



SNOWY MONARO
REGIONAL COUNCIL

BUSINESS PAPER

**Administrator Delegations Meeting
5 July 2017**

CONFLICTS OF INTEREST

A conflict of interest arises when the Administrator or Council staff are influenced, or are seen to be influenced, in carrying out their duties by personal interests. Conflicts of interest can be pecuniary or non-pecuniary in nature.

A pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of a financial gain or loss.

A non-pecuniary interest can arise as a result of a private or personal interest, which does not relate to money. Examples include friendship, membership of an association or involvement or interest in an activity.

The Administrator or staff member who considers they may have a conflict of interest should read Council Policy.

The responsibility of determining whether or not the Administrator or Council employee has a pecuniary or non-pecuniary interest in a matter, is the responsibility of that individual. It is not the role of the Administrator or General Manager, or another Council employee to determine whether or not a person may have a conflict of interest.

Should you be unsure as to whether or not you have a conflict of interest you should err on the side of caution and either declare a conflict of interest or, you should seek the advice of the Director General of Local Government.

The contact number for the Director General of Local Government is 4428 4100.

COUNCIL CODE OF CONDUCT

The Council Code of Conduct is a requirement of Section 440 of the Local Government Act 1993, which requires all councils to have a code of conduct to be observed by the Administrator, members of staff and delegates of the Council attending a Council meeting or a meeting of a committee of Council.

The code of conduct sets out the responsibilities of the Administrator and Council employees attending a Council meeting or a meeting of a committee of Council. The code also sets out how complaints against a Council employee, the Administrator or General Manager are to be made.

COUNCIL CODE OF MEETING PRACTICE

The Council Code of Meeting Practice is a requirement of Section 360(3) of the Local Government Act 1993, which requires all councils to have a code of meeting practice. The code of meeting practice is to be observed by the Administrator, members of staff, delegates of the Council and members of the public attending a Council or a meeting of a committee of Council.

Acknowledgement of Owners of Land

Council wishes to show our respect to the First Custodians of this land the Ngarigo, Ngunnawal and Walgalu people and their Ancestors past and present who pass on this duty of custodianship of the land to us the current custodians.

We are proud to be Australian and celebrate the diverse backgrounds and cultures that make up our Nation – our Land.

**ADMINISTRATOR DELEGATIONS MEETING
TO BE HELD IN COOMA OFFICE, 81 COMMISSIONER STREET, COOMA NSW 2630**

**ON WEDNESDAY 5 JULY 2017
COMMENCING AT 9.30AM**

BUSINESS PAPER

1. OPENING OF THE MEETING

2. APOLOGIES/REQUESTS OF LEAVE OF ABSENCE

3. DECLARATIONS OF PECUNIARY INTERESTS/CONFLICT OF INTEREST

(Declarations also to be made prior to discussions on each item)

4. ADOPTION OF COMMITTEE MINUTES/RECOMMENDATIONS

Nil

5. CORPORATE BUSINESS - KEY DIRECTION 1. SUSTAINING OUR ENVIRONMENT FOR LIFE

Nil

6. CORPORATE BUSINESS - KEY DIRECTION 2. EXPANDING CONNECTIONS WITHIN THE REGION AND BEYOND

Nil

7. CORPORATE BUSINESS - KEY DIRECTION 3. STRENGTHENING OUR LOCAL ECONOMY

Nil

8. CORPORATE BUSINESS - KEY DIRECTION 4. CREATING SAFER, HEALTHIER AND THRIVING COMMUNITY

Nil

9. CORPORATE BUSINESS - KEY DIRECTION 5. ENHANCING OUR HEALTHY, ACTIVE LIFESTYLE

Nil

10. CORPORATE BUSINESS - KEY DIRECTION 6. MANAGING DEVELOPMENT AND SERVICE DELIVERY TO RETAIN THE THINGS WE VALUE

Nil

11. CORPORATE BUSINESS - KEY DIRECTION 7. PROVIDING EFFECTIVE CIVIC LEADERSHIP AND CITIZEN PARTICIPATION

11.1 Finalisation of Operational Organisation Structure

3

12. ADMINISTRATORS REPORT (IF ANY)

Nil

13. CONFIDENTIAL MATTERS

11.1 FINALISATION OF OPERATIONAL ORGANISATION STRUCTURE

Record No:

Responsible Officer:	General Manager
Author:	Executive Manager Innovation & Business Development
Key Direction:	7. Providing Effective Civic Leadership and Citizen Participation
Delivery Plan Strategy:	DP7.1 Ensure that legislative obligations are met throughout all Council departments.
Operational Plan Action:	OP7.5 Achieve a stronger, more efficient Council through a successful merger.
Attachments:	1. SMRC - Organisation Chart - Approved by General Manager ↓
Cost Centre	3130
Project	Organisation Structure
Further Operational Plan Actions:	7.3.1.1. Redefining new service levels, delivery methods and supporting structures 7.3.1.2. Complete analysis and modelling to support preparation of the new resourcing strategy. (Workforce Plans) 7.1.2.15. Adopt an organisational structure, including consultation with Consultative Committee.

EXECUTIVE SUMMARY

On 12 May 2016 the Governor General issued the Local Government (Council Amalgamations) Proclamation 2016 dissolving Bombala Council, Cooma-Monaro Shire Council and Snowy River Shire Council forming Snowy Monaro Regional Council.

The road map issued by Department of Premier and Cabinet directed a plan for the merger which included many transactional and strategic items. On 16 June 2016 an interim structure was put in place and since then work has commenced review of Council's current services and delivery methods before making recommendations on a permanent structure. This was completed in September 2016.

Specific actions in the adopted Snowy Monaro Regional Transition Plan relating to the organisational structure include:

- 7.1.2.15. Adopt an organisational structure, including consultation with Consultative Committee.*
- 7.3.1.1. Redefining new service levels, delivery methods and supporting structures*

On 27 January 2017, the functional structure was adopted by the Administrator and recruitment commenced for Directors and Group Managers.

On 1 May 2017 a draft operational structure was distributed for consultation with the relevant stakeholders.

The following officer's recommendation is submitted for Council's consideration.

OFFICER'S RECOMMENDATION

In accordance with section 332(1A) of the Local Government Act; that Council receive and note:

- A. the report on the operational organisation structure
- B. advice that the General Manager has completed the organisation restructure has adopted the structure below senior staff
- C. advice that appointment of employees into the permanent structure will commence immediately and be undertaken in accordance with the adopted lateral transfer, vacancy and redeployment protocols

BACKGROUND

The Snowy Monaro Regional Council Implementation Plan sets out the actions required to ensure a successful merger. Adopting a permanent structure that facilitates service delivery to our community across the region is a key project of the plan. The attached proposed operational structure impacts all levels beyond the already adopted functional structure.

