



INNER WEST
COUNCIL

INTEGRATION AND INNOVATION PLAN i-Plan



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INTRODUCTION

The Inner West Council was created on 12 May 2016 from the merger of the former Ashfield, Leichhardt and Marrickville Councils.

Proudly serving our new, larger inner west community of over 185,000 residents across 26 suburbs, the Inner West Council is 1,250 staff strong.

Local councils are complex organisations. They provide hundreds of different services each day, ranging from construction and maintenance of community infrastructure such as roads and parks; to operating community facilities like swimming pools, child care centres and libraries; to giving development approvals, permits and regulating the public domain. The Council workforce is highly diverse, comprising people from a wide range of professional disciplines, skills and experience, representative of the many services and programs delivered to the community.

High performing organisations are the result of strategy and leadership, not chance. Evidence suggests a high failure rate among merged entities, especially in the private sector where mergers are more common. This means that deliberate and prudent action is required to ensure the creation of a properly functioning, united and cohesive Inner West Council organisation.

This Integration and Innovation Plan outlines Council's roadmap for establishing an organisation that is modern, efficient and service focused with the needs of inner west residents, both now and into the future, at the heart of everything it does. Our workforce will have an important role in supporting our transition and this Plan recognises the value of engaged staff during periods of immense change.

We will undertake a range of actions to build the new organisation in the short, medium and long term which are broadly aligned to the Australian Business Excellence Framework. This will lead to a high performance culture and sustained success, over the long term.

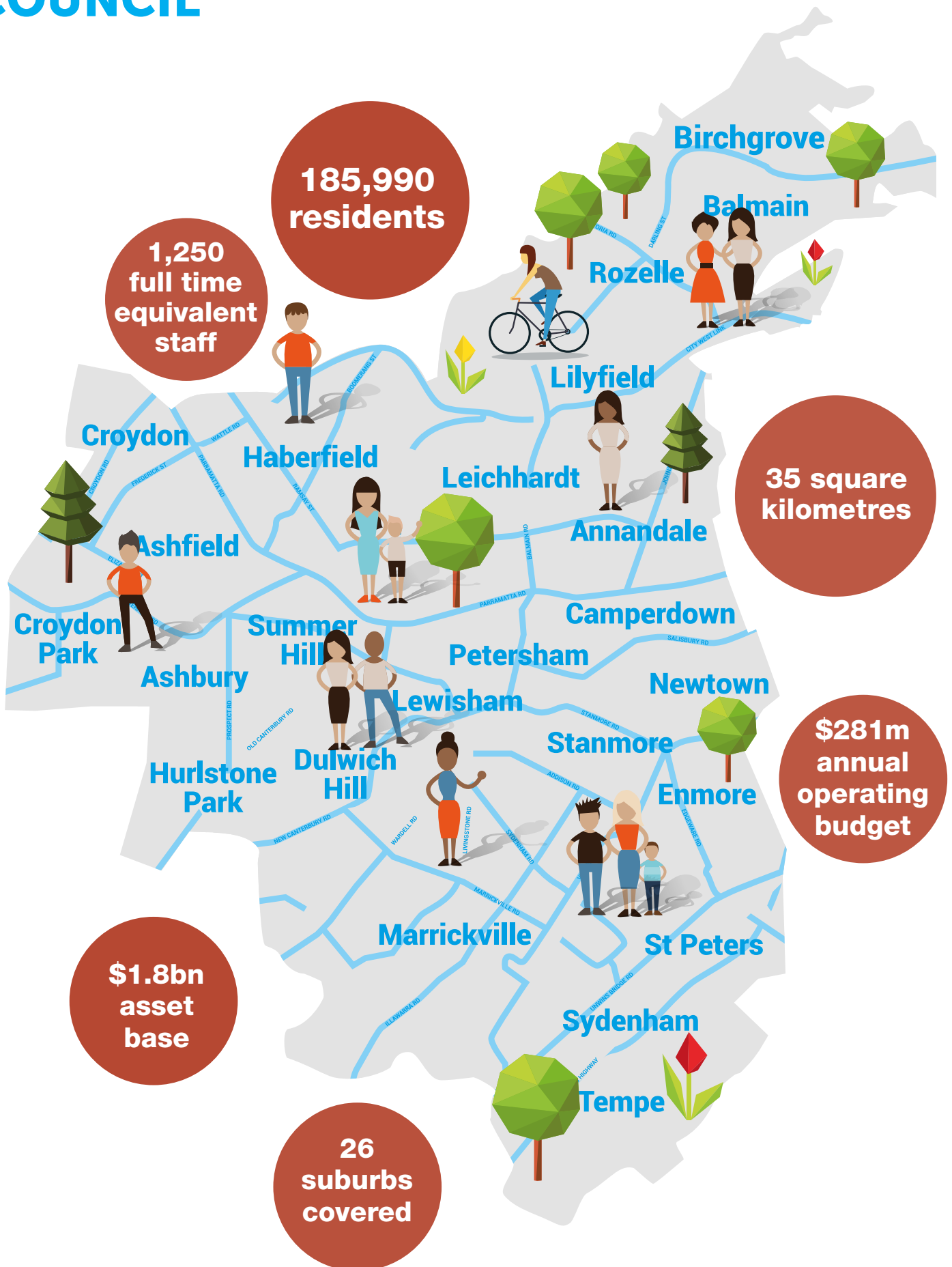
A dedicated Integration and Innovation Team will be established to oversee the integration process and to support the organisation through the change process.

