dispersed and without core ICT connectivity in place.

Positively, a reasonable proportion of our staff are willing to do extra work, view challenges as a learning opportunity and are proud to be working at Inner West Council, despite the short term challenges that the merger environment presents, while integration takes place. This survey sets a benchmark for improving staff engagement. The Leadership Group is committed to making improvements to how our staff experience their work and workplace. Good communication, as well as key projects, like the organisational values, leadership development, permanent organisational structure and co-location of teams, are likely to have a positive impact. To gain further input from staff on how things can be improved, Insync will be running a series of focus groups with staff during March to help inform our improvement efforts.

**Salary Structure**

The Draft Interim Salary Structure merging the three previous salary structures into one is currently out for consultation, including to the Joint Consultative Committee. It has been developed with the intent to provide comparable salaries. It will enable the transition to the permanent organisation structure over the next two to three months. The move to a new permanent organisation structure will allow staff and the organisation to:

- Have some certainty about their role in the future direction of the organisation
- Have some security around their conditions and wages for the immediate future;

**Item 1**

- Allow all parties to make decisions about their future employment, or other lifestyle choices.

This ensures the fastest and most efficient process to allow a new permanent organisational structure to be filled with minimal disruption or variation from current rates of pay, noting that with a new structure and new positions this will be unavoidable in some circumstances. The Interim structure will use the salary points of the former Marrickville and Leichhardt Salary Structures so staff will be on comparable pay rates.

A permanent salary structure review will seek to harmonise the various conditions of employment in the future. This review will take 6 – 12 months and will involve considerable commitment and consultation, particularly from the Leadership Team and Joint Consultative Committee. It is best initiated after the permanent organisational structure is implemented.

**Systems integration and transformation – TechnologyOne project**
Further to last month's report, work continues to review TechOne's preconfigured solution. The project teams are working through the business processes and identifying the required configurations to ensure its suitability for the Inner West. The priority in the coming weeks is to finalise the configuration requirements in order to execute the contract and begin building the solution.

**Organisational Values**
The development of organisational values has been an extensive consultation process with staff. Staff workshops were held in November 2016 to create a shortlist of values. These workshops were open to all staff.  Voting was carried out in December with over 900 staff participating (75% of the workforce). The organisational values as determined by the staff are:

- Flexibility
- Integrity
- Respect
- Spirit of Team

The values are summarised as the acronym FIRST, with the brand "First Values – Values First". This brand recognises that this is our first suite of organisational values, while also emphasising the importance of values, in our decision-making and behaviour.

**FINANCIAL IMPLICATIONS**
Nil.

**OTHER STAFF COMMENTS**
Information to inform this report has been drawn from relevant staff across the organisation.

**PUBLIC CONSULTATION**
This report is published on the Council website.

**CONCLUSION**
Significant progress continues to be made in relation to the merger implementation and towards building one integrated organisation and culture.

**ATTACHMENTS**
1.⇩    Integration and Innovation Plan - Action Table - Status Report as at 27/02/17
2.⇩    Stream 2 - Corporate Priority Projects (as of 20 January 2017)