The proposed structure was based on all active employees at 17 March 2017. Managers were involved in the development of the structure and during this time each employee and their position was considered, with discussion on how the structure would support future delivery of services by Council. Formal consultation with Directors, Managers, Consultative Committee and Unions was completed during the period 1 May 2017 to 29 May 2017. The Innovation & Business Development team received 70 submissions, representing feedback from over 100 employees. There were no submissions received from any industry union.

Each submission was considered by the team, HR, responsible Director and the General Manager. The submissions indicated requests for an additional 49.5 full time equivalent (FTE) staff members. A recommended structure was presented to the General Manager and this was reviewed and the final decision on FTE resourcing sees an increase of 6.88 FTE positions.. It is also noted that this is seen as an increase on the proposed consultation piece, as all casual positions had been removed from the draft structure. During the consultation, it was found that many of the casual positions are filled by employees who have systematic and regular working hours, therefore, in order for council to be legally compliant in an industrial sense, the recommendation seeks to formalise these positions as permanent roles on the structure. It is not envisaged that the additional FTE numbers will have a negative financial impact, as the majority of causal positions are included in annual budget preparations. An increase in staffing for the Water & Waste Water business unit will be funded through the water rates.

QUADRUPLE BOTTOM LINE REPORTING

1. Social

The adoption of a permanent organisation structure will achieve the following benefits for the various stakeholders:

- Clear reporting lines for directorates and functions
 - Efficiencies in processes
 - Cost efficiencies by reducing roles
 - Commencement of position matching which will increase certainty for the majority of the organisation
 - Simplifies customer enquiries
-

Productivity will increase with responsibilities being adequately issued across the organisation to contribute to a stronger, modern council that focuses on continuous improvement in service delivery

There is minimal environmentally sustainable impacts from this project and is limited to carbon emissions through travel; and printing and stationery use for administration activities.

The restructure project is funded through the stronger councils implementation fund. The budget impact of moving from three organisation structures to the Snowy Monaro Regional Council structure is not known until the position matching and salary harmonisation project can be completed. It is noted, that positions will not be filled if there has been no operational budget allocated and it cannot be funded by the service.

[illegible]

4. Civic Leadership

Phase 1 of the roadmap issued by the Department of Premier and Cabinet to all merged councils requires councils to implement an organisational structure. A review of this requirement was undertaken early in the merger as it was understood that where possible, a services review would first be completed which would inform any permanent structure.

The Innovation and Business Development Team provided specific information to the General Manager on full time equivalent staff numbers and recommendations based on the submissions received during the consultation period.

Following consideration of all information available, the General Manager has approved an operational organisation structure based on the following principles:

- Additional position requests where no funding was identified have not been included. These may be considered at a future time and with an evidence based business case to support the additional resource requirement
- All current vacancies are to be reconsidered and where possible, it is recommended that through job design, the responsibilities of these vacant positions are redistributed to other positions within the service
- The draft Strategic Workforce Plan recommendations have been considered when developing the structure, specifically, providing opportunities to attract youth and offer professional development of employees through a structure that supports succession planning
- This structure formalises many of the currently casual positions and promotes a more compliant framework for managing ongoing employees

Section 332(1) of the *Local Government Act 1993* (the Act) states:

332 Determination of structure

- (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.*

This was completed upon adoption of the functional structure by the Administrator on 27 January 2017.

Section 332(1A) states:

- (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.*

Section 332(1B) states:

- (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.*
-

Following the recruitment and appointment of the senior staff positions into the functional structure of council, the General Manager commenced the development of an operational structure that would meet the requirements of Section 332(1B). This proposed structure was issued for consultation to relevant stakeholders between 1 May 2017 and 29 May 2017.

Consideration of all submissions, including recommendations made by Directors, a final structure has been issued by the General Manager to achieve the requirements of Section 332(1B) recorded above. The structure meets the requirements of Part 6 of the Act *Arrangements for council staff affected by the constitution, amalgamation or alteration of council areas*

Protections in Section 354 of the Local Government Act ensure that no employees can be made forcibly redundant. As referred to in the previous paragraph the organisation structure project plan includes actions required to facilitate lateral transfer and redeployment opportunities for staff. There is no plan for offering voluntary redundancies, rather, where the position may no longer be required, the General Manager is committed to ensuring the affected staff member is provided with an alternative, meaningful and productive role within the organisation.

In addition rural centre numbers and current staff conditions, including job locations are highly unlikely to change with the implementation of the permanent structure, however starting location of function will be nominated in the draft structure, ready for implementation in May 2019.

11.1 FINALISATION OF OPERATIONAL ORGANISATION STRUCTURE

The following is a summary of the position numbers by Directorate and Group:

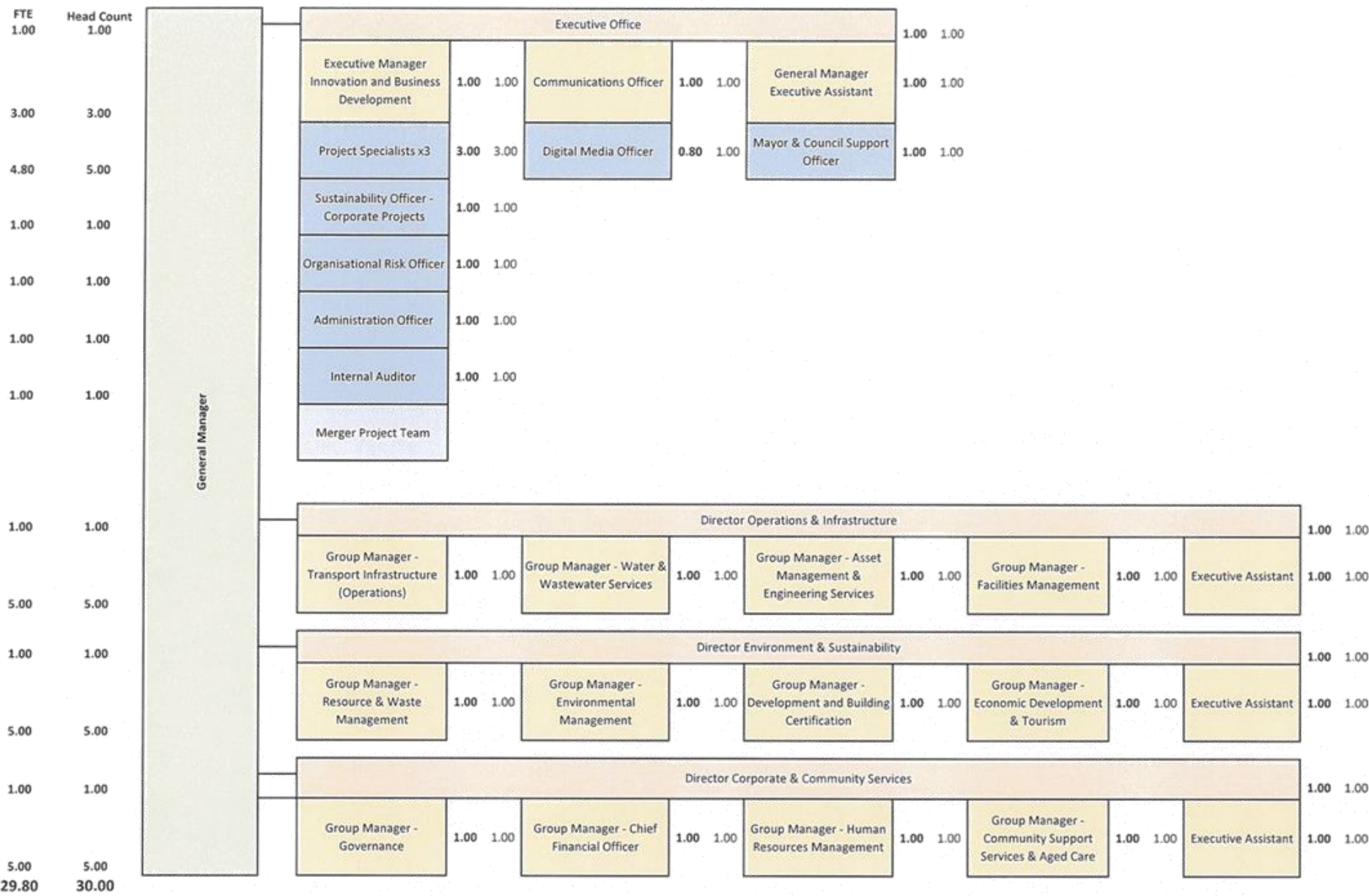
		Location	GM Recommended FTE's	Directors Proposed FTE	GM Final Recommendations
Leadership Team & Group Managers	Leadership Team	Cooma	7.00	8.00	5.00
	Group Managers		12.00	12.00	12.00
Executive Office	Communications & Public Relations	Cooma	2.80	2.80	1.80
	Executive Assistant/s	Cooma	2.00	2.00	2.00
	Executive Officer	Cooma	1.00	1.00	0.00
	Executive Manager Innovation & Business Development	Cooma	7.00	6.00	7.00
			31.80	31.80	27.80
Director Operations & Infrastructure	Transport Infrastructure (Operations)	Berridale	73.00	75.00	72.00
	Water & Wastewater Services	Cooma	38.80	42.80	42.80
	Asset Management & Engineering Services	Cooma, Bombala	23.60	23.00	21.00
	Facilities Management	Bombala	33.61	36.13	30.66
			169.01	176.93	166.46
Director Environment & Sustainability	Resource & Waste Management	Berridale, Cooma	27.40	41.10	32.10
	Environmental Management	Cooma	16.00	16.10	16.70
	Development and Building Certification	Jindabyne	13.00	17.00	15.40
	Economic Development & Tourism	Cooma, Jindabyne	16.36	14.70	15.30
			72.76	88.90	79.50
Director Corporate and Community Services	Governance, Records, IT & Customer Service	Cooma	13.40	19.80	21.00
	Chief Financial Officer	Cooma	22.60	29.50	20.00
	People & Culture	Cooma, Berridale	6.50	8.00	6.00
	Community Support & Library Services	Berridale	34.38	31.02	28.57
	Aged Care - Awaiting Service Review	Berridale & Cooma	17.10	30.10	25.10
			93.98	118.42	100.67
			367.55	416.05	374.43

Determination by Administrator

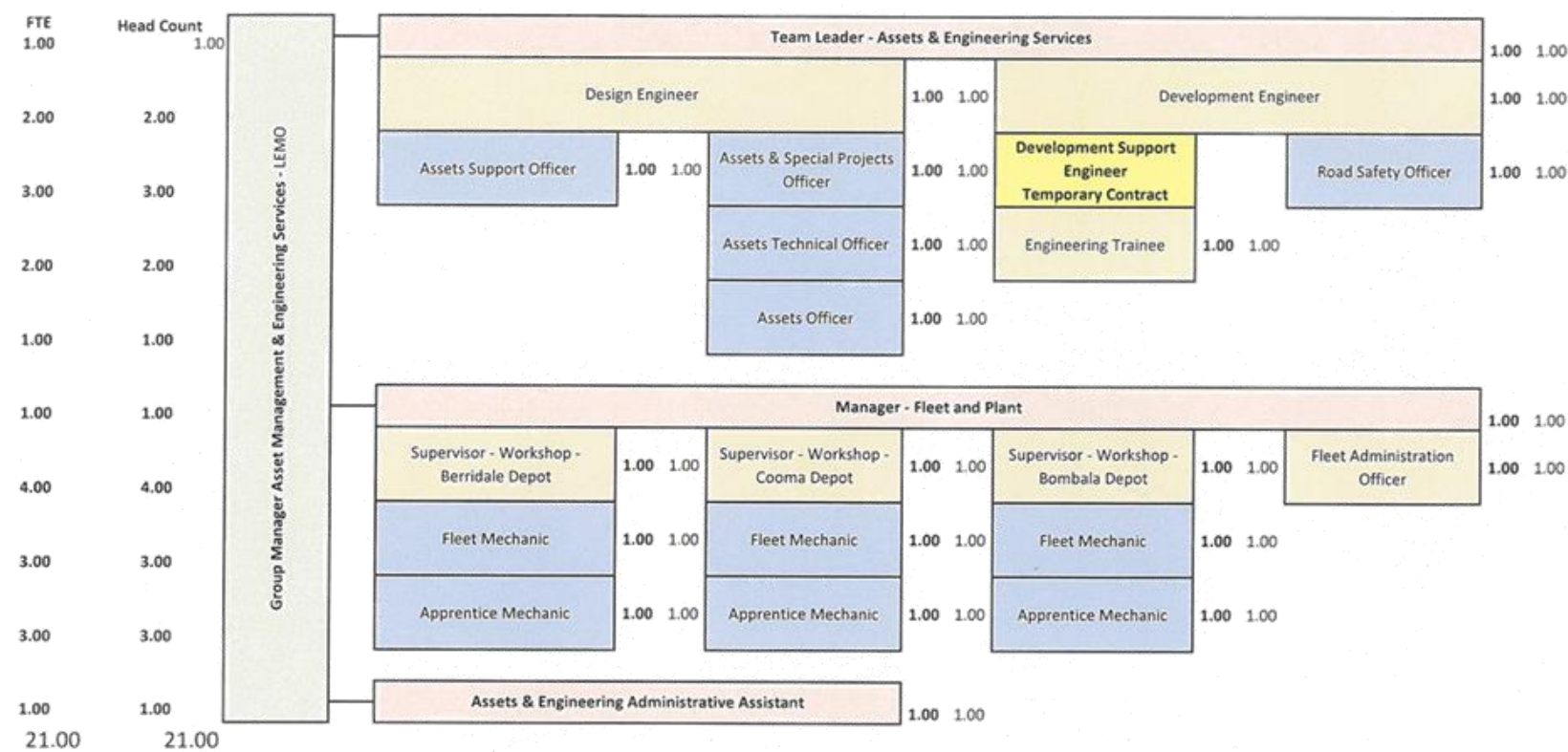
Approved by Administrator in accordance with *Section 226 dot point one (1) of the Local Government Act*