Council's Administrator, Richard Pearson and General Manager, Vanessa Chan, will work closely with former Mayors and Councillors, through the Implementation Advisory Group and Local Representation Advisory Committees, to ensure that the Council is operating successfully as an integrated entity prior to the election of a new Council in September 2017.

We will measure and report its progress against this Integration and Innovation Plan regularly, including progress against ten key result areas established by the NSW Government for new councils.

At Inner West Council, the management and staff are confident of our ongoing success. We have a solid platform from which to build, including shared values, communities of interest, a commitment to excellence and innovation, and a passion for serving our inner west community. We look forward to using our new scale and capacity to deliver even better advocacy, infrastructure and services for our community.

ABOUT THE INNER WEST COUNCIL



SERVICES PROVIDED



Access and disability services



Aquatic services including learn to swim, aqua-aerobics



Arts and cultural services such as artists in residence, arts and cultural grants, Chrissie Cotter Gallery and public art



Children's services including preschool and early learning centres, out of school hours care, school holiday care, family day care, Magic Yellow Bus and Red Bug Play Group



Citizenship ceremonies

Community events



Council and Committee meetings



Customer services in person and over the phone



Cycling and road safety including planning cycle routes, planning sustainable transport and encouraging road safety



Development approvals



Economic development services for local businesses



Environmental services including community nursery, education, grants, volunteer programs and Green Living Centre



Graffiti management



Hall and community facilities hire



History and local studies services Library services



Local emergency management



Pet registration and micro-chipping



Planning and construction of major capital projects such as community buildings and facilities



Planning and development controls, zoning and heritage and conservation



Planning, construction and maintenance of roads, footpaths and other infrastructure



Provision and maintenance of parks, sports fields, playgrounds and dog off-leash areas



Public access to information



Recreation services including sports and aquatic facilities



Regulatory services including inspections, investigations and permits for food safety, fire safety, building safety, parking regulations, pet regulations, noise pollution and footway licensing



Removing unregistered and abandoned vehicles from local streets



Services for older people including community transport, meals-on-wheels, home visits, social activities and volunteering



Services for young people, including Ashfield Youth Theatre, Youth Council and events



Social services such as community grants and affordable housing



Stormwater management, and the monitoring and management of the Cooks River and local sub-catchments



Traffic and parking management



Tree management, including looking after Council trees and tree approvals



Waste services including regular household bin services, booked clean ups, chemical and e-waste disposal, skip bin permits and illegal dumping



IMPLEMENTATION PRINCIPLES

The following principles will guide implementation of the new Inner West Council.

