

10.3. Organisation Structure

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ATTACHMENTS	Nil
CSP LINK	5. Our Civic Leadership 5.2 Strong civic leadership and customer focussed services

PURPOSE:

Following endorsement of a three Directorate structure in March 2023, a review of broader organisational structure has been undertaken to ensure an effective third tier structure of clear service units. The purpose of this report is to confirm the high-level organisation structure for Council.

EXECUTIVE SUMMARY:

- At its Ordinary meeting 13 March 2023, Council endorsed a new organisational structure, reducing the number of directorates from six to three.
- Following recruitment of the new executive team, the next stage of structural realignment has taken place to align the third tier of the structure into clear service units.
- The review and realignment process has resulted in some recommended change to the responsibilities of the four senior staffing positions (General Manager and three Directors) which will require Council's endorsement under Section 322 of the Local Government Act 1993.
- The realignment, together with the earlier reduction of Directorates will assist Council in maximising its available resources and result in an increase in full time equivalent staff in areas of need using existing budgets.

RECOMMENDATION:

- 1. THAT** Council endorse the organisational structure as described in Chart 2 in this report.

Background

At its meeting of 13 March 2023, Council endorsed a new organisational structure, reducing the number of directorates from six to three. Following recruitment of the new executive team, the next stage of structural realignment has taken place to align the third tier of the structure into clear service units.

While the structure and employment of the broader workforce is the responsibility of the General Manager, Section 322 of the Local Government Act (the Act) provides:

- (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 of holders of senior staff positions,
 - c. The resources to be allocated towards employment of staff.

The review and realignment process has resulted in some recommended change to the responsibilities of the four senior staffing positions (General Manager and three (3) Directors).

Report

Over the past five months, a review has been undertaken into the third tier of Councils organisation structure, with a view to realigning the workforce into service units based upon best practice workforce design. The objective of the realignment process is to contribute to the following improvements:

- increase leadership capacity
- streamline decision-making
- increased alignment
- enhanced accountability
- maximisation of resources
- encouraging innovation
- increasing collaboration
- increasing communication
- maintaining the overall employee budget

Organisation structure is only one contributor to the above objectives, with broader cultural transformation requiring investment in learning and development, performance frameworks, and improved systems and processes.

Ensuring effective leadership structures is a first step to this transformation process as it defines the accountabilities and responsibilities for those in leadership positions. These accountabilities include clear goal/expectation setting, coaching, and developing, resource management and staff engagement, all working together to empower the broader workforce to perform at their best.

In developing leadership structures, spans of control are important to ensure each position has the capacity to undertake the role. Organising the workforce teams into service units based upon synergies creates higher levels of collaboration and addresses these spans. Ensuring the right size for both second and third tier leadership layers allows for a higher

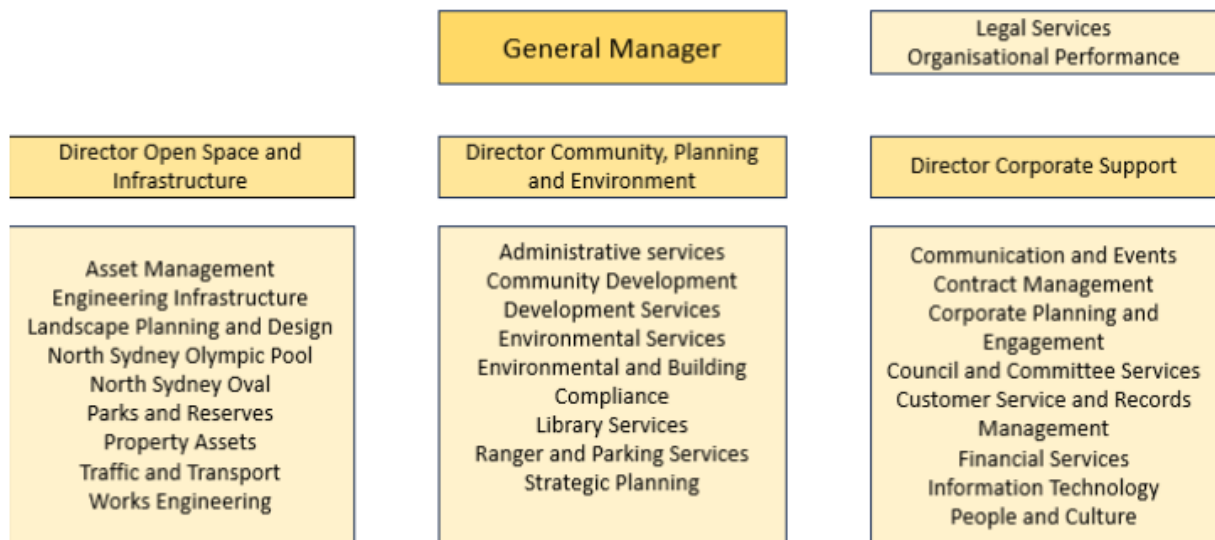
overall headcount for the delivery of services, thereby maximising available resources and creating additional value.

