



Re-alignment + Review of Structure

Lisa Miscamble General Manager

July 2021

WSC.NSW.GOV.AU



Overview

1

Background

2

Current
situation

3

Current
structure

4

Outcomes

5

Proposed
structure

6

Summary

Background

- GM departed Oct 2020 since this time there has been a succession of acting/GM's
- Performance Improvement Order issued in September 2020
- Interim Administrator appointed in March 2021 by Minister for LG
- Interim Administrator and a/GM commissioned a number of reviews highlighted need to:
 - Improve governance/ procurement practices
 - Address workforce management matters (attraction + retention, respectful behaviours/ cultural change)
 - Improve transparency, community communication + engagement
- General Manager appointed 21 June 2021
- The Elected Council will return following 4 September election

Current situation

Initial observations: Community perspective

Observations:

- Concerns around how public funds are spent + value for money
- Concerns around roads, footpaths, traffic, parking, growth + impact on the environment + what is valued about the Southern Highlands
- Community Survey highlighted Councillor performance:
 - 15% very satisfied / satisfied
 - 34% somewhat satisfied
- Community not feeling heard by council

Response:

- Reset the long vision + use process to ensure owned
- Reconnect with the community + re build trust, partnerships + communication/ engagement
- Refocus on the community: projects + service provision
- Improve communication + transparency: access to information
- Improve understanding of / + participation in decision making + feeling heard

Current situation

Initial observations: Council perspective

Observations:

- Need to focus on transparency in decision making / provision of information
- Need to ensure role clarity; respectful relationships + outcomes focussed
- Need to build capacity + capability: understanding LG Act; role; how to be effective as a Council/llor

Response:

- Put in place strong induction program
- Strengthen the governance framework
- Undertake a skills audit of the incoming Council + develop collective and individual development plans
- Strategy to be forward thinking + acting in the best interests of the community
- Provide for annual strategy days for the Council + Executive (combines strategy + professional development)

Current situation

Initial observations: Organisational perspective

Observations:

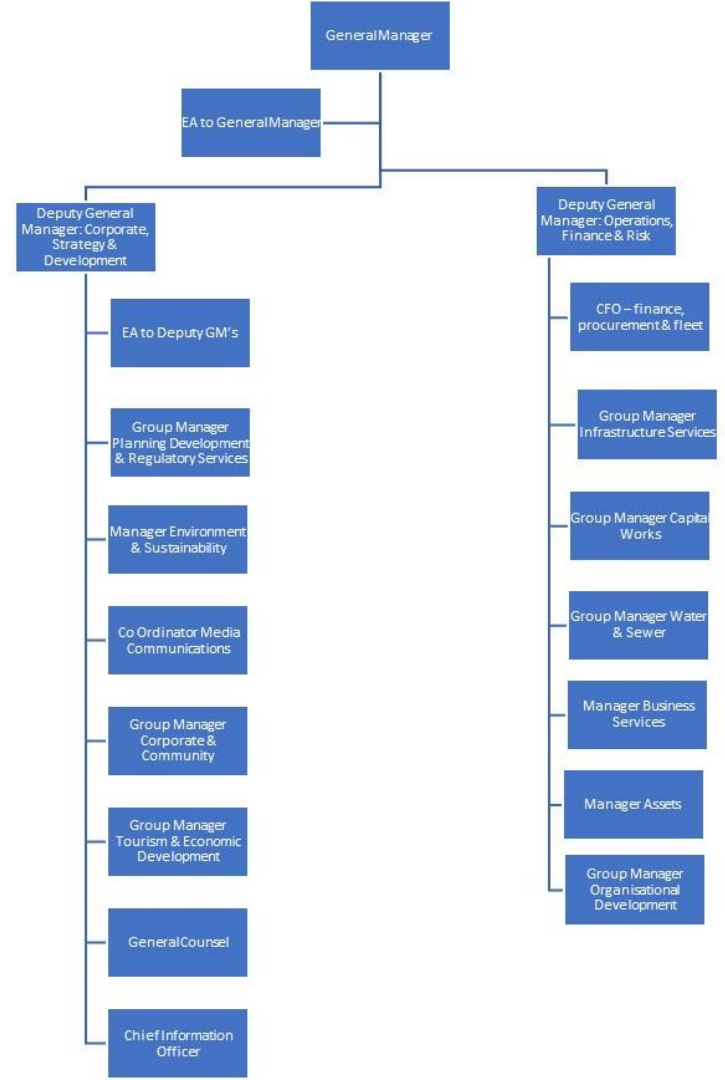
- No permanent Executive
- Lack of organisational direction
- High level of vacancies across organisation
- Concern re ability to attract + retain staff
- People feeling fatigued/ tired (as a result of change, negativity, vacancies, lack of direction)
- Reactive in nature
- Initial IT work undertaken + need for ongoing commitment to the Digital Strategy
- Inconsistency around application of policies + procedures

