

8.4 2019 ORGANISATIONAL REVIEW**AMENDED REPORT****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 Places & Your Spaces



CITY OF VINCENT

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

Our Places & Your Spaces



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

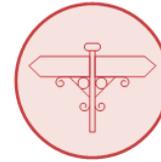
We are diverse, welcoming and engaged community. We want to celebrate what makes us unique and connect with those around us to enhance our quality of life.



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.

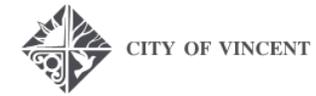
We want to see unique, high quality developments that respect our character and identity and respond to specific local circumstances.



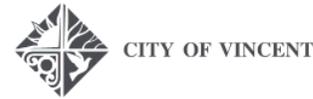
INNOVATIVE & ACCOUNTABLE

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.

STRATEGIC MANAGEMENT FRAMEWORK



STRATEGIC MANAGEMENT FRAMEWORK



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

Implementation of 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.

Key Products

- Economic, Environmental & Technological Trends
 - Demographic Trends
 - Community Needs
 - Business Cases
- Strategic Community Plan (SCP)
 - Long Term Financial Plan (LTFP)
 - Corporate Business Plan (CBP)
 - Asset Plans
 - Team Strategy Houses & Maturity Models
 - Individual Performance Agreements
 - Project & Place Plans
- LTFP and Annual Budget
 - Corporate Business Plan
 - Workforce Plan
 - Team Business Plans
- Monthly finance and project reports
 - Risk registers
- Quarterly strategy house and business plan review
 - Project change requests
 - Team risk profiles
- End of year performance summaries
 - Mid-year financial and performance reviews
 - Performance and financial audit reports
 - Project closure reports
- Annual Reporting
 - Financial Performance
 - Place plan reports

PLACE MAKING

PLACE PLANNING

PLACE MANAGEMENT

PLACE ACTIVATION

PLACE REPORTS

Our Places & Your Spaces



2019 – 2020 IN FOCUS

Our Places & Your Spaces



CITY OF VINCENT

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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

ORGANISATIONAL OBJECTIVES



CITY OF VINCENT





CITY OF VINCENT

T

ENGAGING

ACCOUNTABLE

MAKING A DIFFERENCE

ATTACHMENT 2

CITY OF VINCENT POLICY MANUAL
 CHIEF EXECUTIVE OFFICER
 POLICY NO: 4.1.7
 ORGANISATIONAL STRUCTURE AND DESIGNATION OF "SENIOR EMPLOYEES"

POLICY NO: 4.1.7

ORGANISATIONAL STRUCTURE AND DESIGNATION OF "SENIOR EMPLOYEES"

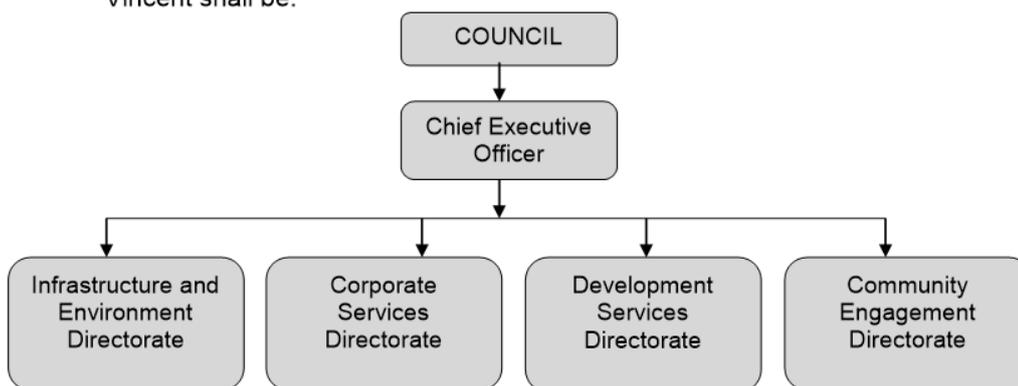
OBJECTIVES

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;

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- (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.

Date Adopted:	9 February 2010
Date Amended:	5 March 2019
Date Reviewed:	5 March 2019
Date of Next Review:	5 March 2023

ATTACHMENT 3

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POLICY NO: 4.1.7
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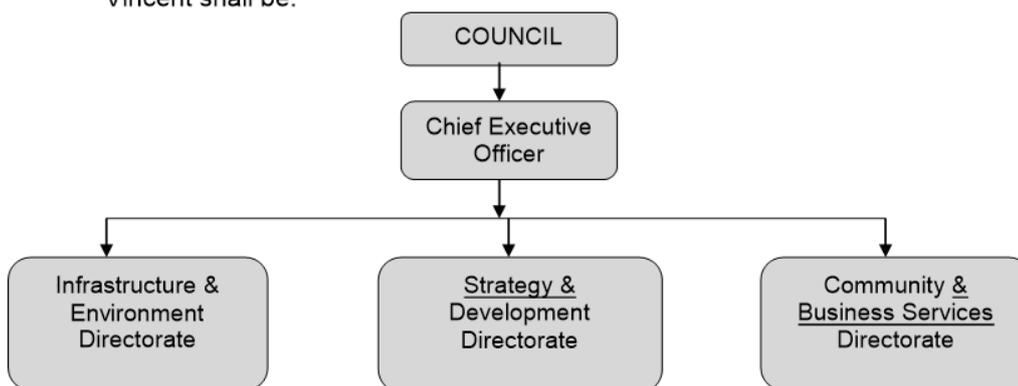
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Date Amended:	5 March 2019, <u>20 August 2019</u>
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