

AGENDA



INNER WEST COUNCIL

IMPLEMENTATION ADVISORY GROUP

THURSDAY 3 AUGUST 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 6 July 2017**

Meeting commenced at pm

The meeting commenced at xxxpm.

- 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: Lucille McKenna

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, 8 June 2017 be confirmed.

7. Staff Reports:

IAG0717 Item 1 INTEGRATION AND INNOVATION PLAN - MONTHLY UPDATE

RECOMMENDATION

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

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 No: IAG0817 Item 1

Subject: INTEGRATION AND INNOVATION PLAN - MONTHLY UPDATE

File Ref: 17/6012/84881.17

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

Authorised By: Rik Hart - Interim General Manager

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 (iPlan), and progress in relation to key strategic projects/activities.

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.

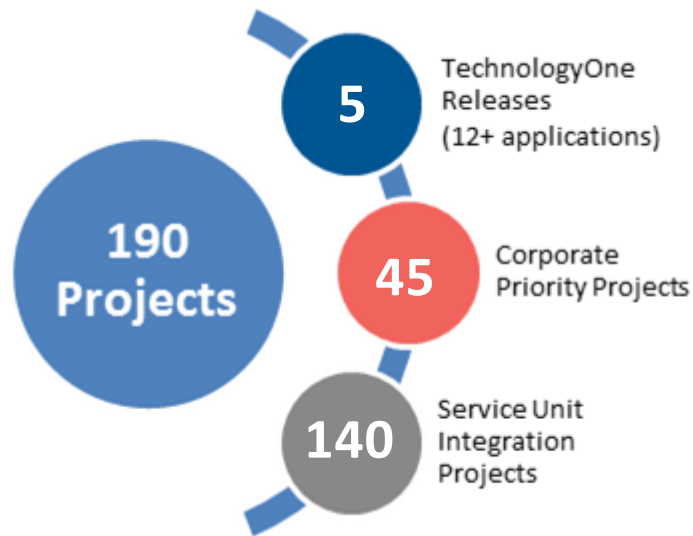
CURRENT STATUS

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 has continued to gain momentum throughout the organisation, with 190 projects in scope spread over a 5 year delivery period across three streams:

- Stream 1: TechnologyOne Implementation – a suite of corporate applications with the potential to streamline the way we work
- Stream 2: Corporate Priority Projects – critical projects affecting all areas of Council (e.g. Website Development, Organisational Restructure)
- Stream 3: Service Unit Integration Projects – critical projects that are focussed on integrating and improving the operations of each individual Service Unit



A total of 14 projects of ranging complexity have been successfully delivered to-date under the program, with 85 projects currently in progress.

Below are some recent achievements under the program:

Project	Launched	Project Summary
Community Engagement Framework	June 2017	A new and consolidated Community Engagement Framework and Policy has been adopted by Council, providing guidelines and principles to govern Council's engagement with the community. The development of a staff toolkit to support this framework will commence in the coming weeks.
Consolidated Procurement Policies and Procedures	July 2017	A consolidated procurement process has been developed and implemented for Council, including associated policies that are aligned to the new TechnologyOne platform to ensure consistency across the organisation.
Interim Customer Service Performance Metrics	June 2017	A consistent set of interim baseline performance targets and measures have been established for the Customer Service function as well as a standard interim reporting template for Customer Service performance across the three service centres.
Interim Recruitment Process Consolidation	April 2017	All service centres now use a common eRecruitment platform. The Human Resources area has been working on continued fine tuning of workflows and reporting.
Spend Analysis	June 2017	A preliminary spend analysis has been completed to review the scale and types of procurement being undertaken across each of the new service units. Through this analysis, opportunities for savings have been identified by combining common requirements into consolidated Request For Quotation contract packages.

Risk and Audit Activities

The new Risk Management Policy, Procedure and Framework was adopted by the Leadership Team in July. Structured facilitated work continuing through July has resulted in a completed IWC Risk Register and identified treatment plans for the high level risks across all of Council's Service Units.

The EOI process to appoint a third community member to the Audit, Risk and Improvement Committee has produced strong community interest. Following the appointment to this Committee position, the first meeting agenda will be finalised in consultation with the Chairperson.

