



AGENDA

EXTRAORDINARY COUNCIL MEETING

20 MARCH 2017

MEMBERSHIP:
Mr M Kneipp (Administrator).

The meeting is scheduled to commence at 5.00pm.

PRAYER:

O God, Grant that by the knowledge of thy will, all we may resolve shall work together for good, we pray through Jesus Christ our Lord. Amen!

ACKNOWLEDGEMENT OF COUNTRY:

"I would like to acknowledge the Wiradjuri People who are the Traditional Custodians of the Land. I would also like to pay respect to the Elders both past and present of the Wiradjuri Nation and extend that respect to other Aboriginal peoples who are present".

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CCL17/15 LEAVE OF ABSENCE (ID17/356)

CCL17/16 PUBLIC FORUM (ID17/357)

ADMINISTRATOR MINUTES:

CCL17/17 DUBBO REGIONAL COUNCIL DIVISIONAL AND SENIOR STAFF ORGANISATION STRUCTURE (ID17/352)

The Council had before it the Administrator Minute regarding Dubbo Regional Council Divisional and Senior Staff Organisation Structure.

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**ADMINISTRATOR MINUTE: Dubbo
Regional Council Divisional and Senior
Staff Organisation Structure**

AUTHOR: Administrator
REPORT DATE: 16 March 2017
TRIM REFERENCE: ID17/352

To the Council
Ladies and Gentlemen

Office of the Administrator
Civic Administration Building
Church Street, Dubbo

I refer to the attached report of the Interim General Manager in regard to Council's Organisation Structure.

Section 332 of the Local Government Act, 1993, requires that:

- "(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"*

In regard to this requirement, it is advised that I have held discussions with Council's Interim General Manager regarding both the structure and the senior staff positions within the revised organisation structure of the Council and concur with his recommendations.

RECOMMENDATION

That the report of the Interim General Manager, dated 16 March 2017 be adopted.

Michael Kneipp
Administrator

Appendices:

- 1 General Manager's Report - Draft Organisational Structure

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REPORT: Dubbo Regional Council Divisional and Senior Staff Organisation Structure

AUTHOR: Interim General Manager
REPORT DATE: 16 March 2017
TRIM REFERENCE: ID17/353

EXECUTIVE SUMMARY

As a result of the merger of the former Dubbo and Wellington Councils, Council has operated on an interim structure basis.

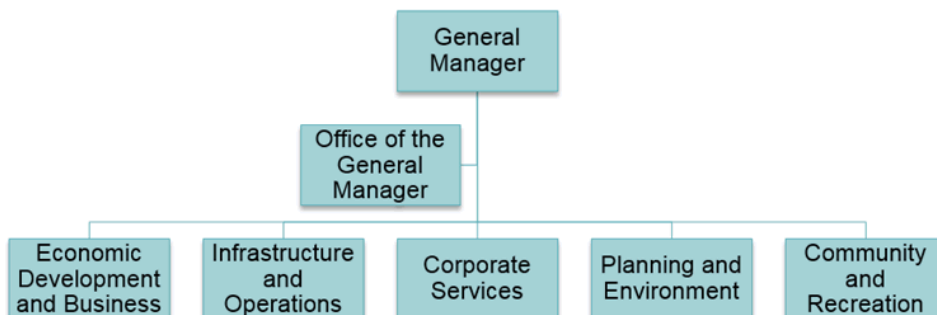
A review of this interim organisation structure has been undertaken utilising an evidence-based approach with a variety of qualitative and quantitative inputs. Stemming from these inputs, I have worked with the Institute for Public Policy and Governance, University of Technology Sydney (UTS) to develop a new structure.

The resulting changes to the organisation structure are considered appropriate to support the transition to an amalgamated council and provide flexibility in the future. The changes are strategic, aligned to the new vision, purpose and values (included herewith for formal adoption by Council) and will support current and future service delivery. Key changes include:

- Creating an Office of the General Manager.
- Reducing the number of divisions from six to five.
- Reducing the number of direct reports to the General Manager from seven to six.
- Renaming some of the divisions to more accurately reflect their areas of responsibility.
- Aligning processes where they can be used for like functions, for example, corporate planning including Integrated Planning and Reporting (IP and R) coordination with strategic land use planning.
- Seeking to achieve economies of scope and scale under a merged structure, for example, centralising responsibility for Council's corporate asset management policy and capability, building asset management, centralising procurement and combining commercial operations.

