

AGENDA



INNER WEST COUNCIL

IMPLEMENTATION ADVISORY GROUP

THURSDAY 6 JULY 2017

6:30pm

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1	Welcome by Administrator	
2	Acknowledgement of Country	
3	Apologies	
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**Minutes of Implementation Advisory Group Meeting
held on Thursday 8 June 2017**

The meeting commenced at 6.36pm.

Members:

- | | |
|-----------------------|----------------------|
| • Lucille McKenna OAM | • Alex Lofts |
| • Darcy Byrne | • Vera-Ann Hannaford |
| • Sam Iskandar | • Rosana Tyler |

Other Attendees:

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

1. Welcome by Administrator

2. Acknowledgement of Country

3. Apologies: Sam Iskandar

4. Disclosures of Interest: Nil

5. Election of Chairperson: Vera-Ann Hannaford

6. Confirmation of Minutes: Lofts / Hannaford

THAT the Minutes of the Implementation Advisory Group held on Thursday, 4 May 2017 be confirmed.

CARRIED UNANIMOUSLY

7. Staff Reports:

IA0617 Item 1 Integration and Innovation Plan - Monthly update

Recommendation: Byrne / Tyler

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

CARRIED UNANIMOUSLY

8. Briefing: Ashfield Pool: outcomes of community consultation on options for pool design
The briefing was received and noted.

9. Briefing: Internal Ombudsman: proposal for shared services agreement with Parramatta and Cumberland Councils.
The briefing was received and noted.

10. Briefing: Transition to Elected Council

The briefing was received and noted.

Meeting closed at 9.00pm.

Item 1

Item No: IAG0717 Item 1

Subject: INTEGRATION AND INNOVATION PLAN - MONTHLY UPDATE

File Ref: 17/6012/73680.17

Prepared By: Nellette Kettle - Group Manager Integration, Customer Service and Business Excellence

Authorised By: Rik Hart - Interim General Manager

SUMMARY

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RECOMMENDATION

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

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

CURRENT STATUS

Progress against the actions in the iPlan is reported in Attachment 1. Key status highlights appear below.

Service integration: Integration and Transformation Program

The Integration and Transformation Program is well underway, with over 80 projects currently in progress.

Key achievements this past month:

- Continued on-boarding of additional projects into the online project management framework
- Completion of 5 integration projects, with an additional 8 projects expected to complete in the coming 2 months
- Reporting framework developed, with the first program monthly report submitted to Leadership Team
- Partnership Agreements signed by Group Managers

Below is a snapshot of current progress updates for some critical integration projects:

Project	Status Update
Community Engagement Framework	The Engagement Framework and Policy will be reported to Council for adoption on 27 June. Development of a staff toolkit will follow adoption.
Community Strategic Plan	Broad community engagement is occurring now inclusive of a community wide survey, pop ups, youth survey and photo competition. Staff workshops are scheduled for July. Overall, the project is on track for a first draft in September/October for the incoming Council.
Consolidated Asset Database and Asset Management Process	The asset registers from the three former councils have been provided to Technology One (Jeff Roorda & Assoc.) to produce a single consolidated asset register revalued as at 12 May 2016. This stage is key to the project and is nearing completion. There are a number of processes and outcomes delivered as part of this task including a data health check, audit report, valuation report and revised unit rates and useful life values for consideration. The transactions from capital works projects for 2016/17 are being processed and additional condition audit data will be provided to enable a second revaluation as at 30 June 2017 to be used for the annual financial statements.
Fees & Charges for FY17-18	Project has been completed within the project time frame. Final Fees and Charges 2017/18 will be applied by the end of June.
Integrated Budget	The 2017/18 budget will be presented to Council for adoption at the June 2017 Council meeting.
Intranet	Technical implementation nearing completion. Content implementation to begin shortly. Remains on track for soft launch in July.
Website	Received tenders evaluated in line with Council's procurement requirements. Vendors have been shortlisted for presentation in week commencing 26 June.

Risk and Audit Activities

The new IWC Risk Management Policy, Procedure and Risk Register Framework has been finalised and is now being considered for adoption by the Leadership Team.

A structured program of facilitated work for the identification and assessment of Council's primary enterprise risks, and the development of appropriate risk treatment plans, is now underway and scheduled for completion in July.

The third community member vacancy on the Audit and Risk Committee has not been able to be filled from previous appointees, and will be advertised externally in the coming weeks.

The Administrator approved the establishment of an Internal Ombudsman function at the Council meeting on 27 June. The Internal Ombudsman will strengthen Council's governance and risk framework by providing an avenue through which impartial and professional investigation of complaints about corruption, misconduct, maladministration and unethical behaviour can occur.

