# 1.7 Mayoral Minute – Submission Review of Approved Wyong Shire Council Organisation Structure 24 October 2012

TRIM REFERENCE: F2012/01895 - D03199847 AUTHOR: Doug Eaton; Councillor

# SUMMARY

A new organisation structure was endorsed by Council 24 October 2012. Staff, Consultative Committee and Unions were provided 21 days to provide comment on the approved structure to be considered by Council at the 28 November Council meeting for a final organisation structure to be determined.

# I formally move:

- 1 That Council <u>receive</u> and <u>note</u> all submissions.
- 2 That Council <u>adopt</u> the proposed organisation structure as presented in Attachment 4 as the Wyong Shire Council Organisation Structure.
- 3 That Council <u>delegate</u> power to the General Manager to undertake continuous improvement to the WSC Organisation structure to enhance customer service, staff satisfaction and financial savings.
- 4 That Council <u>designate</u> the positions of Director Development and Building, Director Land Management, Manager Sustainability and Manager Waterways and Asset Management as Senior Designated Officers.

# BACKGROUND

At Councillor briefing sessions on Wednesday 10 October and 24 October 2012, Councillors provided direction and review of the current organisation (attachment 1) structure in accordance with the Local Government Act.

As an outcome an endorsed new structure (attachment 2) resulted from the 24 October, Council meeting and Council provided Staff, the Consultative Committee and Unions the opportunity of 21 days to provide comment on the endorsed structure that would be considered at the 28 November Council meeting. Council again stated to ensure that staff below Service Unit Manager level are given a guarantee of job security and for the FTE establishment not to exceed 1050. Councillors also confirmed their commitment to have a focus by the organisation on Waterways and to creating roles and attracting investment Council.

The endorsed organisation structure 24 October (see attachment 2) focuses on people, infrastructure, development, land management and governance. The key changes of this structure included:

- Environment and Planning Services and Corporate Services are no longer departments;
- There are two new departments being Development and Building and Land Management;
- A directorate has been created to oversee the CCWC/JSB project. This is to be a joint initiative of WSC and GCC. This directorate has a dotted reporting line to the Gosford City Council General Manager to strengthen the alignment of services to the Central Coast community;
- The service units of Land Use Planning and Environment and Natural Resources have been merged into a new Sustainability unit within the Land Management Department;
- The drainage element (planning, design and quality)of the Roads and Drainage unit and EMP have been merged with Asset Management and is now titled Waterways and Asset Management and remains in the Infrastructure Management Department;
- The Integrated Planning unit has moved into the Finance unit;
- The Executive Manager to the General Manager has moved into the Corporate Governance unit; and
- Finance, IT, and HR have moved into the GM's unit.

The following positions were identifies to be filled through a merit based recruitment process in compliance with the Local Government Act as Senior Designated Officers:

- 1. Director of Development and Building
- 2. Director of Land Management
- 3. Manager Sustainability
- 4. Manager Waterways and Asset Management

It was also agreed the position of Director CCWC/JSB was to be filled by an Expression of Interest process within the two Councils for up to three years.

# Submission process

A large amount of consultation occurred throughout the 21 day submission period that concluded 21 November including:

- Regular email communication from the General Manager (see attachment 3)
- Face to face outdoor onsite meetings with the General Manager at Charmhaven and Long Jetty Depots and with indoor civic centre staff
- Numerous one on one face to face discussions between staff and the GM
- Email communication from the Manager HR
- Numerous one on one face to face discussion between staff and the Manager HR
- Development of a Structure implementation team
- Development of a Structure implementation project plan with a concerted focus on communication

A total of 44 submissions were submitted.

No material changes were recommended to change the high level structure (see attachment 4). The key recommended changes at the high level of the structure are:

- The Department titled Infrastructure Management be changed to Infrastructure Management and Operations
- The unit titled Roads within Infrastructure Management be changed to Roads and Drainage
- The unit titled Building and Certification within Development and Building be changed to Building, Certification and Health
- The unit Information Technology within the GM's unit be changed to Information Management
- The CCWC/JSB department be moved outside main organisation structure

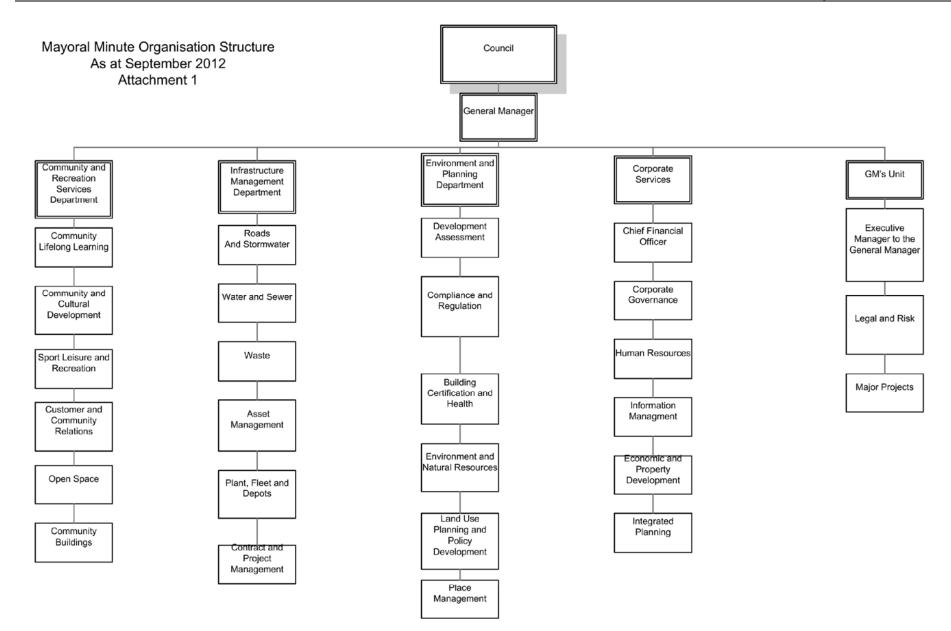
Below the high level structure several recommended changes. Some of the submissions include: (attachment 5):