i-Plan Status Report as at 25/01/17
Organisational and Community Leadership

| Action No. | Action | Timeframe | Responsible Person | Key Result Area | March update – as at 27 February 2017 |
|---|---|---|---|---|---|
| 1.1 | Hold the first Inner West Council meeting (and monthly thereafter) | 25-May-16 | Administrator General Manager | Robust governance Involved communities | Completed |
| 1.2 | Establish a schedule of Council meetings | 31-May-16 | Administrator/General Manager | Robust Governance | Completed |
| 1.3 | Establish the Local Representation Advisory Committees (LRACs) and the Implementation Advisory Group (IAG) to provide local representation and input | 10-Jun-16 | Administrator | Robust Governance | Completed |
| 1.4 | Conduct monthly meetings of the LRACs and IAG | Ongoing monthly | Administrator/General Manager | Robust Governance | Completed |
| 1.5 | Determine an Interim Executive Team structure | 10-Jun-16 | General Manager | Engaged staff | Completed |
| 1.6 | Establish and hold first meeting of Inner West Council Internal Audit Committee | 15-Jul-16 | Group Manager, Governance | Robust Governance | Further action pending adoption and implementation of a new business model for the internal audit function (in conjunction with current organisational restructuring). |
| 1.7 | Adopt a statement of vision and priorities following community input | 31-Dec-16 | Group Manager, Strategic Planning | Shared vision | Completed To be adopted by Council in March 2017. |
| 1.8 | Communicate process and timelines for local community, members to nominate as candidates for the election | From March 2017 | Group Manager Governance | Newly elected Council | No action required at this time. |
| 1.9 | Hold Council election | 9-Sep-17 | Group Manager Governance | 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 | Group Manager Governance | Newly elected Council Robust Governance | Not yet commenced. |
| 1.11 | Establish a modern, participatory local democracy framework | 31-Dec-16 | Group Manager Governance | Robust Governance Involved Communities | Phase 1 – SRGs and issues based engagement forums completed by 31 December 2016. This is an ongoing action. The first meetings of all Strategic Reference Groups were held in February 2017. Dedicated section of the Inner West website has been established to publish terms of reference, meeting dates, agendas and minutes of meetings. The recruitment process for the Aboriginal and Torres Strait Islander Reference Group was completed in early February, with 15 applications received and 14 members confirmed. (The 15th member is under consideration by the Selection Panel.) The first live streamed council meeting has been viewed over 450 times since December. Live-streaming of council meetings is an important element to increased transparency and participation in Council decision-making. Work on developing the organisation-wide approach to community engagement has commenced as outlined in the covering summary report. |

**Attachment 1**

**Attachment 1**　　**Item 1**

**Strategy and Planning**

| Action No. | Action | Timeframe | Responsible Person | Key Result Area | March update – as at 27 February 2017 |
|---|---|---|---|---|---|
| 2.1 | Prepare the new Council Integration and Innovation Plan | 8-Jul-16 | Administrator and General Manager with support from the Director, Innovation and Strategy | Expected benefits Smart services | Completed |
| 2.2 | Prepare and commence exhibition of draft operational plan, budget and fees and charges for 2016/17 | 30-Jun-16 | Director, Corporate Services | Smart services Shared vision Involved communities Rates maintained | Completed |
| 2.3 | Establish governance framework for Stronger Communities Grants and Projects | 30-Jun-16 | Director, Service Delivery | Robust governance | Completed |
| 2.4 | Establish the new Council's financial governance framework, including: | | | | |
| 2.4.1 | Financial reporting framework | 30-Jun-16 | Director, Corporate Services | Robust Governance Expected benefits | Completed |
| 2.4.2 | Conducting final audits (2015/16) for the former Councils | 31-Dec-16 | Director, Corporate Services | Robust Governance Expected benefits | Completed |
| 2.4.3 | Appointing a new auditor for Inner West Council | 31-May-16 | Director, Corporate Services | Robust Governance Expected benefits | Completed |
| 2.4.4 | Budgeting and long term financial planning framework | 31-Jul-16 | Director, Corporate Services | Robust Governance Expected benefits | Completed |
| 2.4.5 | Financial key performance indicators, including tracked savings | 30-Jun-16 | Director, Corporate Services | Robust Governance Expected benefits | Completed |
| 2.4.6 | Draft budget for merger implementation funds | 30-Sep-16 | Director, Corporate Services | Robust Governance Expected benefits | Completed |
| 2.5 | Adopt operational plan, budget and fees and charges for 2016/17 | 31-Jul-16 | Director, Corporate Services | Smart services Shared vision Rates maintained | Completed |
| 2.6 | Consolidate organisational risk registers and proactively manage organisational risk | 30-Sep-16 | Group Manager Governance | Robust Governance | Consolidation is subject to roll out of organisational structure and establishment of Enterprise Risk Management framework for Inner West Council. This work will be progressed as a Corporate Priority Project (Stream 2). |
| 2.7 | Adopt the operational plan 2017/18, including integrated budget with community input: - Draft plan prepared for exhibition - Final plan adopted | 31 March 2017 30 June 2017 | Group Manager Strategic Planning Group Manager Finance | Smart services Shared vision Rates maintained | Work continues to prepare the 2017/18 Operational Plan and integrated budget and remains on track to be presented to LRAC in March 2017 before being considered by Council at the April 2017 meeting. |
| 2.8 | Harmonise fees and charges | 30-Jun-17 | Group Manager Finance | Robust governance | Work is continuing to harmonise fees and charges, prioritising statutory or those where there is a low difference between legacy fees. The principles for this approach will be presented to LRAC in March 2017. |
| 2.9 | Complete analysis and modelling to support preparation of a delivery program and resourcing strategy to underpin the Community Strategic Plan | 30-Sep-17 | Deputy General Manager Assets and Environment | Robust governance Smart services Involved communities | This action is achieved through the integrated planning process. |