In this regard, the Divisional structure is illustrated over the page.

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The Executive Team will continue to provide strong strategic direction and support for key services and priority areas are enhanced. Combining Parks and Landcare Services with Community Services into a new Community and Recreation Division will provide a customer-focused division which will work to deliver a multitude of high level services to the Community.

Each Division shall be led by a Director employed under a performance based contract for up to 5 years in duration in accordance with Section 338(2) of the Local Government Act, 1993.

Each of these Director positions (five in total) are proposed to be designated Senior Staff in accordance with Section 332(1)(a) of the Local Government Act, 1993. Recruitment in respect of those positions is to be undertaken on behalf of Council by Local Government NSW Management Solutions, a branch of Local Government NSW.

ORGANISATIONAL VALUES

Customer focused: The methodology utilised to review and create the new structure was focused on the services provided to and experienced by the community. In this regard, the structure seeks to align skill sets with the needs of service delivery and community engagement.

Integrity: Council has utilised independent consultants at key stages of the organisational redesign process to ensure that the organisation positioned itself to take advantage of the opportunity to review its structure rather than rely on the previous models of the former councils. Council shall advertise externally for senior staff positions utilising an independent consultancy and recruit through a merit based process.

One Team: The basis of the new structure is to create synergies within Divisions to deliver services more effectively and also to enable clear understanding as to what service areas are required to work closely across Divisions to achieve strategic goals.

FINANCIAL IMPLICATIONS

The costs of the implementing the new structure in the 2016/2017 financial year shall be met through existing budget allocations and the New Council Implementation Fund (NSW Government funding).

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Advertising externally in the market for senior staff positions may mean current senior staff could decide not to apply for a position or be unsuccessful in obtaining a position with Council. In such a case the contracted senior staff position holder may receive redundancies in accordance with Local Government (General) Regulation 2005 s406C (7).

POLICY IMPLICATIONS

It is the role of Council to determine the senior staff positions within the organisation structure of Council and the roles of holders of such senior staff positions.

RECOMMENDATION

1. That Council adopt the "Plan on a Page" in respect of defining its Vision, Purpose and Values.
2. That Council adopt the organisation structure, along with the various "Areas of Responsibility" and "Functions", as contained within this report.
3. That the five Divisional Directors as follows be designated Senior Staff:
 - Director Economic Development and Business
 - Director Infrastructure and Operations
 - Director Corporate Services
 - Director Planning and Environment
 - Director Community and Recreation
4. That each Director position be recruited through an externally advertised merit based process facilitated by Local Government NSW Management Solutions.
5. That the employment of Directors be through a standard, performance based, senior staff contract in accordance with the Local Government Act (NSW) 1993 and associated legislative instruments of up to five years duration.

Mark Riley
Interim General Manager

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BACKGROUND

Following the merger of Dubbo City and Wellington Councils on 12 May 2016, an interim structure was established by Western Plains Regional Council at its Ordinary meeting held on 25 May 2016. Council adopted an Interim Organisation Structure to Executive level comprising a Wellington Branch, an Organisational Services Division, a Technical Services Division, an Environmental Services Division, a Parks and Landcare Services Division, a Corporate Development Division and a Community Services Division.

Subsequently at its Extraordinary meeting held on 14 September 2016, Dubbo Regional Council adopted a new Interim Organisation Structure that was based on the six (6) Divisional Structure that served the former Dubbo City Council since its inception in 1994. The two former councils had very different organisation structures – one being hierarchical with various specialised roles; the other being quite flat with many generalist roles largely due to the scale of services provided by Council. In developing an interim structure, the Department of Premier and Cabinet's required that *"The initial Organisation Structure of a new council was, as far as practicable, to be a composite of the organisation structures of each of the former councils."*

The interim structure enabled the organisation to continue to provide services to the community, deliver some new services to areas of the former Wellington LGA that were standard for Dubbo City residents and coordinate the large number of merger projects through the Transition Project Office.