Signature:

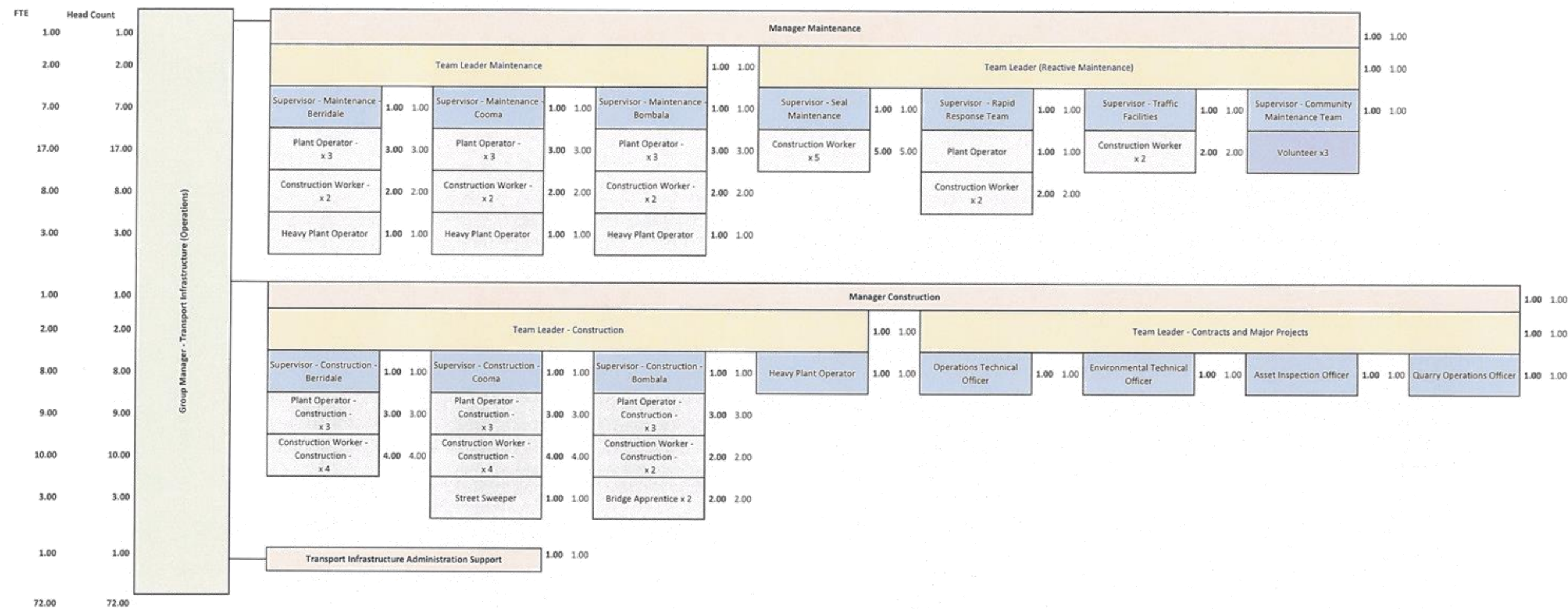
Date:



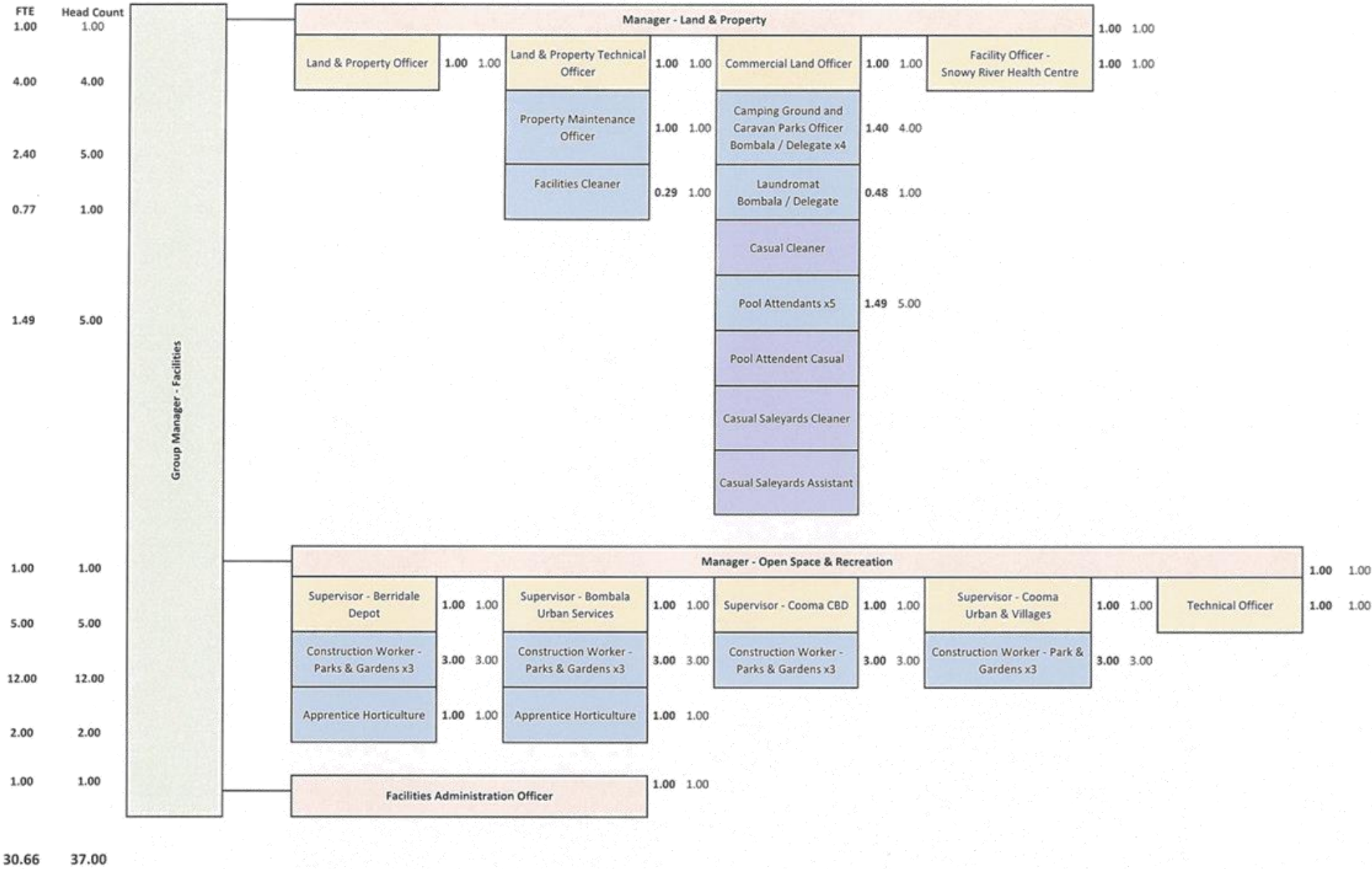
Approved
30/6/17.



