8.4 2019 ORGANISATIONAL REVIEW

TRIM Ref: D19/116119
Author: David MacLennan, Chief Executive Officer
Authoriser: David MacLennan, Chief Executive Officer
Attachments: 1. 2019 Organisational Review
2. Current Policy 4.1.7 - Organisational Structure and Designation of "Senior Employees"
3. Amended Policy 4.1.7 - Organisational Structure and Designation of "Senior Employees"

RECOMMENDATION:

That Council:

1. NOTES the outcomes of the 2019 organisational review reflected in the updated Strategic Management Framework, new Statement of Strategic Intent, 2019-2020 Focus Areas and Organisational Objectives which have informed the preparation of an updated Corporate Business Plan; and

2. APPROVES the revised organisational/directorate structure contained in Attachment 1 in accordance with Section 5.2 of the Local Government Act 1995; and

3. APPROVES the amendment to Policy 4.1.7 Organisational Structure and Designation of “Senior Employees” as detailed in Attachment 3.

PURPOSE OF REPORT:

To provide Council with a report on the outcomes of the 2019 organisational review and seek Council endorsement of a revised directorate structure contained in Attachment 1.

BACKGROUND:

An organisational review was undertaken during 2019 to identify areas to be improved to support our vision and deliver on over 200 programs, projects and services.

All City teams have completed a six monthly strategic planning process. This commenced with the implementation of a new Project Management Framework and the prioritisation of all City projects, programs and services against the new Strategic Community Plan priorities.

Teams developed new strategies and business plans based on their committed projects, programs and services which were aligned against the Strategic Community Plan.

The development process for the team strategic documents form the basis of the new Corporate Business Plan. They also provide the basis for the organisational objectives in a revised organisational structure which embeds a place making operational model.

DETAILS:

The interim structure adopted by Council this year reflected the following principles:

- Prioritising customer and ratepayer service as part of the creation of a new community hub co-located with the library
- Creating clear roles and responsibilities for all City functions
- A high level and dedicated focus on strategy and innovation
- A focus on stronger teams and team based performance
- Providing greater opportunities for staff development and training within the workplace.
The following five key areas were identified from a staff survey for more detailed consideration:

1. Customer Service
2. Place Management
3. Strategy, Policy, Projects and Innovation
4. Parking and Transportation
5. Property Management

New 2019-2020 focus areas for the City have been developed from the organisational review process and development of the new Corporate Business Plan as follows.

- We will develop our staff through a Team Vincent approach to performance and delivering on our values of Engaging, Accountable and Making a Difference.
- We are prioritising customer service for our residents and ratepayers — and will consolidate our customer service functions as part of a new Community Hub.
- We will develop a long term budget strategy to ensure sound financial management underpins the delivery of our commitments and services.
- We will harness new technology to deliver better outcomes for the community in our projects, programs and services.
- A new innovation program will deliver on our promise of being a clever, creative and courageous organisation.
- We are creating a single team to align all City strategies, policies and plans to the Strategic Community Plan.
- We will improve our property management and leasing as part of a new Property Management Framework.
- We are creating a new base for Vincent Rangers at the Community Hub as part of the Safer Vincent Plan.
- We will ensure tailored community engagement in all our operations through Imagine Vincent.
- We are implementing a new Project Management Framework to deliver on our commitments.
- We will manage and maintain your community assets and buildings for future generations.
- We are embedding place making as the organising principle for all the City’s operations.
- We will increase the level of transparency and accountability in the City’s operations.
- We are creating a one stop shop for car parking infrastructure and management.
- Our focus is making places that welcome all and bring our community together.
- We will position the City to be leader in sustainability.

These focus areas and priorities are reflected in an update to the City’s Strategic Management Framework and a new Statement of Strategic intent which will be incorporated into the revised Corporate Business Plan.

New Directorate Structure

Place making was identified during the review as a unifying aspect of all the City teams and is reflected in the directorate structure prepared for Council consideration:

- The renamed Strategy & Development Directorate develops and approves the strategies, plans and designs for our places.
- The Infrastructure & Environment Directorate builds and maintains our places.
- The Community & Business Services Directorate manages and activates our places.

The City of Vincent has been a leader in place making for many years and these organisational changes continue and embed this direction.

The proposed organisational structure confirms the three directorate interim structure approved by Council. This structure is appropriate for the City of Vincent’s service delivery responsibilities as a Tier 2 Local Government.

The report seeks Council approval to designate three senior employees to manage the three directorate structure.
CONSULTATION/ADVERTISING:

All staff have been consulted via an all staff survey and relevant staff were invited to attend workshops on the focus areas of strategy, customer service, place management, parking and property management.

Any staff directly impacted by the organisational changes will be consulted.