ICT Systems Integration and Transformation
Systems integration and connectivity

The main ICT projects at present focus on the infrastructure enabling the co-location of teams and system access across sites. Following is a status update:

Project	Status update
Design and build of new integrated active directory	<p>Cross site active directory trust continues to enable the implementation of the standardised telephone system project and unified address book.</p> <p>The project phases include:</p> <ul style="list-style-type: none"> • Milestone 1 – Establish Communication between the former Council environments (Complete) • Milestone 2 – Enablement of the Standardised Telephone System project (In Progress) • Milestone 3 – Provide a unified address book and email platform (In Progress) • Milestone 4 – Enablement of the Intranet project • Milestone 5 – Enablement of the Access to Business Applications project <p>Milestones 3 and 4 are currently in progress and on track. They are scheduled to be completed at the conclusion of the co-location project.</p>
Standardised telephone system – Skype for Business	<p>Back end enablement – 100% complete</p> <p>Functional testing completed in mid-June as well as pilot user testing for all three service centres. Petersham/St Peters sites migrated onto new system in mid-June. Leichhardt and Ashfield service centres expected to follow suit in a staged approach aligned with the co-location project.</p> <p>The Touch-Point sub-project, which will deliver the single call centre solution for Customer Service, has commenced and the build completed. Functional testing to occur in late June.</p> <p>User training in for Skype-for-Business commenced mid-June and will continue to be offered through to August.</p>
Access to business applications (former councils)	<p>The framework for this project is complete and testing is underway within the ICT department. The solution has been presented and offered to the Leadership Team. ICT is working through specific business use cases with key stakeholders and will enable access progressively.</p>
Intranet	<p>The intranet build is underway and will be 'rolled out' in two stages. The first stage will focus on a centralised communications hub to deliver internal news across the Council.</p> <p>Administrator training for the intranet was delivered in mid-June with content development set to begin in late June/early July.</p>
Integrated IT Service Desk	<p>A centralised integrated interim service desk model has been developed to facilitate the co-location process and establish the framework for a long term strategy. The model consists of a new temporary incident management</p>

	<p>system, a single central phone number and queue, a single contact email address and two service desk staff at each of the three service centres.</p> <p>Statistics captured from the single incident management system will be valuable in increasing efficiencies and allocating resources into the future.</p>
Infrastructure Current State Assessment	<p>The discovery phase of the current state assessment has been completed. Priority actions identified during this stage are:</p> <ol style="list-style-type: none"> 1. IT Service Delivery 2. Technology solutions to facilitate collaboration and mobility 3. Delivery of a modern end user computing environment 4. Consolidation, standardisation and modernisation of data centre platforms <p>The next stage of the project will focus on defining the scope, solution options and cost models for the above initiatives.</p>

TechnologyOne implementation

The TechnologyOne project is the single largest integration project spanning two years.

The immediate focus for the project team is delivery of Release 1 (Finance and Supply Chain) for 3 July 2017, which will enable the organisation to establish and maintain the Ledgers and Chart of Accounts into which all financial transactions are posted and from which all financial reporting is performed. The Supply Chain module will enable the organisation to manage procurement, storage and issue of goods / services.

These two modules are enhanced by electronic workflows which provide a secure and auditable mechanism (e.g. originator, approver) for all transactions.

In the final week prior to 'go-live' the following project milestones have been completed:

- All Software as a Service environments have been built
- Business processes have been aligned and documented
- First round of end user training delivered to approximately 200 staff
- Finalised Purchasing and Stores workflow configurations
- Trial data migrations from existing systems have been completed
- Design of interfaces:
 - Payroll (3 x interfaces to existing systems)
 - Property (3 x interfaces to existing systems)
 - Eziscan (interface for automated import of supplier invoices)

In progress at the time of this report:

- Final configuration of the Production environment;

- Communications to suppliers / staff of revised arrangements;
- Second round of end user training to be delivered 26th June to 10th July (Computer based);
- Final data migrations from existing systems into Technology One;
- Finalise interfaces;
- Final detailed cut-over steps incorporating EOFY activities for 2016/17

The timeframe for implementation remains extremely tight and a number of other key projects / business as usual activities are planned for the same time period, which adds to the risk profile.

A cut-over review meeting is scheduled for 28 June 2017, which is expected to authorise cut-over from three existing systems to Technology One. If endorsed, cut-over will commence Monday 3 July 2017, with progressive shut-down of existing systems and ramp-up of Technology One.

Q-flow ticketing system

The capture of front counter statistics across the three customer service centres is critical to enable improved service delivery to our customers, real-time reporting of customer interactions, and monitoring of key performance indicators.

Council has chosen to expand the Q-Flow solution used at the Petersham service centre to the Ashfield and Leichhardt service centres. The Q-Flow solution will provide us with a better understanding of how many customers are being served, what services our customers are enquiring about, and how long our customers are waiting. The data captured will identify trends - peaks and troughs in customer volumes, transaction types, average queue wait times and queue lengths at different times of the day and on certain days of the week. Q-Flow will also allow customers to be routed to a Customer Service Officer who is sufficiently skilled and trained to resolve their enquiry.

Configuration and installation of Q-Flow is in its final stages with testing and training taking place in the last week of June. Q-Flow will be fully operational by 1 July 2017.

Community Strategic Plan Development

The CSP project remains on track for a draft to be delivered to the incoming Council later this year.

The community engagement campaign, Creating Our Inner West 2036, launched via the Your Say Inner West site on 19 May and continues until 17 July. The household wide survey was delivered in June. Surveys have also been made available in five community languages online and at community events. The survey asks people to identify what makes the Inner West unique, and what one “big idea” they wish to share. It also tests the interim vision (developed as part of the Statement of Vision and Priorities earlier this year), and helps to identify opportunities and longer term community goals. A youth survey and photo competition is also underway. People are invited to complete the survey and/or make a submission on the Issues Paper. Submissions are open until 9 July (or 17 July for the youth survey and photo competition). At the time of writing this progress report over 800 surveys had already been received.

