



**SNOWY MONARO**  
REGIONAL COUNCIL

# **BUSINESS PAPER**

**Administrator Delegations Meeting**  
**27 January 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.

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### **Acknowledgement of Owners of Land**

Council wishes to show our respect to the First Custodians of this land the Ngarigo 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 HEAD OFFICE, 81 COMMISSIONER STREET, COOMA NSW 2630**

**ON FRIDAY 27 JANUARY 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**
  - 4.1 Minutes of the Country Universities Centre Meeting held 19 January 2017 3
- 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**
  - 8.1 Landscaping of Embankment - Snowy River Health Centre and Health One Facility 9
- 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 Organisational Structure Project - Recommended Functional Organisation Structure 17

**12. ADMINISTRATOR'S REPORT (IF ANY)**

**13. CONFIDENTIAL MATTERS**

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#### 4.1 MINUTES OF THE COUNTRY UNIVERSITIES CENTRE MEETING HELD 19 JANUARY 2017

Record No:

Responsible Officer: Secretary Council & Committees  
Attachments: 1. Minutes - Country Universities Centre Committee held 19  
January 2017 [↓](#)

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#### EXECUTIVE SUMMARY

The Country Universities Centre Committee met on 19 January 2017 in Cooma. The minutes are presented for Councils information.

#### OFFICER'S RECOMMENDATION

That the minutes of the Country Universities Centre Committee held on 19 January 2017 be received and noted.

Received and noted and recommendations therein adopted.

#### Determination by Administrator

Approved by Administrator Dean Lynch in accordance with *Section 226 dot point one (1) or two (2) of the Local Government Act 1993*.

Signature: .....

Date: .....

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## Country Universities Centre Committee Meeting Minutes

**Meeting No:** 03  
**Meeting Date:** 19 January 2017, 7.30am  
**Location:** 38 Bombala St Cooma and via teleconference  
**Members Present:** Gabrielle Curtin (GC - Chair), Duncan Taylor (DT), Dean Lynch (DL), Mick Boyce (MB), Praveena Karunaharan (PK - Secretary)  
**Guests:** Zoe Dawson (ZD)  
**Apologies:** Adrian Bell

### 1. Minutes of previous meeting

The minutes of the previous meetings held on 9 December and 9 January were accepted without amendment.

### 2. Actions arising

The outstanding actions arising from prior meetings were reviewed and updated as follows:

Meeting No.	Action	Accountability	Status
1	Confirm any monies owing from Cooma UC to Snowy Hydro (SHL).	ZD	<i>Closed</i> - Cooma UC currently owes SHL \$25k. An invoice will be raised and paid shortly.
2	Update draft constitution to: - incorporate references to higher education - reduce maximum director term to 9 years and include requirement for unanimous consent for 3 <sup>rd</sup> term	PK	<i>Closed</i> - updates have been incorporated.
2	Request feedback from Department of Industries (DoI) on expectations re CUC membership	DT	<i>Closed</i> - DoI indicated that it would like to be kept informed of proposed members and to provide feedback where relevant. Refer agenda Item 3.
2	Obtain provisional quote on D&O Insurance	PK	<i>Open</i> - quote to be sought once membership finalised.
2	Inform Goulburn Working Group of Committee approval	DT	<i>Closed</i> - approval communicated.

2	Provide DT with contact information for University of Canberra contact	DL	<i>Closed</i>
2	Request GM Cooma Monaro Council's attendance at CUC / council meeting with University of Canberra on 25 January	DL	<i>Closed</i> - GM unable to attend but sufficient attendance from other participants.
2	Provide Anne Maslin and Adrian Bell with status update on CUC Committee meetings	GC	<i>Closed</i> - GC further informed the Committee that Anne Maslin has resigned from the CUC Committee.

### 3. Funding proposal status

- DT informed the Committee that the Department of Industries (DOI) is currently drafting a funding agreement, and intends to provide this to the Minister and to CUC simultaneously. While the DOI has not committed to a timeframe, receipt of the funding agreement is anticipated next week (i.e. w/c 23rd January).
- The DOI has not requested any additional information or clarification from CUC in relation to the funding proposal.
- The key unknown remains the quantum of funding to be provided. DT indicated this was more likely to be \$5m (than the initially contemplated \$10m), given that DOI needs to also allocate funding for higher than expected vocational enrolments.
- The Committee noted that the risk of reduced funding levels could be partially or fully mitigated by exploring co-location options with TAFE (refer Agenda Item 7).

### 4. Incorporation status

- DT informed the Committee that the DOI was satisfied with CUC's proposed governance structure and constitution. The DOI was also satisfied with the proposed CUC Board composition (i.e. the 5 directors in attendance at this meeting)
- The Committee held an extensive discussion on membership options for CUC. While the DOI indicated that it was satisfied with proposed directors being appointed as members, the Committee discussed the advantages in a level of separation of duties and the benefit of including 'benign' albeit committed organisations, with a history of supporting and promoting the CUC's objectives.
- On this basis, the Committee RESOLVED to appoint Snowy Hydro Limited and Snowy Monaro Regional Council as members of the CUC, pending acceptance by these organisations.
- The Committee further discussed the appointment of 2 individual directors as members, and unanimously agreed that DT and DL were the most appropriate and suitable directors to fulfil the role. The Chair proposed the appointment of DT and DL as members; and MB seconded the motion. Accordingly, the Committee RESOLVED to appoint Duncan Taylor and Dean Lynch as members of the CUC.
- Each member will have equal rights; and membership will be reviewed and

amended as required in 3 years.

- The Committee noted the need to ensure the constitution included the following elements:
  - provision for casual vacancy
  - requirement (rather than option) to review membership after 3 years
- PK undertook to instruct CUC's solicitors to update the constitution and commence incorporation process on the basis of the aforementioned 5 directors and 4 members.
- The Chair undertook to formally advise Snowy Hydro of its appointment and seek its acceptance. DL undertook to carry out a similar exercise with the Snowy Monaro Regional Council.

#### **5. Engagement with hubs**

- DT advised the Committee of the upcoming full-day site visit by the Goulburn Universities Centre Steering Committee on 3rd February, and invited available directors to attend.
- Engagement with Broken Hill and Young will be progressed further once CUC's incorporation has been completed, funding received and affiliation agreements drafted.
- The Committee and ZD discussed the benefits in Cooma University Centre mentoring hubs, including on operational set-up and procedural frameworks. ZD confirmed that the Cooma UC is equipped to provide this assistance to hubs during their early stages.
- The Committee noted the need to be aware of and assist with addressing any skill gaps on hubs' Steering Committees. For instance, the Young Steering Committee would benefit from business / project management / analytical skills, while the Broken Hill Committee could similarly benefit from business-specific skills. MB undertook to contact Carol regarding potential assistance with the latter.
- DT will utilise his role on the Broken Hill and Goulburn Steering Committees to assist these committees with identifying and addressing skill gaps.
- The Goulburn Steering Committee is considering appointing a member of DT's family as its Chair. While this poses no immediate risk, the Committee agreed to maintain a watching brief and discuss the matter should any issues or potential conflicts arise. The Committee noted that identifying and managing conflicts would be an ongoing matter during CUC's establishment phase.
- Finally, the Committee noted that work would be done in the future on mapping hubs to electorates to determine spread and to identify any areas of particular interest to our funders.

#### **6. CEO recruitment**

- The Chair noted that informal market intelligence indicated average CEO salaries of \$170k (base). Skills and experience levels varied based on the needs of the organisation, e.g. early stage, in transformation, established not-for-profit etc.
- The Committee discussed the impact of potential reduction in funding (\$10m to \$5m) on CEO salary thresholds; and considered a limited term appointment (e.g. 3 years) focused on CUC set-up and establishment of relationships with hubs and universities.
- The Committee shared their views on desired CEO skill-set. These included high



levels of experience (i.e. mid-latter stages of career), willingness and ability to travel for extended periods, ability to build effective relationships with government and universities, and a background in business, project management or potentially academia.

