

3. Organisation Structure

Presenting a revised organisational structure and recruitment proposal for senior staff.

General Manager

BACKGROUND

Following workshops with councillors and senior staff over the last couple of months a revised organisational structure is presented for Councillor's consideration. The review of the organisational structure has taken place in the context of:

- Bega Valley community demographic profile.
- Current organisational structure.
- Current vacancies and skill gaps.
- Review of function gaps and overlaps.
- Review of services.

Utilising a marketing principles matrix, each of the Groups in coming months will undertake a review of key services provided by those Groups, with a focus on Capability, Competitiveness and Customer:

- Do we have skill mix required?
- Have we set structure and skill sets on achieving 90%, 95% or 100% of tasks?
- Do we provide monopoly or service in competition?
- Is pricing path set to recover costs including attributions, or set by statute?
- Can we narrow the fee/service gap?
- Are we building custom - who are users/stakeholders in the service?
- Can we build that business?
- Where do we provide that service – is it best centralised, outsourced or partnered?
- How well is the service known and utilised (by users and staff)?
- What 'brand' or slogan suits the Group?
- How does that fit within the Coastal Wilderness/Sapphire Coast Brand?

It is expected the Group structures will then be revised, with any proposed changes in the staff complement and costs being presented for Councillor's consideration. It is

also expected service guarantees in key service areas will also be established within and between those Groups.

As outlined in the 20 Year Plan, each service or action will articulate Council's role – as a *provider, contributor, facilitator, broker or lobbyist*. Future Management Plans and Budgets will be framed around Council's role and capacity to finance those services.

Finally the Leadership Executive Group will examine where key strategy, service gaps or obligations exist and formalise a number of Strategy, Service and Project Teams comprised of various sections of management and staff to develop management skills of staff and deliver key strategy and project outcomes and service improvement.

40 **ISSUES**

Legal

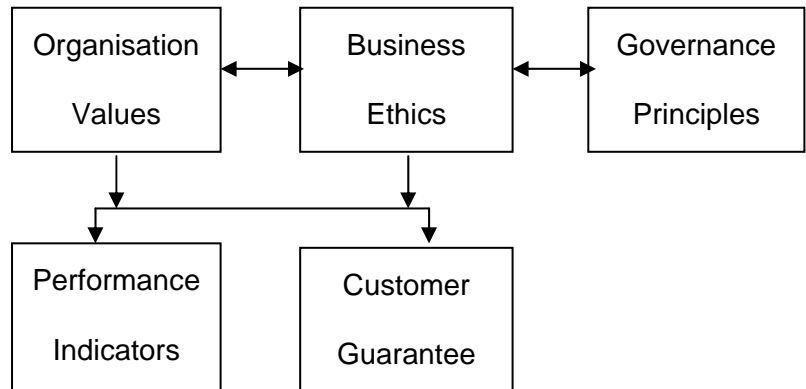
Councillors are required to review the organisation's structure within the first twelve months of its term in accordance with Section 333 of the Local Government Act. While this report satisfies those obligations, it only addresses the senior staff group structure for publication in the management plan and annual report.

Policy

As outlined in the workshops, staff will be working through the revision and setting of statements of:

- Organisational Values.
- Business/Trade Ethics.
- Customer Guarantee.
- Probity.

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Further the Human Resource policy environment requires revision, in recognition of our ambition to reposition the organisation as an employer of choice to the community and the local government industry. A workforce plan will also be presented to Councillors later in the year.

Strategic

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Council will be undertaking Community Visioning to refresh the 20 Year Plan and affirm the values and themes sought by residents in their local areas. That process, together with the IRIS survey scheduled for March, will appraise the community's view on council services and areas for retention or expansion. That information may also

cause Councillors to reconsider the mix of services provided by the organisation and subsequently some adjustment to the structure toward the end of 2009.

Examination of the current 20 Year Plan and other documents indicate the community (at that time) sought a shire that:

- Provided *Choice* in recreation, housing, education, employment, retail, health.
- Celebrated its *Culture*.
- Nurtured its own *Character*.
- *Conserved* its natural and built heritage.
- Developed in accord with *Capacity* of the environment and infrastructure.
- *Connected* people through safe council services, networks and facilities.
- Was *Competitive* and attractive to investment, tourism and retirement.

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The organisation structure was revised to ensure the mix of functions of the organisation was directed to striving towards those outcomes. To that end the *Capability* of the organisation will be examined in terms of finances, technology, skills and growth options. As outlined at the financial strategy workshop last year, opportunities to grow the community services and environmental services sector, fully funded by grants, will be explored as well as opportunities to invest and leverage council real estate and operational land to increase revenues available to provide services.