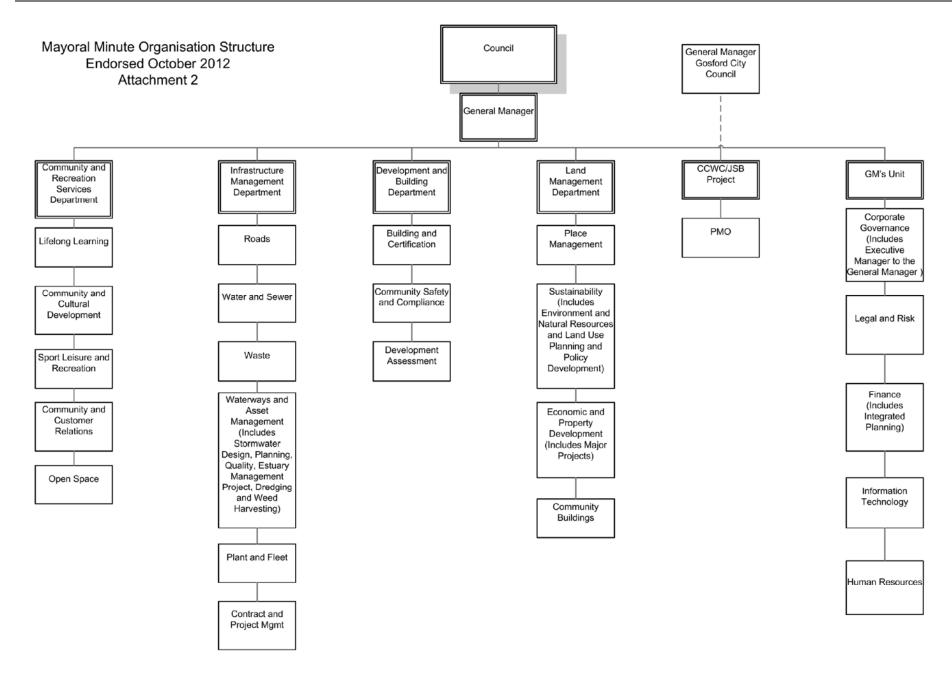
- Greg McDonald proposed structure for Waterways impacting staff from CRS and Land Management (draft structure previously discussed at Council meeting 14 November 2012
- Contributions 94 roles x 1 FTE move to finance
- Noxious Weeds and Pest Species Officer x 1 FTE move to Open Space
- Duty Planner x 1 FTE and Duty Health and Building Surveyor x 1 FTE on front counter with solid line reporting to Development and Building and dotted line reporting to Community and Customer Relations
- Risk management staff x 3 FTE move from Human Resources to Legal
- Civic Centre Management move from Corporate Governance to Community Buildings proposed equivalent of 5 FTE
- The responsibility of probity review allocated to Corporate Governance
- Delegation of Authority responsibility centralised to Corporate Governance
- Transportation and traffic management move from Infrastructure Management to Land Management in the Sustainability Unit proposed equivalent of 4 FTE
- Environmental officer roles x 2 FTE move to the Community Safety and Compliance unit
- Asset Management Coordinator role x 1 FTE remain in Community and Recreation Services reporting to the Director of the Department
- Centralisation of 3 GIS staff x 3 FTE transferred to Information Management from Land Management

The remainder of the submissions were recommendations or comments identified as local management actions (see attachment 5).

# ATTACHMENTS

2	Attachment 1 September 2012 Council Structure Attachment 2 Endorsed October 2012 Council Structure Attachment 3 Submission Consultation Process - Communications and	D03200922 D03200970 D03201130
	Current Work in Progress Project Plan Attachment 4 Post submission proposed Council Structure Attachment 5 Submission Register Extract	D03201037 D03201345





Attachment 3



# 2012 Structure Implementation

Proposed Schedule of GM messages

Date of issue	Торіс	Distribution	Status
29 Oct 2012	Re-structure has been requested	Email all users	DONE
	by Council	Intranet Latest News	
16 Nov 2012	Still time to have your input	Email all users	DONE
	closing 21 Nov	Intranet Latest News	
		Post Depot	
		noticeboards	
29 Nov 2012	Final structure decided – what it	Staff newsletter notice	TBD
	looks like – what has changed –	Email all users	
	what happens next	Intranet Latest News	
•		Post Depot	
·		noticeboards	
Mid Dec 2012	Decision on movements, next	Email all users	TBD
	steps for movement (preparing for	Intranet Latest News	
	move), remind strategic focus	Post Depot	
	· · ·	noticeboards	
Mid-late Jan	Movements completed, current	Staff newsletter notice	TBD .
2013 (or	status of hiring etc, remind all to	Email all users	
when	work together on main focus of	Intranet Latest News	
movements	Council	Post Depot	
done)		noticeboards	
When	Announce new directors	Email all users	
happens		Intranet Latest News	
		Post Depot	
		noticeboards	

16 November 2012

An Important Message

From General Manager Michael Whittaker

Opportunity for staff input to the new structure closes next Wednesday, 21 November 2012



**Dear Colleagues** 

I am writing to you to update you on the progress of the Council requested new structure that I last wrote to you about on the 25 October.

Council has requested a new structure to streamline the organisation to align with their vision. A new structure was put forward and adopted by Council at the 24 October 2012 Ordinary meeting. I have since addressed staff meetings at the two Depots and in Chambers and a copy of the adopted structure is available on the intranet and is posted to this noticeboard.

You can still provide positive suggestions to enhance the Structure. Council will consider suggested changes to the adopted structure at the Ordinary Council meeting on 28 November 2012. So far a number of people have provided suggestions and input.

Your chance to provide input closes on Wednesday 21 November 2012.

If you would like to make a suggestion, but have not yet done so, please send it by email or internal mail to Manager Human Resources, Marie Hanson-Kentwell. Your submission must arrive in writing before 5pm on 21 November.

I would like to reiterate that job security for all staff below Service Unit Manager level is assured and I have asked the Project Working Group to ensure that staff movements under the new structure are minimal.

Regards

Michael Whittaker GENERAL MANAGER

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[Email to staff] 16 November 2012

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Regards

Michael Whittaker GENERAL MANAGER

## Questions & Answers (dated 16 November 2012)

#### Why are we doing a new structure?

Council has requested a new structure to streamline the organisation to align with their vision. This is the right of Council in accordance with the Local Government Act.

## Why does Council want a new structure?

The Councillors unanimously spoke of the great efforts by Staff over the past couple of years and stated that they saw the new structure as building on what we have achieved and moving to the next stage of driving Wyong Shire forward as a Customer Focused organisation. The new structure is in response to Councillors wanting a focus on creating jobs, attracting investment and lakes improvements. This Council wants us to find solutions, make decisions, take action and move Wyong forward.

## How have staff been consulted?

Staff, Union representatives and Consultative Committees have 21 days (from 24 October to 21. November 2012) to provide their suggestions for improving the new structure. **This is a real opportunity to have your say** and a number of suggestions have been received. All suggestions will be considered and any that are of merit to the current vision will be presented to Council and considered at the 28 November Ordinary Council meeting.

#### Can I still have a say?

Yes, but hurry! Your suggestions must be received in writing by next Wednesday 21 November 2012. Send them in writing to <u>Marie Hanson-Kentwell</u>, Manager, Human Resources.

## How will the structure affect me?

Council is seeking minimal impact. Some staff may be affected by either a change to their reporting structure or a physical relocation. View the <u>new structure here</u> but remember this may change on 28 November 2012. A Project Working Group is currently assessing the seating arrangements and minimal movements are expected. More information will be posted when it is available.

#### If my position is a shared position, what should I do?

There are a number of positions shared between business units, mainly in administration. If you are in one of these positions, talk to your supervisor about what you would prefer to do, and make a suggestion to Marie Hanson-Kentwell before 21 November 2012.

#### Will I be moving to a new location within the building?

Some people will be moving to a new location although minimal movements are expected. Exactly which positions will be relocated is currently being determined. More information will be available on this soon.

## Is my job safe?

All jobs below Service Unit Manager level are secure.

#### How does this impact the MyVoice / Let's Work Together project?

The MyVoice teams will continue to work on the basis of the survey content provided and will address the staff movements and its impact to the survey content after 28 November.

#### Why has this been done so quickly?

Council wanted to act quickly to ensure clarity for staff and to get started on working towards achieving their vision.