- Each member of the Committee and ZD undertook to provide their desired CEO skill-set to the Chair and Secretary via email for collation and re-circulation.
- The Chair noted that at this stage, a CEO was expected to be appointed to commence effective 1st May.

## 7. Other matters

### *Resignation of Anne Maslin:*

- The Chair advised the Committee of the formal resignation of Anne Maslin as a CUC director, and shared Ms Maslin's feedback on the value of leading-edge technology in supporting tutor-based teaching. The Chair requested that a thank you to Mrs Anne Maslin be formally minuted to acknowledge her contribution on the Cooma Universities Centre.

### *Framework for universities:*

- The Committee discussed DT's proposal for obtaining success fees from universities. At present, Cooma UC is only remunerated via an enrolment fee. A 'success fee' would provide an additional revenue channel while reiterating CUC's commitment to maintaining long-term relationships with students.
- A key risk is the high levels of student churn, e.g. when students leave the centre to attend university. The Chair noted that 'success' should be defined to include students who may move from the area but remained at university.
- The Committee accepted the proposed approach in principle, pending further discussions with universities.

### *Potential TAFE co-location:*

- DT advised the Committee that TAFE was embarking on an interconnected learning strategy (funded by the DOI), with the potential for outstanding digital facilities. In advance of a meeting with TAFE next week (i.e. w/c 23rd January), DT sought the Committee's view on exploring co-location options with TAFE.
- The benefits of this approach include the ability to take advantage of the digital facilities, gain a competitive advantage over others in the market, and satisfying DOI's preference for a partnered presence rather than duplicate facilities in the same town.
- Challenges include maintaining appropriate autonomy and control, managing branding / perception risk, especially among students who are attracted to university learning vs. vocational training, and maintaining an effective and productive relationship with TAFE.
- The Committee agreed to endorse initial discussions with TAFE, while noting the need to clearly agree CUC's needs and expectations prior to formal partnering. DT will meet with TAFE next week to commence initial discussions.

## 8. Risks requiring attention

- PK noted that key current risks include the timing and quantum of funding; finalisation of directorship and membership (since resolved) and CEO recruitment. The Committee has discussed these risks over the course of the meeting, with work underway to address each risk where relevant.
- A risk register will be maintained and circulated to the Committee for

consideration on a monthly basis.

#### 9. Next Meeting

- Thursday 2nd February, 7.00am via teleconference

**Meeting closed** at 10.10am

#### Actions Arising

Action	Accountability	Due Date
Obtain provisional quote on D&O Insurance	PK	30 Jan
Review and update constitution where required to include: <ul style="list-style-type: none"> <li>• provision for casual vacancy</li> <li>• requirement (rather than option) to review membership after 3 years</li> </ul>	PK	23 Jan
Instruct CUC's solicitors to commence incorporation process	PK	23 Jan
Formally advise Snowy Hydro CEO of membership appointment and seek acceptance	GC	30 Jan
Formally advise Snowy Monaro Regional Council of membership appointment and seek acceptance	DL	30 Jan
Contact potential candidate for Broken Hill Steering Committee with business skills	MB	30 Jan
Provide Chair and Secretary with email listing of desired CEO skill-set	All	30 Jan
Advise DT of availability to attend Goulburn Steering Committee site visit on 3rd Feb	All	23 Jan

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## 8.1 LANDSCAPING OF EMBANKMENT - SNOWY RIVER HEALTH CENTRE AND HEALTH ONE FACILITY

Record No:

Responsible Officer:	Assistant General Manager
Author:	Facility Manager Snowy River Health Centre
Key Direction:	1. Sustaining Our Environment for Life
Delivery Plan Strategy:	DP1.6 Ensure Council services, facilities and land holdings achieve best practice for sustainability.
Operational Plan Action:	OP1.22 Ensure Council has a safe reliable, sustainable and cost effective assets through the effective management of Facilities, Infrastructure, Plant, Motor Vehicle and Equipment Assets.
Attachments:	<ol style="list-style-type: none"><li>1. Entrance SRHC Landscaping <a href="#">↓</a></li><li>2. Stairs to Health One Facility - quoted area <a href="#">↓</a></li><li>3. Thredbo Terrace line of sight <a href="#">↓</a></li><li>4. Stairs to exit at Thredbo Terrace <a href="#">↓</a></li><li>5. Plan HealthOne Site Landscaping <a href="#">↓</a></li><li>6. Quote Health One Landscaping - <b>Confidential</b></li></ol>
Cost Centre	Snowy River Health Centre 22 -2320
Project	
Further Operational Plan Actions:	

### EXECUTIVE SUMMARY

In July 2010 Council was successful in obtaining grant funding under the GP Super Clinics Program through the Department of Health. The Snowy River Health Centre was constructed and commenced operation in May 2014.

Immediately after the opening date the Health Minister, Jillian Skinner announced that a new Health One facility would be constructed adjacent and adjoining the newly completed Snowy River Health Centre.

At the time of completion of the SRHC a decision was made to delay the landscaping works needed on the retaining embankment below Thredbo Terrace as it was unclear of the extent of the new Health One construction.

Construction of the new Health One project is well underway and is due for completion in mid-March 2017 with the relocation of the Community health centre and occupancy expected in early April 2017. The completion of HealthOne will facilitate the improvement and expansion of services and allow the integration of health services for the community and will be an excellent collaboration between Federal, State and Local Government.

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

**OFFICER'S RECOMMENDATION**

That Council:

- A. Review the report and supporting documents;
- B. Approve the landscaping work for Area 1 & 2 up to \$9,200; and
- C. Give conditional approval for the remainder of the embankment subject to a further being considered once quotations have been received..

**BACKGROUND**

The landscaping works to the embankment were not completed due to the impending development of the HealthOne Facility. Council has expended all funds for the GP Super Clinic Project (as per the Funding Agreement and timeline) and landscaping works for this project included the garden bed, stone work and planting at the entrance to the SRHC and the Footpath on Thredbo Terrace (as per DA condition) from Snowy River Avenue to Park Road. See Attachment

Council has been approached by HealthOne to contribute to sharing the cost of a section landscaping on part of this embankment and have provided Council with a quote indicating same. This area is shown on the plan – Area 1 & 2. This comprises the area from the Ambulance Bay to the stairs leading down to Thredbo Terrace. See Photo attachment

The remainder of the embankment from the stairs to the exit of the car park (turning on to Thredbo Terrace) requires landscaping works to complete the car park and amenity of the Facility. This area is currently mowed 4 times a year with the 'boom mower' due to the steepness of the site. This requires the car park area being cordoned off the night before to prevent cars from parking in this area so the mower can safely navigate the site. This has been a temporary solution for this area that is full of weeds and dry grass. See Photo Attachment

The embankment is unsightly and, more importantly, a traffic hazard, as the line of sight when turning onto Thredbo Terrace is greatly hindered by the weeds and grasses. This corner of the embankment is whipper snapped regularly in the summer months to assist with the safety of drivers turning on to Thredbo Terrace. See Photo Attachment

Consultation with the Parks and Recreation Supervisor and the Roads Supervisor have indicated that they would prefer a low maintenance solution on this embankment area. The Facility Manager will meet with Jindabyne Landscaping on site the week of the 30<sup>th</sup> to look at suitable options. This may be a mix of wet stone wall or crib wall (nil ongoing maintenance) and pebbles with planting similar to quote for Area 1 & 2. Once a suitable quote is obtained we will bring to Council for the necessary approvals.

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## **QUADRUPLE BOTTOM LINE REPORTING**

### **1. Social**

These landscaping works will enhance the community's perception of a completed and professional Facility. It will assist with the safety of the community with an improved line of site for traffic entering onto Thredbo Terrace.

### **2. Environmental**

The environmental impacts will be positive with the eradication of weeds (some noxious) on the embankment. The planting and stonework will be sympathetic with the environment and provide an aesthetic and environmentally friendly treatment.