While noting Council is yet to consider the Sapphire Coast Tourism Board Business Plan and the Coastal Wilderness Master Plan, it is proposed that a “Brand” be developed for the organisation to focus our effort on exceptional service and alignment with those key tourism and economic drivers.

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At other workshops, Councillors have also discussed Council’s role in tourism and economic development. In proposing a new section on Business Performance, such a role would examine not only competitiveness of council services and pricing, service expansion opportunities and organisation performance reporting, but work with government and local industry to shape the shire as an attractive place to invest, visit or retire.

Performance Framework

Councillors have considered an outline of a proposed performance framework, ranging from staff efficiency indicators to service effectiveness indicators and shire outcome indicators. That framework requires the modification of some position descriptions, realignment of data collection and reporting in accord with state agency requirements, and reporting threshold and trend information suitable for the management of services provided by the organisation. Data is currently being collected through a “mystery

100 shopper” review, customer (CARS) call-back, procurement review and resource consumption review.

Proposed Structure

Attached for Councillors information is a copy of the current 2007 organisational structure noting the Chief Operating Officer and Executive Manager – Strategy are currently vacant. In not replacing those positions, it is proposed to introduce an Executive Manager - Business Performance and Executive Manager – Organisational Support. With the impending retirement of the current Group Manager Infrastructure, it is also proposed to recruit a retitled Group Manager – Infrastructure Waste and Water.

110 Attached also is a copy of the proposed structure together with the functions attributed to the Group Managers and Executive Managers.

Consultation

Discussions have been held with senior staff and other managers and individual staff affected by any changes to the structure. Adjustments to position descriptions will take place in conjunction with staff performance reviews after the financial year close.

Financial

120 As outlined in the councillor workshop last month, the position of the Chief Operating Officer adopted after the Operational Examination in 2006/07 will not be replaced. Together with the discontinuation of the temporary role of Deputy Infrastructure Manager after the recruitment of the Group Manager, it is anticipated the nett effect of engaging three staff will be \$30,000 per annum, and the cost of recruitment will be over \$30,000. Quotes were obtained from appropriate recruitment consultancies. Information has been obtained from the recruitment consultants and other remuneration surveys of the industry to assign packages capable of attracting suitable applicants. Total employment cost packages will be utilised.

130 As discussed at recent workshops, much of the operational examination reserve will be utilised in coming months to complete the operational review adopted recommendations and to assist the current community profiling and survey work. Those expenditures include the upgraded IT software, asset register, community survey, e-portal implementation, web-based demographic profile, and the “State of the Shire” report.

Resources (including staff)

Separately in this Business Paper is a report on Cadets and Trainees. Councillors will recall significant savings were achieved last financial year, due largely to our inability to recruit vacancies in the professional and technical areas. It is proposed to utilise those 2008/09 staff budgets to recruit cadets in the areas of planning, engineering, environmental, weeds, human resource and information technology to build our own people capacity.

Committee Structure

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While it may be opportune to review the Committee Structure in accord with the organisational structure groupings, Councillors may wish to defer the review of committees until the completion of the Community Visioning process.