An interim structure is a relative short term solution to organisational design and this is reflected in the program of change articulated by the Department of Premier and Cabinet that specifies that new Councils shall have a new organisation structure installed and populated by mid 2017.

REPORT

The challenge in regard to organisational redesign for Dubbo Regional Council was to assess how the organisation should be reorganised to meet the future needs of the community. In this regard, the services of Institute of Public Policy and Governance, University of Technology Sydney (UTS) were engaged to undertake the development of a Service Review framework.

There was a substantial amount of information collated in regard to a high level prioritised service review. To assess the potentials impacts on organisational redesign, UTS were further engaged to assist in an organisation structure review.

Any new organisation structure needed to have a clear strategic link to Council's own strategy and also the Community Strategic Plan. As such it was important to ensure that any discussion about structure considered the elements in Council's *"Plan on a Page"*, which was the outcome of work undertaken across the Organisation as part of Councils' transformation process.

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Council's "Plan on a Page" is a high-level document which clearly sets out the vision, purpose and values which are shown at Figure 1. The complete "Plan on a Page" is attached as **Appendix 1**.



Figure 1: Council's Vision, Purpose and Values

The key implications for the organisation structure from the vision, purpose and values are to:

- Ensure that the vision of 'great community, great council' is embedded into the organisational culture and ensure all levels of staff 'live out' the values via their actions as measured by their performance assessment. This requires a strategic approach to human resources.
- Ensure that the structure supports the values, especially around 'customer-focused' and 'one team'. This requires the current approach to service delivery to be challenged.

In addition, the organisation structure has to also:

- Take a customer-focus in what we do (from 'Strategy' in "Plan on a Page"). This requires a strategic approach to community engagement and service delivery.
- Improve our people leadership capabilities to support Council working as one team (from 'Strategy' in "Plan on a Page"). Again, this requires a strategic approach to human resources and the assessment of capabilities as part of role and performance planning.
- Reshape the organisation and rework selected processes to support these strategies by September 2017 (from 'Delivery' in "Plan on a Page"). This requires change to structure and also to certain processes.

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New Divisional Structure

The current interim division structure along functional lines shall be modified to:

- Create an Office of the General Manager.
- Reduce the number of divisions from six to five.
- Reduce the number of direct reports to the General Manager from seven to six.
- Rename some of the divisions to more accurately reflect their areas of responsibility.
- Align processes where they can be used for like functions, for example, corporate planning including Integrated Planning and Reporting (IP&R) coordination with strategic land use planning.
- Seek to achieve economies of scope and scale under a merged structure, for example, centralising responsibility for Council's corporate asset management policy and capability, building asset management, centralising procurement and combining commercial operations.

The division structure is shown in Figure 2.

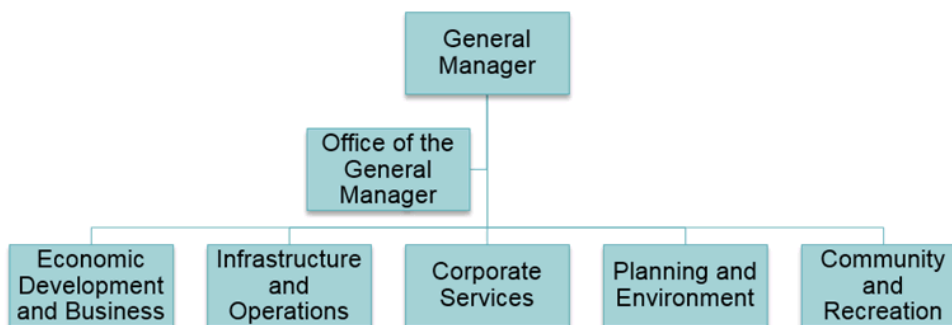


Figure 2: Divisional Structure

Council's proposed new organisation structure continues to reflect a function-based model with a reduction in the number of divisions and direct reports to the General Manager.

The Executive Team will continue to provide strong strategic direction and support for key services and priority areas is enhanced. Combining Parks and Landcare Services with Community Services into a new Community and Recreation Division will provide a customer-focused division which will work to deliver a multitude of high level services to the community.