### **3. Economic**

The initial costs for part A will be \$9115.00. The costs for Part B will be advised after suitable consultation with all parties and receipt of quote.

### **4. Civic Leadership**

Snowy River Health Centre continues to operate in accordance with the adopted SRHC structure and the signed Funding Agreement. It meets the milestones and objectives as set out in the National Program Guide 2010.

This landscaping work will improve the amenity of this Facility and will be easily maintained in the future.

### **Determination by Administrator**

Approved by Administrator Dean Lynch in accordance with *Section 226 dot point one (1) or two (2) of the Local Government Act 1993*.

Signature: .....

Date: .....

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## 11.1 ORGANISATIONAL STRUCTURE PROJECT - RECOMMENDED FUNCTIONAL ORGANISATION STRUCTURE

Record No:

Responsible Officer:	Director Special Projects Office
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:	<ol style="list-style-type: none"><li>1. Recommended Functional Organisational Structure <a href="#">↓</a></li><li>2. Summary of Comments Received on Functional Structure - Consultation Period - 28 November 2016 to 13 January 2017 <a href="#">↓</a></li><li>3. Detailed List of Submissions - Consultation on Functional Organisation Structure (<i>Under Separate Cover</i>) - <b>Confidential</b></li></ol>
Cost Centre	3130 – Merger Project – Council Implementation
Project	Permanent Organisation Structure
Further Operational Plan Actions:	<p>7.3.1.1. Redefining new service levels, delivery methods and supporting structures</p> <p>7.3.1.2. Complete analysis and modelling to support preparation of the new resourcing strategy. (Workforce Plans)</p> <p>7.1.2.15. Adopt an organisational structure, including consultation with Consultative Committee.</p>

### 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 to review Council's current services and delivery methods before making recommendations on a permanent structure.

Specific actions in the adopted Snowy Monaro Regional Implementation 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*

After consultation with staff from the Department of Premier and Cabinet, a functional structure has been recommended and approved by the General Manager. The proposed structure was approved by the Administrator for consultation on 25 November 2016.

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Following consultation with Council's staff, the Consultative Committee and Unions and consideration of all submissions received, a final permanent functional structure is submitted to the Administrator for consideration and approval.

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

#### **OFFICER'S RECOMMENDATION**

That Council

- A. Receive and note the report on the functional structure
- B. Receive and note the summary of submissions to the organisational structure from employees and the Consultative Committee
- C. Declare the Directors positions as senior staff in accordance with Section 332(1) and (2) of the Local Government Act
- D. Declare the Group Manager positions that meet the requirements of Section 332(1) and (2) of the Local Government Act as senior staff positions
- E. Adopt the functional structure, proceed with recruitment of Directors and Group Managers under this structure and commence phase two of the organisational structure project subject to the following changes:
  - That the position of Arts and Cultural Events be renamed to Event Support
  - That the position of Weeds and Pest Management be renamed to Vegetation and Pest Management
- F. Review the operations of the Project Management Office at the end of three years to evaluate the Department's value to the organisation.

#### **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 functional structure impacts on tiers two and three of the organisational hierarchy, with an impact on approximately 40 staff across the former three councils into 16 positions that would make up the executive (Directors) and senior staff (Group Managers). An external recruitment agency (McArthurs) has been engaged to assist with the advertising, recruitment and selection of applicants into these positions.

#### **QUADRUPLE BOTTOM LINE REPORTING**

##### **1. Social**

The adoption of a permanent functional 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 triplicated roles
  - Increased certainty for 80 per cent of the organisation
  - Simplifies customer enquiries
-

There is an expected value of 2% of current employment costs. It is noted that these are not expected until the cessation of the three year protection period. The main financial savings will be achieved by the reduction in Director and Manager positions held by the previous three councils.

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.

## 2. Environmental

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.

## 3. Economic

This project is funded through the merger fund. The approved budget for this project is as follows:

<b>Element</b>	<b>Budget \$*</b>
Salaries and wages of project team	113,750
External recruitment agencies	411,750
External executive coaching services	52,500
External support and advice for redeployed staff	30,000
Legal advice	5,000
Voluntary redundancy payments	0
Room hire and ancillary costs	2,000
Travel and accommodation reimbursements	3,000
Contingency	61,800
<b>Total Budget</b>	<b>\$679,800</b>

Given the projected cost of using external recruitment agencies, specifications have been developed and issued through the Local Government Procurement Panel contract: HR Temporary Placements & Associated Services (LGP808-2) to obtain competitive quotes to deliver this service. This has been managed separately to the structure project and was subject of a Council report on 16 January 2017. This will not commence until the functional structure has been approved by the Administrator.

## 4. Civic Leadership

Phase One 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 baseline services review was completed in November 2016 and the functional structure proposed is linked to the outcomes of the baseline service review and proposes alignment of current services. Following approval by the Administrator, consultation with employees and unions was undertaken to provide them with an opportunity to have input and comment on the proposed functional structure. This was completed on Friday 13 January 2017.



A review of all submissions and suggestions has been undertaken and a number of changes have been made based on these submissions.

The proposed functional structure was sent to industry unions and all staff for the period 28 November 2016 to 6 January 2017. An additional 5 working days was provided to the Consultative Committee to make a submission on behalf of their constituents. This was received on Friday 13 January 2017.

A total of 32 submissions were received with some of these including multiple thoughts on structure for consideration. There have been 28 changes made to the structure issued for consultation. These changes relate to the titles of positions and/or service functions and in some cases a transfer between the Division responsible. Many of the submissions relate to resourcing and job design and will be re-considered in phase two of the project.

Section 332 of the Local Government Act states as follows:

**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.*

*(1A) The general manager must, after consulting the council, determine the positions (other than the senior staff positions) within the organisation structure of the council.*

*(1B) The positions within the organisation structure of the council are to be determined so as to give effect to the priorities set out in the strategic plans (including the community strategic plan) and delivery program of the council.*

*(2) A council may not determine a position to be a senior staff position unless:*

- (a) the responsibilities, skills and accountabilities of the position are generally equivalent to those applicable to the Executive Band of the Local Government (State) Award, and*
- (b) the total remuneration package payable with respect to the position is equal to or greater than the minimum remuneration package (within the meaning of Part 3B of the Statutory and Other Offices Remuneration Act 1975 ) payable with respect to senior executives whose positions are graded Band 1 under the Government Sector Employment Act 2013 .*

*(3) For the purposes of subsection (2) (b), the total remuneration package payable with respect to a position within a council's organisation structure includes:*

- (a) the total value of the salary component of the package, and*
  - (b) the total amount payable by the council by way of the employer's contribution to any superannuation scheme to which the holder of the position may be a contributor, and*
  - (c) the total value of any non-cash benefits for which the holder of the position may elect under the package, and*
  - (d) the total amount payable by the council by way of fringe benefits tax for any such non-cash benefits.*
-

It is recommended that the Director positions be classified as a senior staff position in accordance with the above provisions of the Act; as well, each of the Group Manager positions be reviewed in accordance with Section 332 above and senior staff contracts be offered where appropriate.

### ***Phase two***

Phase two of the project will include scenario modelling which will be undertaken to explore workforce numbers that support service delivery at agreed service levels. The Special Projects Office will provide more specific information to the General Manager on full time equivalent staff numbers required in the various functional directorates before the commencement of lateral transfers. Current position holders in tier two and three who are unsuccessful into the permanent Director and Group Manager structure will be offered redeployment options.

Work undertaken to date regarding Phase Two of the structure project is the consultation on Council Protocols for Vacancy Management, Lateral Transfer and Redeployment. These protocols has been issued to the Consultative Committee and all staff for comment. Submissions on this close on 27 January 2017. The protocols will be the guiding documents for managing appointments to permanent positions on the structure.

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.