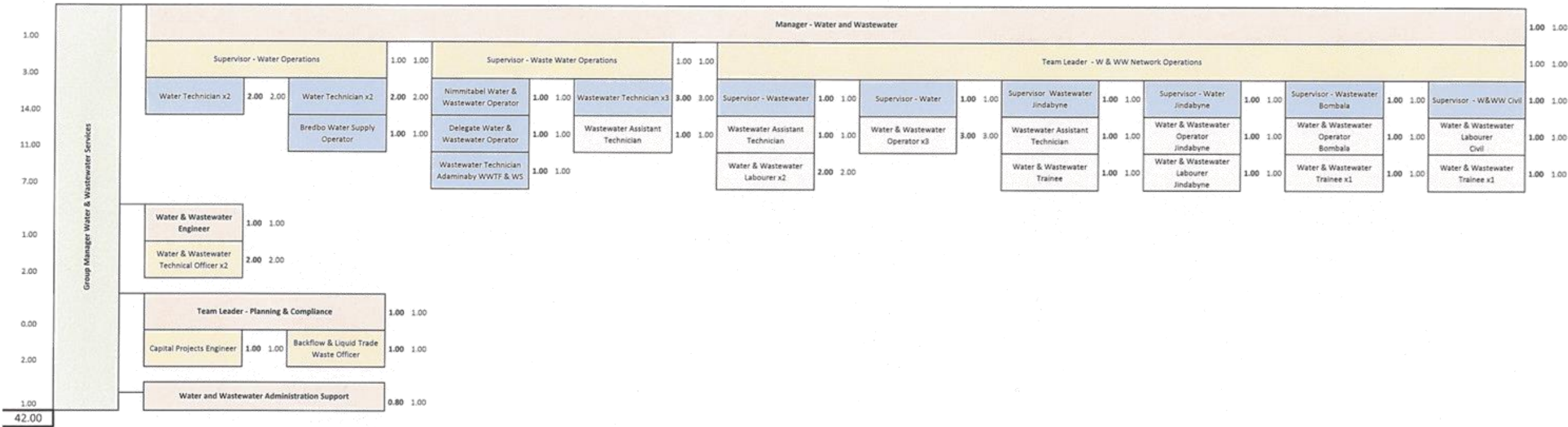
Approved
Jph. Vainis
30/6/17.