| Action No. | Action | Timeframe | Responsible Person | Key Result Area | March update – as at 27 February 2017 |
|---|---|---|---|---|---|
| 2.10 | Prepare a draft Community Strategic Plan for consideration of the new Council | 30-Sep-17 | Group Manager Strategic Planning | Shared vision Smart services | On track. Council is required to adopt an Inner West Community Strategic Plan and 4-year Delivery Plan by 1 July 2018. The Statement of Vision and Priorities will be used as a starting point for the Community Strategic Plan. An issues paper and community engagement strategy (both in development) will set the context for the engagement, identify key stakeholders and partners and determine the processes to engage with the Inner West community. Community engagement is expected to launch at Carnival of Cultures on 19 March and continue until August 2017. Based on the outcomes of community engagement, a draft will be prepared for consideration by the newly elected Council. |

Data, Information and Knowledge

| Action No. | Action | Timeframe | Responsible Person | Key Result Area | March update – as at 27 February 2017 |
|---|---|---|---|---|---|
| 3.1 | Finalise due diligence activities: - Service continuity - Financial - Legal - Procurement - Workforce - Governance - Systems | 26-May-16 | Project Action Teams under the guidance of the Transition Implementation group | Robust governance | |
| 3.2 | Document existing service levels | 20-May-16 | Director responsible for delivery of the service | Smart services | Completed |
| 3.3 | Implement tracking system for quantified and unquantified benefits of service integration and improvements | 30-Jun-16 | Director Innovation and Strategy and Director, Corporate Services | Expected benefit | Completed |
| 3.4 | Develop ICT integration strategy: - Engage consultant to develop ICT systems integration roadmap - Finalise roadmap including prioritisation of projects and costings | 15 July 2016 30 September 2016 | Director, Innovation and Strategy and Director, Corporate Services | Smart services Easy to do business | This action has been superseded by 3.4a (see below). |
| 3.4a | Implement TechOne solution in three stages | 1 July 2017 1 January 2018 1 July 2018 | Deputy General Manager Finance and Administration | Smart services Easy to do business Robust governance | Pre-design work is continuing to document configurations needed for the Inner West 'One Council' solution. This is an 18 month to 2 year project. |
| 3.5 | Develop digital services strategy (e-business), including resourcing | 31-Dec-2017 | Group Manager, Integration, Customer Service and Business Excellence | Smart services Easy to do business | This action is contingent upon Action 3.4a (TechOne implementation). The timeframe for this action requires re-scoping in the context of the TechOne implementation. The website development project is considering the requirements to interface with TechOne modules. This includes asset management, corporate reporting and customer requests data in particular and provides an opportunity for increased transparency and visibility of council's performance and operations. |
| 3.6 | Consolidate organisational registers, such as Crown land, leases and licences etc. | 30-Sep-17 | Group Manager Properties, Major Building Projects and Facilities | Robust governance | This work will be completed as part of the service integration program for Properties, Major Building Projects and Facilities Service Unit. |

Attachment 1          Item 1

**Attachment 1**     **Item 1**

| Action No. | Action | Timeframe | Responsible Person | Key Result Area | March update – as at 27 February 2017 |
|---|---|---|---|---|---|
| 3.7 | Prepare audited financial statements for the former Ashfield, Leichhardt and Marrickville Councils | 31-Dec-16 | Director, Corporate Services | Robust governance | Completed |
| 3.8 | Bring together the Local Environmental Plans administratively into a single document | 31-Dec-16 | Group Manager Strategic Planning | Robust governance | Completed. |