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	
Design and build of new integrated active directory	<p>The Active Directory project is an overarching project that is expected to last for approximately the next 18 months. It is an enabling project in the sense that it does not deliver significant functionality on its own but instead provides the underlying requirements in order for other projects to occur.</p> <p>The project phases include:</p> <p>Milestone 1 – Establish Communication between the former Council environments (Complete)</p> <p>Milestone 2 – Enablement of the Standardised Telephone System project (In Progress)</p> <p>Milestone 3 – Provide a unified address book and email platform (In Progress)</p> <p>Milestone 4 – Enablement of the Intranet project</p> <p>Milestone 5 – Enablement of the Access to Business Applications project</p> <p>The Ashfield and Leichhardt mailboxes have been migrated to the new IWC domain as part of Milestone 3.</p>
Standardised telephone system – Skype for Business	<p>The new Skype for Business platform has been rolled out to all staff at the Petersham Service centre. Staff from Ashfield and Leichhardt service centres are also being migrated to the Skype for Business platform as part of the co-location program.</p> <p>The Touch Point call centre system was deployed for Customer Service at the Petersham Service Centre with Ashfield and Leichhardt service centres scheduled to be migrated shortly.</p>
Access to business applications (former councils)	<p>The Remote Access solution has been deployed across all the service centres. New account creation and cross site testing is currently underway.</p>
Integrated IT Service Desk	<p>The new service desk has been deployed and is used by ICT. The team is currently finetuning key processes such as Incident, Change and Release management.</p> <p>The Service Desk Manager is also establishing reports to monitor the service desk statistics and service levels.</p>
Infrastructure Current State	<p>The ICT team has defined the key projects and agreed on a schedule for the first half of this financial year. Scoping is currently underway so cost</p>

Assessment	<p>estimates can be developed for approval.</p> <p>Key projects for this financial year include:</p> <ul style="list-style-type: none"> • ICT Service Delivery <ul style="list-style-type: none"> ○ Review and introduction of new ITIL based Service Delivery framework ○ Consolidate ICT service contracts • Technology solutions to facilitate collaboration and mobility <ul style="list-style-type: none"> ○ Standardise WiFi access ○ Standardise audio and video conferencing in meeting rooms • Delivery of modern end user computing environment <ul style="list-style-type: none"> ○ Develop new windows 10 and Office 2016 Standard operating environment (SOE) • Consolidation, standardisation and modernisation of data centre platforms <ul style="list-style-type: none"> ○ Create new IWC Citrix environment ○ Create new IWC Virtual server environment
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TechnologyOne implementation

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

The immediate focus for the project team has been delivery of Release 1 (Finance and Supply Chain) which commenced in production from Monday 3 July 2017.

This release enables Council to establish and maintain a consolidated set of financial ledgers and chart of accounts for the 2017/18 financial year. Similarly, the supply chain module provides a consolidated procurement and stores function for all procurement.

The “go live” process commenced on 3 July and is expected to be completed by the end of July. At the time of writing this report, the following tasks had been completed:

- Consolidated financial ledgers established
- Migration of data from legacy systems:
- User security set-up
- End user training delivered to approximately 300 staff

The following actions are in progress:

- Finalisation of payroll, property and supplier invoices interfaces
- End user support

The following actions are yet to commence:

- Development of additional reports

Given the timeframe available for implementation, the many organisational changes underway and dependencies on other key projects, the cut-over has progressed reasonably well.

Detailed planning for Releases 2 and 3 will commence in early August following a settling in period for Release 1 and handover to ICT operations for on-going support.

- Release 2 includes: Human Resources & Payroll, Budget, Performance Planning, Business Intelligence (Dashboards), Contract Management and Quotations

- Release 3 includes: Enterprise Asset Management, Capital Project Delivery and Strategic Asset Management

Community Strategic Plan Development

The CSP project remains on track and a draft will be presented to the incoming Council for consideration and determination of next steps.