The workforce at North Sydney has achieved incredible results to date. Over the coming years, through the realignment of structure, development of clear strategy and operational plans, and the improvement of systems and processes, this performance will only improve further.

As part of the recommended structure, the Community, Planning and Environment Division would be renamed Planning and Environment, acknowledging feedback from across the workforce that everyone in Local Government works for the community.

The current organisational structure is as follows:

Chart 1.

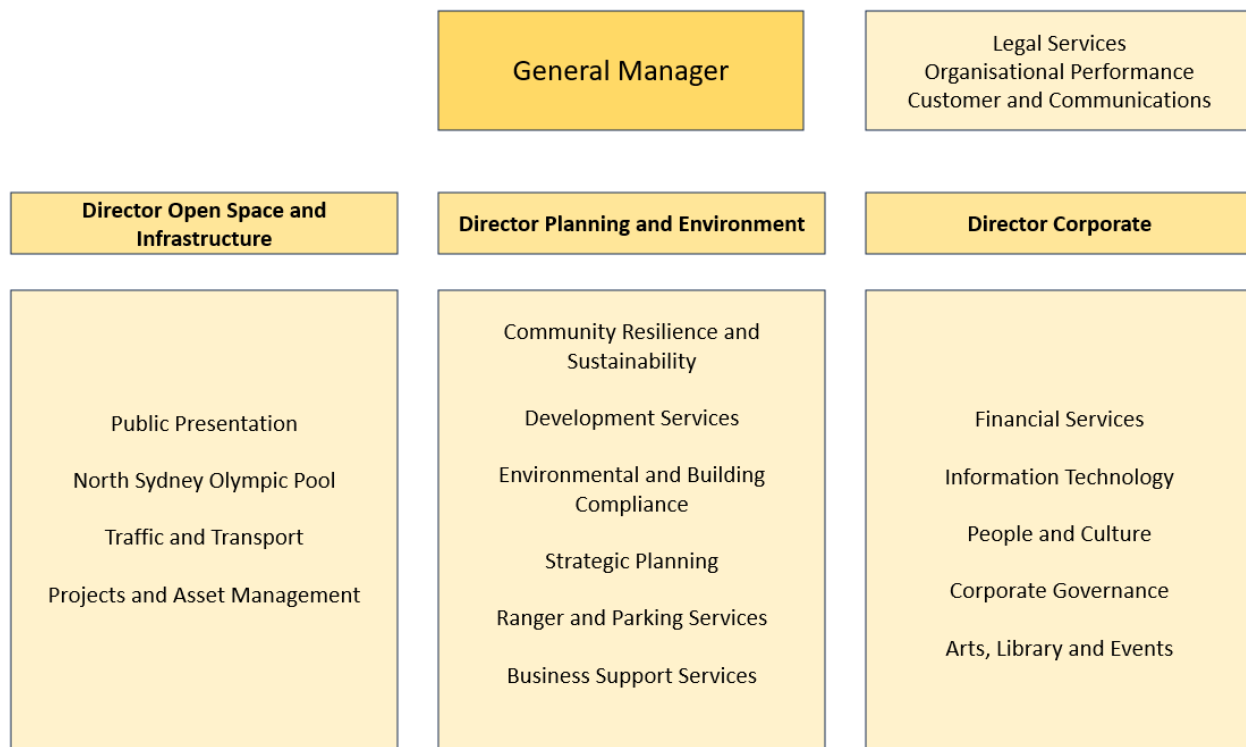


The recommended structure changes the following responsibilities of Directors as compared to the current structure:

1. Customer service, communications and engagement moves out of Corporate Services and into the General Managers Office.
2. Library Services and Arts and Culture move out of the Planning and Environment division and into the Corporate Services division within a new Service Unit that also includes events.
3. Street Sweeping and Waste Services move out of the Planning and Environment division and into Open Space and Infrastructure division within a new Service Unit that includes parks and gardens, trades services, roads services and waste.
4. The functions of the Property Assets team are split between the Legal Services and Customer Services within the GM Office, and finance within Corporate Services, with building asset management and operations remaining in Open Space and Infrastructure.
5. Open space and recreation planning moves out of Open Space and Infrastructure and into the Strategic Planning Service Unit within Planning and Environment.