LEGAL/POLICY:

Local Government Act 1995 (the Act)

Section 5.2 of the Act deals with administration of local governments and states:

The council of a local government is to ensure that there is an appropriate structure for administering the local government.

Policy No. 4.1.7 – Organisational Structure and Designation of “Senior Employees”

To provide guidance to Council and the Chief Executive Officer (CEO) concerning the Organisational Structure for the City's Administration, including the management of functional responsibilities and the allocation and management resources within the structure and to prescribe the positions to be classified as a “Senior Employee”.

RISK MANAGEMENT IMPLICATIONS:

Low: An organisational change process will create some uncertainty for staff. This is being addressed by open and continuous communication with staff. A gradual change management program will be conducted to implement the new organisational structure and ensure a smooth transition for staff and seamless delivery of services.

STRATEGIC IMPLICATIONS:

This is in keeping with the City's Strategic Community Plan 2018-2028:

Innovative and Accountable

We are open and accountable to an engaged community.

SUSTAINABILITY IMPLICATIONS:

Sustainability will be embedded as a whole of City imperative as part of the implementation of the Sustainable Environment Strategy.

FINANCIAL/BUDGET IMPLICATIONS:

The move from a four to a three directorate structure results in a saving equivalent to one senior executive remuneration package.
STATEMENT OF STRATEGIC INTENT

OUR VISION
To be a clever, creative and courageous local government.

OUR PURPOSE
To make a city of great places that create community.

OUR VALUES
Engaging
Accountable
Making a Difference

OUR SERVICES
Strategy & Development
Infrastructure & Environment
Community & Business Services

OUR COMMITMENT
With Team Vincent you will be HEARD.

Hear: We will listen to what you say.
Engage: We will take the time to understand your perspective.
Appreciate: We will value your perspective.
Respond: We will respond to your views which will inform our decision making.
Do: We will act and deliver on our values and commitments.
PRIORITY AREAS

ENHANCED ENVIRONMENT
The natural environment contributes greatly to our inner-city community.
We want to protect and enhance it, making best use of our natural resources for the benefit of current and future generations.

ACCESSIBLE CITY
We want to be a leader in making it safe, easy, environmentally friendly and enjoyable to get around Vincent.

CONNECTED COMMUNITY
We are diverse, welcoming and engaged community. We want to celebrate what makes us unique and connect with those around us to enhance our quality of life.

THRIVING PLACES
Our vibrant places and spaces are integral to our identity, economy and appeal.
We want to create, enhance and promote great places and spaces for everyone to enjoy.

SENSITIVE DESIGN
Design that "fits in" to our neighbourhoods is important to us.
We want to see unique, high quality developments that respect our character and identity and respond to specific local circumstances.

INNOVATIVE & ACCOUNTABLE
The City of Vincent has a significant role to play in supporting our community to realise its vision. To achieve this, we will be an innovative, honest, engaged and responsible organisation that manages resources well, communicates effectively and takes our stewardship role seriously.
Item 8.4 Organisational Review - Attachment 1
COUNCIL BRIEFING

13 AUGUST 2019

Item 8.4 Organisational Review - Attachment 1

1. COMMUNITY ENGAGEMENT & ANALYSIS

Gather, review and analyse existing information to draw conclusions and inform future approaches to activities.

2. PLAN

Planning processes articulate desired goals and objectives, and how these will be achieved. They draw upon the outcomes of the ANALYSE element to ensure available data and information informs future action. Planning occurs for the short, medium and long term, and includes strategic, business and individual performance planning.

3. RESOURCES

To achieve the expected results from plans, resources must be allocated (funding, equipment and labour) to achieve goals.

4. IMPLEMENT & ENABLE

Implement plans using allocated resources, to implement approved services and capital projects, implement medium to long term plans for maintenance and/or enhancement of capacity, including physical assets.

5. MONITOR

Monitor progress and issues, including tracking and reviewing finances, service delivery and projects to ensure they are meeting their targets and objectives.

Monitoring and managing finances and progress of agreed commitments and performance measures. Adjusting activities to improve efficiency and effectiveness and ensure objectives will be met.

6. EVALUATE

Evaluate processes, objectively review and evaluate the success of the policy, program, activity or project in achieving stated goals, including their impact on achieving outcomes.

7. REPORT

Reporting provides relevant information to stakeholders, ranging from reporting on decisions, success or progress towards achievement of goals, and key issues or risks.
Density and diversity of housing that make local services and transport viable.

Shops and destinations that support local living and local economies. Local job opportunities closer to where people live.

Public and community services including health, education and cultural facilities.

Safe, connected and attractive streets which encourage walking and cycling.

High-quality parks for sport and recreation. Trees make a neighbourhood attractive, walkable and cool.

Sustainable suburbs which conserve water, reduce waste and are energy efficient.