Targeted engagement is being undertaken with young people and Council's Strategic Reference Groups.

Preparations for Transition to Elected Council

Briefings on the project plan for election planning were provided to IAG and LRAC in June. As a result of feedback from these meetings Council is investigating sending a personalised postcard to each registered voter with key information and dates for the election.

A dedicated webpage (<http://www.innerwest.nsw.gov.au/council/elections-and-ward-map>) with detailed information for the election has been published on the website with a link from the front page. Council has already received a number of enquiries in relation to enrolment on the Non-Residential Roll. Applications for the resident and non-residential rolls close on 31 July. A media plan has been developed to communicate key messages to residents in the lead up to the election and the Communications Team has commenced promoting the dedicated Council webpage for information on the election.

Candidate briefing sessions facilitated by LGNSW have been organised for 20 July at Leichhardt Service Centre and 15 August at Ashfield Service Centre to inform prospective Councillors of the legal requirements in running for election and important information on becoming a Councillor. Staff are currently preparing information on the election for inclusion in the July Rates Notice.

The NSW Electoral Commission has appointed Ray Pozatto, a very experienced election official as the Returning Officer for the IWC election. Ray will commence fulltime duties on 17 July and will be occupying the former Centrelink premises in Marrickville.

Council has commenced planning on implementing an effective governance framework for the elected council in September. The 27 June Council will consider reports on a Draft Expenses and Facilities Policy for Councillors and Remuneration for the Mayor and Councillors. These reports are the first stages in establishing this governance framework for a smooth transition to the elected Council in September.

Key Dates

31 July	Close of Residential Roll Close of Non-Residential Roll Nominations for Candidates Open
9 August	Nominations for Candidates Close
28 August	Pre-Poll opens
9 September	Election Day
11 September	Return of Postal Votes Closes

Organisation Structure Update

Significant progress continues to be made on the roll out of the permanent organisational structure. Structures for two Service Units were endorsed by the Joint Consultative Committee in June:

- Customer Service
 - Level 6 - 27 jobs (24.96 full time equivalent)
- Roads, Traffic and Stormwater
 - Level 5 - 43 jobs
 - Level 6 - 5 jobs

40 new positions were advertised during June, consisting of:

- Procurement and Fleet - 7 positions
- Properties, Major Projects and Facilities - 15 positions

- Community Services and Culture - 4 positions
- Trees, Parks and Sportsfields - 7 positions
- Human Resources - 8 positions

The total number of positions advertised since March was 113 at the time of writing this report.

Leadership and Culture

High Performance Leadership Program

23 newly appointed Level 4 managers commenced the High Performance Leadership Program on 19 June. This is the same program completed by the Level 1, 2 and 3 Leadership Team in May and will ensure a consistent leadership approach across the organisation into the future.

A second group of Level 4 managers will commence the program in August, once the remaining Level 4 appointments have been made.

Leadership Team retreat

The Leadership Team attended a retreat on 22 and 23 June. The agenda saw a mix of strategy development and team building, with sessions focused on building employee engagement; a consistent approach for forming new teams and setting up for success; Council's financial future and stewardship; and building continuous improvement to support business excellence.

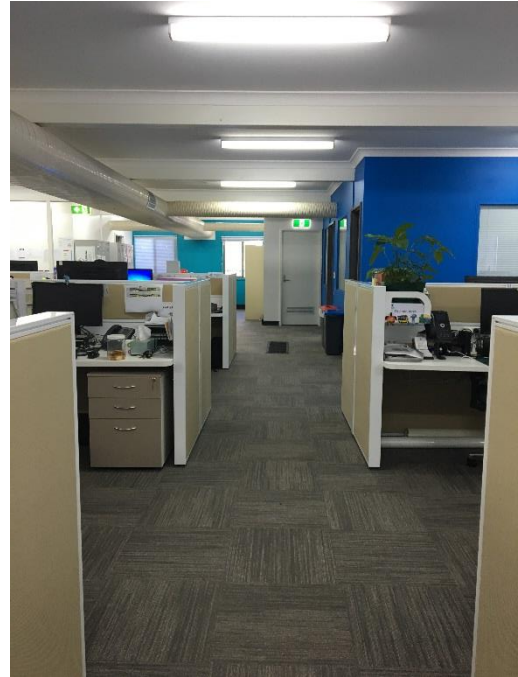
Team Co-location

The co-location of teams is regarded as one of the most significant and highly impactful integration projects within the Transformation Program. The project has been in planning since December 2016 and is now gaining momentum with Phase One relocation moves now well under way. Teams who have already moved in together are reporting that it is good to finally be in the same location.

To enable Phase One moves, two sites within the project required major refurbishment; the 'Demountable' at Leichhardt Admin Centre and the Djuarli Room at St Peters Building B.

The refurbishment of the Demountable at Leichhardt Admin Centre has been completed, with Rangers moving in over the first weekend in June, providing the team with a contemporary, comfortable, functional and compliant workspace.