Under this functional model, the areas of responsibility have been defined for each division and are shown in Tables 1 to 6. Each table describes the area of responsibility for a Division followed by a table that explains the rationale behind the proposed change.

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OFFICE OF THE GENERAL MANAGER

Area of responsibility	Function
Project Management Office	<ul style="list-style-type: none"> • Transition planning and management
Internal Audit and Improvement	<ul style="list-style-type: none"> • Internal audit • Service delivery review • Continuous improvement

ECONOMIC DEVELOPMENT AND BUSINESS DIVISION

Area of responsibility	Function
Commercial Operations	<ul style="list-style-type: none"> • Dubbo airport/Wellington aerodrome • Livestock markets • Dubbo Holiday Park • Old Dubbo Gaol • Wellington Caves/Caravan Park • Dubbo Showground/Wellington Showground • Land development • New commercial opportunities
Economic Development And Tourism	<ul style="list-style-type: none"> • Business facilitation, attraction and development • Visitor and regional information services • CBD activation • Government and stakeholder relations • Destination marketing and promotion • Event attraction and facilitation • Evocities and related programs
Communication and Stakeholder Engagement	<ul style="list-style-type: none"> • Public relations • Media and digital media • Graphic design • Stakeholder engagement • Corporate communications (internal and external) • Corporate image and branding
Property Management	<ul style="list-style-type: none"> • Property portfolio management • Centralised building asset management • Trade services • Cleaning services • Leasing and licensing

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INFRASTRUCTURE AND OPERATIONS DIVISION

Area of responsibility	Function
Infrastructure Design	<ul style="list-style-type: none"> • Infrastructure design services • Development and subdivision engineering • Technical advisory services • Stormwater drainage/flood mitigation
Infrastructure Delivery	<ul style="list-style-type: none"> • Civil infrastructure – construction/reconstruction • Civil infrastructure – maintenance • Reinstatements • Private works
Water And Sewerage Services	<ul style="list-style-type: none"> • Water supply • Sewerage services • Trade waste
Transport Management	<ul style="list-style-type: none"> • Civil Infrastructure Strategy • Civil Infrastructure asset management – roads (sealed/unsealed), footpaths, cycleways, taxi/bus shelters, street furniture, street trees • Traffic management, including parking patrols, regulations and road safety • Street lighting
Fleet Management	<ul style="list-style-type: none"> • Fleet management
Solid Waste Management	<ul style="list-style-type: none"> • Domestic waste • Commercial waste • Green waste • Recycling/Container Deposit Scheme • Landfill and transfer station management
Emergency Management	<ul style="list-style-type: none"> • Fire services • Emergency management

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CORPORATE SERVICES DIVISION

Area of responsibility	Function
Management Accounting	<ul style="list-style-type: none"> Financial Strategy Long term financial plan Four-year delivery plan (budget component)
Financial Accounting	<ul style="list-style-type: none"> Annual operational plan and budget Quarterly operational plan review Accounts receivable (land and water rates and emergency services property levy) Statutory reporting External audit Treasury Management Names and address register Accounts payable
Corporate Procurement	<ul style="list-style-type: none"> Centre-led supply and purchasing Tender coordination
Corporate Asset Management	<ul style="list-style-type: none"> Corporate asset management policy and capability Corporate asset management system
Governance and Risk	<ul style="list-style-type: none"> Enterprise risk management Councillor support GM support Business continuity management Legal advisory Insurance Grants
Human Resources	<ul style="list-style-type: none"> Strategic workforce planning Salary System Workplace culture and capability Industrial relations Recruitment WHS Performance management Workers Compensation and Injury Management Learning and development Payroll
Information Management	<ul style="list-style-type: none"> Infrastructure IT support GIS Information Management Strategy Corporate Information Information and Communications Technology (ICT) provision
Customer Service Centres	<ul style="list-style-type: none"> Dubbo Wellington

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PLANNING AND ENVIRONMENT DIVISION