| PRINCIPLE | DESCRIPTION |
|--------------------|---|
| Service | <ul style="list-style-type: none">➤ Community first in decision making➤ Maintain seamless service delivery |
| Opportunity | <ul style="list-style-type: none">➤ Develop 'best of the best'➤ Embrace the 'new' and opportunities to innovate |
| Cohesion | <ul style="list-style-type: none">➤ Build on strengths➤ A true collaboration➤ Build confidence in the new council |
| Engagement | <ul style="list-style-type: none">➤ Inform and involve key stakeholders at all stages |
| Integrity | <ul style="list-style-type: none">➤ Ethical, open and accountable governance➤ Keeping to the truth➤ Evidence based➤ Decisions made in the long term interest |
| Respect | <ul style="list-style-type: none">➤ Leader led➤ Value the knowledge and contributions of others |

TEN KEY RESULTS

The NSW Government has identified ten key results that it expects all new councils to have delivered by the end of Phase 1 of the implementation process (September 2017).

The ten key results are:

1. Service continuity with smart service improvements
2. Robust governance that delivers confidence to communities
3. Easy to do business with in person and online
4. Engaged staff who understand their roles and how they contribute to the new Council
5. Involved communities who have their say
6. Communities can readily identify with their new Council
7. A shared vision and direction for the whole community
8. Rates maintained within existing pathways and resources used wisely to service the entire Council area
9. Expected benefits which are clear, measurable and on target
10. A newly elected Council for the whole community

KEY STRATEGIC ACTIONS

This Plan contains over 70 actions to support the integration and early innovation work of the Inner West Council.

Of these, the 7 most important Key Strategic Actions for the establishment and ongoing success and sustainability of the Council are:

- Service integration and review – including determining the Inner West Council's service offering
- Contemporary local democracy – establishing a modern participatory local democracy framework and ongoing communication and engagement with the community
- Integrated planning – engaging with the community to determine the vision and priorities for the Inner West
- Equipping and supporting Council staff to be resilient through change
- Organisational re-design – incorporating organisational structure, co-location strategy, salary structure, incentive schemes and other contemporary work practices
- Systems integration and transformation - to support service integration, innovation, service improvements and e-business
- Organisation development – creating a high performing, service and innovation focussed organisational culture underpinned by a common set of organisational values and continuous improvement using the Australian Business Excellence Framework



INTEGRATION AND INNOVATION ACTIONS

The following actions underpin the integration and early innovation work of the new Inner West Council over the next 15 months. They will be carried out by multi-disciplinary teams from across the organisation, working with a responsible Director. The actions have been categorised with Council's preferred organisational development framework, the Australian Business Excellence Framework, and are also aligned with the ten key result areas set by the NSW Government. The actions cross over the common functional streams including systems, finance, governance, services and people.

ORGANISATIONAL AND COMMUNITY LEADERSHIP

| Action No. | Action | Timeframe | Responsible Person | Key Result Area |
|------------|--|------------------|--|--|
| 1.1 | Hold the first Inner West Council meeting (and monthly thereafter) | 25 May 2016 | Administrator/General Manager | Robust governance Involved communities |
| 1.2 | Establish a schedule of Council meetings | 31 May 2016 | Administrator/General Manager | Robust Governance |
| 1.3 | Establish the Local Representation Advisory Committees (LRACs) and the Implementation Advisory Group (IAG) to provide local representation and input | 10 June 2016 | Administrator | Robust Governance |
| 1.4 | Conduct monthly meetings of the LRACs and IAG | Ongoing monthly | Administrator/General Manager | Robust Governance |
| 1.5 | Determine an Interim Executive Team structure | 10 June 2016 | General Manager | Engaged staff |
| 1.6 | Establish and hold first meeting of Inner West Council Internal Audit Committee | 15 July 2016 | General Manager with support from Director, Corporate Services | Robust Governance |
| 1.7 | Adopt a statement of vision and priorities following community input | 31 December 2016 | Director, Innovation and Strategy | Shared vision |
| 1.8 | Communicate process and timelines for local community members to nominate as candidates for the election | From March 2017 | Director, Corporate Services | Newly elected Council |
| 1.9 | Hold Council election | 9 September 2017 | Director, Corporate Services | Newly elected Council |
| 1.10 | Establish a comprehensive induction program for new Council, including an ongoing program of professional development and support | 9 September 2017 | Director, Corporate Services | Newly elected Council Robust Governance |
| 1.11 | Establish a modern, participatory local democracy framework | 31 December 2016 | Director, Innovation and Strategy | Robust Governance Involved Communities |