The community engagement campaign, Creating Our Inner West 2036, which launched via the Your Say Inner West site on 19 May, concluded on 17 July. The household wide survey was delivered in June. Surveys were made available in five community languages online and at community events. The survey asked people to identify what makes the Inner West unique, and what one “big idea” they wished to share. It also tested the interim vision (developed as part of the Statement of Vision and Priorities earlier this year), and helped to identify opportunities and longer term community goals. People were also invited to make a submission on the Issues Paper. At the time of writing this progress report over 2,800 surveys had been processed. Targeted youth engagement was also undertaken along with a “Futuring Inner West” creative workshop, which involved representatives of the creative/arts community. Collation and analysis of feedback is still in train with a view to undertaking staff workshops in August.

Preparations for Transition to Elected Council

Council has commenced executing the communication plan for the election with advertisements in local papers and messages on social media. A letter to all registered voters is being developed. Street banners and signs have been ordered for placement across the LGA. Nine (9) people attended the first Candidate Information Session held at Leichhardt and Council’s hotline for election enquiries has received 30 calls in the last week. Council has received approximately 35 applications for Non-Residential enrolments, with applications closing on 31 July.

The NSW Electoral Commission has appointed Ray Pozatto, a very experienced election official as the Returning Officer for the IWC election. Ray has commenced preparations for the election including publishing polling places and attending the Candidate Information Session. Council’s Manager Civic and Executive Support is working closely with Ray to ensure a successful election.

Post-election, planning has commenced in relation to Councillor induction and support requirements. Further information will be communicated as these plans are progressed. Planning for an effective governance framework for the elected council is in train. Council adopted an Expenses and Facilities Policy for Councillors and Remuneration for the Mayor and Councillors at its July Meeting. 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

Work continues on developing the governance protocols for the Elected Council and meetings framework. The Draft Code of Meeting Practice was placed on public exhibition for six weeks,

closing on 25 July in accordance with legislative requirements. During the exhibition period Council received 7 submissions. A detailed report on the submissions received will be presented to the first Ordinary Meeting of the Council.

Organisation Structure Update

Roll out of the permanent organisational structure is a continuing priority.

82 new positions were advertised during July, consisting of:

- Environment and Sustainability – Level 5 – 11 positions
- Roads, Footpaths & Stormwater – Level 5 – 21 positions
- ICT – level 5 - 3 positions
- Integration, Customer Service and Business Excellence – level 6 – 28.96 positions
- Library Services – level 5 - 8 positions
- Procurement and Fleet – level 5 - 4 positions
- Properties, Major Building Projects and Facilities – level 5 – 6 positions

The total number of positions advertised since March was 194 at the time of writing this report. The total number of positions filled to date is 46, with the remaining positions at various stages in the recruitment process.

Team Co-location

The co-location project has been in the planning stages since December 2016 with moves commencing in June and at the time of reporting more than 300 (about half) of all administrative staff moves are now complete.

The logistics of the moves that occur predominantly over the weekend are a complex mix of packing, record management, ICT system moves, physical movement of computers, staff belongings and portable office furniture followed by unpacking and reconfiguration. Since starting in June, each week the relocation team have become more and more efficient as a result of the rapid learning curve they have encountered. Both the relocation team and staff are reporting that moves are being completed more smoothly with less disruption, and that any issues are being resolved quickly and efficiently. This has been particularly critical given the timing of operational issues including the end of financial year and the first release of Technology One for Finance and Supply Chain, both of which have occurred with minimal disruption to service delivery.

This project been a huge and ambitious undertaking, but already positive feedback is coming through to support and justify the upheaval. Staff have been busy organising welcoming morning teas and meet and greet events and getting to know the rest of their team. By the end of August it is hoped that all administrative centre based teams will be co-located.

To date, the following teams have been moved either in full or partially:

- Strategic Planning (Ashfield)
- Communications, Engagement and Events (Leichhardt)
- Integration and Customer Service (Petersham)
- DA & Regulatory Services (Leichhardt)

- Sustainability (Petersham)
- Roads, Traffic and Streetscape (St Peters)
- Major Projects, Properties (Leichhardt)
- Finance (Petersham)
- Governance (Petersham)
- Fleet and Procurement (St Peters)
- HR (Leichhardt)
- Parks, Trees and Sportfields (St Peters)

The network of Moving Champions has been a very useful vehicle for communicating the requirements of staff moving, liaising with the relocation team and distributing relocation materials and boxes. Staff have also been provided with extensive updates in the weekly newsletter along with Moving Information Packs just prior to relocating. The Moving Packs provide useful information on the new site layouts, transport, safety and local information.