**People and Culture**

| Action No. | Action | Timeframe | Responsible Person | Key Result Area | March update – as at 27 February 2017 |
|---|---|---|---|---|---|
| 4.1 | Review and continue to implement interim staff communications plan, including early and accurate information about employment arrangements | 13-May-16 | Transition Implementation Group with support from the Communications Team | Engaged staff | Completed |
| 4.2 | Document existing employment arrangements and conditions | 13-May-16 | Workforce Planning Project Action Team | Robust governance | Completed |
| 4.3 | Develop approach to managing vacancies | 30-Jun-16 | Director, Corporate Services | Smart services | Completed |
| 4.4 | Prepare medium term staff communication and engagement plan | 30-Jun-16 | Director, Innovation and Strategy | Engaged staff | Completed |
| 4.5 | Establish Inner West Staff Consultative Committee to support workplace change | 30-Jun-16 | Director, Corporate Services | Engaged staff | Completed |
| 4.6 | Adopt and communicate an interim suite of corporate policies, including: - Media protocols - Code of Conduct - Code of Meeting Practice - Internal notification/escalation protocol - Staff delegations | 30-Jun-16 | Director, Corporate Services | Robust governance | Completed |
| 4.7 | Complete a benchmark culture audit | 31-Jul-16 | Director, Innovation and Strategy with Culture Project Action Team | Engaged staff | Completed |
| 4.8 | Scope and commence implementing an organisational values project | 30-Jun-16 | Director, Innovation and Strategy with Culture Project Action Team | Engaged staff | Completed. |
| 4.9 | Identify process and timing for moving to new salary structure | 31-Jul-16 | Group Manager Human Resources | Robust governance | Completed. Draft Interim Salary Structure has been developed and is out for consultation, including to the Joint Consultative Committee. The interim structure will use salary points from former councils to provide comparable salaries for staff, noting that a new structure with new positions this will be unavoidable in some circumstances. The project plan for the permanent salary structure has been developed. This project is expected to take 12 months. |

| Action No. | Action | Timeframe | Responsible Person | Key Result Area | March update – as at 27 February 2017 |
|---|---|---|---|---|---|
| | Develop a 2016/17 training plan to equip staff with the skills and support needed to continue to embrace change and to encourage high performance and innovation | 31-Jul-16 | Group Manager Human Resources | Smart services Engaged staff | Completed. Delivery is ongoing. The Group Managers are continuing their High Performance Leadership Program. During February, transition-related training included:<br>- Applying for jobs<br>- Business Excellence<br>- Facilitation skills<br>- Facilitation skills in practice (tailored for Strategic Reference Group staff facilitators)<br>- Resume writing<br>- LinkedIn Best Practice<br>- Staying focused and positive during change<br>- Lateral transfer, internal and external recruitment<br>- Collaborating with colleagues everyday |
| 4.11 | Integrate pools of casual staff | 31-Jul-16 | Director, Corporate Services | Engaged staff Smart services | Completed |
| 4.12 | Develop and adopt new organisational structure based on contemporary organisational design principles:<br>- Interim structure<br>- Final structure | 10-Jun-2016 31-Dec-2016 | All Group Managers | Smart services Robust governance Expected benefits Engaged staff | Permanent organisation structures for level 4 (managers) and below are currently being developed for each Service Unit in a consultative process by Group Managers. These structures will be progressively presented to the Joint Consultative Committee during March and April. |
| 4.13 | Commence recruitment to new organisational structure | 13-Jan-17 | All Group Managers | Smart services Engaged staff | Appointments to level 3 have been made and recruitment to the new structures for level 4 and below will commence from March. This process is expected to take several months. |
| 4.14 | Develop new salary structure and contemporary employment framework, including talent management and reward and recognition | 30-Jun-17 | Group Manager Human Resources | Expected benefits Engaged staff | Permanent salary structure will seek to harmonise the various conditions of employment. This will take 6-12 months and will require substantial commitment and consultation with the Leadership Team and Joint Consultative Committee. It is best initiated after the permanent organisational structure is implemented.<br><br>The interim salary structure has been developed to expedite the roll out of the permanent organisational structure. |
| 4.15 | Repeat organisation wide pulse survey | 31-Mar-17 | Director, Innovation and Strategy | Engaged staff | Completed |
| 4.16 | Implement new workers compensation arrangements | 30-Jun-17 | Director, Corporate Services | Robust governance | Completed |