STRATEGY AND PLANNING

| Action No. | Action | Timeframe | Responsible Person | Key Result Area |
|------------|---|--|---|---|
| 2.1 | Prepare the new Council Integration and Innovation Plan | 8 July 2016 | Administrator and General Manager with support from the Director, Innovation and Strategy | Expected benefits Smart services |
| 2.2 | Prepare and commence exhibition of draft operational plan, budget and fees and charges for 2016/17 | 30 June 2016 | Director, Corporate Services | Smart services Shared vision Involved communities Rates maintained |
| 2.3 | Establish governance framework for Stronger Communities Grants and Projects | 30 June 2016 | Director, Service Delivery | Robust governance |
| 2.4 | Establish the new Council's financial governance framework, including: <ul style="list-style-type: none"> ➤ Financial reporting framework ➤ Conducting final audits (2015/16) for the former Councils ➤ Appointing a new auditor for Inner West Council ➤ Budgeting and long term financial planning framework ➤ Financial key performance indicators, including tracked savings ➤ Draft budget for merger implementation funds | 30 June 2016 31 December 2016 31 May 2016 31 July 2016 30 June 2016 30 September 2016 | Director, Corporate Services | Robust Governance Expected benefits |
| 2.5 | Adopt operational plan, budget and fees and charges for 2016/17 | 31 July 2016 | Director, Corporate Services | Smart services Shared vision Rates maintained |
| 2.6 | Consolidate organisational risk registers and proactively manage organisational risk | 30 September 2016 | Director, Corporate Services | |
| 2.7 | Adopt the operational plan 2017/18, including integrated budget with community input: <ul style="list-style-type: none"> ➤ Draft prepared for exhibition ➤ Final plan adopted | 31 March 2017 30 June 2017 | Director, Innovation and Strategy and Director, Corporate Services | Smart services Shared vision Rates maintained |
| 2.8 | Harmonise fees and charges | 30 June 2017 | Director, Corporate Services | Robust governance |
| 2.9 | Complete analysis and modelling to support preparation of a delivery program and resourcing strategy to underpin the Community Strategic Plan | 30 September 2017 | Director Corporate Services and Director, Major Projects and Engineering | Robust governance Smart services Involved communities |
| 2.10 | Prepare a draft Community Strategic Plan for consideration of the new Council | 30 September 2017 | Director, Innovation and Strategy | Shared vision Smart services |

DATA, INFORMATION AND KNOWLEDGE

| Action No. | Action | Timeframe | Responsible Person | Key Result Area |
|------------|---|---------------------------------------|--|---|
| 3.1 | Finalise due diligence activities: <ul style="list-style-type: none"> ➤ Service continuity ➤ Financial ➤ Legal ➤ Procurement ➤ Workforce ➤ Governance ➤ Systems | 26 May 2016 | Project Action Teams under the guidance of the Transition Implementation group | Robust governance |
| 3.2 | Document existing service levels | 20 May 2016 | Director responsible for delivery of the service | Smart services |
| 3.3 | Implement tracking system for quantified and unquantified benefits of service integration and improvements | 30 June 2016 | Director Innovation and Strategy and Director, Corporate Services | Expected benefit |
| 3.4 | Develop ICT integration strategy: <ul style="list-style-type: none"> ➤ Engage consultant to develop ICT systems integration roadmap ➤ Finalise roadmap including prioritisation of projects and costings | 15 July 2016 30 September 2016 | Director, Innovation and Strategy and Director, Corporate Services | Smart services Easy to do business |
| 3.5 | Develop digital services strategy (e-business), including resourcing | 31 October 2016 | Director, Innovation and Strategy and Director, Corporate Services | Smart services Easy to do business |
| 3.6 | Consolidate organisational registers, such as Crown land, leases and licences etc. | 30 September 2016 | Director, Corporate Services | Robust governance |
| 3.7 | Prepare audited financial statements for the former Ashfield, Leichhardt and Marrickville Councils | 31 December 2016 | Director, Corporate Services | Robust governance |
| 3.8 | Bring together the Local Environmental Plans administratively into a single document | 31 December 2016 | Director, Planning and Environment | Robust governance |