#### What exactly has changed in the structure?

Click here to view the new structure as it currently stands. As you will see, the key changes are:

- Environment and Planning Services and Corporate Services are no longer departments;
- There are two new departments, these are Development and Building; and Land Management;
- A directorate has been created to oversee the CCWC/JSB project. This is to be a joint initiative
  of Wyong Shire Council and Gosford City Council. This directorate has a dotted reporting line
  to the Gosford City Council General Manager, to strengthen the alignment of services to the
  Central Coast community (this is subject to Gosford City Councils agreement);
- The service units of Land Use Planning and Policy Development and Environment and Natural Resources have been merged into a new Sustainability unit within the Land Management Department;
- The stormwater element (planning, design and quality) of the Roads and Stormwater unit; the Estuary Management project; and the activity of dredging and weed harvesting from Open Space have been merged with Asset Management; and are now titled Waterways and Asset Management. This will remain in the Infrastructure Management Department;
- Finance, IT, and HR have moved into the GM's unit; and
- Corporate Governance has moved into the GM's unit and will include The Executive Manager to the General Manager;
- The Community Building unit has moved into the new Land Management Department;
- The Major Projects unit has merged with Economic and Property Development under Land Management Department;
- The Compliance and Regulation unit has been renamed to Community Safety and Compliance and is under the Development and Building Department;
- The Integrated Planning unit has moved into the Finance unit under the GM's unit.

## Does this structure apply now and do I now report under the new structure?

Yes it does apply now. Final changes in the Oracle system will occur in the first week of December after the submissions have been reviewed and presented to Council on 28 November.

#### Who will be the new directors and managers?

The following new positions will be filled through a merit based recruitment process in compliance with the Local Government Act as Senior Designated Officers:

- 1. Director of Development and Building
- 2. Director of Land Management
- 3. Manager Sustainability
- 4. Manager Waterways and Asset Management

The position of Director CCWC/JSB is to be filled by an Expression of Interest process within the two Councils for up to three years (subject to Gosford City Council's agreement). We will advise details of new directors and managers as soon as they are available.

## How long will the Acting Directors or Managers be acting?

Until the new Directors or Managers are appointed.

#### What are the next steps?

Council will make a final decision on any further changes to the structure on 28 November 2012. The structure will be then be implemented with an expected completion date of 1 January. This will be a very minor restructure and we will be looking to keep costs at a minimum by keeping relocations and changes to the bare minimum. That said, some staff will need to move locations, and there will be new building signage, budget amendments and changes to IT systems such as HR Oracle, Kronos and TRIM to reflect the new structure. We will ensure staff are informed of the progress being made.

###

#### 17 October 2012

#### Dear Colleagues

I would like to take the opportunity to provide you with an update on the progress made in respect to the recently elected Council.

For those staff who may be unaware the Council is comprised of the following Councillors; Cr Greg Best, Cr Doug Eaton, Cr Bob Graham, Cr Ken Greenwald, Cr Lisa Matthews, Cr Luke Nayna, Cr Lloyd Taylor, Cr Adam Troy, Cr Doug Vincent, and Cr Lynne Webster. Councillor Doug Eaton has been voted in as Mayor and Councillor Lynne Webster has



been elected as Deputy Mayor. The first official meeting for the Council occurred on Wednesday 10 October. Work has already begun and as an outcome of the first Council meeting the following <u>new</u> Committee and Advisory Group has been established;

- Employment and Economic Development Committee
- Multicultural Advisory Group

For your information, a complete list of Committees and Advisory Boards is attached.

At a briefing session on Wednesday 10 October, Councillors provided the direction to the Directors and myself that they wanted a "can do Council" with more focus on job creation and attracting investment to Wyong including a review of the current organisation structure (this is the right of Council in accordance with the Local Government Act). I will now work with Council towards the development of a new organisation structure to support this new direction. The Council has requested that this occur as soon as possible and that I am to brief Council next Wednesday when it is expected that a preliminary structure may go to Council for endorsement . Another key element of the Council's direction is to ensure that Staff below Service Unit Manager level are given a guarantee of job security and that the FTE establishment (core numbers) will be maintained at 1050. This is excellent news as this means that 99% of staff will not be affected except for possibly a change of name of your Service Unit or Department and who the Senior Manager is.

The Council has agreed that Staff, Unions and the Consultative Committee will be provided an opportunity to provide comment on the adopted preliminary Structure for 21 days. So make sure you give constructive feedback or suggestions to enhance the Structure proposed by Council for the next 4 years. Council have advised that they wish to finalise the new Organisation Structure by December 2012. It will then be up to us to implement Council's decision as efficiently as possible.

A great deal of progress has been made towards addressing the many challenges facing Council over the last couple of years and I thank Staff for all their hard work and dedication to achieve great results. I believe your efforts are the reason this Council has so much confidence in Staff and has allowed them the comfort in giving the guarantee around job security and maintenance of core FTE numbers.

With plenty of work yet to be done, the future promises to be an exciting time and an opportunity for a continued "can do" approach by us to ensure the Wyong Shire community continues to benefit.

I look forward to leading and working with you to achieve even greater success.

I will provide a further update towards the end of next week on the progress of the new organisation structure to ensure everyone is engaged. Could all Staff make sure this communication is given to Staff who may not have access to emails.

I would appreciate that discussions on this matter are undertaken in a professional and factual manner as "gossip" adds no value and may cause stress to individuals.

If you have any questions on this matter feel free to contact me.

Regards

## **Michael Whittaker**

General Manager Executive Wyong Shire Council P.O. Box 20, WYONG NSW 2259 Tel: 02 4350 5200 Fax: 02 4351 2098 E-mail: Michael.Whittaker@wyong.nsw.goy.au WWW: http://www.wyong.nsw.goy.au/



# **COMMUNICATION STRATEGY - Structure Implementation**

## **Communication Objectives**

The objective of communications for the **Structure Implementation** is to deliver key information and assist staff in relation to the support a successful implementation. The Strategy is designed to focus on stakeholders with the intent to create awareness, interest and involvement. Communications initiatives will proactively address issues, react to progress and setbacks and provide a feedback mechanism.

The Structure Implementation communication strategy will be to:

- Provide information
- Manage expectations
- Gain support for the change
- Build ownership
- Manage conflicts and concerns

## **Communication Strategies**

The key communication strategies and principles identified are:

Strategies:

Inform  $\longrightarrow$  Educate  $\longrightarrow$  Consult  $\longrightarrow$  Engage

Principles:

Communicate for buy-in - Involve as many people as possible, communicate the essentials, simply, and to appeal and respond to people's needs. De-clutter communications. Make it a two-way approach.

Make it face-to-face as much as possible.

Keep people informed – ensure the right information goes out to those affected and to those impacted.

Involve managers – staff like to find out about issues that affect them from their line managers.

Tie it in with external communications – staff feel valued if they know important council news as soon as possible.

Structure Implementation - Communication Strategy & Plan



## Stakeholders

- Indoor staff
- Outdoor staff \*
- Child care centre staff \*
- Library staff
- Managers
- Long term staff members
- Disillusioned staff members
- Staff on leave \*
- Councillors
- Potential new employees

\* Those marked with an asterisk are considered as potentially high risk due to circumstances that may limit their ability to become informed and consulted.