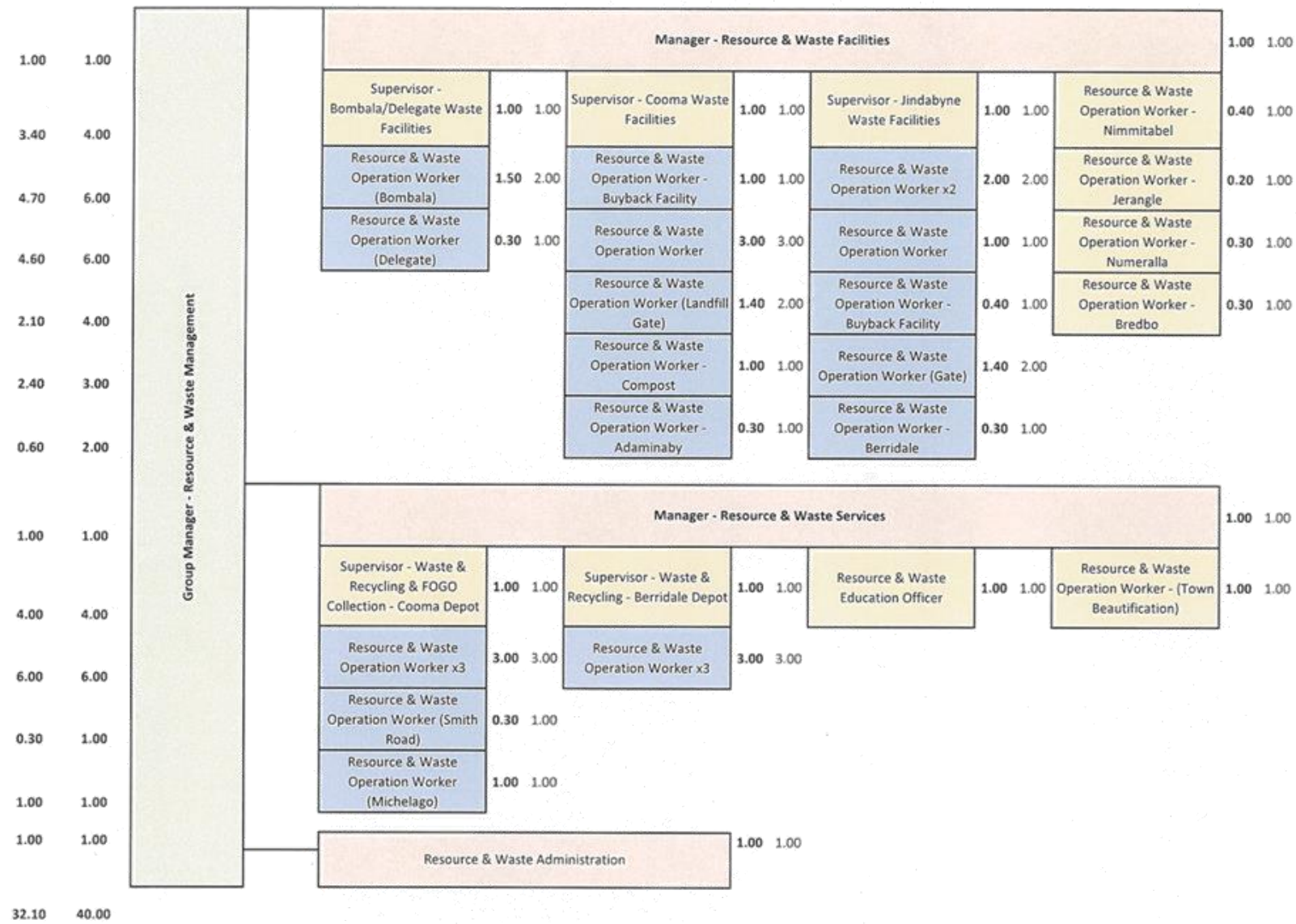
Approved:
30/6/17



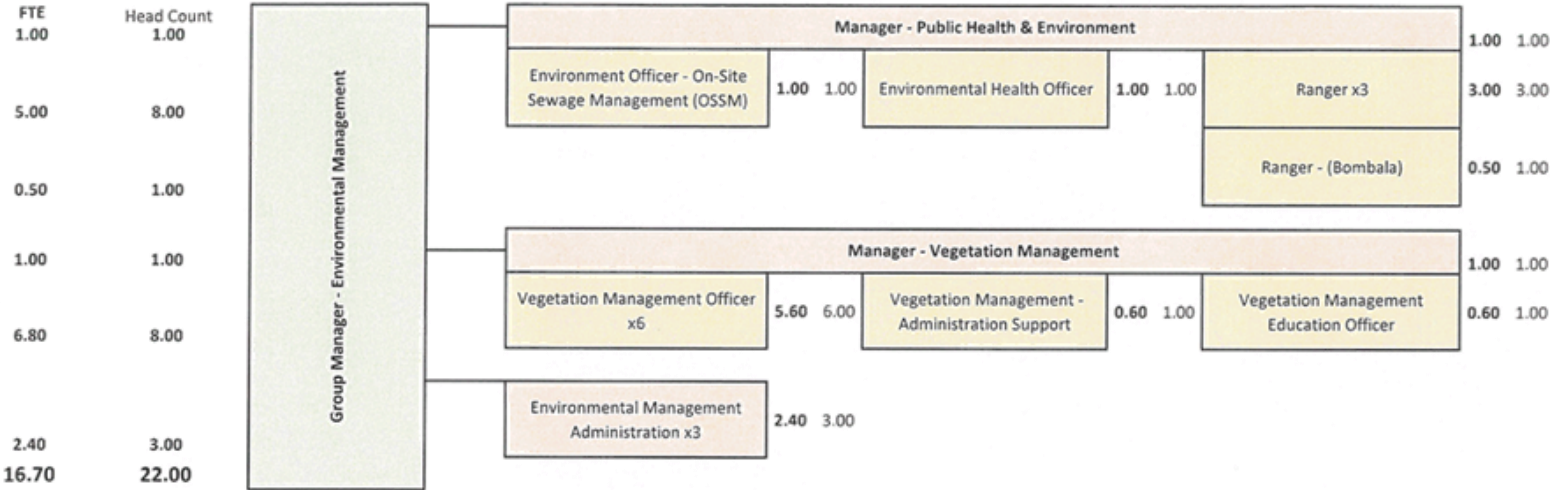
Approved
30/6/17



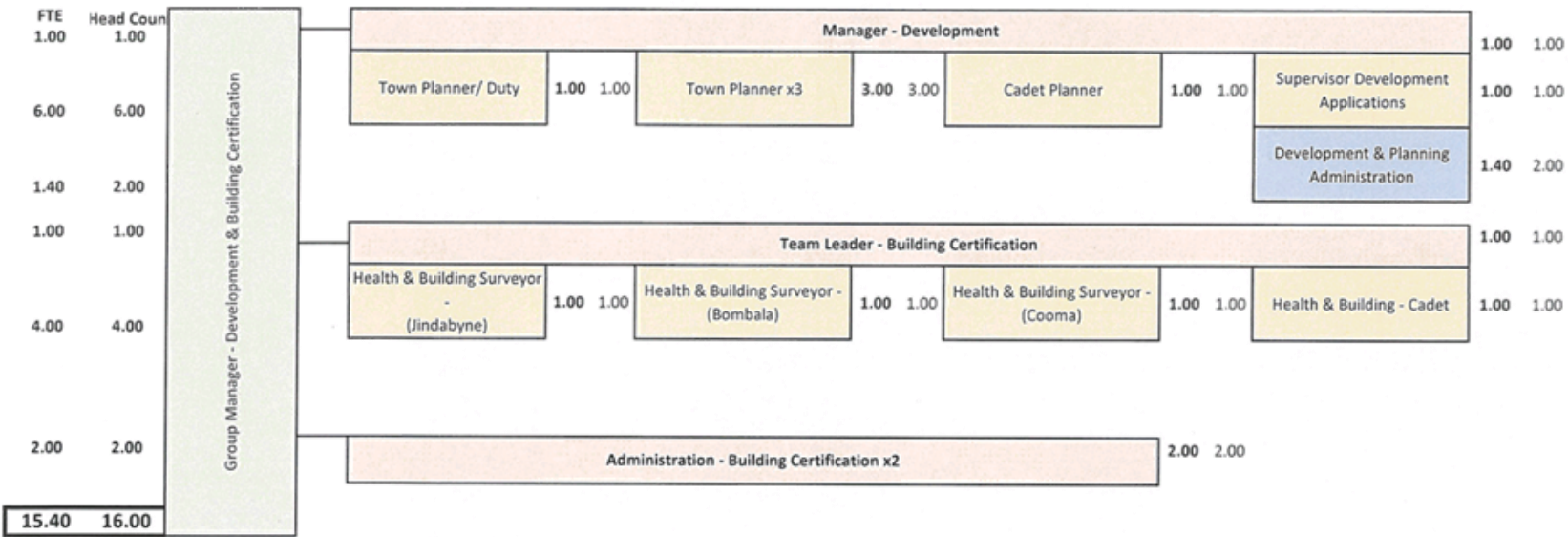
Approved.
J. H. Harris.
30/6/17



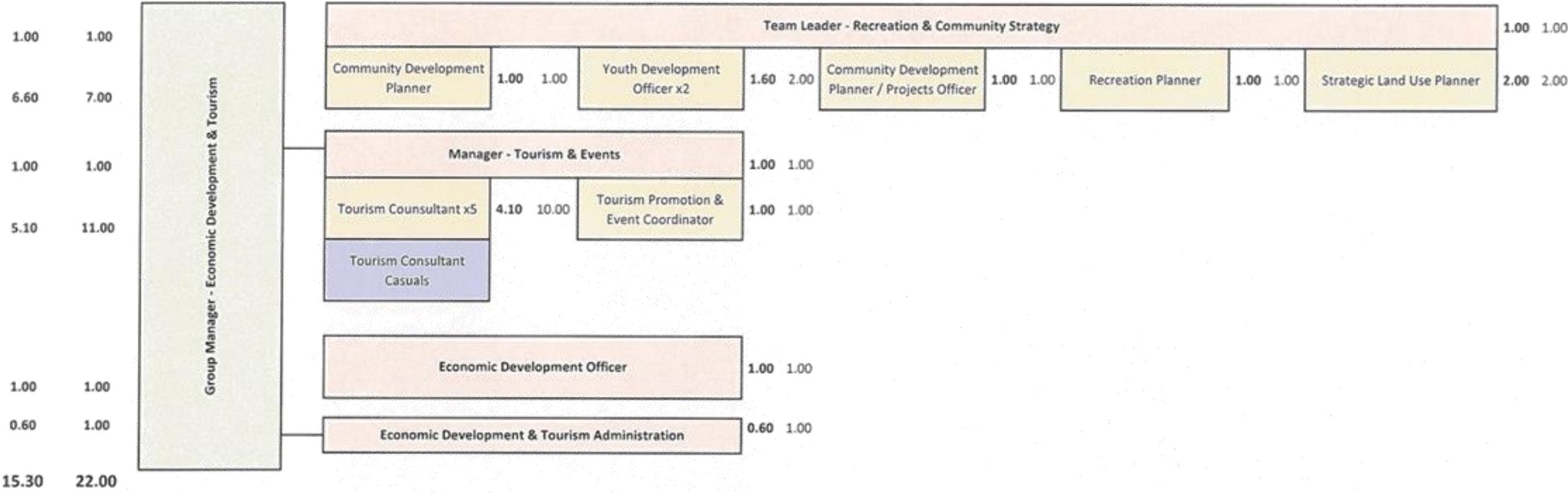
Approved.
J. J. J. J.
30/6/17.