PEOPLE AND CULTURE

| Action No. | Action | Timeframe | Responsible Person | Key Result Area |
|------------|---|----------------------------------|---|---|
| 4.1 | Review and continue to implement interim staff communications plan, including early and accurate information about employment arrangements | 13 May 2016 | Transition Implementation Group with support from the Communications Team | Engaged staff |
| 4.2 | Document existing employment arrangements and conditions | 13 May 2016 | Workforce Planning Project Action Team | Robust governance |
| 4.3 | Develop approach to managing vacancies | 30 June 2016 | Director, Corporate Services | Smart services |
| 4.4 | Prepare medium term staff communication and engagement plan | 30 June 2016 | Director, Innovation and Strategy | Engaged staff |
| 4.5 | Establish Inner West Staff Consultative Committee to support workplace change | 30 June 2016 | Director, Corporate Services | Engaged staff |
| 4.6 | Adopt and communicate an interim suite of corporate policies, including: <ul style="list-style-type: none"> ➤ Media protocols ➤ Code of Conduct ➤ Code of Meeting Practice ➤ Internal notification/escalation protocol ➤ Staff delegations | 30 June 2016 | Director, Corporate Services | Robust governance |
| 4.7 | Complete a benchmark culture audit | 31 July 2016 | Director, Innovation and Strategy with Culture Project Action Team | Engaged staff |
| 4.8 | Scope and commence implementing an organisational values project | 30 June 2016 | Director, Innovation and Strategy with Culture Project Action Team | Engaged staff |
| 4.9 | Identify process and timing for moving to new salary structure | 31 July 2016 | Director, Innovation and Strategy and Director, Corporate Services | Robust governance |
| 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 July 2016 | Director, Corporate Services | Smart services Engaged staff |
| 4.11 | Integrate pools of casual staff | 31 July 2016 | Director, Corporate Services | Engaged staff Smart services |
| 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 June 2016 31 December 2016 | General Manager with Executive | Smart services Robust governance Expected benefits Engaged staff |
| 4.13 | Commence recruitment to new organisational structure | 13 January 2017 | General Manager and responsible Directors | Smart services Engaged staff |
| 4.14 | Develop new salary structure and contemporary employment framework, including talent management and reward and recognition | 30 June 2017 | General Manager with Director, Innovation and Strategy and Director, Corporate Services | Expected benefits Engaged staff |
| 4.15 | Repeat organisation wide pulse survey | 31 March 2017 | Director, Innovation and Strategy | Engaged staff |
| 4.16 | Implement new workers compensation arrangements | 30 June 2017 | Director, Corporate Services | Robust governance |

CUSTOMER AND COMMUNITY FOCUS

| Action No. | Action | Timeframe | Responsible Person | Key Result Area |
|------------|--|---|--|--|
| 5.1 | Review and continue to implement interim community communications plan | 13 May 2016 | Administrator/ General Manager with support from the Communications Team | Involved communities |
| 5.2 | Undertake community communication and engagement on: Statement of vision and priorities Input to priorities for the Stronger Communities Fund Input into capital works projects Consistent plans and policies in key operational areas 2017/18 Operational Plan and budget Draft Community Strategic Plan Service reviews 2017 election | From July 2016 in accordance with detailed community engagement plans | Director, Innovation and Strategy | Involved communities Easy to do business |
| 5.3 | <ul style="list-style-type: none"> ➤ Implement smart service improvements including: ➤ Rates payments at all customer service centres ➤ Consolidated LGA wide community grants program ➤ Expansion of the e-waste service across the LGA ➤ New drop off points for library books in all customer service centres ➤ Expansion of the online community engagement portal across whole new LGA ➤ Expansion of the e-newsletter across whole LGA ➤ Integrating child-care waiting lists ➤ Review of after-hours contact service ➤ Consolidated LGA wide events program | <ul style="list-style-type: none"> 19 May 2016 31 July 2016 31 July 2016 31 July 2016 31 May 2016 31 May 2016 31 August 2016 31 August 2016 31 July 2016 | <ul style="list-style-type: none"> Director, Corporate Services Director, Community Services Director, Public Works Director, Community Services Director, Innovation and Strategy Director, Innovation and Strategy Director, Community Services Director, Community Services | <ul style="list-style-type: none"> Smart services Easy to do business Expected benefits |
| 5.4 | Establish and implement a new visual identity: <ul style="list-style-type: none"> ➤ New logo ➤ Interim web skin ➤ Advertising ➤ E-newsletter ➤ Corporate stationery | <ul style="list-style-type: none"> 12 May 2016 12 May 2016 17 May 2016 31 May 2016 Progressive from 12 May 2016 | Director, Innovation and Strategy | Identifiable Council |
| 5.5 | New website with improved functionality | 31 March 2017 | Director, Innovation and Strategy | Smart services Easy to do business Identifiable Council |