Works on the Djuarli Room, which is being transformed from a training room into office space, is now complete, with Trees, Parks and Sportsfields staff moving in on the weekend of 24 June.



The Trees, Parks and Sportsfields team have been extensively consulted in the lead up to co-location. They have commissioned a local artist to design and install a mural within the stairwell to make the site an inviting and productive place to work.

Importantly, as part of the co-location the WH&S Unit are completing thorough WH&S inspections before any of the moves go ahead, typically the inspections take place on the Friday before the move.

Largely the number of staff that can move at any one time is dictated by the number of ICT computer installations that can be completed. An ambitious move schedule has been prepared for the weekends of 30 June and 7 July including:

- Roads and Stormwater engineers will move from Leichhardt Level 2 to St Peters Building A
- Legal Services will move from Leichhardt Level 1 to Leichhardt Level 2
- Communications Engagement and Events staff from Ashfield and Petersham will move to Level 2 at Leichhardt
- The Major Projects team from Petersham will move into the Leichhardt ground floor
- Parts of the Finance teams from Leichhardt, Petersham and Ashfield will be moving in together on Level 2 at Petersham. The End of Financial Year process and the roll out of the finance module of Tech One on 3 July have been a key considerations in the scheduling of Phase One moves, to avoid minimal disruption to services and permit the end of year to proceed as smoothly as possible.

Ongoing consideration of staff morale and the personal impact from having to relocate is at the forefront in the project planning.

Communication pieces are particularly important now as the physical moves begin and have been specifically tailored for this stage of the moves and for specific teams as required (for example, as shown the Tress, Parks and Sportsfields team received a specialised information pack).

Co-location packs provide staff with critical and practical information including floor layouts, IT support and emergency evacuation routes.

Co-location continues to feature prominently in the Staff Newsletters. 'Move Champions' meet weekly receiving information for dissemination within their groups and acting as a central point of contact for staff.

Co-location for depots has encountered some delay, as a result of operating restrictions in regard to truck movements at the Summer Hill site. A number of options and alternatives are currently being explored across the other depot sites. It is hoped that a report will be provided for the August Joint Consultative Committee with a clear path forward.

Other Works in support of Co-location

The under-supply of female toilet facilities at the Petersham Administration Centre heavily featured in feedback from staff during the consultation phase of the co-location project. This has been addressed with new facilities on Level 3 adjacent to the Council Chambers now complete.

A number of ICT/facilities projects are also underway. These include providing wi-fi access to staff across all centres and new security passes being rolled out to provide all staff access across all sites.

Community Engagement

Community Engagement Framework

ST PETERS DEPOT INFORMATION PACK

WHO WILL BE LOCATED AT MY NEW WORK LOCATION?
See attached floor plans for locations within the site.

BUILDING A
• Procurement & Fleet
• Footpaths, Roads, Traffic & Stormwater
• WHS

BUILDING B
• Trees, Parks and Sportsfields

How do I get to my new work location?

Nearest Train Station Sydneyham - 9 minutes from Central, 40 minutes from Parramatta.
Bus Routes From Sydneyham Train Station: 418, 425, M30.
From Marrickville Metro Shopping Centre: 308, 352, 355.
Parking Free all day parking on Unwins Bridge Road, outside of clearway times.
Cycling 5 minutes to Sydney Park, 7 minutes to Cooks River at Tempe.
For more information, see attached Transport Access Guide

What facilities are there?

- ☒ Staff Toilets
- ☒ Showers
- ☒ Kitchen and lunch room for all staff
- ☒ Bicycle parking
- ☒ 5 meeting rooms (small to large)
- ☒ 2 training rooms

What is around my new work location?

- Within five minute walk:**
 - Sydneyham Library
 - Petersham TLA (craft, specialty homewares, craft and artisan shops)
 - Gyms/fitness clubs
- Nearest:**
 - Sydney Park
 - Cooks River Cycle Way and parklands
 - King Street in Epping and Newtown
 - Marrickville Road (cafes, shops)
 - Marrickville Metro Shopping Centre (specialty stores, supermarkets, cafes, restaurants, banks and takeaway stores)

Location	Car	Public Transport	Bicycle	Walking
Ashfield Service Centre	20 min	40 min (Train) 30 min (Train and Bus 422)	25 min	80 min
Leichhardt Service Centre and Town Hall	15 min	45 min (Bus 340, then 422)	20 min	60 min
Petersham Service Centre and Town Hall	10 min	35 min (Train)	12 min	40 min
Summer Hill Depot	15 min	45 min (Train then Bus 406)	25 min	70 min
Balmmain Depot	25 min	45 min (Train then Bus 441)	22 min	60 min
Leichhardt Depot	15 min	50 min (Bus 370)	22 min	60 min
Marrickville Town Hall	8 min	15 min (Bus 418 or 425)	9 min	25 min

Submissions from the exhibition period have been assessed and incorporated where possible. The draft Community Engagement Framework was adopted by Council on 27 June. Development of a staff toolkit will follow.