CONCLUSION

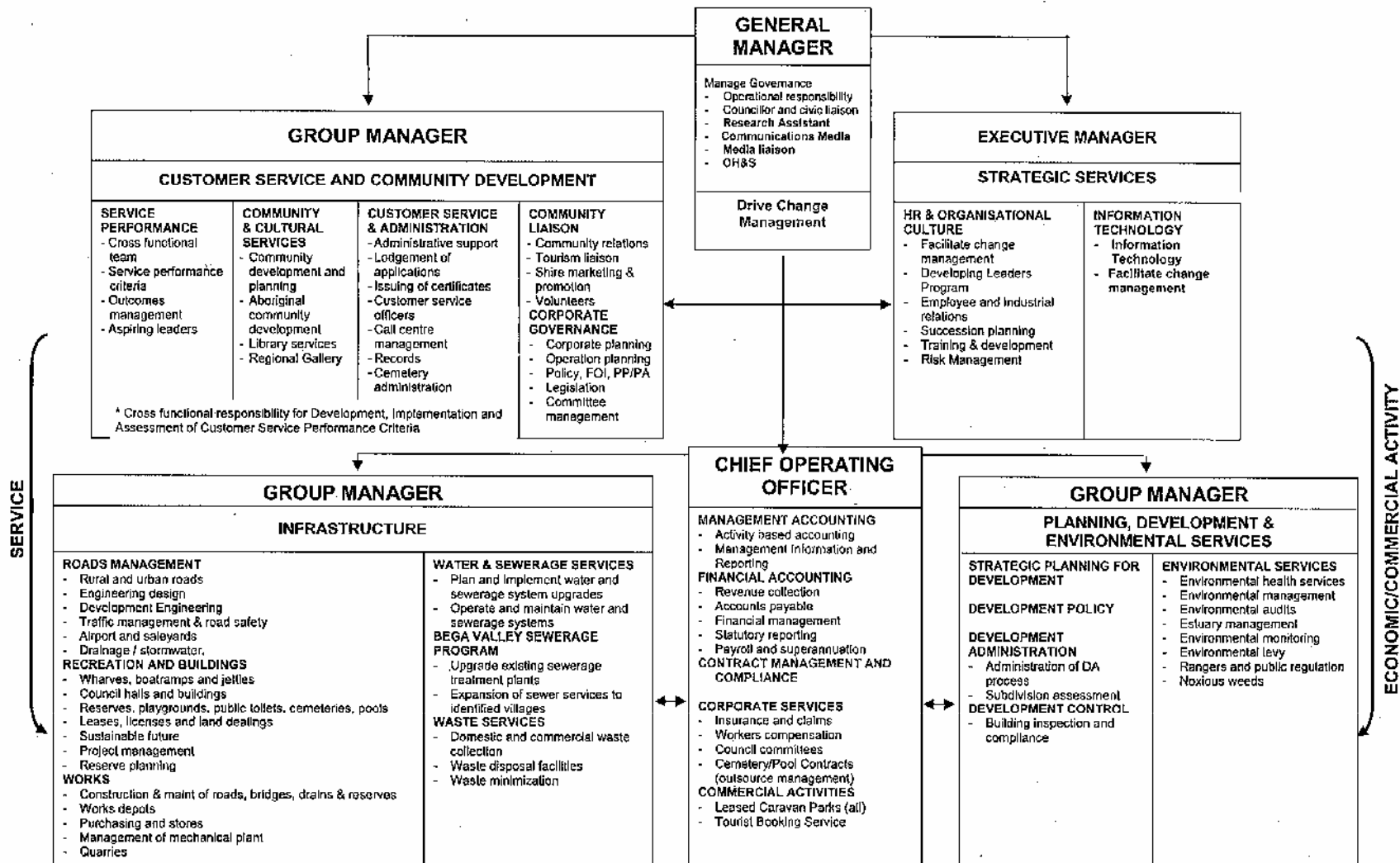
The organisation review completes the requirements of the Local Government Act, follows the process of function and service review, and facilitates the alignment of the organisational structure with the outcomes expressed in Council's key strategic document - The 20 Year Plan. The revised structure has been achieved at minimal cost, no additional staff, and with improved focus on organisation capability, competitiveness and customer service.