CUSTOMER AND COMMUNITY FOCUS

| Action No. | Action | Timeframe | Responsible Person | Key Result Area |
|------------|--|-------------------|-----------------------------------|--|
| 5.6 | Determine successful projects under Stronger Communities Fund and develop three year program | 31 December 2016 | Administrator | Smart services Robust governance Expected benefits Involved communities |
| 5.7 | Provide regular updates on local projects and services | Ongoing | Director, Innovation and Strategy | Expected benefits Involved communities |
| 5.8 | Report to Council on the outcomes of the service reviews and associated recommendations to link to the Delivery Program planning | 30 September 2017 | Director, Innovation and Strategy | Smart services Easy to do business Expected benefits |



INNOVATION, CREATIVITY AND IMPROVEMENT

| Action No. | Action | Timeframe | Responsible Person | Key Result Area |
|------------|---|-----------------------------|---|---|
| 6.1 | Establish the Integration and Innovation Team to support implementation of the new Council | 30 June 2016 | Director, Innovation and Strategy | Smart services Engaged staff Expected benefits |
| 6.2 | Prepare new community engagement framework to encourage democratic participation on key issues and strategic priorities | 30 September 2016 | Director, Innovation and Strategy | Involved communities |
| 6.3 | Develop a service review methodology, resourcing and delivery program | 30 September 2016 | Director, Innovation and Strategy | Smart services Expected benefits |
| 6.4 | Conduct service reviews across the organisation with the aim of improving the efficiency and effectiveness of the services provided by Council. These reviews will be phased, targeted and will contribute to the realisation of benefits of the merger | From September 2016 onwards | Director, Innovation and Strategy | Smart services Expected benefits |
| 6.5 | Develop internal capability, tools and frameworks in business analysis | 30 September 2016 | Director, Innovation and Strategy | Smart services Expected benefits |
| 6.6 | Develop accommodation strategy for co-location of key business areas to improve efficient and effective service delivery | 31 October 2016 | Director, Innovation and Strategy | Robust governance Smart services |
| 6.7 | Conduct targeted reviews of key strategic areas of council's business e.g. property, fleet and the commercial business units. | 31 December 2016 | Director, Corporate Services with assistance from Director, Innovation and Strategy | Smart services Robust governance Expected benefits |
| 6.8 | Establish ongoing funding for innovation and business improvement projects | 31 December 2016 | Director, Innovation and Strategy and Director, Corporate Services | Smart services Robust governance Expected benefits Easy to do business |
| 6.9 | Develop an Innovation Strategy, including benchmark audit | 31 March 2017 | Director, Innovation and Strategy | Smart services Engaged staff Expected benefits |
| 6.10 | Implement service review outcomes across the organisation | From March 2017 | All Directors with support from Integration and Innovation Unit | Smart services Engaged staff Expected benefits |
| 6.11 | Develop an integrated and multi-disciplinary approach to asset management and infrastructure planning | 30 June 2017 | Director, Major Projects and Engineering and Director, Public Works | Robust governance Expected benefits Smart services |

