

ITEM 10 ORGANISATIONAL STRUCTURE

Council reviewed the organisation structure of the council at its meeting 28 November 2022. This report proposes a further adjustment to the existing senior staff structure to optimise the efficient and effective delivery of service and organisational performance.

RECOMMENDATION

In accordance with Section 332 of the Local Government Act 1993, Council endorse updates to the senior staff structure as outlined in Attachment 1.

REPORT AUTHORISATIONS

Authorised by: Kerry Hunt, General Manager (Acting)

ATTACHMENTS

- 1 Senior Staff Structure
- 2 Community Services Structure

BACKGROUND

Part 332 of the Local Government Act 1993 [the Act] requires the Council to determine the following:

'1 A council must, after consulting the general manager, determine the following:

- a The senior staff positions within the organisation structure of the council,*
- b The roles and reporting lines (for other senior staff) of holders of senior staff positions,*
- c The resources to be allocated towards the employment of staff.*

1A The general manager must, after consulting the council, determine the positions (other than the senior staff positions) within the organisation structure of the council.

1B The positions within the organisation structure of the council are to be determined so as to give effect to the priorities set out in the strategic plans (including the community strategic plan) and delivery program of the council.'

Council last determined the senior staff structure on 28 November 2022. This structure has 20 senior staff, including the General Manager, four Directors and 15 Senior Managers.

Since then, a new Delivery Program and Operational Plan has been endorsed by Council. A further review of the organisational structure has been undertaken at a senior staff level, to optimise organisational performance and to ensure the structure is effective in delivering on the priorities identified in the strategic plans of the Council.

The primary focus of this review has been on the Community Services Department. The current Community Services senior staff roles (senior manager level) were established in 2013 and the Department has been in place since 2017.

Over the past decade significant change and growth has occurred resulting in a senior staff structure that is no longer fit for purpose. Looking forward, Council is planning for an increased level of service across the Libraries and Community Facilities portfolio with the opening of the Southern Suburbs Community Centre and Library in 2025/26. The Helensburgh Community Centre and Library will follow.

Community expectations regarding sport, recreation and leisure have also grown, in part due to the Covid 19 pandemic, extended periods of drought and more recently three years of rain. A significant increase in external funding opportunities through State and Federal infrastructure grants has also occurred. An enhanced focus on customer service, relationship management and planning is required.

Council has a clear agenda to be a financially sustainable organisation and to remain fit for the future. Our commercial operations and property portfolio have continued to deliver a return for Council. Streamlining commercial business provides an opportunity to sharpen the focus on revenue generation and further improve the return to Council. Within this new structure will be Economic Development to better create better alignment with the business area of Council.

Similarly, there are a range of entrepreneurial opportunities before Council that require strategy and planning to influence and inform investment. A focused senior staff role, not embedded in day-to-day operations, provides a pathway to maximise these opportunities.

These factors have resulted in a proposed change to the senior staff structure in Community Services, with further adjustments proposed for alignment of services and functions. These are detailed in Attachment 2.

Further adjustments are proposed to senior staff roles within Corporate Services. Notably:

- rename the role Chief Information Officer to Chief Digital and Information Officer. The reason for this change is to better define the scope of the role and align with the digital transformation the organisation is undertaking in accordance with the IMT resourcing strategy adopted by Council.
- rename the role Manager Governance and Customer Service to Manager Customer and Business Integrity. This is an updated role title to better reflect the scope of the role. While it is everyone's responsibility to have our customers front of mind, this position has responsibility for developing our customer charter, and working with all areas of the business to improve the customer experience. It reflects the importance of the customer, and the title of business integrity promotes a proactive, systematic approach to governance. The division name would also be amended to Customer and Business Integrity.

PROPOSAL

The proposed senior staff structure is outlined in Attachment 1. The proposal includes significant change to the Community Services Department. To create and improve synergies, a realignment of the existing functions and a strengthening of resourcing in key growth areas, is proposed.

This proposal recommends increasing the senior staff roles from three to five resulting in the functional grouping of Sport & Recreation; Commercial Operations & Property; Commercial Development Strategy and Projects; Libraries & Community Facilities; Community, Culture & Engagement, and renaming the Chief Information Officer to Chief Information and Digital Officer and the role Manager Governance and Customer Service to Manager Customer and Business Integrity.

The proposal also includes the establishment of an Aboriginal Engagement Unit reporting to the Director Community Services with an enhanced level of resourcing, and:

- Improving focus on enhancing/improving our customer service in supporting our licensees and lessees through a realignment of leases and licenses to subject matter experts,
- development of proposals for Council's commercial assets
- better support for the planning and delivery of Council's sport and recreation program plus establishing a Lifeguard / Aquatic Services business unit
- transferring Economic Development into a division with a 'common business focus', whilst maintaining regular engagement and direction from the Office of the General Manager
- transferring our community funded services (community transport and social support) from Libraries & Community Services into a division with a clearer alignment, that being Community, Culture & Engagement.