The WHS team continues to play an integral role within this project, completing inspections and reporting extensively on the WHS assessment of new work areas as well as building the new network of Fire and Safety Officers and communicating this to staff.

Building works to accommodate the relocation of teams is continuing including works being recently completed at Petersham Ground Floor for Customer Service and Integration and a small number of meeting rooms and offices being dismantled at Leichhardt to accommodate more open plan areas. Other works include the installation of new security swipe card readers at Leichhardt and Ashfield. These are being progressively installed and again by the end of August it is hoped all staff will have access across all sites with a single security tag.

The co-location and consolidation of depot operations is still in the planning stages at time of reporting with options for truck movements and DA conditions still being explored. It is hoped that a solution will shortly be reached.

Community Engagement

Strategic Reference Groups

Three of the SRGs met during July, as follows:

Environment and Sustainability - June 1 and June 29

The Group participated in two workshops on the topics of Urban Ecology and Climate Change Mitigation and Adaptation. Both workshops were preceded by workbooks, specifically prepared for the workshop participants, identifying current state data, context and strategic direction for each topic. The members and other participants expressed high levels of satisfaction in their evaluations of the workbooks and the workshops. The resultant strategic statements from the workshops make an informed contribution from the group to the Draft Community Strategic Plan.

Economic Development – 5 July 2017

The Group has met five times to date and has conducted one planning session. Members are interested in contributing to a range of plans and policies that support the local economy.

Agenda items at the July meeting included:

- Outdoor Dining - information on a 12 month embargo on outdoor dining fees across the whole LGA. The three former councils each had different arrangements. The embargo will provide time for council to align policies on footpath usage. The Group was advised that they and businesses will be consulted on the development of a new policy.
- Sydenham Creative Hub - update on the planning proposal for the Sydenham Creative Hub and invitation to provide feedback. The proposed changes to the current planning controls for the precinct should enhance economic growth in the area.
- Draft Central District Plan - overview of the draft Central District Plan along with details of the issues raised by Council in its submission to the State government.
- Victoria Road Precinct - information on the planning proposal for the Victoria Road Precinct in Marrickville was discussed relating to aspects of economic development.
- Sydenham to Bankstown Urban Renewal Strategy - update on the revised Sydenham to Bankstown Urban Renewal Strategy.
- Free WiFi - update on free WiFi available in a few key business zones was provided. Members were advised this service now offers businesses a platform to create an AD Splash Page to help attract new customers.