**Item 1**

**Attachment 1**

Attachment 1    Item 1

**Customer and Community Focus**

| Action No. | Action | Timeframe | Responsible Person | Key Result Area | March update – as at 27 February 2017 |
|---|---|---|---|---|---|
| 5.1 | Review and continue to implement interim community communications plan | 13-May-16 | Administrator/General Manager with support from the Communications Team | Involved communities | Completed |
| 5.2 | Undertake community communication and engagement on: <br> - Statement of vision and priorities <br> - Input to priorities for the Stronger Communities Fund <br> - Input into capital works projects <br> - Consistent plans and policies in key operational areas 2017/18 <br> - Operational Plan and budget <br> - Draft Community Strategic Plan <br> - Service reviews <br> - 2017 election | From July 2016 in accordance with detailed community engagement plans | Group Manager Communications, Engagement and Events | Involved communities <br> Easy to do business | Implementation ongoing. During February, there were 8900 visits to the online portal and 14 engagements open, including: <br> - Statement of Vision and Priorities (closed on 8 February) <br> - Affordable Housing Policy (closed on 13 February) <br> - Telstra exchange site redevelopment into public space, Balmain (open until 20 March) <br> - Protecting employment lands amendment to the Marrickville Local Environment Plan (open until 24 March) <br><br> A number of locally-based projects have also been opened for consultation. These have focused on pedestrian and cycling safety, planning proposals for specific sites, streetscape improvements and localised flood management. |
| 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 <br> Easy to do business <br> Expected benefits | Completed |
| 5.3.2 | Consolidated LGA wide community grants program | 31-Jul-16 | Director, Community Services | Smart services <br> Easy to do business <br> Expected benefits | Completed |
| 5.3.3 | Expansion of the e-waste service across the LGA | 31-Jul-16 | Director, Public Works | Smart services <br> Easy to do business <br> 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 <br> Easy to do business <br> 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 <br> Easy to do business <br> Expected benefits | Completed |
| 5.3.6 | Expansion of the e-newsletter across whole LGA | 31-May-16 | Director, Innovation and Strategy | Smart services <br> Easy to do business <br> Expected benefits | Completed |
| 5.3.7 | Integrating child-care waiting lists | 31-Dec-17 | Group Manager Children and Family Services | Smart services <br> Easy to do business <br> Expected benefits | This work will be undertaken as part of service unit integration for Children and Family Services. |
| 5.3.8 | Review of after-hours contact service | 31-Aug-16 | Group Manager Customer Service | Smart services <br> Easy to do business <br> Expected benefits | This work will be undertaken as part of service integration for Customer Service, coinciding with the integration and colocation of one IWC call centre, consolidating three current after-hours services. Recommend amending timeframe to 30 June 2017. |
| 5.3.9 | Consolidated LGA wide events program | 31-Jul-16 | Director, Community Services | Smart services <br> Easy to do business <br> Expected benefits | Completed |
| 5.4 | Establish and implement a new visual identity: <br> - New logo <br> - Interim web skin <br> - Advertising <br> - E-newsletter <br> - Corporate stationery | 12 May 2016 <br> 12 May 2016 <br> 17 May 2016 <br> 31 May 2016 <br> Progressive from 12 May 2016 | Director, Innovation and Strategy | Identifiable Council | Completed |

| Action No. | Action | Timeframe | Responsible Person | Key Result Area | March update – as at 27 February 2017 |
|---|---|---|---|---|---|
| 5.5 | New website with improved functionality | 31-Mar-17 | Group Manager Communications, Engagement and Events | Smart services, Easy to do business, Identifiable Council | Website expansion and improvement has continued, with the final top level navigation added. A Major Works page has been set up and content continues to be refined. |
| 5.6 | Determine successful projects under Stronger Communities Fund and develop three year program | 31-Dec-16 | Administrator | Smart services, Robust governance, Expected benefits, Involved communities | Completed |
| 5.7 | Provide regular updates on local projects and services | Ongoing | Group Manager Communications, Engagement and Events | Expected benefits, Involved communities | Ongoing as part of regular communications. Activity for February (up to 24 February) included: - 4 IWC columns - 15 media releases - 3 e-newsletters - 65 social media posts |
| 5.8 | Report to Council on the outcomes of the service reviews and associated recommendations to link to the Delivery Program planning | 30-Sep-17 | All Group Managers | Smart services, Easy to do business, Expected benefits | Not a current action. |