The recommended organisational structure is as follows:

Chart 2.



A detailed summary of the functions within each Directorate are as follows:

General Managers Office

The General Counsel's Office will manage **legal services** including property leases.

The **Organisational Performance** function was included within the structure in March 2023 to *develop, oversee and facilitate an overall organisational performance and improvement program, introduce a performance framework, and build leadership capacity*. As part of the realignment, additional resources have been allocated to this function.

The **Customer and Communications Service Unit** brings together customer service, communications, and engagement functions to create a holistic and integrated approach to customer experience. From engagement and input to inform Council services, programs, and infrastructure, through to communications and promotion to build people’s understanding of our services and then on to our customer service for one-on-one interactions and assistance. To assist in advancing customer experience strategy, as part of the realignment, additional resource has been allocated to the team.

Open Space and Infrastructure

The **Public Presentation Service Unit** brings together road services, waste services, trades services, and parks and gardens. As part of the realignment, additional resource has been allocated to parks and gardens in acknowledgement of the expanding amenity.

The **Projects and Asset Management Service Unit** brings together landscape planning and design, asset management, and project delivery (previously engineering infrastructure).

The **Traffic and Transport Service Unit** now includes off-street car parking.

North Sydney Olympic Pool remains unchanged.

Planning and Environment

The Planning and Environment Division is supported by a business support team, the functions of this team have not changed.

The **Community Resilience and Sustainability Service Unit** includes Bushland Management; Sustainability, (including as Streets Alive, sustainable business engagement and activities offered at the Coal Loader); and community development services including family day care, youth services, access and inclusion and social planning. As part of the realignment, additional resource has been included within this team to build capacity to support volunteer programs.

Development Services Service Unit remains unchanged.

Environmental and Building Compliance Service Unit remains unchanged in its responsibilities, however in as part of the realignment, additional resource has been allocated to this team to assist with the increasing pressure and complexity of compliance matters.

The **Strategic Planning Service Unit** remains largely unchanged in its responsibilities except for the addition of open space and recreation planning. As part of the realignment, additional resource has been included within the team in response to the current pressures of the strategic planning environment.

Ranger and Parking Services Service Unit remains unchanged.

Corporate Services

The **Financial Services Service Unit** brings together financial operations, financial management, procurement, and commercial property. A change in resourcing will see the introduction of a Chief Financial Officer (CFO) and a commercial property function in acknowledgement of the need to develop new financial strategy and to maximise available resources.

The **Information Technology Service Unit** brings together digital platforms, application management, service management and information management (records). A change in resourcing will see the introduction of a Chief Information Officer (CIO), along with additional resource in service management. These changes are in acknowledgement of the considerable impact the unit has on the productivity of all operations.

The **People and Culture Service Unit** remains unchanged.

The **Corporate Governance Service Unit** brings together governance (Council and Committee Services), contract management, corporate planning and reporting, access to information, and risk management. Additional resource has been included within this team to mature Council's risk management framework.

The **Arts, Library and Events Service Unit** brings together Arts and Culture, Library Services, and Events. Events are currently decentralised. It is the intention of the realignment to centralise the management and production of events to ensure consistency in approach across Council. Resources have therefore been moved from other areas to assist with this.

Consultation requirements

Consultation with staff has been undertaken throughout the realignment process, with constructive feedback received and responded to.

Financial/Resource Implications

The realignment aims to maximise available resources for Councils workforce. This change, combined with the earlier reduction of Directorates, will see an increase in total full time equivalent staff at Council, creating positions within areas of need.

There are no financial implications as a result of the recommendation in this report. All costs associated with the realignment will be funded from existing budgets.

Legislation

Section 322 of the *Local Government Act (the Act)*