RECOMMENDATION

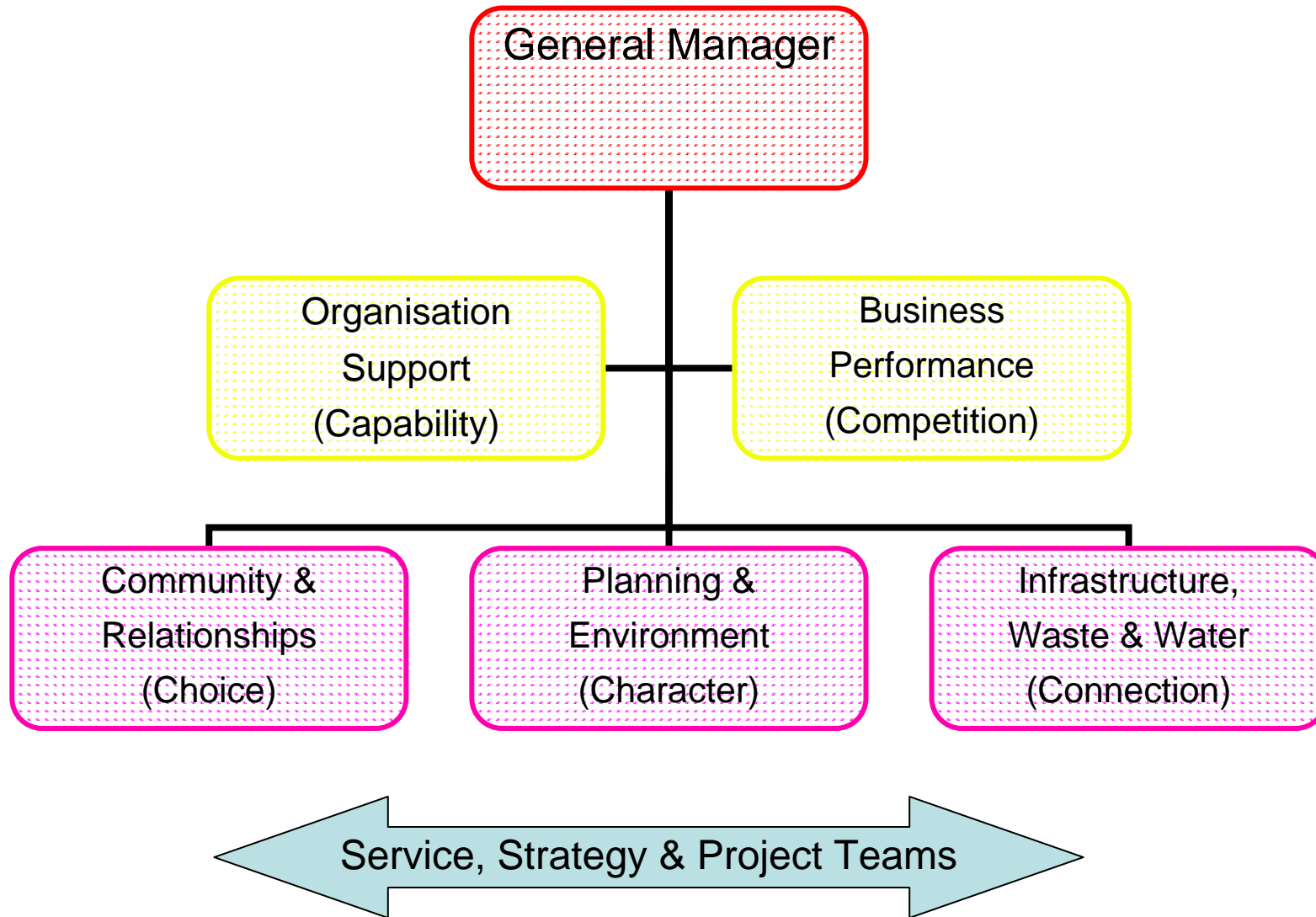
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1. That the revised Organisation Structure as presented to Council on 10 February 2009 be adopted and published in relevant Council documents.
2. That McArthur Management Services be engaged to undertake the recruitment for the management positions of:
 - Group Manager - Infrastructure Waste and Water
 - Executive Manager - Business Performance, and
 - Executive Manager – Organisational Support

GENERAL MANAGER RECOMMENDED ORGANISATION STRUCTURE - 2007



Revised Structure 2009



Group Management Functions

- **Community & Relationships**
 - Contact/call centre
 - Customer service and administration
 - Agency relations
 - Cultural services
 - Libraries
 - Community services
 - Social and Cultural Planning
 - Community and Cultural Development
 - Committees management
 - Volunteer relations
 - Media & Content
 - Integrated Planning/reporting
 - Public officer

- **Planning & Environment**
 - Landuse policy & planning
 - Development control
 - Building certificate & fire safety
 - On-site sewage
 - Environmental Health
 - Environmental policy & planning
 - Sustainability & climate change
 - Coastal zone management
 - Biodiversity & vegetation conservation
 - Weed Management
 - Ranger Services
 - Environmental auditing

- **Infrastructure Waste & Water**
 - Roads & transport
 - Recreation
 - Facilities management
 - Strategy and Design
 - Water
 - Sewerage
 - Stormwater
 - Waste
 - Recycling
 - Asset management
 - Resource management
 - Emergency
 - Plant & fleet
 - Depot
 - Stores

Executive Management Functions

- **Organisation Support**

- Organisation development
- Human Resources
- OHS
- Risk management
- Information & Communications Technology
- Financial management
- External audit
- Accommodation

- **Business Performance**

- Service performance
- Competitive pricing
- Brand & marketing
- Contracts admin
- Commercial & Property management
- Land development
- Procurement
- Economic development
- Tourism
- Major development
- Research

- **General Management**

- Leadership Group
- Strategy
- External liaison
- Secretariat
- Civic functions
- Councillors
- Governance
- Probity
- Conduct
- Internal audit
- Policy management