### Innovation, Creativity and Improvement

| Action No. | Action | Timeframe | Responsible Person | Key Result Area | March update – as at 27 February 2017 |
|---|---|---|---|---|---|
| 6.1 | Establish the Integration and Innovation Team to support implementation of the new Council | 30-Jun-16 | Director, Innovation and Strategy | Smart services, Engaged staff, Expected benefits | Completed |
| 6.2 | Prepare new community engagement framework to encourage democratic participation on key issues and strategic priorities | 30-Sep-16 | Group Manager, Communications, Engagement and Events | Involved communities | A whole-of-Council framework that defines how staff plan, implement and evaluate community engagement is in development. The framework aims to ensure a consistent, principles-based approach to engagement is embedded across the organisation. The draft was presented to the Leadership Group in early February for feedback and approval to undertake staff engagement. In March, the draft framework will be presented to LRAC and the Strategic Reference Groups (subject to meeting schedules and existing agendas) for their review and feedback. Following consideration by Council, the draft framework will be extensively promoted for a period of community review before the final report to Council. |
| 6.3 | Develop a service review methodology, resourcing and delivery program | 30-Sep-16 | Group Manager Integration, Customer Service and Business Excellence | Smart services, Expected benefits | The approach to service reviews is currently under discussion. |

Attachment 1

Item 1

**Attachment 1**

**Item 1**

| Action No. | Action | Timeframe | Responsible Person | Key Result Area | March update – as at 27 February 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 2017 onwards | Group Manager Integration, Customer Service and Business Excellence | Smart services Expected benefits | Not yet commenced. |
| 6.5 | Develop internal capability, tools and frameworks in business analysis | 30-Sep-16 | Group Manager Integration, Customer Service and Business Excellence | Smart services Expected benefits | Ongoing implementation. Training in Business Excellence was held in late February for the Integration team and staff representing 14 of the Service Units. The training has increased awareness of the principles of Business Excellence and the capacity of key staff to begin to embed the principles in integration projects. To meet the demand for business process mapping across the organisation, a user-friendly process mapping solution has been identified and procurement is underway. The solution will provide staff with an easy to use tool to map their processes for their service integration projects. The tool will also be used in the TechOne project to map all business processes and provide a knowledge base for procedures as each module of TechOne is rolled out. |
| 6.6 | Develop accommodation strategy for co-location of key business areas to improve efficient and effective service delivery | 31-Oct-16 | Group Manager Properties, Major Building Projects and Facilities | Robust governance Smart services | Co-location plan for indoor staff has been completed and has entered a consultation phase with staff. Physical moves are expected to commence in May 2017. |
| 6.7 | Conduct targeted reviews of key strategic areas of council's business e.g. property, fleet and the commercial business units. | 31-Dec-16 | Group Managers Procurement and Fleet; Property, Major Projects and Facilities, with Group Manager Integration, Customer Service and Business Excellence | Smart services Robust governance Expected benefits | Ongoing. This work will be driven by the Group Managers, as part of their service integration work. Initial scoping underway for review of property holdings to inform long-term staff accommodation strategy. |
| 6.8 | Establish ongoing funding for innovation and business improvement projects | 31-Dec-16 | Director, Innovation and Strategy and Director, Corporate Services | Smart services Robust governance Expected benefits Easy to do business | Completed. |
| 6.9 | Develop an Innovation Strategy, including benchmark audit | 31-Mar-17 | Director, Innovation and Strategy | Smart services Engaged staff Expected benefits | Action no longer relevant. |
| 6.10 | Implement service review outcomes across the Organisation | From March 2017 | All Group Managers | Smart services Engaged staff Expected benefits | Not a current action. Approach to service reviews being scoped. |
| 6.11 | Develop an integrated and multidisciplinary approach to asset management and infrastructure planning | 30-Jun-17 | Deputy General Manager Assets and Environment | Robust governance Expected benefits Smart services | Asset management system will be provided by the TechOne solution. Work has commenced to review this system. Asset management is a shared responsibility across a number of Group Managers' units and a framework for a consistent and multidisciplinary approach will be developed with the Leadership Group to support informed decision-making and planning. |