Strategic Reference Groups

Five of the SRGs met during June, as follows:

Aboriginal and Torres Strait Islander – 6 June

The Aboriginal and Torres Strait Islander SRG met on Tuesday 6 June. A quorum was not present, however the meeting went ahead without official recommendations and minutes were recorded.

The Group were informed about Council's agreement to support the Koori Knockout in 2017 and were also provided details and asked for feedback regarding the NSW Local Government Stronger Community Funds – Aboriginal and Torres Strait Islander Projects (specifically the dual naming and way finding projects from the Cooks River to the Iron Cove Bay).

Additionally, the Group continued on from the April meeting to provide feedback into the Community Strategic Plan, providing input for Planning and Development, Civic Leadership, and Local Business and Industry.

The Group were also asked for feedback about Council's proposed Aboriginal and Torres Strait Islander Citizen of the Year; were presented with details about Council's NAIDOC Week 2017 events; and were invited to attend the Cooks River Culture and Country Event and Forum on 16 June 2017.

Social Inclusion – 14 June

A core function of this SRG is to provide strategic planning, policy and feedback to Council on specific issues, policies and plans in order to support social inclusion.

The SRG had a presentation from Council's Communications Team regarding the process, accessibility, engagement and timeframes regarding the development of Council's new website. The Group is very interested in access and equity and ensuring the entire community has equal access to information and services. Some members have actively engaged in the website consultation and were pleased with the progress and to note that Council is striving for best practice regarding accessibility requirements.

The Group noted that Council had adopted the Social Inclusion Action Plan, Affordable Housing Policy and the Homelessness Policy since the last meeting. The members reiterated their strong support for all three policies, recognising the positive work and outcomes that were being achieved particularly with regards to addressing the issues for rough sleepers in the inner west. It was also highlighted that homelessness is broader than rough sleepers, noting housing affordability is also of considerable concern and that the Group would appreciate a further presentation at a future meeting on the affordable housing policy and its implementation.

The Group also provided positive feedback on the diverse array of socially inclusive programs, partnerships and initiatives that are being delivered by the Inner West Council. This included Council's financial commitment over the next four years towards programs and initiatives that address domestic and family violence; Council's partnership with Redfern All Blacks to host the 2017 NSW Aboriginal Rugby League Knockout Carnival (Koori Knockout) and the establishment of the Community and Refugee Welcome Centre, a result of a positive

partnership with Settlement Services International and Sydney Justice and Peace Office / Diocese, to operate weekly programs and services to refugees.

Planning & Heritage - 15 June

The Group considered the draft submission prepared following the Community Strategic Plan workshop held on 15 May and provided further feedback for inclusion in the submission.

An update was also provided on the Haberfield Conservation Area State Heritage Register listing progress, including the outcome of a meeting between Council officers and the NSW Heritage Branch.

An overview of the draft Central District Plan was presented along with the issues raised by Council in its submission to the Draft District Plan.

Young Leaders – 26 June

The Group continues to contribute to the development of the Community Strategic Plan and provided input into the Local Business and Industry and Civic Leadership priorities / issues in Community Strategic Plan Issues Paper:

Following preliminary discussions at the April meeting, a working group of the SRG met on 14 June to provide further input into the following priorities in the CSP Issues Paper:

- Planning and Development
- Transport
- Social Vitality, Creativity and Quality of Life
- Sustainability and the Environment

The Group continues to discuss the wider engagement of children and young people in the development of the Community Strategic Plan, including a survey (for young people) and the *Creating Our Inner West 2036* photo competition.

The Group also received an update on upcoming youth programs, such as the Winter 2017 School Holiday Program.

Housing and Affordability – 26 June

The Group discussed their submission on the CSP Issues Paper, priorities and the Community Strategic Plan. The Group also discussed private rental issues affecting the community; and considered an update provided on progress made by Council to seek approval from the NSW Minister for Planning for inclusion under SEPP 70.

FINANCIAL IMPLICATIONS

Nil.

OTHER STAFF COMMENTS

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

PUBLIC CONSULTATION

This report is published on the Council website.

CONCLUSION

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

ATTACHMENTS

1. [↓](#) I-Plan Status Report Attachment - July 2017

I-Plan Status Report as at 28 June 2017
Organisational and Community Leadership

Action No.	Action	Timeframe	Responsible Person	Key Result Area	June update – as at 28 June 2017
1.6	Establish and hold first meeting of Inner West Council Internal Audit Committee	15-Jul-16	Group Manager, Governance	Robust Governance	The first meeting of the Audit and Risk Committee is being prepared for July. Two community vacancies on the Committee have been filled from approaches to previous appointees of the former Councils: external expressions of interest will now be called for the third vacancy.
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	Briefings on election planning were provided to IAG and LRAC in June. A dedicated webpage with detailed information for the election has been published on the IWC website with a link from the front page. A media plan has been developed to communicate key messages to residents in the lead up to the election. Candidate Briefing sessions have been organised for 20 July and 15 August to inform prospective Councilors of the legal requirements in running for election and important information on becoming a Councilor. Staff are currently preparing information on the election for inclusion in the July Rates Notice.
1.9	Hold Council election	9-Sep-17	Group Manager Governance	Newly elected Council	The NSW Electoral Commission has appointed Ray Pozatto, a very experienced election official as the Returning Officer for the IWC election. Ray will commence fulltime duties on 17 July and will be occupying the former Centrelink premises in Marrickville.
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	Planning has commenced in relation to Councilor induction and support requirements. Further information will be communicated as these plans are progressed.
1.11	Establish a modern, participatory local democracy framework	31-Dec-16	Group Manager Governance	Robust Governance Involved Communities	Ongoing action. Council's Community Engagement Framework was adopted by Council on 27 June following a period of public exhibition. Five Strategic Reference Groups met during June: • ATSI • Social Inclusion • Young Leaders • Housing and Affordability • Planning & Heritage