It is noted that rural centre numbers and current staff conditions, including job locations are unlikely to change for the period up to 13 May 2019. Options for location of services will also be considered in Phase two of the permanent structure project. In the case of relocation of a service, affected employees will not be required to relocate until after the protection period lapses.

### **Determination by Administrator**

Approved by Administrator Dean Lynch in accordance with *Section 226 dot point one (1) or two (2) of the Local Government Act 1993*.

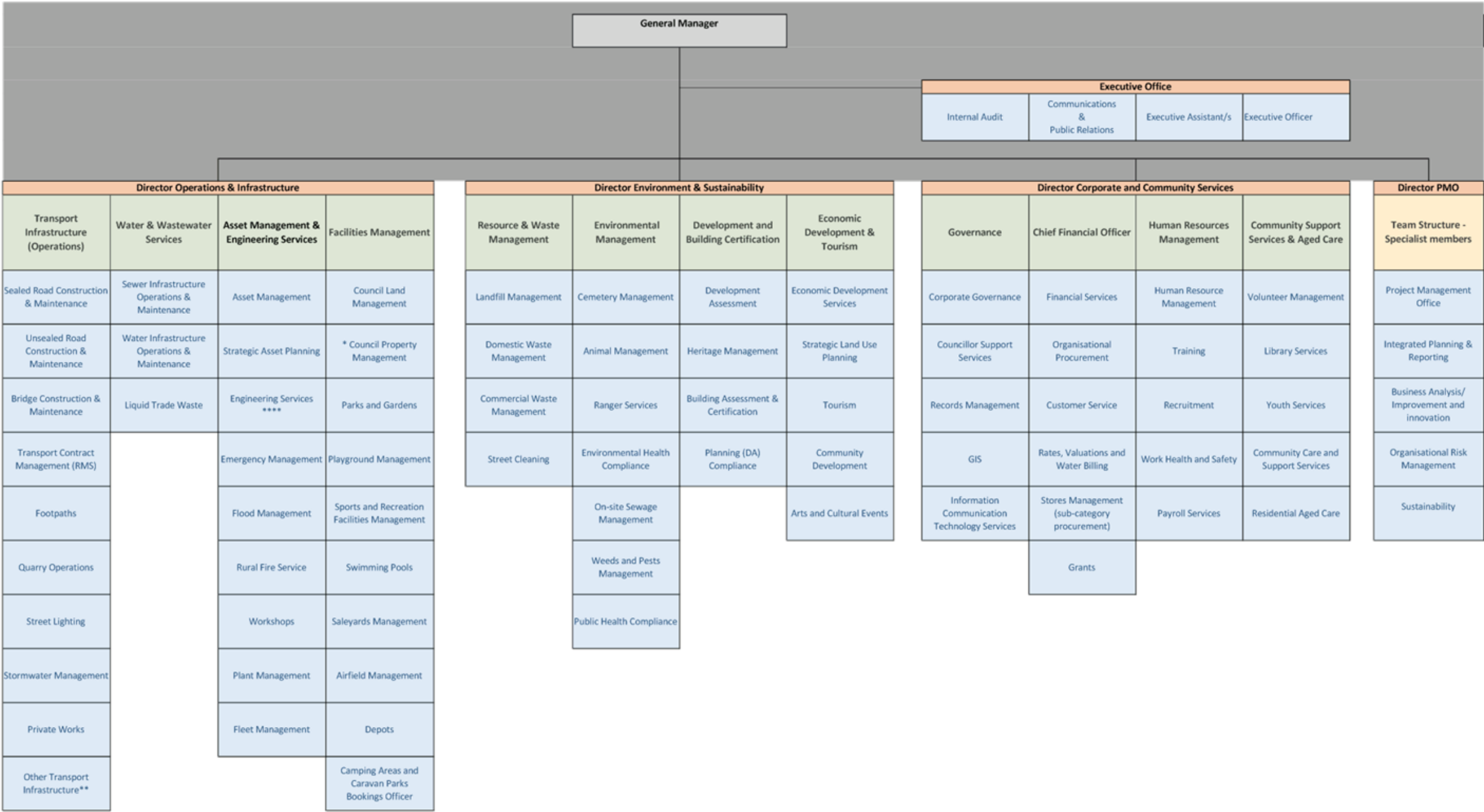
Signature: .....

Date: .....

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\*\* Includes cattle grids, signs, bus shelters and car parks

\*\*\*\*Project Management, Design, Survey, and Development Engineering. \* Includes all buildings and public privies

IT Support Phase 2

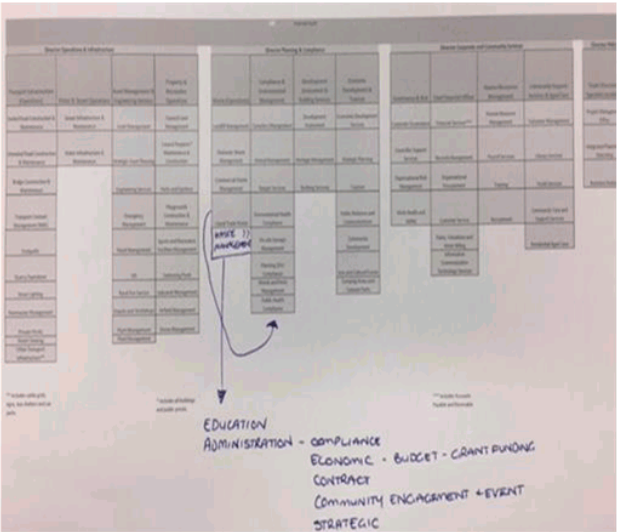


	Feedback	Recommendation by Reviewer
1.	<p>Clarification regarding where positions will be based and what will happen to staff currently working in a particular office whose Position is moved to another office.</p> <p>I also note that Grants is not specifically listed as a function. Could you please confirm if this sits within Financial Services?</p>	<p>Council as part of phase two of the organisational structure project will consider where services are located.</p> <p>Staff who were an employee on 12 May 2016 have a choice to either voluntarily relocate to the new location or remain working out of the office they currently work in until May 2019, when Council will be able to relocate the role and officer to the new location if required.</p> <p>The grants role will continue in the new structure within Financial Services.</p>
2.	<p>If the services review is to inform the organisation structure, then the org structure should be service based.</p> <p>It appears that this proposed structure has been closely based on existing structure/s and existing staff within these structures.</p> <p>I have analysed the list of services provided by SPO and grouped them based on their service provision and compatibility. The result is three directorates and an executive office which should report directly to the GM. It is important that these internal services report directly to the General Manager so that there is no perceived or otherwise vested interest or influence from any directorate.</p> <p>What I'm proposing is a structure that revolves around the services we provide, both internally and externally rather than the staff we currently employ. I have attached the result of my analysis for your consideration.</p>	<p>The intention of the PMO Division is to drive change, support innovation and develop improvements to enhance the organisations productivity and performance in accordance with modern organisational structures.</p> <p>The suggestion to create an Executive Office is being implemented, as such I will have direct reports including Communications, Internal Audit, Executive Assistants and an Executive Officer (Public Officer).</p> <p>There will be no change to the divisions in the proposed structure.</p> <p>I note the concern regarding vested interest and influence of a directorate and I am confident that a good Director would be able to manage internal services, to mitigate that risk without the necessary action of reporting directly to the General Manager.</p>
3.	<p>After receiving the email about proposed 17/18 charges for addressing, I've tried to see where it fits under the new structure.</p> <p>I'd expect it to fall under LIS - Land Information Services i.e. land/property details.</p> <p>Best spot I can see Land/Property (LIS) falling under would be Rates, Valuation and Water Billing under the Chief Financial Officer.</p> <p>That being said, assigning urban and rural addressing, which includes road naming, would fall where in the new structure?</p>	<p>LIS and addressing will remain with GIS.</p> <p>GIS will be moved to the Corporate Services Division on the basis of it being an internal service provided to the organisation as a whole.</p> <p>Resourcing GIS will be considered in the second phase of the organisational restructure</p>