Risks		
Risk Rank	Risk	Control
High	Resistance – active and passive	Communicate reason for change and real impact Ensure plenty of face to face communication
Medium	Morale declines	Communicate security for positions below SUM
	Stress, fatigue	Good communication, practical solutions for staff involved and EAP services
	Confusion	Information internally and externally on new structure and roles and responsibilities
Low	Delay in achieving milestones and schedule targets due to shortage of resources	Clear communication by Director and Manager's
·	Project or issues are missed	Clear handover between previous director/manager and new director/manager
•	] .	Clear information from staff in relation to operations

## **Communication Evaluation**

In order to ensure that communications are effective, it is essential to provide feedback mechanisms and to regularly review all feedback. Communication evaluation can provide an early indicator for changes required to communications and to the program itself.

Possible feedback mechanisms for the Structure Implementation include:

Structure Implementation - Communication Strategy & Plan



- Survey intranet page for direct feedback
- Comments emails or questions sent from people who received the communication.
   A reactive form of feedback.
- KPIs metrics on usage of internet portal
- Change readiness assessment by Project Team

Structure Implementation – Communication Strategy & Plan

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Wyong Shire Council CENTRAL COAST .

Complete	Yes	Yes .	Yes	Partially complete
Date	Tues 6/11/12	Friday 9/11/12	Friday 16/11/12	Monday 12/11/12 Wednesday 14/11/12
Communications Actions	Develop GM email with HR Develop Intranet page Develop Latest news Develop content for internal ConneXions newsletter	Develop schedule of GM messages Develop messages for depot noticeboards Develop fact sheet and Q&A Develop leader message	Develop key messages and timings for each target audience Develop Who is who?	Develop collateral - posters, fiyers, screen savers, Kronos messages Set up intranet site for fact sheets, Q&As, timely information - including accommodation plan, system changes etc.
Target reaction - evaluation	"Thank you for telling me this information"	"Having explored my concerns and tested this, now I understand the focus of the change and why it is needed"		"This change means X for my department and Z for me and my job"
Channels	<ul> <li>Face to face</li> <li>Presentation GM</li> <li>Email by GM</li> <li>Face to face</li> </ul>	Managers /Supervisors discuss with staff • Notification on Intranet • Fact Sheet or Q&A • Screen savers -	computer and stores • Noticeboards	indraries, crinid care, civic centre, depots <b>Frequency:</b> • Fortnightly email from GM • 1 x Face to face – GM for all depots, Civic Centre and Customer Contact
Key Message	We are going through a restructure	How am I affected and who is impacted	What has changed so far	You can have your say
Level of engagement	Inform → Awareness	Educate → Understanding		Consult →Have your say
Decision Phase	ម្រាកដារ រ			

Structure Implementation – Communication Strategy & Plan

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Decision Phase	Level of engagement	Key Message	Channels	Target reaction - evaluation	Communications Actions	Date	Complete
Phase 2	Consult →Acceptance	What you said and what happened with that	<ul> <li>Information on feedback and any changes</li> </ul>	"I have accepted the change and just want to get on with the job"	Council report – Governance Feedback report – HR	24/11/12 25/11/12	۰. ر
	•		<ul> <li>implemented</li> <li>Face to face</li> <li>Presentation GM</li> <li>at Ric Dicture</li> </ul>	"When will the systems and process be ready for this to occur"	•		
		Who is impacted	<ul> <li>Email by GM</li> <li>Face to face</li> </ul>	Opportunity to discuss any issues with co- workers, direct	Council resolution and email message from GM Prepare Big Picture information	29/11/12 5/12/12	
		1	Managers /Supervisors discuss with staff	supervisor and/or leaders of change	Press release Information for website		
		When will change occur	Notification on Intranet		Instructions on how to move and what to pack for those affected	29/11/12	
	·		<ul> <li>Fact Sheet or Q&amp;A</li> <li>Frequency:</li> <li>Fortnightly email from GM</li> </ul>		Information from IT Picnic Day move notification 7/12/12	5/12/12 7/12/12	
	·		<ul> <li>GM at big picture for all depots, Civic Centre</li> </ul>	•			
			<ul> <li>Weekly or fortnightly information on intranet</li> </ul>				•

Structure Implementation – Communication Strategy & Plan

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Complete		
Date	Prepare by 10/12/12	March 2013
Communications Actions	Christmas Party message 21 Dec Develop new team profiles for each Department on what they do and who they are Information on website with new organisational structure	
Target reaction - evaluation	"I personally want this change to succeed and am willing to contribute fully so that it does"	
Channeis	<ul> <li>Face to face         Presentation GM             at Christmas             Parties      </li> <li>Christmas             Message by GM             hard copy and             intranet         </li> <li>Frequency:         </li> </ul>	<ul> <li>Face to face</li> <li>Presentation GM</li> <li>at Big Picture</li> <li>GM Email</li> <li>Latest News</li> <li>Intranet</li> </ul>
Key Message	We are now implementing the change	We have a new leadership team
Level of engagement	Engage to gain commitment → Commitment	
Decision Level of Phase engager	Phase 3	

Structure Implementation – Communication Strategy & Plan

25 October 2012

**Dear Colleagues** 

I am writing to you to update you on the progress of the Council requested new structure that I last wrote to you about on the 17 October.

As I said then, Council has requested a new structure to streamline the organisation to align with their vision (this is the right of Council in accordance with the Local Government Act) and if they choose to, this must be re-determined within 12 months of the Local Government Elections.



A new structure has now been put forward and was adopted by Council at last night's Ordinary meeting. The resolution included a period of Staff consultation which allows us to provide positive suggestions to enhance the Structure. The resolution also gives the assurance of job security for 99 per cent of staff including all staff below Service Unit Manager level. The Councillors unanimously spoke of the great efforts by Staff over the past couple of years and stated that they saw this structure as building on what we had while taking our service delivery model to the next stage of evolution to drive Wyong Shire forward as a Customer focused organisation.

All staff, Consultative and Union members now have 21 days to provide feedback on the new structure before Council considers it again at the 28 November Ordinary Council meeting.

The new structure is in response to Councillors wanting a focus on creating jobs, attracting investment and lakes improvements. To do this, the new structure introduces two new departments titled Land Management and Development and Building to join Infrastructure Management and Community and Recreation Services.

The key changes are:

- Environment and Planning Services and Corporate Services are no longer departments;
- There are two new departments, these are Development and Building; and Land Management;
- A directorate has been created to oversee the CCWC/JSB project. This is to be a joint initiative
  of Wyong Shire Council and Gosford City Council. This directorate has a dotted reporting line
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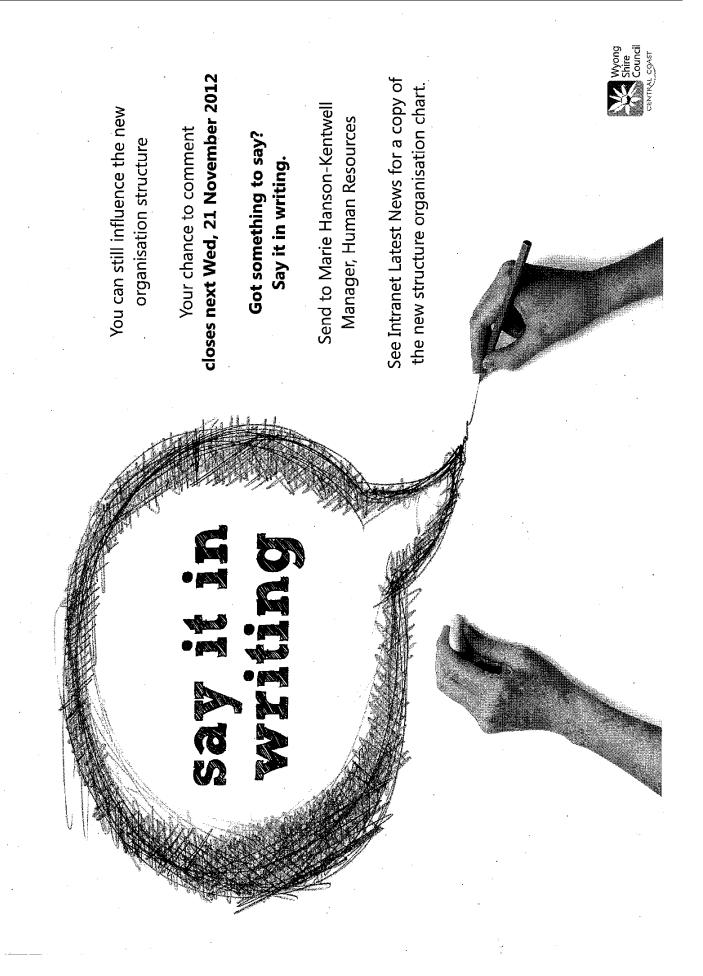
I would like to reinforce that staff, Consultative Committee and Unions have an opportunity for 21 days to provide comment on the structure. <u>Click here for a copy of the new structure as proposed by</u> <u>Council</u>. Submissions must be made in writing or <u>via email to Marie Hanson-Kentwell, Manager Human</u> <u>Resources</u>. Council will consider submissions at the 28 November Ordinary Council meeting.

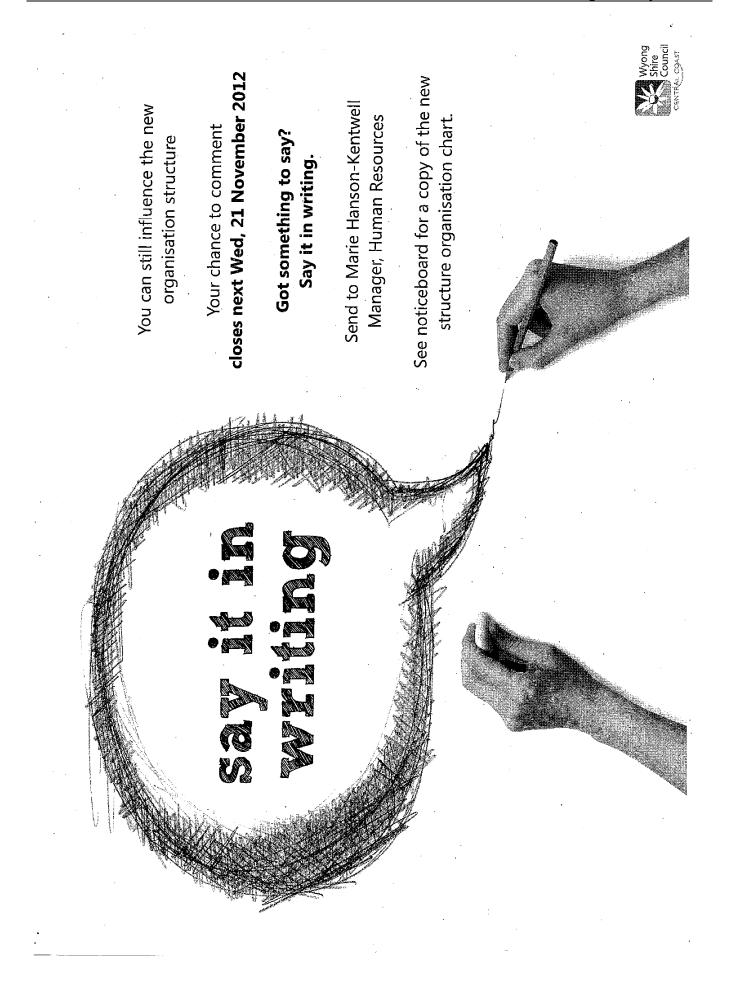
I have committed to personally addressing all staff about the new organisational change by attending Long Jetty depot today, Charmhaven Depot on Wednesday, 31 October at 7.30am and Chambers Wednesday 31 October at 10am to ensure an opportunity to ask any questions you may have and to ensure all of you are accurately informed.

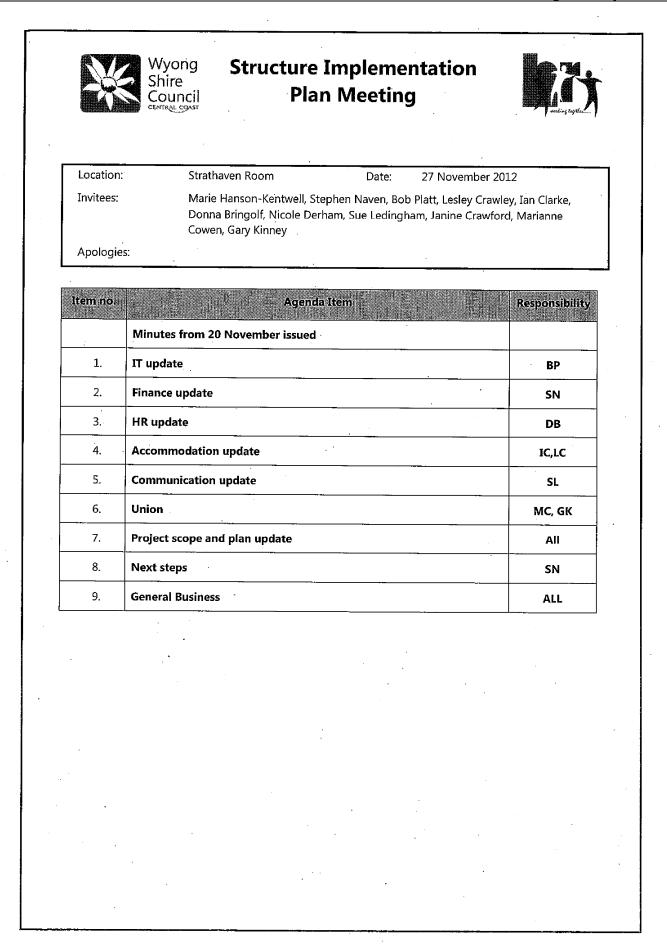
Could administration staff at Depots and Child Care centres and all Supervisors of staff who do not have e-mail access or who are away on leave please ensure that this communication is given to staff and posted on Council's Noticeboards.

