

# AMENDED ITEM

28 August 2013  
To the Ordinary Council Meeting

General Manager's Report  
General Manager's Unit

## 5.1 Submission Review of Organisation Structure

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TRIM REFERENCE: F2012/01895 - D03455598  
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### SUMMARY

An amended organisation structure was endorsed by Council 12 June 2013. All staff, Consultative Committee and Unions were provided to 22 July 2013 to provide comment on the draft structure which was considered by Council at the 14 August Council briefing.

A total of 17 submissions were submitted from staff and all of the submissions related directly to the structure were either completely or partially incorporated into the latest proposed organisation structure.

A further consultation period of two weeks to 22 August was provided to all staff, the Consultative Committee and Unions to further discuss and provide feedback on the latest proposed structure. This feedback will be provided as an attachment at the 28 August Council meeting

### RECOMMENDATION

- 1 That Council adopt the proposed organisation structure as presented in (Attachment 4) as the Wyong Shire Council Organisation Structure.**
- 2 That Council designate the vacant Service Unit Manager positions as Senior Designated Officers.**
- 3 That Council note the FTE for 2013/14 is 1035 , for 2014/15 is 1020 , for 2015/16 is 1010 and for 2016/17 is 1000 and will be reflected as such in the 4 year delivery plan.**
- 4 That Council delegate power to the General Manager to undertake continuous improvement to the WSC Organisation structure to enhance customer service, staff satisfaction and financial savings.**

### BACKGROUND

The proposed organisation structure from 10 June 2013 (attachment 1) accommodated various initiatives within the organisation such as the Corporate Strategic Direction, Service Standard Review, Staff Survey, DLEP and various strategy plans to meet business needs and now the latest proposed structure incorporates staff submissions.

## 5.1 Submission Review of Organisation Structure (contd)

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### Submission process

A large amount of consultation occurred throughout the initial submission period that concluded 22 July including:

- Regular email communication from the General Manager
- Face to face group meetings between Directors and Managers with team members
- One on one face to face discussions between staff and Directors and team members
- Development of a Structure implementation team including implementation project plan and union participation.

A total of 17 submissions were submitted during the initial submission period. The majority of submissions were mostly directed to the unit level rather than Directorate.

Some submissions were recommendations or comments identified as local management actions that will be further reviewed with the individual Director.

Council initially requested possible reductions be reviewed with a specific focus on middle management and all staff below Service Unit Manager given a guarantee of job security

A reduction in Service Unit Manager representation has occurred since 2011, decreasing from 28 Service Unit Managers in 2011, to 26 Service Unit Managers in 2012 to now 16 Service Unit Managers in the most latest proposed structure.

Management have been and remain committed to rightsizing the organisation and to continuing to decrease costs through improved FTE management whereby where budgeted and actual FTE is much more closely aligned. The current budgeted FTE is 1035 and it is planned to further reduce budgeted FTE in the following phased approach:

1/7/2014 – 1020 budgeted FTE;  
1/7/2015 – 1010 budgeted FTE;  
1/7/2016 – 1000 budgeted FTE.

As previously reported it is expected the restructure will create Service Units that are more focused on the core functions/objectives of the department. The streamlining of management functions will result in improvements in project accountability, monitoring and reporting. The changes are expected to create improved operational efficiencies through reduced duplication and overlap of responsibilities whilst providing a more centralised, focused and flexible approach to resource management.

The current proposed organisation structure (attachment 4) focuses on Service Unit Management changes to and in Infrastructure Operations, Land Management, Development and Building, Community and Recreation Services and the General Manager's unit. The key changes of this structure include:

- Reduction of one Service Unit Manager in Development and Building through the merger of roles. The units will be titled Building, Certification Compliance and Health and Development Assessment;
- The function of rezoning has been transferred into the Department of Development and Building within the Development Assessment unit;

## 5.1 Submission Review of Organisation Structure (contd)

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- Reduction of one Service Unit Manager in the Property Department now titled Property and Economic Development through the merger of roles resulting in three service units titled Property Management, Property Development and Commercial Enterprises;
- Tourist Parks will now be located in Department of Property and Economic Development in the Commercial Enterprises unit;
- A reduction from five Service Units to three in Community and Recreation Services comprised of :

Service Unit: Community Partnerships

- Community Connections
- Community Planning and Education
- Care and Education
- Community Facilities

Service Unit: Customer and Community Relations

- Marketing and Communications
- Libraries
- Customer Engagement

Service Unit: Open Space and Recreation

- Natural Areas
- Recreation Planning and Development
- Parks and Sportsfields
- Reduction of one Service unit Manager in Infrastructure and Operations via a lateral transfer of an existing Manager into the Manager, Contracts and Project Management and there has also been a reduction in Project Directors from three to two;
- Plant and Fleet moving to Property and Economic Development into the Commercial Enterprises unit with the exception of depots going to the Property Management Unit under Building Services.
- Corporate Governance has been incorporated into the Legal and Risk unit now titled Legal and Governance. A reduction of one Service Unit Manager occurred being the role of Executive Manager to the General Manager.