	That being said, assigning urban and rural addressing, which includes road naming, would fall where in the new structure?	
4.	The only feedback I have is that I believe that HR should answer directly to you...the reasoning behind this is that you as the GM are the only person who has the delegation to hire and fire. We also have to service the entire organisation and as such need to be separate and not attached to anyone area.	The Director Corporate and Community Services will be responsible for internal organisational service delivery, including human resources.
5.	Grants officer role to be considered in a function other than finance. Given its large scope of cross-functional project management, and the strategic aspect of it that the role may better be suited as part of the PMO.  Finance should consider having a role of systems accountant whose main responsibility is cross functional maintenance of the finance and PR systems administration. This would include reporting requirements maintenance and building on-going reports. Also would act as support for building reporting functions across the organisation to suit their needs (e.g. roads RMAP reporting) and general knowledge of the system to avoid using service support from the platform provider.	Grants will be placed under either the Chief Financial Officer or Governance group as it is a Corporate Support Service.  The Systems Accountant Role will be considered as part of the second phase of the organisational restructure
6.	There is an opportunity to for the strategic merits and project management complexity of the Grants position to be more accurately reflected by situating the role within the 'Project Management Office' domain.	The Grants Function will be placed under either Chief Financial Officer or Governance group as it is a Corporate Support Service. This will be further considered as part of the second phase of the organisation restructure.
7.	Change 'sewer' to Wastewater  Change "Property and Recreations Operations' to "Facilities Operations' or "Facilities Management"  Water and Wastewater Operations – should include Liquid Trade Waste function, and Backflow prevention Functions.  Engineering Services function (under Assets mgmt. & Engineering Services) – I'm assuming that this includes: Project Management, Design, Survey, and Development Engineering.  Depots and Workshop functions (under Assets mgmt. & Engineering Services) – move Depots to under Facilities Operations, leave Workshops under assets (i.e. with Fleet mgmt.).	The proposed name changes have been supported.  Water and wastewater operations to include LTW Functions has been approved.  Project Management, Design, Survey, and Development Engineering has been placed as a reference to the function of Engineering Services.  Depots have been moved to Facilities Management and Workshops will remain under Asset Management & Engineering Services.  Stores Management will be included as a function of procurement under Chief Financial Officer.  Camping areas and Caravans will be retained in Economic Development and Tourism, however bookings will transfer to the Facilities Management Group.

	<p>Stores Management (Under Facilities Operations) – this should be with Organisational procurement (under CFO).</p> <p>Camping Areas and Caravan parks (Under Economic Development) – the ‘management and maintenance’ of these facilities should be under ‘Facilities Operations’ however the booking of these facilities should be under this role. Change function to ‘facilities bookings’.</p> <p>Customer Services (Under CFO) – move this to under Governance.</p> <p>Economic Development – move to under Corporate and Community services – seems to be a conflict of interest between ‘development assessment’ and ‘economic development’.</p> <p>Community Support Services and Aged Care – move to under Planning and Compliance (To maintain the 1:4 ratio, plus seems a more natural fit).</p> <p>Payroll services (under HR) – should this be under CFO – it’s more of a financial task than a HR task, outputs can be fed back to HR.</p> <p>Directors – can the position be changed to Director of???</p>	<p>This will be considered as part of the second phase of the organisational restructure.</p> <p>Customer Service will remain under CFO.</p> <p>All Economic Development and Community Support Services to remain with the proposed structure.</p> <p>Payroll will remain with Human Resources.</p> <p>Directors will not be ‘Directors of [x]’.</p>
8.	<p>CEO from South East Arts interested in having a SE Arts person/position here in our region (3 days a week paid). They are currently seeking Community Grant Funding for such a role. This kind of role within our new bigger region would be extremely beneficial and we were wondering if this role could be incorporated into an existing Council role (rather than receiving funding)? Particularly now with the re-structure and maybe having to find roles for existing staff?</p>	<p>Until such time as the process is completed it is not known if there will be any excess staff that will require employment.</p> <p>Any new role requested for the organisation structure will need justifying through a business case prior to consideration. As such this will not be considered as part of this process but could be the subject of a further report post restructure.</p>
9.	<p>Consider moving ‘Strategic Planning’ and ‘Planning (DA) compliance’ and adding them into what is currently the ‘Development Assessment and Building Services’ group manager portfolio. That portfolio could then be renamed ‘Development strategy, assessment and building’ or some other such name as a result.</p>	<p>It is considered that the roles of development assessment and Strategic Planning are distinct and should remain separate.</p> <p>Planning (DA) Compliance has been added to the Development Assessment and Building Services group.</p>
10.	<p>Stores management – should be under Asset management &amp; Engineering Services. 50% of stores relates to Water &amp; Sewer and the vast majority of the balance relates to Road works. It is a function that services all of Engineering and as such should be managed under Engineering Services not Recreation</p> <p>ICT Services is a highly specialised area and should have its own Group Manager. IT, Records, GIS and a Systems Accountant should all report to the</p>	<p>Stores Management will be included as a function of procurement under Chief Financial Officer.</p> <p>The recent review of ICT has confirmed an appropriate structure which will ensure ICT services are resourced to deliver both operational and strategic</p>

	Group Manager, who reports then directly to the Director. With a budget in the millions and a new corporate system implementation planned, the manager of these functions needs specialised IT training. The IT and Records functions service the entire organisation. It is not a Finance function alone and should be separate group with a dedicated manager.	functions and will be considered as part of the second phase of the organisational restructure  The new corporate system implementation is a medium term project and will be managed by the PMO, led by an appropriate ICT Specialist.
11.	Would it be possible for some clarification on the restructure for the Group Managers level and positions below? As there are only the 4 Director positions available, any Directors or Deputy Directors who are unsuccessful, I am guessing, would possibly take on a position in the Group Managers level.	A structure for positions below the Group Managers tier of the organisation will be considered as part of the second phase of the organisational restructure.  We are currently preparing a lateral transfer protocol which will provide information on the process.  Position descriptions (PD) will be prepared and evaluated prior to the commencement of recruitment or lateral transfer.
12.	Submission on the structure of Procurement & Inventory Management.  Possibility of 'Stores Management' being a subordinate of 'Organisational Procurement'. This would centralise all the procurement under the one leader. It would simplify procedures and improve the coordination between the two functions. It could also give strategic & procedural advantages.  Director - Group Manager - Organisational Procurement - Stores Management	Stores Management will be included as a function of procurement under Chief Financial Officer.

13.	 <p>The image shows a complex organizational chart for the Waste Management Department. It is divided into several columns representing different functional areas. A handwritten note in the center, with an arrow pointing to a specific box, reads: "EDUCATION ADMINISTRATION - COMPLIANCE ECONOMIC - BUDGET - GRANT FUNDING CONTRACT COMMUNITY ENGAGEMENT + EVENT STRATEGIC".</p>	<p>The additional function of ‘education’ has not been supported. The role of waste education within the department will be considered as part of the second phase of the organisational restructure.</p>
14.	<p>1. Name change to Department: From Waste (Operations) - Resource and Waste Management</p> <p>Under Department: Landfill Management, Domestic Waste Management, Commercial Waste Management, Education, Remove Liquid trade waste and relocate as we do not receive or regulate this industry</p>	<p>The proposed name change has been supported.</p> <p>The additional function of ‘education’ has not been supported. The role of waste education within the group will be considered as part of the second phase of the organisational restructure.</p> <p>Water and wastewater operations to include LTW Functions has been approved.</p>
15.	<p>1. Name change to Department: From Waste (Operations) - Resource and Waste Management</p> <p>2. Under Department: Landfill Management, Domestic Waste Management, Commercial Waste Management, Liquid Trade Waste. Add – Education.</p>	<p>The proposed name change has been supported.</p> <p>The additional function of ‘education’ has not been supported. The role of waste education within the group will be considered as part of the second phase of the organisational restructure.</p> <p>Water and wastewater operations to include LTW Functions has been approved.</p>