Regards

Michael Whittaker GENERAL MANAGER







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Task     Milestone     Project Summary     Project Summary     Prograss       Split	1121					2 43	2		Tue 04/12/12 3		Dot Goss, Jenny Rose, Nicole Derhi
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	N.	2/11/12		Summary	External Tasks		Inactive Task			Deadl	_

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Peoy			Aon 10/12/12 Fri 30/11/12 Sun 2021/21/2 Sun 2021/21/2 Fri 07/12/12 Fri 07/12/12 fon 08/12/12 Aon 08/12/12 Fri 07/12/12	Jenny Rose HR Operations Dot Goss, Jenny Rose Dot Goss, Jenny Rose HR Operations HR Operations Chery Robertson
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Need to update lookup tables with new org si Talent Management Update vacancy requisitons were a name change		ļ;;	/on 03/12/12 Fri 07/12/12	Cheryl Robertson
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Update vacancy requisitions ware a name change	-	ie 20/11/12 11 30/11/12		
	- 	-ri 30/11/12	Fri 07/12/12	Talent Management Team
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Business Parimers	8 days? Fi	Fri 30/11/12	Fri 07/12/12	
Dealer Update manual spreadsheets with new org structure	8 days7 F	Fri 30/11/12	Fri 07/12/12	HRBP
OHAS	8 days? Fi	Fri 30/11/12	Fri 07/12/12	
Update SafeTsmart Organisation Hierarcity		Fri 30/11/12	Fri 07/12/12	OHS Team
Hoview OH&S Committee members, fire wardens and first and officers to ensure all new departments are represented accordingly		Fri 30/11/12	Fri 07/12/12	OHS Team
Update manual spreadsheets with new org structure	8 days? F	Fri 30/11/12	Fri 07/12/12	OHS Team
Laarning and Development	1 day? Th	hu 25/10/12	Thu 25/10/12	
Update future training events that have been entered for an employee that has had an organisation name change (i.e. 2nd segment)	1 day?	Thu 25/10/12	Thu 25/10/12	Karen Vella
Update manual spreadsheets with new org structure	1 day? Th	Thu 25/10/12	Thu 25/10/12	
Remuneration	B days? Fi	FH 30/11/12	Fri 07/12/12	
The contract of the contraction option: (if necessary) review data to update with position and organisation name changes.	8 days? F	Fri 30/11/12	Fri 07/12/12	Ray Smith, Craig Shiel
Date nanual spreadsheets with new or structure	8 days? F	Fri 30/11/12	Fri-07/12/12	Remuneration Team
Corporate Governance	9 days? Th	Thu 29/11/12	Fri 07/12/12	
Ten Update/Develop New Delegations	9 days? Th	Thu 29/11/12	Fri 07/12/12	Lesley Crawley
InfoGained	9 days? Th	Thu 29/11/12	Fri 07/12/12	
Time Export Into Council authors table to spreadsheet	9 days? Th	Thu 29/11/12	Fri 07/12/12	Sonia Witt
Create report from FIR to update spreadsheet	9 days? Th	Thu 29/11/12	Fri 07/12/12	Nicole Derham
Restinctive 2012 System Cha Task Milestone	External	External Milestone		Progress
Date: Tue 27/11/12 Split Split Summary Summary External Tasks	Inactive Task	lask	Q	Deadline