With the exception of Service Unit Managers, there will be minimal change except for possible reporting line changes. Job security for permanent Award Staff continues to be a guarantee of this initiative.

## **5.1 Submission Review of Organisation Structure (contd)**

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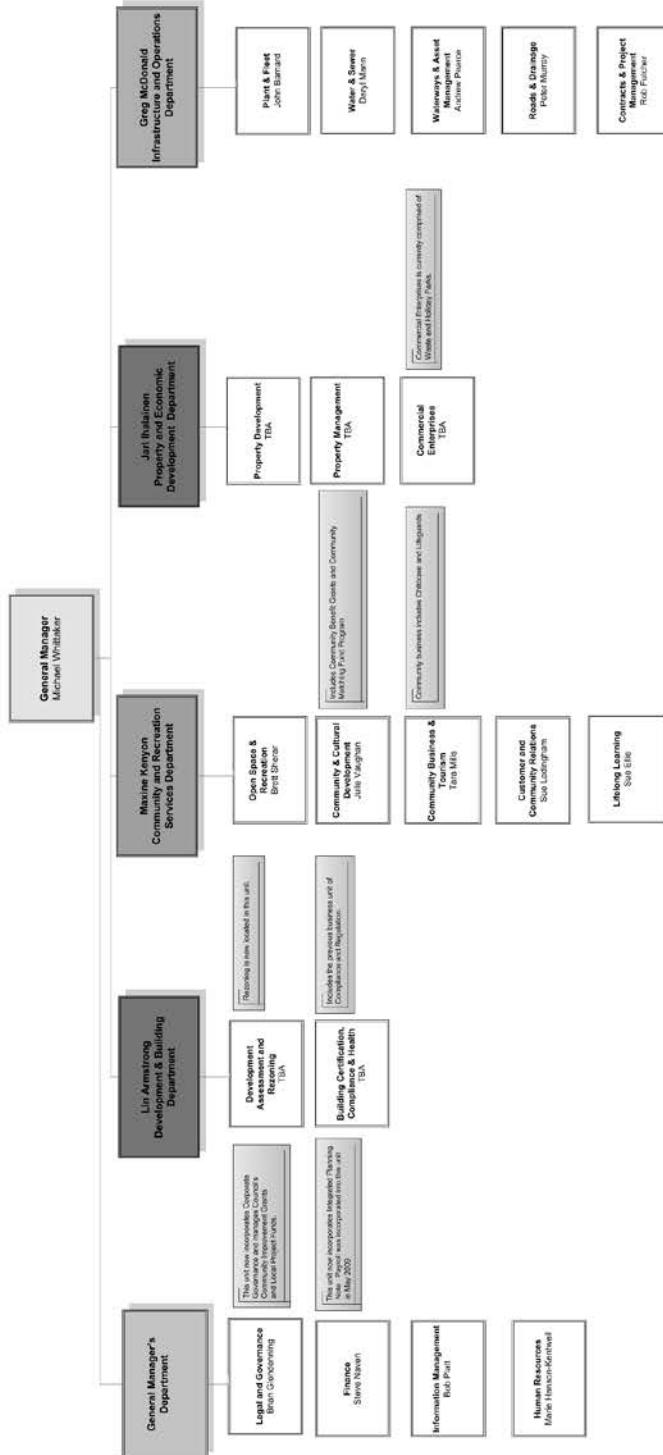
The restructure triggers the following positions to be filled through a merit based recruitment process in compliance with the Local Government Act as Senior Designated Officers:

1. Manager, Building, Certification, Compliance and Health
2. Manager, Property Development
3. Manager, Property Management
4. Manager, Commercial Enterprises
5. Manager, Community Partnerships
6. Manager, Customer and Community Relations
7. Manager, Open Space and Recreation

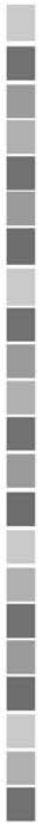
### **ATTACHMENTS**

<b>1</b>	Proposed Organisational Structure June 2013	D03669281
<b>2</b>	Visio-2013 Revised Org Structure August 2013 First Submissions Council Report Final	D03702400
<b>3</b>	22 August 2013 Submission Feedback	D03669482
<b>4</b>	Visio-2013 Revised Org Structure August 2013 second submissions Council Report final 27 August	D03702418