Strategy and Planning

Action No.	Action	Timeframe	Responsible Person	Key Result Area	June update – as at 28 June 2017
2.6	Consolidate organisational risk registers and proactively manage organisational risk	30-Sep-16	Group Manager Governance	Robust Governance	This work is progressing with the appointment of the new project officer to develop the risk framework. The consolidated risk register is planned to be developed throughout July and August 2017. The Administrator approved the establishment of an Internal Ombudsman function at the 27 June Council meeting, which will strengthen Council's governance and risk management framework.

2.7	Adopt the operational plan 2017/18, including integrated budget with community input: - Draft plan prepared for exhibition - Final plan adopted	31-Mar-17 30-Jun-17	Group Manager-Strategic Planning Group Manager Communications, Engagement and Events Group Manager Finance	Smart services Shared vision Rates maintained	Following the exhibition period, the 2017/18 Operational Plan was adopted by Council on 27 June.
2.8	Harmonise fees and charges	30-Jun-17	Group Manager Finance	Robust governance	The 2017/18 Fees and Charges were adopted by Council on 27 June. Full harmonisation is linked to service integration and may take some time, depending on complexity of the service.
2.9	Complete analysis and modelling to support preparation of a delivery program and resourcing strategy to underpin the Community Strategic Plan	30-Sep-17	Deputy General Manager Assets and Environment	Robust governance Smart services Involved communities	This action is achieved through the integrated planning process. The Community Strategic Plan (CSP) is underway with broad community and stakeholder engagement occurring over the months of June and July. Development of the Delivery Program commences later this year to align with the CSP strategic directions.
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	The Community Strategic Plan community engagement campaign, Creating Our Inner West 2036, launched via the Your Say Inner West site on Friday 19 May. In addition to an online survey, surveys were posted to every household. Surveys are available in five community languages. The survey asks people to identify what makes the Inner West unique, and what one 'big idea' they wish to share. It also tests the interim vision (developed as part of the Statement of Vision and Priorities earlier this year), and helps to identify opportunities and longer term community goals. A youth survey is also available along with a photo competition. People are invited to complete the survey and/or make a submission on the Issues Paper. Submissions are open until 9 July (or 17 July for the youth survey). The CSP Project Team continues to meet on a fortnightly basis and the project remains on track for a draft to be delivered later this year. The draft will be presented to the incoming Council. The new Council will determine next steps including further engagement.

Data, Information and Knowledge

Action No.	Action	Timeframe	Responsible Person	Key Result Area	June update – as at 28 June 2017
3.4a	Implement TechOne solution in three stages	1-Jul-17 1-Jan-18 1-July-18	Deputy General Manager Finance and Administration	Smart services Easy to do business Robust governance	Release 1 (Finance and Supply Chain) remains on track to go live on 3 July 2017. The timeframe for implementation remains extremely tight, with a number of other key projects and business as usual activities (such as end of financial year and team co-location) planned for execution in the same period.
3.5	Develop digital services strategy (e-business), including resourcing	30 June 2019	Group Manager, Integration, Customer Service and Business Excellence	Smart services Easy to do business	This action is contingent upon Action 3.4a (TechOne Implementation) and Action 5.5 (new website) and cannot be implemented until 2018. Scoping work will commence later in 2017.
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	Consolidation of these registers is under way as part of the Service Unit integration projects.

People and Culture

Action No.	Action	Timeframe	Responsible Person	Key Result Area	June update – as at 28 June 2017
4.10	Develop a 2016/17 training plan to equip staff with the skills and support needed to continue to embrace change and to encourage high performance and innovation	31-Jul-16	Group Manager Human Resources	Smart services Engaged staff	Completed: Delivery is ongoing. During June, transition-related training included: <ul style="list-style-type: none"> - Applying for jobs - Resume writing - Staying focused and positive during change - Tech One – Release 1 Seminars (16 sessions) - Tech One – Release 1 computer training (15 sessions) - Skype for Business Training (28 sessions) - High Performance Leadership Coaching program for Level 4 managers (runs from June to September)
4.12	Develop and adopt new organisational structure based on contemporary organisational design principles: <ul style="list-style-type: none"> - Interim structure - Final structure 	10-Jun-2016 31-Dec-2016	All Group Managers	Smart services Robust governance Expected benefits Engaged staff	The following permanent organisation structures were endorsed by the JCC during June: <ul style="list-style-type: none"> - Customer Service – Level 6 – 27 jobs - Roads, Footpaths and Stormwater – Levels 5 and 6 – 48 jobs
4.13	Commence recruitment to new organisational structure	13-Jan-17	All Group Managers	Smart services Engaged staff	Recruitment for new level 4-6 roles has commenced, with 112 positions advertised since March.
4.14	Develop new salary structure and contemporary employment framework, including talent management and reward and recognition	28-Feb-19	Group Manager Human Resources	Expected benefits Engaged staff	Council has an Interim Inner West Salary Structure in place that was endorsed by the staff consultative committee and unions. This allows Council to place permanent appointments into an Inner West Salary Structure until more time can be devoted to developing a permanent salary structure. HR capacity is currently supporting the recruitment process as the permanent organisation structure is populated.