Area of responsibility	Function
Strategic Planning	<ul style="list-style-type: none"> • Corporate Planning including Integrated Planning and Reporting • Strategic land use planning (development strategies, Local Environmental Plans, Development Control Plans and Planning Proposals) • Flood plain management • Demographic data management • Contribution plans and Voluntary Planning Agreements
Environmental Sustainability	<ul style="list-style-type: none"> • Environmental policy and planning • Environmental education
Planning and Advocacy	<ul style="list-style-type: none"> • Planning reform
Building and Development	<ul style="list-style-type: none"> • Duty planners and building surveyors (customer service and development advisory service) • Development control • Building and construction certification/inspections • Heritage Advisory Services • Swimming pool compliance
Property Information Services	<ul style="list-style-type: none"> • s149 certificates/drainage diagrams, Outstanding Notices and Orders (s603) • Land information services • Geographical Names management
Regulatory Services and Environmental Control	<ul style="list-style-type: none"> • Illegal dumping/pollution incidents/contaminated land (including asbestos) • On site sewer management • Ranger services, including animal control/Impounding • Section 68 applications and approvals • Human health services including food, skin penetration and others • Animal shelter • Compliance and enforcement

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COMMUNITY AND RECREATION DIVISION

Area of responsibility	Function	
Safety	<ul style="list-style-type: none"> • Police liaison • CCTV management • Alcohol free zone management 	<ul style="list-style-type: none"> • Crime Prevention Plans
Cemeteries	<ul style="list-style-type: none"> • Cemetery management 	<ul style="list-style-type: none"> • Cemetery maintenance
Cultural Services	<ul style="list-style-type: none"> • Western Plains Cultural Centre Operations • Dubbo Regional Theatre and Convention Centre Operations • Wellington Civic Centre 	<ul style="list-style-type: none"> • Wellington Museum • Wellington Police Station and Gaol • Public art – strategy and implementation • CBD Heritage Trail
Library Services	<ul style="list-style-type: none"> • Regional library management 	<ul style="list-style-type: none"> • Dubbo Regional Council library management
Child Care Services	<ul style="list-style-type: none"> • Family day care 	<ul style="list-style-type: none"> • Rainbow Cottage
Community Programs	<ul style="list-style-type: none"> • Volunteer management • Youth development • Aboriginal liaison • Aboriginal Apprentice Scheme • Water safety education • Community committees • Sister cities • Immunisation services • Government Education and Health Services advocacy • Vandalism – tracking and rewards • Wellington Community Transport 	<ul style="list-style-type: none"> • Multicultural Festival Administration • Liquor licensing approvals • Financial assistance/donations • CBD Christmas Tree • Social, ageing and disability inclusion plans • Wellington Bicentennial Celebrations
Community Building Hire	<ul style="list-style-type: none"> • Community halls 	<ul style="list-style-type: none"> • Wellington senior citizens centre
Dubbo Racecourse	<ul style="list-style-type: none"> • Facility licence 	
Public Open Space	<ul style="list-style-type: none"> • Program planning and delivery • Asset management • Street trees advisory service 	<ul style="list-style-type: none"> • Community land management • Subdivision landscaping advisory and compliance

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Area of responsibility	Function	
Land Care	<ul style="list-style-type: none"> • Program planning and Delivery • Asset Management • Noxious weeds • Land Care group liaison 	<ul style="list-style-type: none"> • Riverside/river management • Pest management • Rural roads slashing – contract management
Recreation Facilities	<ul style="list-style-type: none"> • Program planning and delivery 	<ul style="list-style-type: none"> • Asset management • Sporting groups liaison
Dubbo, Geurie and Wellington Pools	<ul style="list-style-type: none"> • Asset management 	<ul style="list-style-type: none"> • Operations
Recreation and Landcare Delivery	<ul style="list-style-type: none"> • Operations 	

SUMMARY

Following discussions with Council’s Administrator, it is proposed to adopt the revised five division organisation structure including a General Manager’s Office. This structure is considered appropriate to support the transition to a truly amalgamated council and provide flexibility in the future. The changes are strategic, aligned to the new vision, purpose and values and will support current and future service delivery.

Appendices:

- 1 Council's "Plan on a Page" Document