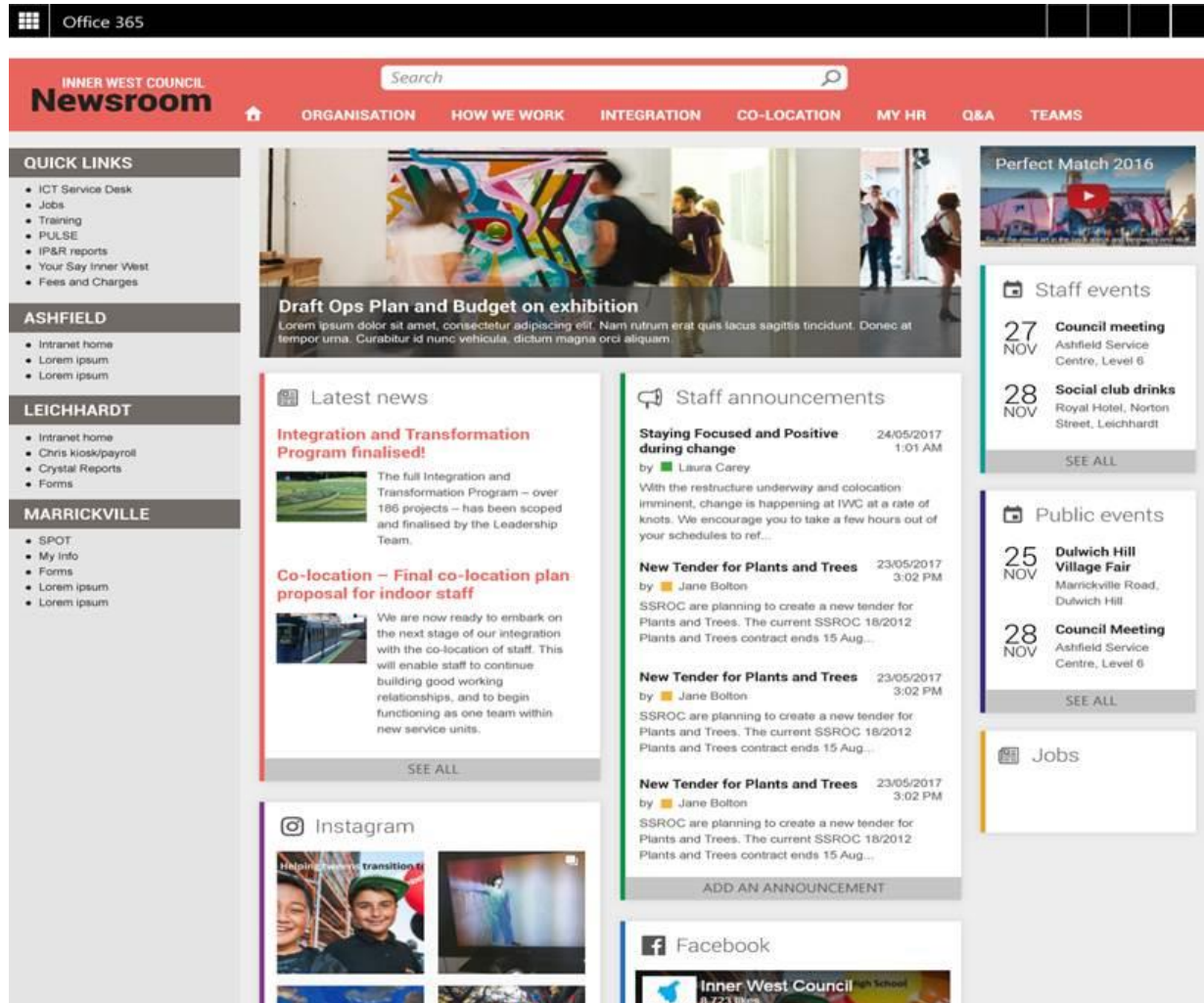
Transport – 5 July

Two presentations were delivered to the Group and were followed by discussion. The first presentation was on the recently released Parramatta Road Public Transport Opportunities Study and how a new form of public transport identified during the study has the potential to transform the Parramatta Road corridor in tandem with other urban realm opportunities.

The second presentation was on the King Street Gateway, a concept currently under development which aims to prevent additional traffic congestion from the new M5 leading to permanent clearways along King Street whilst transforming Sydney Park Road and sections of the Princes Highway and re-connecting Sydney Park with the growing suburbs of St Peters and Ashmore.

Corporate Intranet

Council will be launching a new intranet site in early August. It will provide a productivity tool that streamlines the flow of information and enables interactive and collaborative work practice.



The new intranet will bring a critical change to the way Council communicates and interacts internally. Full implementation of the intranet will offer a new way of working. This requires teams to be in place and the completion of the integration process. As Council is not at this stage yet, the intranet will be launching in two phases:

Phase 1: Intranet light – communication portal (August)

Phase 2: Full Intranet capability

The full capability of the intranet will deliver:

- A shared portal for internal broadcast and interactive communications
- Powerful people search – user populated skills, personal attributes
- Entry point connector to corporate systems such as TechnologyOne, Ladder, Scout
- Knowledge hub of team activity and unit/team shopfronts or promotional spaces
- Collaborative team and project workspaces
- Document management system - active document sharing, editing and storage linked to TechnologyOne
- Access via any device at anytime/anywhere

- Social Network System – notification, chat, newsfeed, share and comment functionality and dedicated social sites
- Instant survey/feedback capability

Phase 1 will deliver:

- Launch on computer log-in
- Portal to broadcast up-to-date corporate information
- Allow staff to place announcements/social activities
- Promote internal engagement campaigns
- Promote upcoming events
- Advertise job vacancies
- Link back to legacy intranets where corporate services have not yet been integrated
- De-centralised content management

An internal communications plan has been developed including a 'how to' video and roadshow presentations.