16.	Part time or full time Sustainability Officer and budget.	The additional function of 'sustainability' has been supported. Resourcing this will be considered as part of the second phase of the organisational restructure
17.	<p>In relation to the proposed placement of Public Relations and Communications under the Economic Development and Tourism section, I would suggest that this is not the most appropriate place for this team.</p> <p>I would propose that Public Relations and Communications would be better situated under either of the following;</p> <p>Report directly to the General Manager – This will ensure that the team has a strong relationship and access to both the General Manager and Mayor, as the appointed spokes people of Council.</p> <p>PMO – This section will oversee all Council projects and corporate planning, allowing communication messages to be developed and promoted to reflect the work being undertaken by all areas, as it happens. In addition to this I think that Information Communication Technology Service, would be better placed under PMO.</p> <p>As the PMO team will be looking at the needs of the organisation as a whole and where we are going, I feel that they would be the best section to work with the team to ensure that our technology can support this change in a sustainable manner, both functionally and financially.</p>	<p>Public Relations and Communications will be included in the Executive Office and report directly to the General Manager.</p> <p>The recent review of ICT has confirmed an appropriate structure which will ensure ICT services are resourced to deliver both operational and strategic functions and will be considered as part of the second phase of the organisational restructure</p>
18.	The role of a Systems Accountant be considered within the financial services business unit reporting directly to the CFO under the new structure.	This will be considered as part of the second phase of the organisational restructure
19.	The proposed ratio of 4:1 staff to supervisor is too concentrated and should be expanded to a ratio of closer to 6:1. A 6:1 ratio closer reflects the private sector thinking and as a service delivery organisation the efficiency and effectiveness of our service delivery should be paramount in our minds. A flatter structure places the Directors closer to the production/service frontier which is essential if we are to deliver the benefits of the reform. Narrow structures often allow Directors to shelter from coalface issues behind a myriad of intermediate managers. The proposed ratio just looks like more of the same bad old council habits. With 6 to 1 ratio and extending to 10 to 1 at the frontier a single director can have carriage of up to 60 staff with only one staff member between them and the front line or carriage of 600 with only	<p>The ratio is the recommended ratio by Price Waterhouse Coopers for a medium sized council and the suggestion is not supported.</p> <p>It is considered that the suggested arrangements would force continuation of bad Council habits by having Directors heavily concerned with day-to-day operations and ignoring the strategic planning and performance oversight role which is required of these roles. The day-to-day operations of the functions within a Department are the concern of the Group Managers with the Director monitoring their performance.</p> <p>The suggestion of a Productivity and Innovation directorate is within the scope of the PMO division and therefore, this suggestion is supported.</p>



<p>two intermediate staff. We need also to be mindful of our relatively small size in relation to other councils. Trying to apply a structure ratio from a council with 200 000 population is simply not going to fit for our council with tenfold less people.</p> <p>The distinction between internal business support functions and service delivery in the public good must be reflected in the form of the organisation. Again if we are to capitalise on the opportunities we must shift our focus from internal processes and toward the public service delivery frontier.</p> <p>All services should be assessed against what could be delivered by an external agency, what should be given back to other tiers of government, what should be enhanced/extended and what should be reduced/withdrawn.</p> <p>I propose 6 directorships with the responsibility as follows:</p> <p>Engineering Operations</p> <p>This is managing (maintaining and operating) all hard assets. Water, sewer, storm water, liquid trade waste, open space, sale yards, pools, vegetation management (including noxious weeds on Council lands) etc.</p> <p>Engineering Planning and Support</p> <p>Developing management systems, engineering design, works environmental, plant fleet, quarries, project planning and specification, contract management.</p> <p>Community Services</p> <p>High risk environment demands adequate resourcing.</p> <p>HACC, Aged care, Community transport, library, youth.</p> <p>Internal Services</p> <p>A directorate charged with the “back office” functions that support the external service delivery agents. Includes: Finance, IT, Communications, Stores, Payroll, creditors, risk, recruitment, governance, IPR, GIS.</p> <p>Lands</p> <p>Land use planning, Development assessment, building certification, Companion animals, solid waste management, emergency services and weed regulatory services.</p> <p>Productivity and Innovation</p>	<p>There will not be a Deputy Assistant General Manager, rather, an Executive Office which will provide the support indicated in the submission.</p>
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	<p>Often talked about but rarely resourced. Taking a lead from the private sector and recognising that previous local government reform has universally failed to increase productivity or reduce cost a change in how we do business is essential.</p> <p>Option for consideration:</p> <p>There is some advantage in creating a deputy/assistant general manager position to effectively oversee the operational aspects of the organisation on a daily basis. This would allow the General Manager to deal with developing effective community strategic direction (as opposed to the IPR framework) and be involved in the external civic leadership function of the organisation in concert with the mayor.</p>	
20.	<p>We should avoid any 'negative' connotations attached to naming conventions of specific work areas.</p> <p>The title "Planning and Compliance" probably doesn't reflect the Division's broader role and by including the word "Compliance" infers that we place a high level of importance in a 'policing' role.</p> <p>In looking at structures in other Councils, some refer to this type of Directorate in terms of 'Development', 'Sustainability', and more broadly 'Environment'. Perhaps we can look at a Division title as something like "Environment and Sustainability". "Compliance" type activities should not be viewed as only being the role of staff within this Division.</p> <p>Group Level; There is an opportunity to name the business units to reflect our aim as a progressive Council.</p> <p>The Health Centre in Jindabyne is a facility – while there obviously was some involvement from a "community" or "public Health" perspective in attracting funding and establishing the practices, it is now a matter of managing the leases with the practice owners. The Jindabyne Health Centre is not shown on the structure in any capacity.</p> <p>"Public Relations and Communications" as a corporate-wide functional area, and not something that should be located in the "Planning" directorate. Perhaps it is more suitably positioned with the "corporate", "Governance" or 'Special Projects' area in conjunction with the IP&amp;R and CSP. Our media and</p>	<p>The proposed Division and Group name changes have been supported.</p> <p>The additional function of 'sustainability' has been supported. Resourcing this will be considered as part of the second phase of the organisational restructure</p> <p>Consolidation and names of service areas within the groups will be considered as part of the second phase of the organisational restructure</p> <p>The Jindabyne Health Centre will be the responsibility of the Facilities Management Group. This suggestion is supported.</p> <p>Public Relations and Communications will be included in the Executive Office and report directly to the General Manager.</p> <p>Water and wastewater operations to include LTW Functions has been approved.</p>

	<p>communications involvement is vital to the whole organisation, and will have increasing importance.</p> <p>Liquid trade waste role is an adjunct to the Sewer/Water operational area, and that it was my understanding that the position was also funded from water/sewer.</p> <p>The importance of the Liquid Trade Waste role should not be undersold, and with major capital expenditure to be undertaken in upgrade works to various sewer systems, it seems logical to expand that role across the whole SMRC area. It should put some controls in place to ultimately protect our infrastructure by ensuring adequate upstream pre-treatment of waste being discharged to those systems.</p> <p>I see that role as part of the Water and Wastewater area, not as part of the "Planning" area. My suggestion is to relocate that functional area under Water and Sewer.</p>	
21.	<p>Community Development services be re-aligned within Corporate &amp; Community Services Division, under the Community Support Services &amp; Aged Care Workgroup.</p> <p>Reasoning:</p> <p>Whilst all services and programs have a strategic component regarding planning, by aligning Community Development outside of the community services department, I feel we are limiting and diminishing its capacity for scope, rather than strengthening and growing it's capacity.</p> <p>Within our new organisation, whilst there are some challenges delivering services across locations, this situation can be improved and strengthened through staff and services working together and supporting each other, in like services. Again by aligning appropriate service departments together there are even greater outcomes to be achieved.</p> <p>My recommendation is for the Community Development services to be re-aligned under Corporate &amp; Community Services, within the Community Support Services &amp; Aged Care workgroup</p>	<p>The suggestion to bring community development and community services together is not supported. It is considered that Community Development is a planning function due to the need to plan for the changing nature of our community. The provision of community services is a day to day function and as such will remain separate.</p> <p>The management of all Council's community service delivery, irrespective of location, will be centrally located and not dispersed.</p>