Approved.
J. Vermeir.
30/6/17.

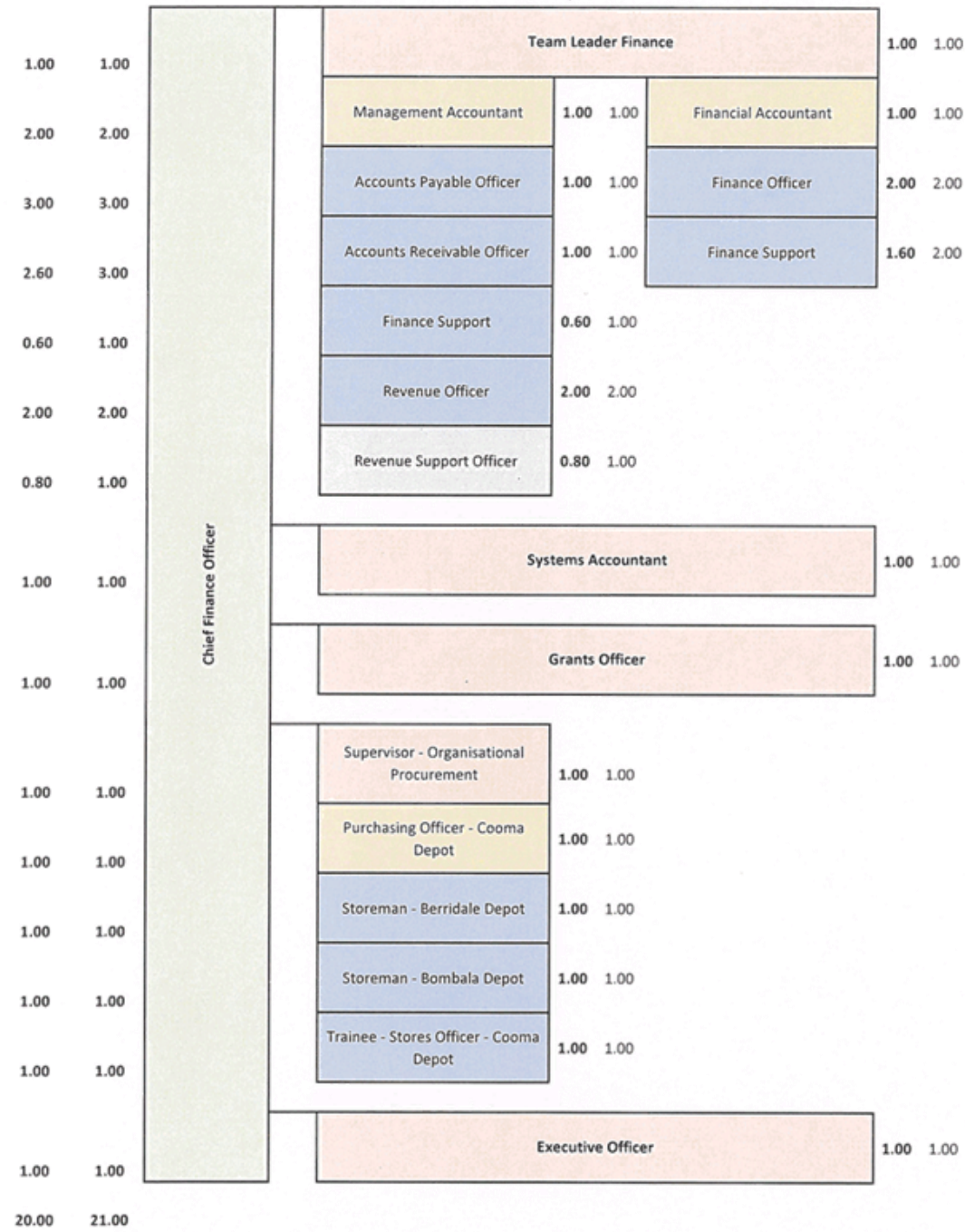


Approved.
John Verina
30/6/17.

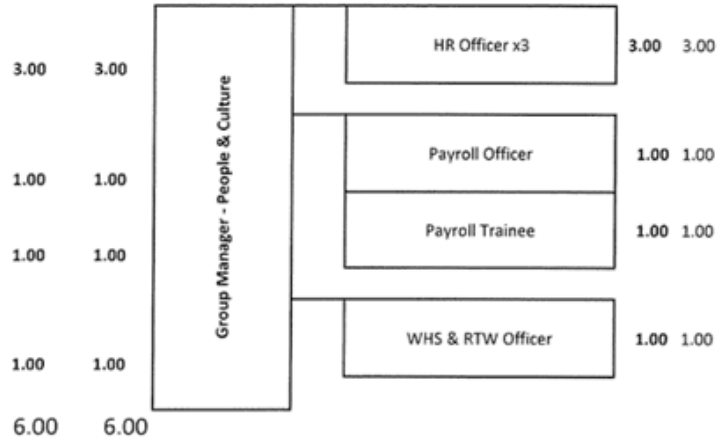


Note - only 1.82 of the 4.10 FTE is currently being utilized by permanents staff leaving 2.28 to bring the x5 into some sort of compliant PPT arrangement