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

This is the final report to the IAG on the Integration and Innovation Plan. Substantial progress has been made on the implementation of key integration projects and in building an integrated organisation and culture.

With the wrapping up of the initial phase of the merger, the Integration and Innovation Plan will now be retired and any outstanding activities incorporated into business and usual operational planning and reporting under the IP&R suite. A total of 190 integration projects are currently underway or planned as part of the centrally managed Integration and Transformation Program. Progress in relation to these projects will continue to be reported on a monthly basis to the Leadership Team. The majority of these projects will conclude in the next 12 months.

ATTACHMENTS

1. [i-Plan Status Report as at 27 July 2017](#)

I-Plan Status Report as at 27 July 2017
Organisational and Community Leadership

Action No.	Action	Timeframe	Responsible Person	Key Result Area	July update – as at 27 July 2017
1.6	Establish and hold first meeting of Inner West Council Internal Audit Committee	15-Jul-16	Group Manager, Governance	Robust Governance	Preparatory work has continued for the establishment of the Audit, Risk and Improvement Committee. An EOI process has been undertaken for the third independent community member, with strong community interest. Appointment to this position will allow the finalisation of the first meeting agenda.
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	Execution of the communications plan for the election has commenced with advertisements in local papers and messages on social media. A letter to all registered voters is being developed. Street banners and signs have been ordered for placement across the LGA. 9 people attended the first Candidate Information Session held at Leichhardt. Council's hotline for election enquiries has received 30 calls in the last week.
1.9	Hold Council election	9-Sep-17	Group Manager Governance	Newly elected Council	The NSW Electoral Commission has appointed Ray Pozzatto, a very experienced election official as the Returning Officer for the IWC election. Ray has commenced preparations for the election including publishing polling places and attending the Candidate Information Session. Council's Manager Civic and Executive Support is working closely with Ray to ensure a successful election.
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. Three of Council's Strategic Reference Groups met during July: <ul style="list-style-type: none"> • Economic Development • Environment • Transport

Strategy and Planning

Action No.	Action	Timeframe	Responsible Person	Key Result Area	July update – as at 27 July 2017
2.6	Consolidate organisational risk registers and proactively manage organisational risk	30-Sep-16	Group Manager Governance	Robust Governance	The risk register consolidation has continued in July, with the identification of risks for across all Service Units of Council now complete. A full Enterprise Risk Management Policy and Procedure has been adopted by the Leadership Team.
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 having recently concluded. Development of the Delivery Program commences later this year to align with the CSP strategic directions. Workshops are planned with the Group Managers for August and again in September. Relevant resourcing strategy staff will be attending Office of Local Government workshops in August to assist this process.

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	<p>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 were available in five community languages. The survey asked people to identify what makes the Inner West unique, and what one "big idea" they wish to share. It also tested the interim vision (developed as part of the Statement of Vision and Priorities earlier this year), and helped to identify opportunities and longer term community goals. A youth survey was also undertaken along with a photo competition. Engagement recently concluded and analysis of data is underway. As at 28 July, over 2,800 community surveys had been processed. Two staff workshops are being held in August to complete second stage analysis.</p> <p>The draft CSP will be presented to the incoming Council. The new Council will determine next steps including further engagement.</p>
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Data, Information and Knowledge

Action No.	Action	Timeframe	Responsible Person	Key Result Area	July update – as at 27 July 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	<p>The 'go live' process for Release 1 (Finance and Supply Chain) commenced on 3 July and will be completed by the end of July.</p> <p>The following 'go live' tasks had been completed at the time of reporting:</p> <ul style="list-style-type: none"> Consolidated financial ledgers established Migration of data from legacy systems User security set-up End User Training delivered to approximately 300 staff
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	<p>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.</p>
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	<p>Consolidation of these registers is under way as part of the Service Unit integration projects.</p>