Response:

- Recruit new Executive to provide stability + certainty
- Review structure with a focus on strategy + workforce
- Recruit for essential roles + back fill where possible whilst full structure reviewed
- Initiate action teams to respond to staff survey
- Prepare attraction + retention strategy
(remuneration/salary system; career progression; work practices; succession; cultural change; health + wellbeing initiatives; learning + development)
- Implement a change management program (*incl. communication / engagement plan*)

Current structure

- Very narrow + deep
- Top heavy (i.e. ‘too many cooks in the kitchen’)
- Functional groups do not appear to align and/or not logical
- Strategy is diluted across structure
- Lack of clarity around areas
- Some duplication leading to inefficiency/ wasted effort
- Jobs created around people +/- or an issue rather than strategy + outcome
- Inconsistency in organisational design (e.g. position titles)



Current: Functional chart

General Manager

Functions: Mayor & Councillor Support; Admin support

Deputy GM Corporate, Strategy & Development

Deputy GM Operations, Finance & Risk

Functions:

Planning Development & Regulatory

- Certification + Compliance (EHO, Certifier)
- Strategic Land use Planning (planning, Dev Contr. Heritage)
- Development Assessment
- Regulatory services (Rangers; RID + Shelter operations)
- Business support

Corporate + Community

- Corporate Strategy
- Governance
- Children's services
- Community development (Cultural Development; Aboriginal, community recovery; aging + disability)
- Community engagement
- Corporate performance
- Internal Audit & legal support

Environment + sustainability

- Environment + health systems
- Natural resources
- Bushcare
- Biosecurity Officer
- Weeks/ biosecurity officer
- Education officer

Functions:

Tourism + economic development

- Tourism - VIC
- Economic development

Media + Communications

- Business communications

Corporate systems

GIS

ICT

Library services

Corporate information

Customer experience / service

Legal Counsel

Workplace systems

- WHS
- Risk Management
- Insurance and Risk

Human resources

- Health and wellbeing
- Recruitment
- Learning and development

Functions:

Finance, Procurement + Fleet

- Procurement
- Fleet – supply
- Heavy vehicle plant mechanics
- Plant mechanics
- Creditors
- Management accountant
- Payroll
- Revenue
- Property Services

Infrastructure services

- Business support team
- stores
- Design construction + maintenance
- Construction
- Civil design
- Civil projects
- Infrastructure maintenance
- Surveyor
- Project manager pre-construction
- Construction crews +plant operators
- Maintenance engines
- Traffic facilities

Functions:

Maintenance

- Open space
- Buildings
- Building maintenance + Cleaning
- Pools
- Facilities
- Tree & vegetation officer
- Maintenance sports fields
- Capital projects – landscaping crew
- Public amenities
- Horticulturalist
- CBD cleansing
- Bush regeneration
- Open space, recreation + building

Capital works

- Project Managers

Business services

- Waste education and policy
- Saleyards
- Community recycling centre

Functions:

Water + sewer

- Water
- Sewer
- Business support officers
- Procurement (Stories)

Assets

- Parks + buildings
- Water, sewer + Drainage
- Roads + traffic
- Assets strategy
- 355 committees
- Community centre officer
- Assets – c0mmunity facility
- Parks and properties
- Assets – parks + buildings
- Assets – community projects
- Traffic and transport planning
- Road safety officer
- Traffic engineer
- Assets – water + sewer

Outcomes

Provide:

- **Alignment** of functions to support CSP
- **Clarity** of roles
- A **focus on the future:** community + organisational strategy
- A **focus on people and culture:** our people are our greatest asset
- Base upon which to **build capacity + capability**
- An **agile + community focussed** organisation

Proposed structure

Approach: phased + reviewed over time to respond to organisational + community needs

- **Phase 1:** Executive Structure: Stability + ability to move forward
- **Phase 2:** Management level + detailed structure
 - Supported by a comprehensive consultation + engagement process

Proposed structure: To effectively deliver



Organisational Strategy

Where we are going

Direction: vision; strategy; outcomes

Structure

How we organise ourselves

Capacity: organisational design, systems, management processes, talent, competencies/ skills

Culture

How we do things around here

Climate: mindset, attitudes, beliefs + values

General Manager

Executive Manager Strategic Outcomes

Executive Manager People + Culture

Role: to take a strategic view to planning for the future + delivery of complex projects

Outcome/s:

- planning for the future is well managed + integrated with stakeholder input
- complex projects apply a systems lens

Functions: strategic land use planning; economic development; integrated transport planning; sustainability; social planning; IP&R

Future + now

Role: Foster a healthy + productive workplace

Outcome/s:

- Engaged + skilled workforce
- Innovative + agile workplace
- Healthy + positive workplace culture

Functions: Internal communication, WHS + wellbeing; human resource functions (attraction/retention; learning + development; industrial relations etc.)

Future + now

Director Corporate Strategy + Resourcing

Role: about *how* decisions are made + ensure systems + resources are aligned to strategy

Outcomes:

- Organisation is resourced to deliver on strategic outcomes
- Good governance + best value in the procurement
- Legislative compliance
- Service and project delivery supported to perform

Functions:

- Communications + media
- Corporate strategy + performance
- Customer services
- Finance, procurement + fleet
- Governance: risk management, insurance
- Information technology + communications
- Internal audit + legal
- Records

Future + now

Director Communities + Place

Role: about the *look and feel* of WSC + working with the community

Outcome/s:

- Building capacity + enabling our community
- Focus on engagement + partnerships
- Education, awareness + compliance

Functions:

- Community development
- Community engagement
- Compliance + regulation
- Environment + sustainability
- Health + building
- Place management
- Statutory planning (DA's)

Now

Director Service + Project Delivery

Role: about delivery of services + projects to the community

Outcome/s:

- Services meet community needs + expectations
- **Best value in delivery**
- Innovation + best practice is applied to service delivery

Functions:

- Animal shelter
- Assets
- Community recycling centre
- Direct services to the community including: libraries, children's services, visitor centre
- Infrastructure + Services
- Project delivery
- Saleyards
- Waste
- Water + sewer

Now

Creating a contemporary organisation

Principles

1. agile + flexible
2. a place lens
3. community + customer focussed
4. collaborative
5. team based
6. proactive
7. outcomes+ solutions focussed
8. evidence based decision making
9. acts with a sense of urgency

Communities + Place

about the look and feel of WSC + partnering with the community

Service + Project Delivery

about delivery of services and projects

Leadership/strategy:
One organisation: One community

Corporate Strategy + Resourcing

about how decisions are made + ensure systems + resources are aligned to strategy

Summary

To provide:

- stability + support for the incoming Council/ Councillors
- commitment + stability for staff with a permanent Executive
- a decision making body to move forward to address long standing issues within the organisation