CONSULTATION AND COMMUNICATION

A Councillor Briefing Session was held on Monday 21 August 2023. Discussions have also occurred with Union Officials and delegates, and staff where change in reporting lines is recommended to align with the proposed functions. Detailed consultation on operational realignment is underway.

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Our Wollongong 2032 Goal 4, “We are a connected and engaged community.” It specifically delivers on the following:

Community Strategic Plan 2032	Delivery Program 2022-2026
Strategy	Service
4.7 Demonstrate responsible decision-making based on our values, collaboration, and transparent and accountable leadership.	Employee Services.

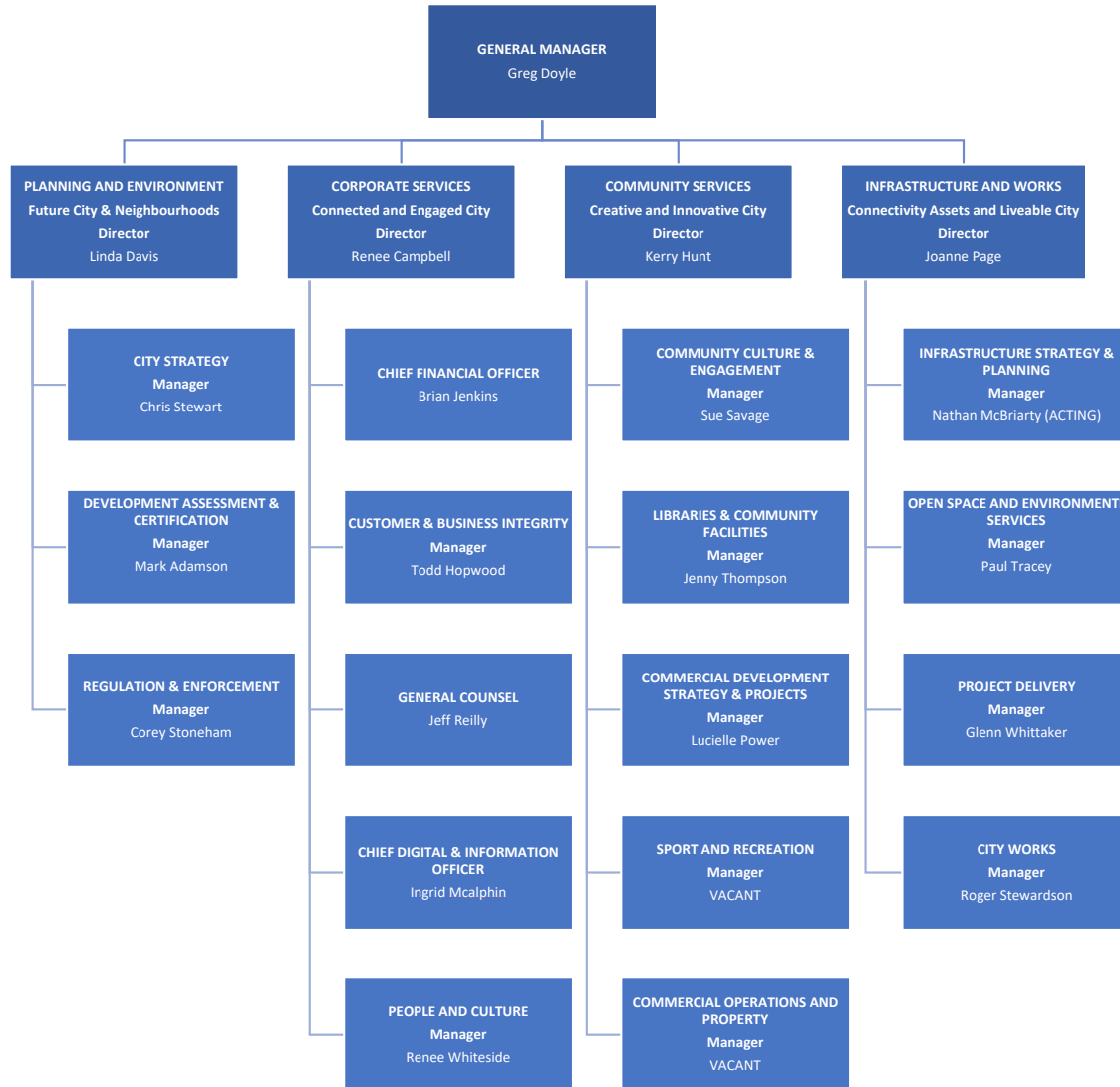
FINANCIAL IMPLICATIONS

The senior structure as proposed in this report will be primarily managed within the organisational budget, with the remainder to be offset by the Property Investment Fund subject to the adoption of the revised Commercial Property Framework.

CONCLUSION

The senior staff structure proposed in this report will assist in the delivery of Council’s strategic plans.

SENIOR STAFF STRUCTURE



COMMUNITY SERVICES STRUCTURE