22.	<pre> graph TD     GM[General Manager] --&gt; DOI[Director Operations and Infrastructure]     DOI --&gt; GMIT[Group Manager Transport Infrastructure (Operations)]           </pre>	Suggested position titles and resourcing options will be considered as part of the second phase of the organisational restructure															
23.	<table border="1"> <thead> <tr> <th>Organisation Structure</th><th>Comment / Suggestions</th><th>Reason</th></tr> </thead> <tbody> <tr> <td>1. Title – "Water and Sewer Operations"</td><td>Change to "Water and Sewer Services" – (Change Operations to Services)</td><td>The department provides water and sewer services not infrastructure and operations</td></tr> <tr> <td>2. Sub Group – "Sewer Infrastructure and Maintenance"</td><td>Change to "Sewer Infrastructure Operations and Maintenance." (Add Operations)</td><td>The services includes operations and maintenance. This complies with DPI water performance reports and also the financial special schedules 3, 4 5 and 6.</td></tr> <tr> <td>3. Sub Group – "Water Infrastructure and Maintenance"</td><td>Change to "Water Infrastructure Operations and Maintenance." (Add Operations)</td><td>As above</td></tr> <tr> <td>4. Missing Sub Group – "Water and Sewer Strategic Planning"</td><td>Key area for efficient delivery of service and ensuring regulatory requirements are addressed. This was noted as "Water and Sewer Infrastructure Management" in the CAMMS.</td><td>Operations and maintenance are focussed on the day to day delivery of the service and while this group is "fighting fires" fixing problems, it is difficult to have efficient records and plans updated and current. With a bigger amalgamated service in different locations it will be increasingly difficult to have a systematic approach to recording, reporting – eg. asset management maintenance records, energy efficiency monitoring, licence compliance, annual performance monitoring, section 64, capital works and projects, best practice compliance, drinking water management compliance, pollution incident reporting management etc. These statutory plans and reports need to be reviewed annually and reported to the authorities. NSW Health, DPI Water and the EPA guidelines are observed but only the bare minimum is observed or not completed due to lack of resources. A systematic approach is required with a bigger organisation. If not this key area will become fragmented.</td></tr> </tbody> </table> <p><small>Also with Liquid Trade Waste – It should not belong to Waste as LTW it is not related to waste but to sewage and as such should be either under sewer services or under compliance environmental management. Preferably under sewer as the responsibility of 2 directors for a service that is clearly related to sewer may not be suitable.</small></p>	Organisation Structure	Comment / Suggestions	Reason	1. Title – "Water and Sewer Operations"	Change to "Water and Sewer Services" – (Change Operations to Services)	The department provides water and sewer services not infrastructure and operations	2. Sub Group – "Sewer Infrastructure and Maintenance"	Change to "Sewer Infrastructure Operations and Maintenance." (Add Operations)	The services includes operations and maintenance. This complies with DPI water performance reports and also the financial special schedules 3, 4 5 and 6.	3. Sub Group – "Water Infrastructure and Maintenance"	Change to "Water Infrastructure Operations and Maintenance." (Add Operations)	As above	4. Missing Sub Group – "Water and Sewer Strategic Planning"	Key area for efficient delivery of service and ensuring regulatory requirements are addressed. This was noted as "Water and Sewer Infrastructure Management" in the CAMMS.	Operations and maintenance are focussed on the day to day delivery of the service and while this group is "fighting fires" fixing problems, it is difficult to have efficient records and plans updated and current. With a bigger amalgamated service in different locations it will be increasingly difficult to have a systematic approach to recording, reporting – eg. asset management maintenance records, energy efficiency monitoring, licence compliance, annual performance monitoring, section 64, capital works and projects, best practice compliance, drinking water management compliance, pollution incident reporting management etc. These statutory plans and reports need to be reviewed annually and reported to the authorities. NSW Health, DPI Water and the EPA guidelines are observed but only the bare minimum is observed or not completed due to lack of resources. A systematic approach is required with a bigger organisation. If not this key area will become fragmented.	<p>The proposed name changes have been supported.</p> <p>Water and wastewater operations to include LTW Functions has been approved.</p> <p>The addition of water and sewer strategic planning has not been supported and will be a function of 'strategic asset planning'. Resourcing will be considered as part of the second phase of the organisational restructure.</p>
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24.	<p>I believe Waste Education should be included as its own area under Waste (Operations). I don't think it warrants its own department or manager but I think it is a very important part of waste moving forward and needs resourcing and funding, and is quite separate to collections or landfills.</p> <p>I feel Waste sits more naturally under operations and infrastructure than Planning and Compliance. Mostly due to the large amount of Civil works required at landfills and the operational nature of plant and equipment. It is very valuable to work in with Roads crew for training opportunities for example and both landfill and domestic collections are "operational". Plant operations, risk, open space management etc.</p>	<p>The additional function of 'education' has not been supported. The role of waste education within the group will be considered as part of the second phase of the organisational restructure.</p> <p>The suggestion to move the waste and resource management group to Operations and Infrastructure is not supported and based on the industry being focussed on best practice environmental and sustainability management.</p>															
25.	<p>Recommended changes</p> <p>Grouping of similar functions</p>	Consolidation and names of service areas within the groups will be considered as part of the second phase of the organisational restructure															

	<p>Asset Management under its broader heading can include Strategic Asset Planning; Flood Management, RFS, SES should be grouped under Emergency Management</p> <p>Private Works should be included under Sealed and Unsealed Road Construction and Maintenance; Consolidation of some of the lower level functions; Footpaths, quarry operations, street lighting and cleaning, stormwater management, cattle grids, signs, bus shelters and car parks can be consolidated under Other Transport Infrastructure</p> <p>Allocation of some functions under different sub-department/group</p> <p>Parks &amp; Gardens and Playgrounds Construction can be combined and allocated under Transport &amp; Other Infrastructure</p> <p>Liquid Trade Waste sits well within Water &amp; Sewer Operations</p> <p>Waste Services sits well within Operations &amp; Infrastructure Department</p> <p>Addition of new functions</p> <p>Addition of Council Property Construction and Maintenance function under Transport &amp; Other Infrastructure</p> <p>Addition of Strategic Planning functions under Water &amp; Sewer and Waste Operations</p> <p>Expansion of some functions</p> <p>Engineering Services should be expanded to include Engineering design, survey, planning, project and contract management and special projects for better clarity</p>	<p>Construction and maintenance functions will remain with asset management group and renamed to "Playground Management" and "Council Property Management"</p> <p>Water and wastewater operations to include LTW Functions has been approved.</p> <p>The additional function of 'education' within resource and waste management group has not been supported. The role of waste education within the group will be considered as part of the second phase of the organisational restructure.</p> <p>Water and wastewater operations to include LTW Functions has been approved.</p> <p>The suggestion to move the waste and resource management group to Operations and Infrastructure is not supported and based on the industry being focussed on best practice environmental and sustainability management</p> <p>The addition of water and sewer strategic planning has not been supported and will be a function of 'strategic asset planning'. Resourcing will be considered as part of the second phase of the organisational restructure.</p> <p>Project Management, Design, Survey, and Development Engineering has been placed as a reference to the function of Engineering Services.</p>
26.	<p>Feedback 1:</p> <p>The alignment of Community Development with Planning &amp; Compliance &gt; Economic Development &amp; Tourism is illogical. Community Development would be more sensibly paired with Corporate &amp; Community Services &gt; Community Support Services &amp; Aged Care.</p> <p>Feedback 2:</p> <p>Community Services (including Community Development) is a specific and unique sector which needs effective and visionary leadership by a person with qualifications and experience in the industry.</p>	<p>The suggestion to bring community development and community services together is not supported. It is considered that Community Development is a planning function due to the need to plan for the changing nature of our community. The provision of community services is a day to day function and as such will remain separate.</p> <p>The management of all Council's community service delivery, irrespective of location, will be centrally located and not dispersed.</p> <p>A Community Services Directorate is not supported.</p>