People and Culture

Action No.	Action	Timeframe	Responsible Person	Key Result Area	July update – as at 27 July 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 July, transition-related training included: - Resume writing (x2) - Facilitation Skills Part 1 (x1) - Staying focused and positive during change (x2) - Tech One – Release 1 computer training (17 sessions) - Skype for Business Training (15 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: - Interim structure - Final structure	10-Jun-2016 31-Dec-2016	All Group Managers	Smart services Robust governance Expected benefits Engaged staff	There were no new permanent organisational structures endorsed by the JCC during July, which was a consolidation month focussed on advancing the recruitment for all jobs advertised to date.
4.13	Commence recruitment to new organisational structure	13-Jan-17	All Group Managers	Smart services Engaged staff	81 new positions were advertised in July, bringing the total number of advertised positions to 194 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				July update – as at 27 July 2017
Action No.	Action	Timeframe	Responsible Person	Key Result Area
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
5.3	Implement smart service improvements including:			<p>The key engagement project for this period was the development of the Community Strategic Plan. This included both online and face-to-face elements. Council's Interim Strategic Reference Groups provided deep analysis on the issues paper; Council staff hosted pop-ups at a variety of locations across the LGA including the Bays Run, Lilyfield, Ashfield Town Centre, Newtown Square, Marrickville Markets, Precinct 75 markets at St Peters and Loyalty Square at Balmain. A short video was made to capture the types of comments the community is making, and filming continued for the Creating Our Inner West digital component, including filming the acknowledgement of country by the kids in the outdoor classroom for a Marrickville childcare centre, the business community in Haberfield, and community members at Ashfield.</p> <p>From 1-19 July, there were 5,200 visits to the Your Say Inner West engagement portal with 10 projects open for engagement including:</p> <ul style="list-style-type: none"> - Development of the Community Strategic Plan 'Creating Our Inner West' - 'What makes the Inner West special?' - 'Creating Our Inner West' Photo Competition - Draft Councillor Expenses and Facilities Policy - New Code of Meeting Practice Making it safer and easier to ride a bike - Parramatta Road to Marrickville Park (Regional Route 2) - Making it safer and easier to ride a bike - St Peters to Tempe (Local Route 7) <p>Links to public exhibitions of state government projects have also been included on Your Say Inner West to increase the community's awareness of these. This includes:</p> <ul style="list-style-type: none"> - Sydenham to Bankstown Urban Renewal Corridor Strategy - Stage 1 approval (Chatswood to Sydney Metro) - A public meeting was held by the Sydney Central Planning Panel at Petersham Town Hall about the planning proposal for Lords Road Leichhardt <p>Council wrote to everyone who participated in the Ashfield Aquatic Centre Refurbishment engagement to advise them of the community-preferred option that was adopted by Council.</p>
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
5.3.8	Review of after-hours contact service	30-Apr-18	Group Manager Customer Service	Smart services Easy to do business Expected benefits
5.5	New website with improved functionality	31-Mar-17	Group Manager Communications	Smart services Easy to do business

			Engagement and Events	Identifiable Council	<p>Short listed vendors gave presentations to the selection panel and additional staff during the last week of June. A successful vendor has been selected and contract negotiations are now being finalised. The project is due to commence on 27 July 2017.</p> <p>Staging Website Additions</p> <p>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 July:</p> <ul style="list-style-type: none"> - Biodiversity - Sporting Grounds - Tenders and Contracts - Community Safety
5.7	Provide regular updates on local projects and services	Ongoing	Group Manager, Communications, Engagement and Events	Expected benefits Involved communities	<p>Ongoing, as part of regular communications. Activity for July (up to 21 July) included:</p> <ul style="list-style-type: none"> - 3 IWC columns - 15 media releases - 12 responses provided to media enquiries - 1 e-newsletters <p>The IWC columns were themed on:</p> <ul style="list-style-type: none"> - Council election - Community Strategic Plan - Marrickville Park Upgrade/opening - Amy Large Volunteer of the Year Awards - Council's first integrated budget <p>The primary issues of community concern were WestConnex/Harbour Tunnel, Lords Road planning proposal, parking meters and White Bay – shore to ship power.</p>

Innovation, Creativity and Improvement

Action No.	Action	Timeframe	Responsible Person	Key Result Area	July update – as at 27 July 2017
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. 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	As outlined in the covering report, the co-location project continued throughout July. All indoor staff are due to be moved by August. Moves are 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.
6.11	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 revalued 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	July update – as at 27 July 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: 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"</p> <p>https://www.greater-sydney/news/greater-sydney-planning-awards-celebrate-best</p> <p>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>The GreenWay has recently secured a \$45,000 grant from the Commission's Metro Greenspace Fund towards the costs of developing an "access, activation and landscaping master plan" for the Central GreenWay Missing Links. IWC will match this grant and planning work is due to commence in August.</p>

