

ITEM 7 ORGANISATIONAL STRUCTURE

This report presents a proposed senior staff structure for adoption by Council. In developing the structure, the strategic priorities of the Council have been considered. The proposed structure will assist in optimising organisational performance and delivery of service to the community.

RECOMMENDATION

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

REPORT AUTHORISATIONS

Authorised by: David Farmer, General Manager

ATTACHMENTS

- 1 WCC Proposed Senior Staff Structure - May 2018
- 2 WCC Proposed Organisational Structure for Consultation - May 2018

BACKGROUND

The Local Government Act 1993 requires the Council to review and confirm its organisational structure within 12 months of it being elected. Section 332 of the Act (Determination of Structure) requires:

- 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.*

On 30 October 2017, Council endorsed a structure with four Directors, and the two vacant Director positions have since been filled. The report to Council of 30 October stated “as part of the organisational strategy development process early in the new year, the Council can consider whether the structure at Divisional Manager level meets the strategic directions of the new Council”.

Since November 2017, Council has considered a range of information and participated in workshops to set the strategic direction of the organisation. This is reflected in the draft suite of documents recently endorsed by Council for exhibition, including the Community Strategic Plan, Delivery Program, Operational Plan and resourcing strategy documents.

With the Council’s strategic directions now clear, a review of the structure of the organisation has been undertaken at senior staff level to optimise delivery of service to the community.

PROPOSAL

When considering the Council’s strategic priorities the following opportunities for enhancement to the organisational structure emerged:

- 1 The creation of a senior staff role to oversee a new division called *Open Space and Environmental Services* proposed to incorporate:
 - Parks and Open Space maintenance, including trees on public land
 - Sportsfields and Playgrounds maintenance

- Russell Vale Golf Course maintenance
- Environment and Conservation services (Natural Area management, Botanic Garden and Annexes, Sustainability Programs and Tree Management for trees on private land)
- Waste Management.

Currently, responsibility for these functions sits across three Directorates. Bringing together the various functions within the one Directorate will provide greater levels of coordination and enhanced service delivery. It will also bring together responsibility for the management of trees on public and private land, currently managed by two separate Divisions, and have responsibility for oversight of the Council's Urban Greening deployment which has been identified as one of the five key strategic priorities in the exhibited Delivery Program.

This senior staff role will have management of one of Council's most critical environmental services – Waste Management. This includes the management of Council's major waste collection and processing contracts as well as the operation of the Whytes Gully Waste Facility and Landfill.

- 2 The creation of a senior staff role dedicated to the review and improvement of Council's Information Communication Technology and Business Improvement initiatives in a new division called *Information and Improvement*. This division is proposed to include:

- Information and Communication Technology
- Corporate Strategy
- Integrated Planning and Reporting
- Organisational Development and Business Improvement.

The rapidly changing Information Technology space provides major opportunities to enhance the performance of Council as well as improving the customer experience for our community. This structural proposal provides an alignment between strategy, improvement and one of its key enablers – Information Technology.

An Information Management and Technology (IMT) Strategy has recently been prepared to support business functions across the organisation. The IMT Strategy identifies that there is a need for significant improvement in the governance and oversight of IMT investment decisions and deployment. The creation of a role that has oversight of IMT initiatives and other business improvement opportunities will provide improved outcomes in this area.

It is proposed this division will also incorporate the functions of Organisational Development/ Business Improvement and the Integrated Planning and Reporting framework. These functions previously operated under a stand-alone Executive Strategy business unit, which will now be incorporated into the *Information and Improvement* division to support the organisational optimisation approach underway.

- 3 Renaming the existing *Environmental Strategy and Planning* Division to *City Strategy* Division. This title better reflects the proposed functions of the Division:

- Environmental Planning
- Land Use Planning
- Urban Release Area.

- 4 Renaming the existing *Governance and Information* Division to *Governance and Customer Service* Division to reflect the proposed functions:

- Customer Service
- Governance
- Legal and Risk
- Corporate and Councillor Support.

5 Manager Finance be known as the Chief Financial Officer to reflect contemporary naming conventions.

The proposed senior staff structure is included as Attachment 1 and is presented to Council for endorsement in accordance with Section 332 of the Local Government Act.

CONSULTATION AND COMMUNICATION

Discussion with Councillors has occurred in the development of the senior staff structure.

The functions proposed to be included under each division is included as Attachment 2 and will be subject to further consultation with staff prior to finalisation of the detailed organisational structure. As per the Legislation quoted above, and Council's Enterprise Agreement, the fine detail of the organisational deployment may vary slightly following staff consultation and further advice will be provided to Councillors as the final non-senior staff structure is determined.

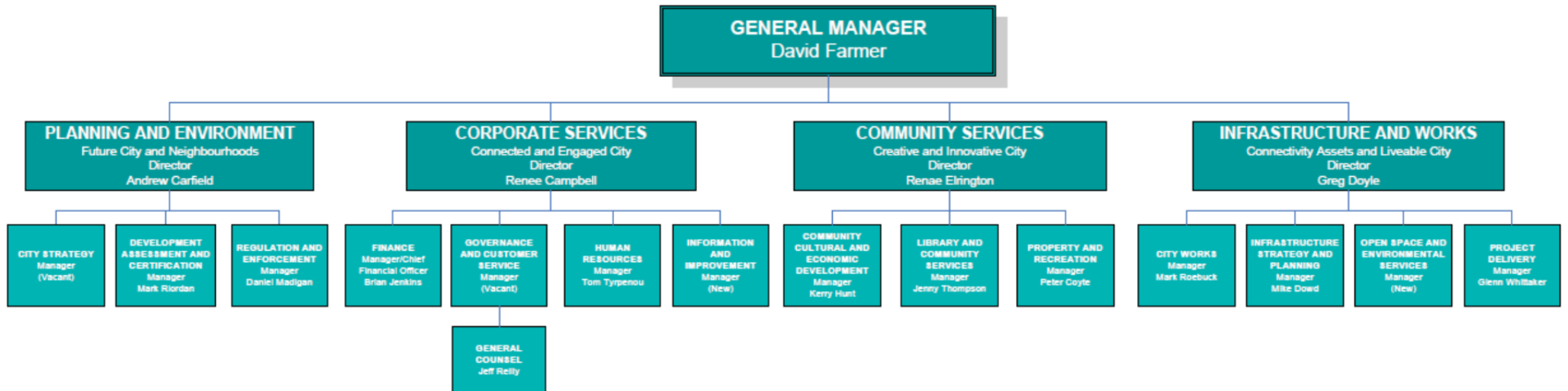
FINANCIAL IMPLICATIONS

In addition to the Council determining the senior staff roles and reporting lines, Section 332 of the Local Government Act also requires the Council to determine the allocation of resources towards the employment of staff. These resources are set by the Council in the development and adoption of the Operational Plan and Budget. Adequate provision has been made in the exhibited budget to support the proposed structure.

CONCLUSION

This report recommends Council endorse the senior staff structure as proposed in Attachment 1. This structure is considered to optimise organisational performance, enhance delivery of services to the community and achieve the strategic priorities of the Council as outlined in the Community Strategic Plan suite of documents.

WOLLONGONG CITY COUNCIL – PROPOSED SENIOR STAFF STRUCTURE FOR ADOPTION BY COUNCIL – MAY 2018



WOLLONGONG CITY COUNCIL – PROPOSED ORGANISATION CHART FOR CONSULTATION – MAY 2018