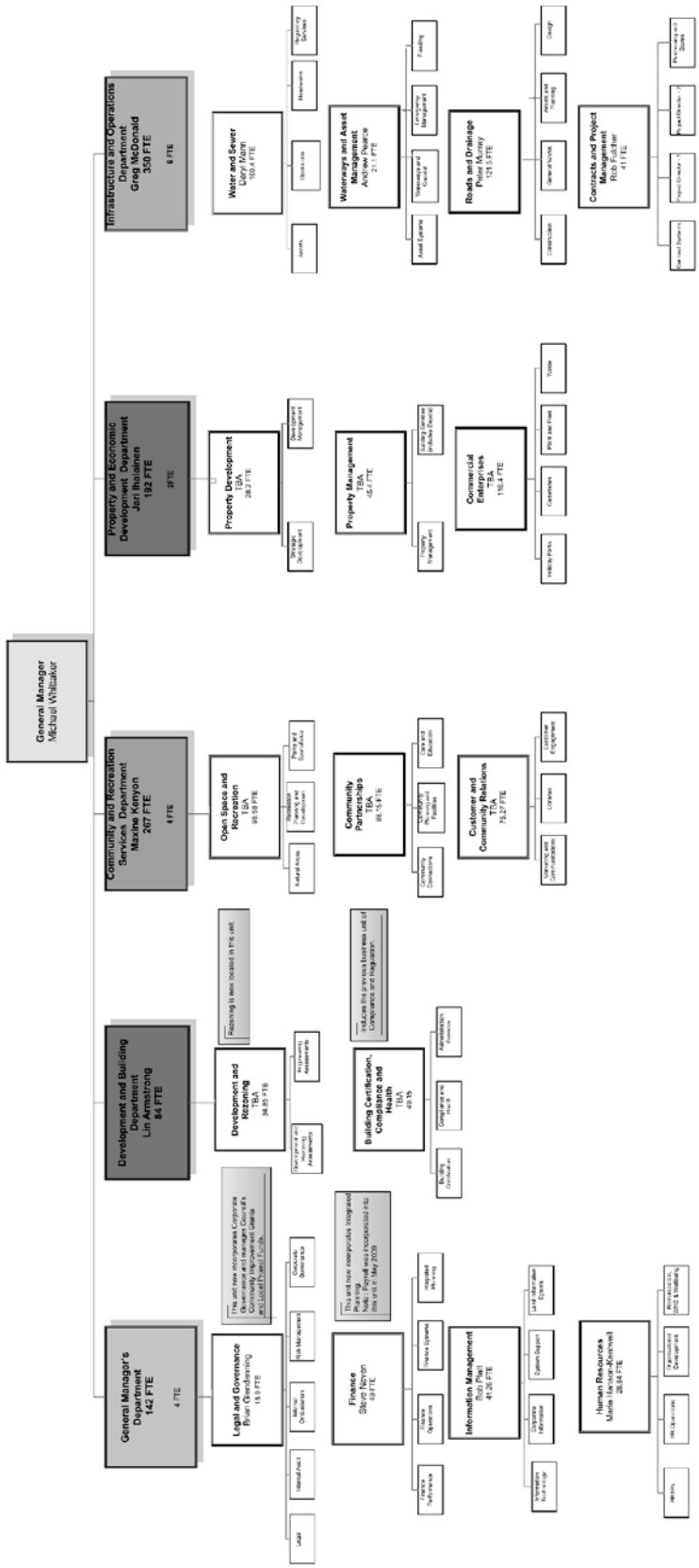
Attachment 1



Wyong Shire Council  
June 2013



Attachment 2 - Draft Proposed Org Structure after first submission review - August 2013



Wyong Shire Council  
August 2013



**Attachment 3 – August 28 Organisation Structure Second Submission Summary**

A total of 57 submissions were received during the second submission period closing 22 August.

There was a balance in the type of submissions in this round; where by half of the submissions focused on operational suggestions for improvement at the next tier (tier four) rather than any suggested change at the unit level (tier three) that occurred during the first submission period.

The other half of the submissions predominately consisted of feedback and also requests for further rationale on the latest proposed structure. The key areas requesting more rationale for the proposed changes was Rezoning, Plant and Fleet moving to Commercial Enterprises and the reduction of five service units to three within the Department of Community and Recreation Services. There was a particular focus on the removal of Lifelong Learning as a separate business unit and the proposed location of libraries to Customer and Community Relations.

In respect to the reduction of Service Unit Managers in Community and Recreation Services management, Council has taken a much more strategic approach to customer service in the last three years and will continue to focus on this area. This approach is different to how the libraries and customer contact were managed previously. The continuation of working with library staff will be important to ensure the continuity of the customer service approach we have been working on over the last few years and it is accepted people will deliver to a service level their FTE / resources allow. When Managers for the units within the Community and Recreation Department are appointed some flexibility in addressing workflow/activities below the Service Unit Manager level will occur accordingly.