**Success and Sustainability**

| Action No. | Action | Timeframe | Responsible Person | Key Result Area | March update – as at 27 February 2017 |
|---|---|---|---|---|---|
| 7.1 | Develop internal capacity to influence and partner with State Government on regional infrastructure and strategic priorities | Immediate and ongoing | All Group Managers | Robust governance Expected benefits Shared vision | The Strategic Planning Service Unit has been established to increase Council's capacity to influence and advocate across regional and strategic projects and issues. This unit brings together land use planning, economic development, transport planning and corporate planning functions and will lever the synergies between these teams. The new Group Manager, Simon Manoski, will commence on 1 March. Simon's previous experience within the strategic planning and policy areas in the private and public sector, at both local and state levels, will be as an asset to this role and building Council's strategic capacity. |
| 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 | Group Manager Procurement and Fleet | Smart services Easy to do business Expected benefits | Suggest this timeframe be amended to 30 June 2017. Significant spend summary document was produced from the preliminary spend analysis and this was presented to the Leadership Group at meeting on 23 February 2017 for review and consideration in planning procurement needs for 17/18. The compilation of the forward procurement plan for 17/18 is continuing as budgets are being finalised with Finance and Group Managers. |
| 7.4 | Develop a capital expenditure project control group | 31-Jul-16 | Director, Major Projects and Engineering and Director, Public Works | Robust Governance | Completed |
| 7.5 | Develop and publish a suite of new service performance targets | 31-Aug-2017 | Group Manager Integration, Customer Service and Business Excellence | Smart services Expected benefits Robust governance | Development of service performance targets dependent upon integration of services. High level targets established through the Merger Implementation Strategic Goals (presented at December IAG meeting). |
| 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 |
| 7.8 | Establish continuous improvement framework and embed outcomes of service review program into operational planning | 31-Mar-17 | Group Manager Integration, Customer Service and Business Excellence | Robust governance Smart services Engaged staff | Training delivered to 19 staff in February to build knowledge of and internal capability with the Australian Business Excellence Framework. The principles of business excellence will be introduced to service integration work. |
| 7.9 | Monitor and report progress on delivery against the Integration and Innovation Plan | Monthly via reports to Implementation Advisory Group | Group Manager Integration, Customer Service and Business Excellence | Expected benefits | Ongoing and in progress |
| 7.10 | Review Integration and Innovation Plan to focus on second year of the Council | 30-Jun-17 | Group Manager Integration, Customer Service and Business Excellence | Expected benefits | Not a current action. |

**INNER WEST COUNCIL**

**Item 1**

# INSIDE INTEGRATION | One Council

INNER WEST COUNCIL

## Stream 2 – Corporate Priority Projects

The Corporate Priority Projects, identified by the Leadership Group, are integration projects that are critical to our ability to function as one organisation.

Below is the draft listing of projects. It is currently being reviewed by the Leadership Group as part of the development of our Integration and Transformation Plan.

*Current as of 20 January 2017*

| Stream 2 Corporate Priority Project, by Service Unit | Project Sponsor | Delivered in Full via TechOne | Concurrent Project with TechOne | Not Delivered via TechOne |
|---|---|---|---|---|
| **Human Resources**<br>1. Single Performance Management System<br>2. Salary System (a) Interim (b) Permanent<br>3. Single WHS Committee<br>4. Organisation Structure | Melodie Whiting | | ⊙<br>⊙<br><br>⊙ | <br><br>⊙ |
| **Communications, Engagement and Events**<br>1. Intranet and Internal Communications<br>2. External Communications<br>3. Community Engagement Framework<br>4. Branding and Website<br>5. Organisational Values | Simone Schwarz | | ⊙ | ⊙<br>⊙<br>⊙<br><br>⊙ |
| **Assets & Environment Portfolio**<br>1. Consolidated Asset Database | Peter Gainsford | ⊙ | | |
| **Strategic Planning**<br>1. Community Strategic Plan<br>2. Consolidated LEP, DCP | Gill Dawson<br>(acting) | | | ⊙<br>⊙ |
| **ICT**<br>1. Connectivity and WAN Implementation<br>2. Telephony | Hanna Willock<br>(acting) | | | ⊙<br>⊙ |
| **Governance**<br>1. Strategic Reference Groups<br>2. Code of Conduct<br>3. Code of Meeting Practice<br>4. Councillor Induction Process<br>5. Election Planning and Transition Plan<br>6. Enterprise Risk Management<br>7. Delegations<br>8. Policy Consolidation Framework | Tanya Whitmarsh | | ⊙<br>⊙ | ⊙<br>⊙<br>⊙<br>⊙<br>⊙ |
| **Major Building Projects and Facilities**<br>1. Co-location Plan<br>2. Property Strategy | Brooke Martin | | | ⊙<br>⊙ |
| **Development Assessment and Compliance**<br>1. Development Assessment Process | Elizabeth Richardson | | ⊙ | |
| **Finance**<br>1. Integrated Budget<br>2. Fees and Charges Strategic | Pav Kuzmanovski | ⊙ | ⊙ | |
| **Integration, Customer Service and Business Excellence**<br>1. Customer Service Strategy<br>2. Bookings Management | Nellette Kettle | | | ⊙<br>⊙ |

**Attachment 2**