27.	Place I.T. within the PMO function as the PMO is across all departments and – given the council is moving towards mobile and paperless technology – any projects (large or small) would need to work closely with I.T. to ensure that projects and technology are aligned for success.	The recent review of ICT has confirmed an appropriate structure which will ensure ICT services are resourced to deliver both operational and strategic functions and will be considered as part of the second phase of the organisational restructure
28.	<p>Three directorates instead of one (Director Operations and Infrastructure) these being Water &amp; Sewer, Transport Infrastructure and Asset Management/Property &amp; Recreation Operations. To my way of thinking this is where the money of Council is spent.</p> <p>The front end of Records Management could be under Governance with the back end under IT - I do not see it as a function of Finance.</p> <p>Section 355 Committees (they do not appear to be mentioned anywhere in the structure unless it is intended that they are under Volunteer Management) – the governance section should be under Governance, the maintenance etc. Under Sports and Recreation Facilities Management.</p> <p>Organisational Risk Management I see as a similar function to Internal Audit and should sit in a similar position in the structure.</p>	<p>Suggestion of Operations and Infrastructure Directorate being devolved into 3 is not supported.</p> <p>Records management transferring to the governance group is supported</p> <p>Resourcing 355 committees will be considered as part of the second phase of the organisational restructure.</p> <p>Transfer of Risk Management from Governance is supported.</p>
29.	<p>Property and Recreation Operations Group:</p> <p>Stores Management should be removed from this group and placed under the “Asset Management &amp; Engineering Services” group. Possibly under a function “Contracts and Procurement” which would have responsibility for all contracts, purchasing and stores functions. This keeps all those areas and skills in one defined area so they can support each other and importantly provide consistency throughout the organisation.</p> <p>This section should be resourced adequately especially during the next 2 years when council has to deliver \$14 million of infrastructure projects. This is also potentially an area where any redeployed staff could be allocated meaningful work.</p> <p>Under the Property &amp; Recreation Operations Group there should be the provision for at least 3 manager/supervisor roles responsible for</p> <ul style="list-style-type: none"> <li>• Recreation Services Planning</li> <li>• Management of recreation contracts</li> </ul>	<p>Stores Management will be included as a function of procurement under Chief Financial Officer.</p> <p>Resourcing of the additional works under the major projects program is the subject of consideration as currently Council cannot manage its works programs and may therefore require use of contractors where appropriate to ensure projects completed within the tight deadlines. It is important to understand that the major projects program will not lead to additional permanent positions. The suggestion to use redeployed staff is supported and will be considered at the appropriate time.</p> <p>Suggestions regarding positions under Group manager will be considered as part of the second phase of the organisational restructure.</p>

	<ul style="list-style-type: none"> <li>• Management of swimming pools</li> <li>• Preparation of maintenance programs</li> <li>• Bookings and allocation of facilities Recreation Operations</li> <li>• Management of operational staff</li> <li>• Implementing maintenance programs</li> <li>• Management of recreation capital programs</li> <li>• Property Management Planning</li> <li>• Preparation of maintenance programs</li> <li>• Management of maintenance programs</li> <li>• Management of property contracts</li> <li>• Management of leasing council properties</li> <li>• Management of Airfields and Saleyards</li> </ul> <p>In addition to these manager/supervisor positions each of them will need to be supported by administration and technical staff. This additional support staff provides good continuity and skill building opportunities thus providing benefits to both the staff member and the organisation.</p> <p>Bring some of the weeds management resources over into Recreation to assist manage Open Space.</p>	
30.	<p>1. Given the increasing transference of previously State Government control/responsibility to Local Government for community care and support, aged care, youth services, and that this Council has residential aged care facilities that such services should stand alone under a Director of Community Services.</p> <p>2. Also given the State Government's push to water directorates across the State, that water and wastewater infrastructure and maintenance responsibilities come under a Director of Water and Wastewater.</p> <p>3. As the Special Projects Office was only instigated due to the amalgamation of the three Council's and is only responsible for updating the State Government on the merger process, success or otherwise, and will not be required after 12 May 2019, does this area of reporting require a 'director' and the associated costs of maintaining personnel at the proposed 'executive' or even 'senior staff' level? Could this not be a 'contract' job as opposed to a permanent directorship?</p>	<p>A Community Services Directorate is not supported.</p> <p>A Water and Wastewater Directorate is not supported as a group manager for these services is considered adequate.</p> <p>The intention of the PMO Division is to drive change, support innovation and develop improvements to enhance the organisations productivity and performance in accordance with modern organisational structures and therefore it will remain on the structure.</p>

31.	<p>Based on this Organisational structure I would suggest that Development Compliance be moved over to Development Assessment and Building Services:</p> <p>As there will probably be a Manager of Development and Assessment &amp; building it is better for the same team to deal with the compliance of an issue than to pass it to a team who have not had the dealings with that issue – therefore the Environmental Management deal with its compliance and building and development deal with its compliance and have some continuity throughout the problem to the end.</p> <p>This benefits both staff and the complainant problem maker.</p>	<p>The transfer of “Planning (DA) Compliance” to the Development Assessment and Building Services group is supported.</p>
32.	<p>1. I think that the opportunity should be taken to move Liquid Trade Waste to Operations &amp; Infrastructure as it is more closely aligned to Water &amp; Sewer and that is where the bulk of the funding was sourced in the former SRSC budget. I acknowledge that it could be seen as a regulatory role but, as a function, it fits neatly with Water &amp; Sewer. The development of a suitable Position Description and strong recruitment techniques should ensure a suitable candidate.</p> <p>2. I don't see specific mention of a Fire Safety program in Planning &amp; Compliance but it may fit under Compliance &amp; Environmental Management. SRSC formerly provided training and updated accreditation to the Building Inspectors (Neil Messinbird and John Bottrill) and I understand that Neil has the requisite level for certain fire safety inspections. That may be something for the new Director to address.</p> <p>3. I would suggest that Public Relations &amp; Communications be moved to an area under your direct control although I appreciate that, as GM, you don't need too many direct reports. Under the proposed structure, and with appropriate delegations in place, you would authorising a Director to control a function which can be seen as the "mouthpiece" of Council, representing the General Manager, Mayor/Administrator and Council. I suggest that you should control a function which can impact on the reputation of Council. I have seen the relevant PD's for the Communications Officer, reports to GM, and the Digital Media Officer, reports to Communications Officer. That creates a good line of control and I suggest that you retain it in the proposed structure.</p>	<p>Water and wastewater operations to include LTW Functions has been approved.</p> <p>The fire safety activities of council will be considered as part of the second phase of the organisational restructure.</p> <p>Public Relations and Communications will be included in the Executive Office and report directly to the General Manager.</p> <p>The intention of the PMO Division is to drive change, support innovation and develop improvements to enhance the organisations productivity and performance in accordance with modern organisational structures and therefore it will remain on the structure.</p> <p>The suggestion of an Executive Officer is supported and will be considered in the second phase of the organisational restructure</p>



	<p>4. I support the function of Organisational Procurement and recruitment of a dedicated Purchasing Officer, or similar title. Education of the staff who have previously "done their own thing" will be important. You will hear plenty of "this is how we always did it" over the short to medium term.</p> <p>5. Under the PMO, I suggest the inclusion of Continuous Improvement and Organisational Development with Business Analysis.</p> <p>6. Establishing a General Manager's Office which would include Executive Assistants, or similar title, and the Internal Audit function which could be expanded to cover Organisational Compliance separately to Corporate Governance. You may also consider creating a position of Executive Officer which would support you in research, report writing and some investigations for example.</p>	
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