Customer and Community Focus					
Action No.	Action	Timeframe	Responsible Person	Key Result Area	June update – as at 28 June 2017
5.2	Undertake community communication and engagement on: - Statement of vision and priorities - Input to priorities for the Stronger Communities Fund - Input into capital works projects - Consistent plans and policies in key operational areas 2017/18 Operational Plan and budget - Draft Community Strategic Plan - Service reviews - 2017 election	From July 2016 in accordance with detailed community engagement plans	Group Manager Communications, Engagement and Events	Involved communities Easy to do business	As at 22 June, there were 6,300 visits to the Your Say Inner West engagement portal with 16 projects open for engagement including: - Creating Our Inner West – CSP engagement (open until 9 July) - Sydenham Station Creative Hub Planning Proposal (open until 14 July) - Dulwich Hill Station Precinct – planning the streetscape (open until 17 July) - Public exhibition of Draft Code of Meeting Practice (open until 13 July) - Improving safety and calming traffic in north Dulwich Hill (open until 14 June) A number of locally-based projects have also been open for consultation including Graham Avenue, Marrickville and 34 Belmore St, Enmore. These have focused on streetscape improvements, parking reviews and planning proposals for specific sites.
5.3	Implement smart service improvements including:				
5.3.7	Integrating child-care waiting lists	31-Dec-17	Group Manager Children and Family Services	Smart services Easy to do business Expected benefits	Work has progressed. Terms and agreement received from provider. Scoping for data migration underway.
5.3.8	Review of after-hours contact service	30-Jun-17	Group Manager Customer Service	Smart services Easy to do business Expected benefits	Review of existing contracts undertaken. Some legal obstacles under one contract will prevent full integration of this service. Accordingly, it has been determined to postpone this project until the consolidated contact centre is in place and stabilised as there are no short term gains. A revised timeframe of 30 April 2018 is recommended
5.5	New website with improved functionality	31-Mar-17	Group Manager Communications, Engagement and Events	Smart services Easy to do business Identifiable Council	The website tender closed on 6 June. A shortlist of three providers has been selected, based on criteria including cost effectiveness, robust CMS, accessibility capability, and ability to meet technical and implementation criteria. Accessibility advice is being provided throughout the vendor selection process and build phase by Accessibility Oz. The short listed vendors have been invited to make a presentation to the selection panel and additional staff during the last week of June. Expansion of the current Inner West Council website continues in the interim while the new website is being developed. New content has been added in the following areas during June: - Grants - Community facilities - Accessibility - Ashfield Town Centre - Election information
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 June (up to 23 June) included: - 4 IWC columns - 18 media releases - 9 responses provided to media enquiries - 2 e-newsletters

						<p>The IWC columns were themed on:</p> <ul style="list-style-type: none"> - 100 days to elections - Easier development approvals - Community Strategic Plan - Green investment policy <p>The most common topic for media enquiries was the Community Strategic Plan survey (3).</p> <p>There is an element of informal service review being undertaken as part of the service integration work and developing the new organisation structures. Formal service reviews are not yet being planned and will not be undertaken during the Administration period. It is suggested that this action be closed out. The elected Council will consider changes to service levels as and when service reviews are conducted.</p>
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		

Innovation, Creativity and Improvement

Action No.	Action	Timeframe	Responsible Person	Key Result Area	June update – as at 28 June 2017	
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	Following the exhibition period, the Community Engagement Framework was adopted by Council on 27 June.	
6.3	Develop a service review methodology, resourcing and delivery program	30-Sep-17	Group Manager Integration, Customer Service and Business Excellence	Smart services Expected benefits	Terms of Reference for a cross disciplinary project team have been developed. The Team will develop the service review methodology for endorsement by the Leadership Team.	
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	Formal service reviews will generally not be undertaken until service integration work is completed, and will not be undertaken during the Administration period.	
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. The Integration Team attended foundation Lean Six Sigma training during June. Planning for the organisation rollout of a business process mapping system (Promapp) is underway.	
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 of indoor staff teams commenced in June and will continue through to August. Moves have been going well and feedback from staff has been generally positive. Move champions continue to meet weekly and act as central points of contact for staff in each Service Unit. Planning and staff consultation for depot team co-location is still under way.	
6.7	Conduct targeted reviews of key strategic areas of council's business e.g. property, fleet and the commercial business units.	31-Dec-16	Group Managers Procurement and Fleet; Property, Major Projects and Facilities; with Group Manager Integration, Customer Service and Business Excellence	Smart services Robust governance Expected benefits	Ongoing. This work will be driven by the Group Managers, as part of their service integration work.	