<p><u>Draft District Plan Position</u></p> <p>The Greater Sydney Commission released six draft District Plans including the draft Central District Plan (draft Plan) for public exhibition on 23 November 2016. The draft Plans were on public exhibition until 31 March 2017.</p> <p>Council considered a detailed submission on the draft Plan at its Ordinary Meeting on 28 March 2017. The submission generally supported the draft Plan however recommends a number of amendments that would strengthen the final Plan primarily in respect of additional detail related to infrastructure provision, the orderly delivery of new housing, provision of affordable housing and environmental outcomes. The submission was supported by Council and forwarded to the Commission for its consideration. Council continues work proactively with the Commission to ensure the final District Plan provides an appropriate strategic setting for future growth and change across the Inner West area to 2036 and beyond and that this is supported by adequate regional and local infrastructure and a high quality built and natural environment.</p> <p><u>Revised Sydenham to Bankstown Corridor Renewal Strategy</u></p> <p>Released by the State Government in June, the revised strategy proposes design and implementation of the 'GreenWay South-West' to extend the GreenWay from Dulwich Hill to Bankstown, along the route of the Sydenham to Bankstown Rail Corridor. This demonstrates how the IWC's Cooks River to Iron Cove GreenWay model is being adopted as best practise for the Greater Sydney Commission's Green Grid and other strategic planning initiatives being undertaken by the State Government.</p> <p>A public meeting has been scheduled for 10 August 2017 on the revised draft strategy. This public meeting will provide Council to convey its preliminary views on the revised strategy and provide the public to interact with Council staff on more detailed elements of the strategy.</p> <p>Council staff will also hold drop in sessions at each of the three station locations within the Inner West to provide a further opportunity for the community to interact with staff and gain deeper understanding on the strategy.</p> <p><u>Lords Road</u></p> <p>On 20 July 2017, the Central Sydney Planning Panel held a public meeting for the Lords Road Planning Proposal which seeks to remove existing light industries and urban services from the site and introduce high density residential at this location. Council Administrator and staff reiterated Council's strong opposition to this rezoning. Strong community opposition against the proposal was also present including a number of community groups.</p> <p>Council indicated its general support for the Parramatta Road Urban Transformation Strategy however believes this proposal is unnecessary and would remove an otherwise vibrant urban service centre employing some 160 people.</p>	
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<p>Council is awaiting the final decision of the Panel on whether to rezone the site for high density residential.</p>	<p><u>Transport agencies</u></p>	<p>GreenWay schools active travel pilot project:</p> <p>Five public schools close to the GreenWay are participating in this project. It involves working with Yr 5 students, staff and parents to identify, map and waymark walking and cycle routes to each school. RMS has provided \$60,000 to fund safety audits by IWC of the active routes proposed. Once implemented, this could increase active travel rates at each school by 10 to 15%, which equates to removing up to 100 cars of local streets around each school during the morning peak.</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 TfNSW 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.</p> <p>Council and TfNSW officers have prepared a draft Scope of Services for the Parramatta Road Guided Electric Transit Preliminary Feasibility Study for approval. It is expected that a specialist consultants to undertake the work will be commissioned in August 2017.</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 have continued 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><u>Department of Planning and Environment</u></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 no evidence based demonstrating the need for</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 TfNSW representatives to commence discussions regarding jointly commissioning a feasibility study into a Guided Electric Transit System (GETS) along Parramatta Road. 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					<p>affordable housing and inclusion in SEPP 70. Council has continued 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>Council has recently commissioned an independent specialist report that will test the feasibility of mandating a minimum 30% affordable housing on State owned land renewal projects. A Draft report has been issued to Council and a briefing will be provided to the August Local Representative Advisory Committee on this matter.</p>
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.
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	This is the final report on the Integration and Innovation Plan. With the wrapping up of the initial phase of the merger, the Integration and Innovation Plan will now be retired and any outstanding activities incorporated into business and usual operational planning and reporting under the IP&R suite.