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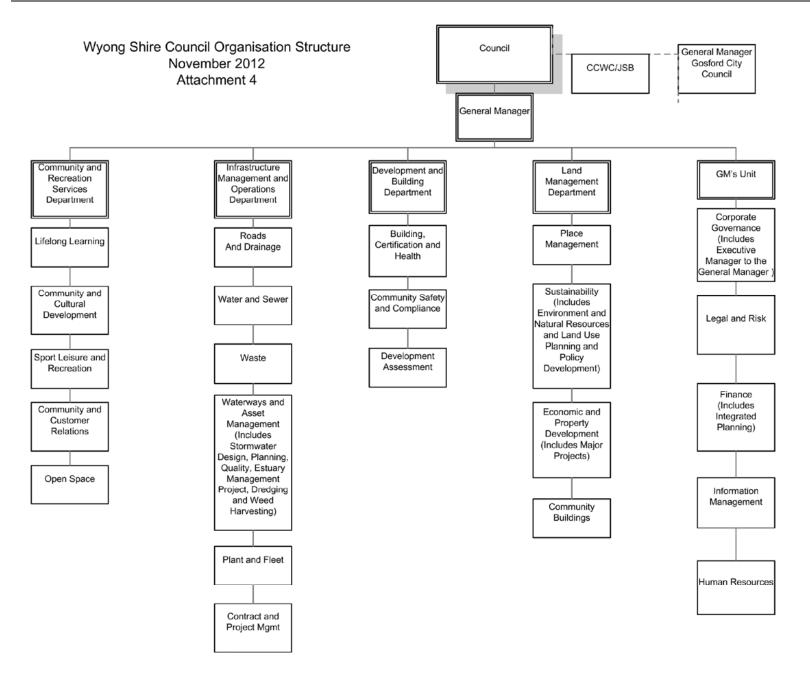
Ó	- ask name	Duration	Start	Finish	Predeces Resource Names
	Import new IntoCouncil authors table Into IntoCouncil	9 days7	57 Thu 29/11/12	Fri 07/12/12	Sonia Witt
	Finance	96 days?	r? Thu 25/10/12	Thu 28/02/13	
	Create New or Amend Finance Organisations	6 days7	57 Wed 28/11/12	Mon 03/12/12	GarryTeesson,Dave McDonald
	Produce FY2012/13 Budget and Actuals - Preliminary	- 1 day?		Thu 01/11/12	Steve Naven
	Re-map Products to Principle activities	1 day?	7 Thu 01/11/12	Thu 01/11/12	Steve Naven
	Calculate FTE by Directorship and Service Unit, under Preliminary structure	2 days?	_	Fri 02/11/12	Steve Naven
	Agree FTE numbers with HR	1 day?	P FH 02/11/12	Fri 02/11/12 83	83 Steve Naven
	Communication with SUMs on impact to budget preparation	7 days?		Thu 08/11/12	Steve Naven
	Direct and indirect worthead models - revise to preliminary structure	6 days?	s? Fri 23/11/12	Fri 30/11/12	Stove Naven
	Nov Month End Finance Procedures and reporting in Legacy Structure	9 days?	s? Mon 03/12/12	Wed 12/12/12	Steve Naven
	Confirm any changes arising between preliminary and final structure	2 days?	s? Tue 27/11/12	Wed 28/11/12	Steve Naven
	Post budget transfers between Responsibility centres (in Oracle)	2 days?	s? Thu 29/11/12	Fri 30/11/12	89
	Determine it there are any Opon PO's or floot implications for transiened staff	2 days?	s? Thu 29/11/12	Fri 30/11/12 89	69 Steve Naven
	Produce Powerbudget reports on final structure	1 day?	/? Mon 03/12/12	Man 03/12/12 91	91 Steve Naven
	Calculate FTE by Directorstilp and Service Unit under Final structure	1 day?	P Wed 05/12/12	Wed 05/12/12 92	92 Stove Naven
	Agree FTE numbers with HR (Final Structure)	2 days?	s? Thu 06/12/12	Fri 07/12/12 93	93 Steve Naven
	Direct and Indirect werhead models - revise to final structure	3 days?	57 Wed 12/12/12	Fri 14/12/12	Steve Naven
Ē	Socialise Preliminary Budgets with Existing Directors	4 days?	r? Mon 17/12/12	Thu 20/12/12	Steve Naven
E	Define and map Security Settings in powerbudget to algn to final structure	20 days?	27 Wed 05/12/12	Mon 31/12/12	Steve Naven
	Monthly Powerbudget Reports - Align to new structures	20 days?	7 Wed 05/12/12	Mon 31/12/12	Steve Naven
	Quarterly, Annual and Ad-hoc and Customer Powerbudget Reports	35 days?	17 Fri 11/01/13	Thu 28/02/13	Steve Naven
	Dec Month End Finance Procedures and reporting in Legacy Structure	7 days?	7 Wed 02/01/13	Thu 10/01/13	Steve Naven
	Contact Capgemini to set the new Hierarchy for Expenditure/Costing on Projects Module after HR have completed the build on the new One Hierarchy	1 day?	A Thu 25/10/12	Thu 25/10/12	Capgemini, David Macdonald
E	Report to His or new home costing information for employees	2 days?	r? Thu 29/11/12	Fri 30/11/12	Finance
	Powebudget	45 days?	2 Mon 29/10/12	Fri 21/12/12	
1	Build two sets of hierarchy	37 days?	7 Thu 01/11/12	Fri 14/12/12	Justin Kaeser
	Create two new environments	37 days?	7 Mon 29/10/12	Tue 11/12/12	Justin Kaeser
	Create new reports	37 days?	? Mon 29/10/12	Tue 11/12/12	Justin Kaeser
E	Setup terms	37 days?	? Mon 29/10/12	Tue 11/12/12	Justin Kaeser
H	Recordigue Overdue Leave Reports	15 days?	7 Tue 04/12/12	Fri 21/12/12	Nicole Derham & Garry Teesson
-		2 days?	7 Thu 29/11/12	Fri 30/11/12	······
	Log change request with Capgentini to switch over to new version or Org Hiearchy	2 days?	7 Thu 29/11/12	Frl 30/11/12	Nicole Derham
1	Payoul	10 days?	2 Wed 28/11/12	Fri 07/12/12	
	Updale manual spreadsheets with new org structure	10 days?	21/11/2 Wed 28/11/12	Fri 07/12/12	Payroli Team
	Kronos	7 days?	2 Set 01/12/12	Fri 07/12/12	
E	Create new position kds in Kronos	3 days?	} 	Mon 03/12/12	Nicole Derham
H	Create/amend Labour Level Sets - security access to timecards	3 days?	7 Sat 01/12/12	Mon 03/12/12	Trudy Broadley, Jenny Moore
E	Greate/amend new hyperinds	3 days?	7 Sat 01/12/12	Mon 03/12/12	. Trudy Broadly, Jenny Moore
	Check il al Supervisors have a manager licence in Kronos.	3 days?	7 Sat 01/12/12	Mon 03/12/12	Trudy Broadley
te	this 2012 System Cha Task Milestone		External Milestone		Progress
27	Date: Tue 27/11/12 Summary Summary External Tasks		Inactive Task		Deadline
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•	Task Name		Duration	Start	Fintsh	Predeces	Predeces Resource Names	2 Oct
F	Ċ	Check if new GL accounts are available	3 days?	Sat 01/12/12	Man 03/12/12		Trudy Broadley, Nicole Derham	2
119	Ru	Run IS Summary report and allocate new labour lavel set for employees	3 days?	Sat 01/12/12	Mon 03/12/12		Trudy Broadley Nicole Derham	
E	Asi	Assign new labour level set to employees	3 davs?	Sat 01/12/12	Mon 03/12/12		Nicola Darham	
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		under in Singerge courted into direct out in Create to Fundos instance unde ine diriptopees designificiti neb peer upaged	I URY C		Z1/Z1/SD LIOW	\$	Indoy Broadiy,Jenny Moore,Nicole	
1	ð.	Check costing in schedules for split costing emptoyees esp Was, multiple assignmentd	3 days?	Sat 01/12/12	Mon 03/12/12	ani in	Trudy Broadley	
E	Vel	Verifications of Hyperfinds and Labour Level Sets	2 days?	Mon 03/12/12	Tue 04/12/12 44	4	Truck Broady, Jenny Moore, Nicole	
6	3	Del voelhon ID's to be convoued from Kennes	0		010710			
9			u skan c			\$	I rudy Broadly, Jenny Moore, Nicole	
	Purchasing		34 days?	Mon 29/10/12	Fri 07/12/12			
E	Update Deley	Update Delegations in Oraclis Purchashig	32 days?	Wed 31/10/12.	Fri 07/12/12		John McCarthy	
-	Switch over 1	Switch over to 2010 Position Hierarchy version 2	1 dav?	Mon 03/12/12	Mon 03/12/12	\$	Capoemini	
E	Purchase On	Purchase Orders that are still open - do they need to new ore structure	32 dave?	Mon 29/10/19	Wed 05/19/19		Inter Montesther	
	Confirmation	Confirmation from Capgemini that when creating a new version of the existing Position Hiterarchy, that no configuration change is required	1 day?	Thu 01/11/12	Thu 01/11/12		Nicole Derham	
	and a standard and standard and					+		
1			11 0895		21/11/02 009			
	Comple	Compete data integrity of Active Directory (eg only one position for each user)	5 days	Mon 12/11/12	Fri 16/11/12		Heipdesk	
	Obtain &	Obtain spread sheet for of new positions vs old positions for Capgemini	1 day	Mon 19/11/12	Mon 19/11/12		HR Operations	
	Defines	Delline scope of changes	1 day	Mon 19/11/12	Mon 19/11/12	13355	Helpdesk, Michael Miles	
<b>—</b> –	Develop	Develop and test script for Active Directory changes (GP names, user objects og Department)	2 days	Tue 20/11/12	Wed 21/11/12 134		Michael Miles	
	Define k	Define K drive moves/retremes and share chances required	1 day	Tue 20/11/12	Tue 20/11/12 134		Halvdaet	
	Davaho	Dundon nomminication na immarts na Kathua strannas (an aulau linke shorturis marrors. linkennas in doorments 8 enveaet sheate).		Wed 21/11/13	Wed of HHHO			
						Ì	vende	
	) anine (	Uenine group membership and permission manges required	1 day	21/11/12 Dew	Wed 21/11/12 136		Michael Miles	
	General	Generate report for of new positions vs old positions for Capgemini	1 day	Tue 20/11/12	Tue 20/11/12 134		Nicole Derham	
•	Create	Create new position and K drives if required	2 days	Wed 21/11/12	Thu 22/11/12 136		Helpdesk	
r	Define p	Define phone system changes and prepare any changes in advance	5 days	Tue 20/11/12	Mon 26/11/12 134	134	Kirsty Harris	
<u> </u>	Cutover		2 days	Set 01/12/12	Sun 02/12/12			
-	Active L	Active Directory & Fileshares	2 days	Set 01/12/12	Sun 02/12/12			
E	Bu	Run script for Active Directory Chances	1 dav	Set 01/12/12	Set 01/12/12		Michael Miles	
]	2	Generatio secont with reducts of for TBIM/ BM8 declaration	4 clare	Chattana		144		
						Ť		
	W	Make N UIVE adjustrients incircuity share harine charges and ritoving data it required	z oays	21/21/10 182			Helpdesk	
	Ad	Adjust distribution lists	2 days	Sat 01/12/12	Sun 02/12/12		Helpdesk	
	শ	Update group membership and permission changes required	2 days	Sat 01/12/12	Sun 02/12/12 1445S		Helpdesk	
F	Ğ	Create new SharePoint groups (GS) (no members added)	1 day	Sun 02/12/12	Sun 02/12/12	148FF	Helpdesk	
İ.	Update Vault	Vault	2 days	Set 01/12/12	Sun 02/12/12			
-	Ca	Capgemini to run script for copying accesses from old position to new position	1 day	Sat 01/12/12	Sat 01/12/12	144SS	Capgemini,Nicole Derham	
	5	Check if script has worked correctly	2 days	Sat 01/12/12	Sun 02/12/12 144SS		Helbdesk	
. 		New rostitors will reled to have responsibilities added that waterit included in the social	1 day	Stin 02/12/12	Sun 02/12/12 152FF	-	Helodesk	
	Other		2 clave	Set 01/12/12	Sun 02/12/12			
		Radvata IT antihimant for staff mixuas	2 dave	Sat 01/12/12	Sun 02/12/12 14485	-	Deskton Team	
	Ad .	Add new MFD scanning directories	1 day	Sun 02/12/12	Sun 02/12/12 146FF		Kirsty Harris	
					~			T
: Restru	Project: Restructure 2012 System Cha	Milestone	Exter	External Milestone	•	Progress		
//2 8N	2011	Split External Tasks	Inact	Inactive Task		Deadline	eu 🕆	
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Attachment 3