There were also a couple of submissions proposing further structure change for example the movement of purchasing and stores, contributions and the Animal Care Facility to other Departments.

The change to the organisation structure as a result of the second round of submissions is to the third tier (unit level) and includes a name change within the Community and Recreation Services Department to the unit currently titled Community Partnerships changing to Community Partnerships and Planning and increasing three sections to four being:

- Community and Cultural Programs
- Care and Education
- Community Planning and Learning
- Community Infrastructure

Communication continued to occur throughout the second submission period including:

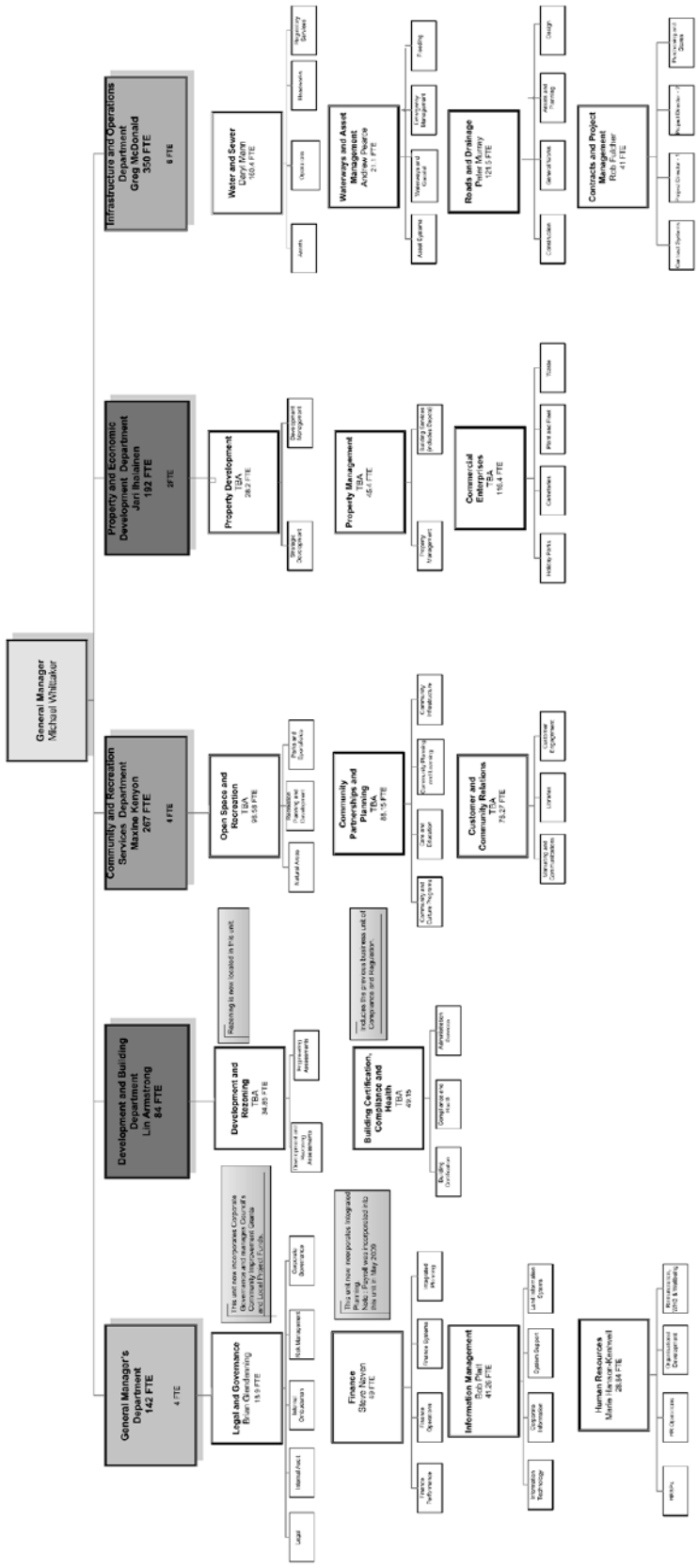
- Regular email communication from the General Manager

- Face to face meetings between Directors and Managers with team members
- One on one face to face discussions between staff and Directors and team members
- Continued activity within the structure implementation team

It has been agreed by the Executive Management team the submissions highlighting operational improvements will be further explored in cooperation with team members relevant to the Departments some examples of the suggested operational improvements include Plant and Fleet Administration, Traffic tasks, Tree assessment and the better utilisation of design skills throughout the business.



Attachment 4 - Draft Proposed Org Structure after second submission review - Final August 2013



Wyong Shire Council  
August 2013