Public transport options which connect people to jobs and higher-order services.

Local leadership reflecting community values and aspirations – and empowered residents who are involved in decision making and community building activities.
2019 - 2020 IN FOCUS

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OUR PRIORITIES

OUR MAJOR PROJECTS

1. New Community Hub
2. Beaufort Street Activation
3. Food Organics & Garden Organics (FOGO) Three Bins
4. Public Open Space
5. 40km Speed Trial
6. Future Beatty Park 2062 Project
7. Integrated Transport Plan
8. Banks Reserve Playground
9. Iconic Art Project
10. Leederville Activity Centre Plan
COUNCIL BRIEFING

Item 8.4 Organisational Review - Attachment 1

ORGANISATIONAL OBJECTIVES

CHIEF EXECUTIVE OFFICER

Office of the CEO: Corporate governance to ensure the City achieves its strategic goals, controls risks and facilitates consistent, transparent and accountable decision making.

Human Resources: Create an environment where our people are safe and work by our values. Attract, develop and retain talent.

Information & Communication Technology: A workforce and community that is digitally-enabled to be mobile, responsive, smart and safe.

Strategy & Development Directorate
- Develop and align the City's strategies to community needs and changes in society.
- Planning high quality places for a connected community.
- Create and maintain vibrant and sensitively designed places to support the wellbeing and growth of the community.

Infrastructure & Environment Directorate
- Ensure a safe and accessible City for all.
- Maintain and enhance our public open space to provide a sustainable green environment for the community.
- Build, enhance and maintain community infrastructure.
- Deliver the City's Waste Strategy and vision of zero waste to landfill by 2028.

Community & Business Services Directorate
- Make Beatty Park a place where everyone can be physically active, connect and improve their wellbeing.
- Build and strengthen community and connections.
- Deliver the City's communication tools, messages and cultural outcomes.
- Deliver value to the community through sound financial management and collaboration.

PLACE MAKING  PLACE PLANNING  PLACE MANAGEMENT  PLACE ACTIVATION

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M
Engaging
Accountable
Making a Difference
POLICY NO: 4.1.7

ORGANISATIONAL STRUCTURE AND DESIGNATION OF “SENIOR EMPLOYEES”

OBJECTIVES
To provide guidance to the Council and the Chief Executive Officer (CEO) concerning the Organisational Structure for the City’s administration, including the management of functional responsibilities and the allocation and management resources within the structure and to prescribe the positions to be classified as a “Senior Employee”.

POLICY STATEMENT
1. Determination of Organisational Structure

In accordance with the Local Government Act 1995 Section 5.2, Council determines that the organisational structure of the City of Vincent shall be:

1.1 Determination of Organisational Sub-Structure

In order to ensure the efficient, effective and orderly administration of the City, the CEO shall determine:

(a) the operational responsibilities of each of the Directorates and the subsequent sub-structure sections within the respective Directorates to fulfil these responsibilities; and

(b) the sub-structure of each Section including the number of full-time equivalent positions required to ensure the efficient and effective delivery of operational outcomes.
1.2 Council’s Satisfaction with Organisational Structure

If the Council is not satisfied that an appropriate structure exists, the Council shall, by resolution, request the CEO to review the structure.

2. Senior Employees

(a) The positions of “Executive Director” are determined to be ‘Senior Employee’ for the purposes of the Local Government Act 1995 Section 5.37(1).

(b) Appointment of a person to a Senior Employee position on a temporary or acting basis is in accordance with Local Government Act 1995 Section 5.39(1a).

(c) The CEO is responsible for fulfilling the City’s obligations in the management of Senior Employees as follows:

   (i) provide a recommendation to the Council to employ, dismiss, or create a new Senior Employee position [refer Local Government Act 1995 Section 5.37(2)];

   (ii) review the performance of each senior employee on an annual basis [refer Local Government Act Section 5.38]; and

   (iii) make determinations to exercise contract renewal options or re-negotiate existing employment contracts in accordance with the Local Government Act 1995 Section 5.37.

3. Senior Employees

In determining the Organisational Sub-structure in accordance with Clause 1.1 above, the CEO has authority (subject to sufficient funds being provided in the City’s Budget) to:

(a) create new positions, other than Senior Employees [in accordance with the Local Government Act 1995 Section 5.37(2)];

(b) determine the functions of new and existing positions;

(c) determine the remuneration of new and existing positions;
(d) undertake the annual performance appraisals of all employees in accordance with the *Local Government Act 1995* Section 5.38; and

(e) terminate existing positions, including determinations on employee redundancy if required.

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<td>5 March 2019</td>
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<td>Date Reviewed:</td>
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<td>Date of Next Review:</td>
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[Diagram of organisational structure]

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