# Restructure Submission Register

Number	Impact	Submission	Agree	Partially Agree	Disagree	Notes
11	GM's Unit	Composition of Legal Services and Governance Risk and Compliance. Title of IT to Information Management. Transport Planning should move to Roads Service Unit rather than be under Waterways and Asset Management Service Unit.				
	GM's Unit	Corporate Governance full responsibility for delegations. Contract and Project Governance move to Legal Services. Civic Centre Management move to Community Buildings. Purchasing move to Finance.				
15	GM's Unit	Assets Planner', employees and contractors relating to Civic Centre management should be within Economic and Property Development Unit. Corporate Governance to include probity and governace review.				
21	GM's Unit	The shift of GIPA to Governance is not compatible with the GM's view of the new LR structure. Contract governance, and therefore Mary-Ellen, should stay where it is. Workers Comp and Insurance should shift to LR. Risk and IA sit in LR or Governance.				
38	GM's Unit	Proposes centralisation of GIS resources across Council				
23	GM's Unit	CCWC/JSB Project - we would have thought that this would sit outside the main structure as a project. Development and Building Department - we propose that this doesn't warrant its own department/director				
2	Infrastructure Management	Create a Directorate that purely looks after planning and construction of all of Council's assets.				
13	Infrastructure Management	Roads title on the plan should be 'Roads and Drainage' and look at potential to move a few resources to the new Waterways group.				
25	Infrastructure Management	Don't change name of Unit from 'Roads and Stormwater' to 'Roads', if name must be changed suggests 'Roads and Drainage'. Trunk drainage systems should be kept within Unit. No capacity to lose any design staff. Recommends forming a traffic section.				
26	Infrastructure Management	Asset Management to not be centralised but undertaken by the appropriate Department				
27	Infrastructure Management	Comment, not submission. Refer to email.				
28	Infrastructure Management	Transport Planning Unit should remain in Asset Planning and NOT go to Roads and Stormwater				
31	Infrastructure Management	Waterways and AM Unit Structure - refer to chart Change of name to Infrastructure Management and Operations	APPROVED			
35	Infrastructure Management	Bush Fire should be part of emergency management within Infrastructure Management				

# **Restructure Submission Register**

Number	Impact	Submission	Agree	Partially Agree	Disagree	Notes
32	Infrastructure Management	Structure of Waterways and Asset Management, lack of administrative support, centralised unit for traffic management issues, construction gangs could be benchmarked against other like construction outfits, inconsistent approach for Roads Act approvals				
37	Infrastructure Management	Concern regarding future involvement in stormwater related survey detail, monitoring and set out work				
5	Land Management	Contributions team would be better suited to be located in the Place Management unit.				
6	Land Management	Environmental Heath Officers (Building Inspectors) be allocated as "district officers" and existing compliance officers be incorporated back within their relevant service units.				
9	Land Management	Client Manager (Duty Planner) that currently sits within the Land use Planning and Policy Unit moved to Sustainability Unit. Senior Planner Client Manager should be located within the Development Assessment Unit. Aligning the functions of the Rangers with Units involved in the management of Council Open Space and Parks.				
10	Land Management	Building and Certification title does not include 'Health'. Reallocation of EPS admin staff into service units. Duty Planner position moved into DAU. Private pool audit function be transferred to the BCH Unit.				
12	Land Management	Refinement of section names (Asset Management and Information Management), should CCWC/JSB have dotted line to WSC GM, Sustainability within GM's Unit.				
16	Land Management	Environment and Natural Resources positions to relocate from Sustainability to Compliance within Development and Building				
20	Land Management	Refer to chart for recommendations.				
22	Land Management	Protect and resource the existing 2 FTEs dedicated to 'Sustainability' and make Senior Officer level, additional FTE allocated, business partner or secondment model be developed.				
24	Land Management	Relationship between Sustainability Unit and Economic and Property Development - procedure outlined in the Audit needs to be put in place ASAP.				
30	Land Management	Refer to chart for recommendations.				
40	Land Management	Proposes relocating 2 staff to manage bush fire issues within the Waterways & Asset Management Unit, as part of a revamp of Emergency Management generally.				
41	Land Management	Ongoing need for the role of the Sustainability Officer - Coastal Management within the organisation				
39	Development and Building	2 options presented on structure of Building Certification and Health Unit - 2 or 3 Managers.				
3	Development and Building	Temporary Companion Animals Registration officer become a permanent position.				
29	Development and Building	Environment and Natural Resources and Admin staff consultation				
18	Development and Building	Director's Support Group' and 'Manager Community Safety and Compliance' - refer to directorate chart for recommendations.				
7	Development and Building	Officer position should be Land Management Department (Sustainability) or possibly Community and Recreation Services Department (Open Space).				

# **Restructure Submission Register**

Number	Impact	Submission	Agree	Partially Agree	Disagree	Notes
19	Development and Building	Compliance should have a coordinator which reports to the Manager of Community Safety and Compliance.				
14	Community and Recreation	Recommends waterways sits within CRS as it is about the community with regards to amenity,				
	Services	recreation and work balancing for directorates.				
36	Community and Recreation Services	Introduction of a "Duty Health and Building Surveyor (DHBS)" who physically sits in Customer Contact alongside the current Duty Planner to provide frontline assistance				
44	Community and Recreation Services	Buildings Maintenance stay with CRS, Graffiti Management (from strategy to ongoing maintenance) should sit with Community Buildings. Consideration be given to resourcing the marketing and promotions and event management needs to support the Economic Development Strategy. Why wouldn't Waterways come under CRS? Cemetery Development and Management to sit with Economic and Property Development. All dumped waste be responsibility of Waste unit				
42	Community and Recreation Services	Transfer of Community Buildings: if the intention is to centralise all property under one Director then why has our our task/roles/functions also not transferred? Titles of Community Building Maintenance and Community Safety?	1			
	Administration					
17	Development and Building	Retain the existing management hierarchy for the administration team within the Development and Building Department and create a similar administration structure for Land Management.				
33	Development and Building	Suggest that position should report directly to the Manager of DAU				
34	Land Management	Suggest that current position of ESO be relocated to the Land Management Department				
43	Land Management	Secondment since 2008, where will substantive position of Research Officer - Environment and Planning Services sit?				
8	Land Management	Remain as Personal Assistant to the Director (Acting) Development and Building with Gina in the interim but be considered for the position of Personal Assistant to the Director Land Management once the Director is appointed. Merit based recruitment process.				
4	Land Management	Admin Coordinator position be made available to lead the pool of admin staff that will be placed within the 'Land Management Department'.				
1	GM's Unit	First preference would be to move with Managers of Governance, IT, Finance and HR who will be the GM's unit. Second preference would be to transfer to the Land Management Department.				