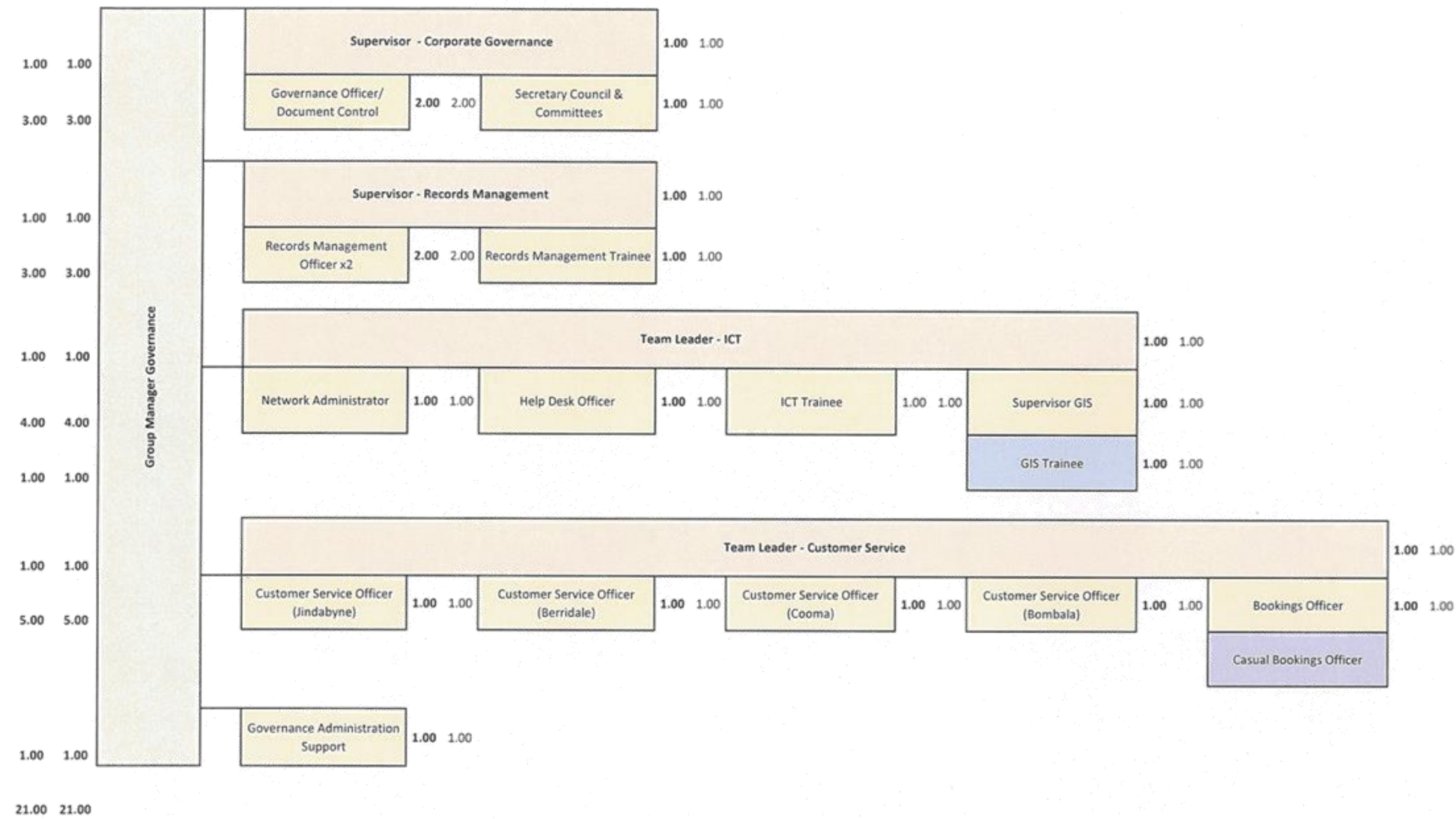
Approved.
J. K. V. S.
30/6/17



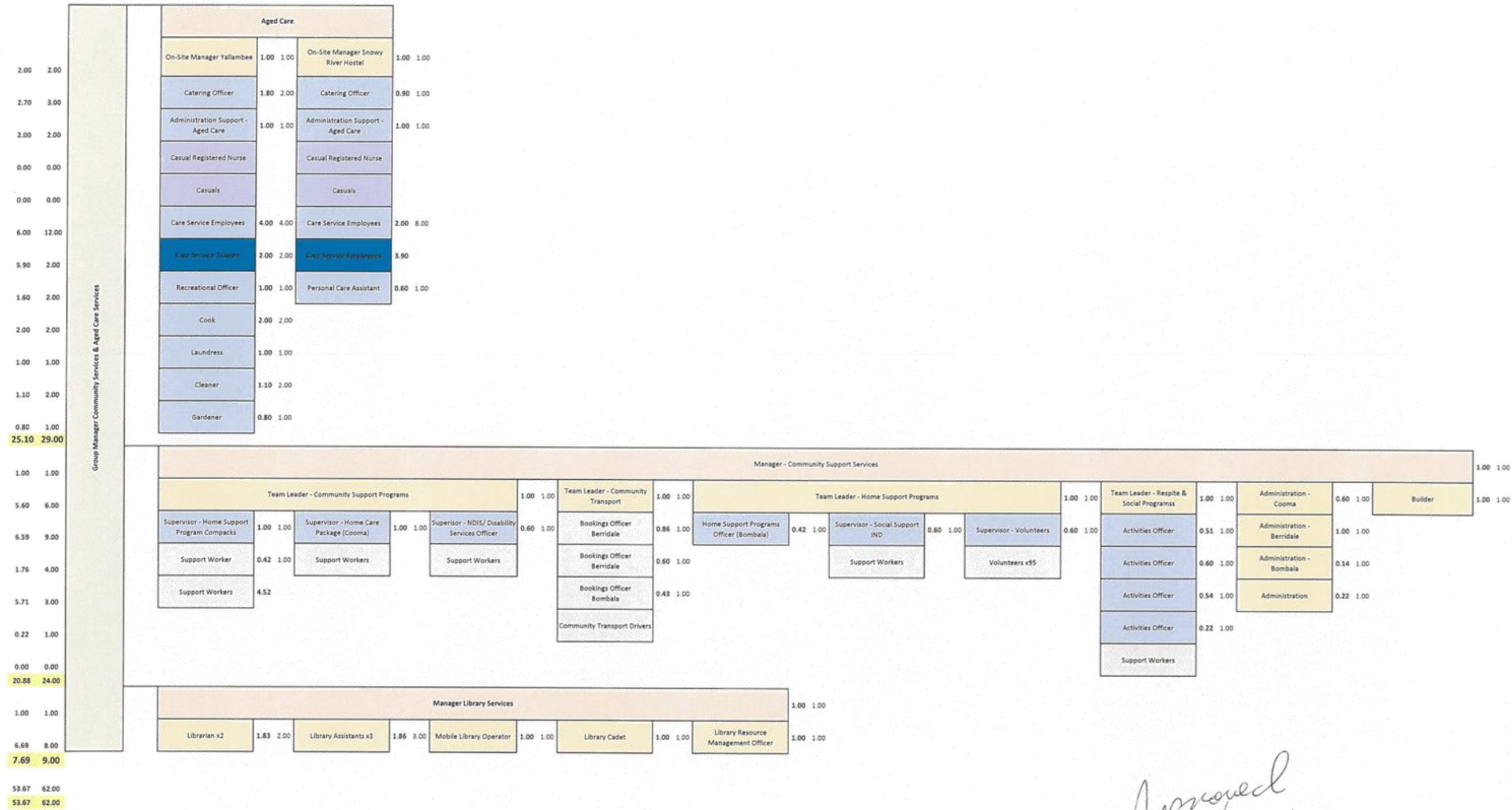
Approved.
J. Williams
30/6/17



Approved.
John Vermeir
30/6/17.



Approved
J. J. J. J.
30/6/17



Approved
30/6/17.