SUCCESS AND SUSTAINABILITY

| Action No. | Action | Timeframe | Responsible Person | Key Result Area |
|------------|--|--|---|---|
| 7.1 | Develop internal capacity to influence and partner with State Government on regional infrastructure and strategic priorities | Immediate and ongoing | General Manager | Robust governance Expected benefits Shared vision |
| 7.2 | Execute funding agreement with NSW Government for merger implementation funds | 10 June 2016 | General Manager | Robust governance |
| 7.3 | Identify annual forward program of significant procurements to realise potential savings from economies of scale | 31 July 2016 | Director, Corporate Services | Smart services Easy to do business Expected benefits |
| 7.4 | Develop a capital expenditure project control group | 31 July 2016 | Director, Major Projects and Engineering and Director, Public Works | Robust Governance Smart services Easy to do business with Expected benefits Robust governance |
| | Develop and publish a suite of new service performance targets | 31 July 2016 | General manager, with Director, Service Delivery | |
| | Tracking and reporting costs/benefits of the merger implementation | | Director, Corporate Services | |
| 7.5 | Identify local benefits of new Council | 30 September 2016 | Director, Innovation and Strategy | Smart services |
| | Incorporate local benefits, with actions into Integration and Innovation Plan | 31 December 2016 | | Easy to do business Expected benefits |
| 7.6 | Establish continuous improvement framework and embed outcomes of service review program into operational planning | 31 March 2017 | Director, Innovation and Strategy | Robust governance Smart services Engaged staff |
| 7.7 | Monitor and report progress on delivery against the Integration and Innovation Plan | Monthly via reports to Implementation Advisory Group | Director, Innovation and Strategy | Expected benefits |
| 7.8 | Review Integration and Innovation Plan to focus on second year of the Council | 30 June 2017 | General Manager with Director, Innovation and Strategy | Expected benefits |

RISK MANAGEMENT

Supported by the Integration and Innovation Team, the Council's Executive Team has overall responsibility for identifying and managing strategic and critical operational risks to the implementation process. This is undertaken through Council's enterprise risk management framework and will be reviewed at least monthly during the life of this Plan.

The top seven critical strategic and operational risks to the implementation process, including mitigation strategies, are:

1. Community is unaccepting of the new Council

- Administrator/General Manager emphasis on relationship building with key community stakeholders
- Open and accountable governance, through Council meetings and communication and engagement with the community
- Implementation of the Community Communications and Engagement Plan

2. Loss of local community representation and identity in a larger area

- Establish Local Representation Advisory Committees (LRACs) and Implementation Advisory Group involving former Mayors and Councillors
- LRAC input into major Council decisions
- Continue 'place based' planning model
- Community communication and engagement plan, incorporating key Council projects

3. Lack of continuity in service delivery

- Communicating service standards and performance levels to the community
- Continue to monitor and report performance and to celebrate success
- Key messaging to staff and contractors – focus on seamless service delivery and smart service improvements

4. Failure to resource and deliver business integration/innovation with business as usual activities

- Establishment of Integration and Innovation Team, lead by a Director
- Integration and Innovation Team focussed solely on the implementation and available to partner with and support operational areas through the change process
- Project management focus, including risk management and regular monitoring, review and reporting of the Integration and Innovation Plan, both internally and externally
- Merger implementation funds (\$10m) available to support implementation resources and projects

5. Savings are not realised and costs are recognised

- System for capturing merger implementation costs
- System for capturing realised savings, reinvested savings and avoided costs arising from merger and economies of scale

6. Opportunities for improvement and innovation not realised

- Local benefits to be articulated and reported in the Integration and Innovation Plan and publicised to the community
- Reporting against NSW Government 10 Key Result Areas
- Targeted program to foster learning and innovation culture
- System for embedding improvements and innovations into business as usual activities

7. Loss of key staff during the implementation period

- Robust project governance and documentation
- Critical positions identified, including succession plans

MONITORING, REPORTING AND COMMUNICATING PROGRESS

Progress against the Integration and Innovation Plan will be monitored and reported on by the Innovation and Integration team, as follows:

**Administrator and General Manager
Community**

Weekly briefing
Ongoing in Inner West Courier column, quarterly community newsletter, dedicated web page

Implementation Advisory Group (IAG)

Monthly, via reports to IAG meeting

**Local Representation Advisory
Committees (LRACs)**

Quarterly, via reports to LRAC meeting

Internal Audit Committee (IAC)

Quarterly, via report to IAC meeting

Council staff

Ongoing via intranet, staff meetings and newsletter

NSW Government

Fortnightly, moving to monthly