6.10	Implement service review outcomes across the Organisation	March 2018	All Group Managers	Smart services Engaged staff Expected benefits	Refer comment against Action 5.8. It is suggested that this action be closed out.
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	The asset registers from the three former councils have been provided to TechnologyOne (Jeff Roorda & Assoc.) to produce a single consolidated asset register revealed as at 12 May 2016. The transactions from capital works projects for 2016/17 are being processed and additional condition audit data will be provided to enable a second revaluation as at 30 June 2017 to be used for the annual financial statements.

Success and Sustainability

Action No.	Action	Timeframe	Responsible Person	Key Result Area	June update – as at 28 June 2017
7.1	Develop internal capacity to influence and partner with State Government on regional infrastructure and strategic priorities	Immediate and ongoing	All Group Managers	Robust governance Expected benefits Shared vision	<p>Greater Sydney Commission</p> <p>GreenWay project update:</p> <p>Greater Sydney Commission – The Cooks River to Iron Cove GreenWay is identified as the no. 1 priority project for the Green Grid in the draft Central Sydney District Plan. The Commission continues to use the GreenWay as a best practice example of the social, economic and environmental benefits of public and private sector investment in multi-purpose urban green corridors. In February this year, the GreenWay was awarded the Greater Sydney Commission's 2017 "Great Community Led Project Award" https://www.greater-sydney.com/news/greater-sydney-planning-awards-celebrate-best. On 10 May the GreenWay Place Manager provided a Briefing to the District Commissioner - West District about the potential application of the GreenWay model in the West District.</p> <p>Transport agencies</p> <p>A high-level steering group of senior representatives from IWC, City of Canterbury Bankstown, TNSW, RMS, TransDev, Sydney Trains and Sydney Water has been established by IWC and RMS to oversee approvals and financial administration for the design and delivery of the GreenWay Missing Links. Costing an estimated \$15 mil to \$20 mil, the works are to be jointly funded by local and state government and are due for completion in 2020/21. The most recent meeting of the steering group was held on 1 June 2017. At this meeting a number of matters were discussed including the content of the group's submission to the Greater Sydney Commission on the draft Central District Plan and GreenWay Schools Active Travel Pilot Program – an important extension of the GreenWay Primary Schools Program which has been underway for over ten years. The next meeting of the steering group is scheduled to be held on 24 July 2017.</p>

					<p>Guided Electric Transit System:</p> <p>Since launching its Parramatta Road Public Transport Opportunities Study, Council has been contacted by numerous representatives within Transport for NSW with a view to discussing the project further. On 11 May 2017 a productive initial meeting took place between Council and TNSW representatives to commence discussions regarding jointly commissioning a feasibility study into a Guided Electric Transit System (GETS) along Parramatta Road. Council has also been contacted by other inner city Councils, namely Northern Beaches and Waverley seeking additional information on the GETS and how it could be suitable for transport corridor challenges in their municipalities. Council is in final discussions with TNSW regarding a Scope of Services for the Parramatta Road Guided Electric Transit Preliminary Feasibility Study.</p> <p>Parramatta Road Urban Transformation Strategy (PRUTS):</p> <p>Urban Amenity Improvement Program The PRUTS was released November 2016 and one of the components for implementation is the Urban Amenity Improvement Program to deliver \$198 million of local amenity works within the corridor. Council met with the Greater Sydney Commission on 30 May 2017 who have established a pathway into how funding can be applied for projects within the corridor. Council will continue to work with the Commission to ensure funds are made available for a variety of projects as identified in the Parramatta Road Urban Transformation Strategy. Initial expressions of interest are due in to the Commission by 31 July 2017.</p> <p>Department of Planning and Environment</p> <p>Affordable Housing:</p> <p>Ongoing efforts are being made with the Department of Planning & Environment to support the inclusion of Inner West Council in SEPP 70. There has been acknowledgement by DPE officers that IWC's modelling provides an evidence base demonstrating the need for affordable housing and inclusion in SEPP 70. Council continues to work with the Department toward preparing required analyses to enable inclusion into SEPP 70 including a mechanism as to how affordable housing can be implemented across the local government area.</p> <p>Completed. The draft forward procurement plan is continuing to be updated with data from individual service units as 2017/18 programming is confirmed. Group Managers have visibility on overlap of purchasing and resourcing needs in order to identify opportunities to consolidate and realise potential savings.</p>
7.3	Identify annual forward program of significant procurements to realise potential savings from economies of scale	30-Jun-17	Group Manager Procurement and Fleet	Smart services Easy to do business Expected benefits	
7.5	Develop and publish a suite of new service performance targets	31-Aug-17	Group Manager Integration, Customer Service and Business Excellence	Smart services Expected benefits Robust governance	Much of this work is contingent upon the integration of services in each Service Unit. A number of pilot projects are being undertaken with a view to improving customer service standards.

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	The Business Excellence program was discussed by the Leadership Team on 23 June. A 3-4 year roadmap is being developed for further discussion. The program is likely to commence in 2018, due to organisational capacity constraints in 2017.
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	It is proposed that Integration and Innovation Plan is retired at the conclusion of the Administration period and as actions that continue to build the new Council are embedded in the Integrated Planning Framework (2017/18 Operational Plan).