8.30   Transition Organisation Structure (Ref: C16179919; Author: Tegart/Tegart)

Summary

Presenting report on proposed organisation structure following completion of the asset and service reviews, and the development of the strategic directions. It is anticipated recruitment of the executive level would commence following the determination of the structure, followed by the management level to enable settlement of the structure to coincide with adoption of the Resourcing Strategy mid-year.

Recommendation

That Council

1.   **receive and note the report on the Transition Organisation Structure.**

2.   **note the Service and Program Framework.**

3.   **note the staff establishment for the merged entity.**

4.   **adopt the transition organisation executive structure.**

5.   **endorse the executive positions as senior staff.**

6.   **recruit senior staff on senior staff standard contracts at minimum SES 2 level in the ranges outlined in the report.**

7.   **engage Blackadder and Associates as an independent consultancy to undertake the recruitment of staff in executive and management levels.**

8.   **engage a consultancy to provide outplacement services.**

Background

Following the merger of Queanbeyan and Palerang Councils on 12 May, an interim organisation structure of the joint Executive was adopted in June 2016 (see Attachment 1). That interim structure reported to Council in June 2016 allowed the placement of Directors (level 2) and Managers (level 3) in an acting capacity, pending the development of a transition structure for the new organisation following the asset and service reviews. The interim structure enabled service continuity under the 'operations group' overseen by the Deputy General Manager, and the assessment of systems, assets, services, financials and culture by other senior managers, reporting directly to the Interim General Manager. The majority of other staff had minimal change and were placed in the interim structure in accordance with the workplace change clause of the Local Government (State) Award 2014. In some cases where redesign was applicable, opportunities were filled by agreement following a combination of merit based selection and fixed term acting placements.

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Services Review

As illustrated in Attachment 2, the services review identified the drivers and descriptors of current services and will be pivotal to the review of the structure of the organisation, positions, workforce strategy and the accounting framework. The services framework was adopted in December 2016.

The key benefits of service delivery reviews (based on ACELG guidelines) include:

- alignment of services with community needs and a more engaged community
- higher quality service provision
- cost savings and sometimes income generation
- increased efficiency of often limited resources
- partnerships and networks with other local governments and service providers
- increased capacity of staff to respond to the changing needs of the community
- staff who work cooperatively across departments
- a more systematic approach to understanding future community needs.

Service Statements have been drafted nominating the 26 service descriptors; their respective drivers (legislation, policy); the role of Council (provider, funder, regulator, advocate, partner); the related program descriptors and their respective service standard, deliverables and performance metrics.

The levels of service and assets standards may be revised by the elected council from existing levels, following community engagement in coming months. Levels of service are based on: *quality, quantity, frequency, safety, fitness for purpose, aesthetics, reliability, responsiveness, environmental acceptability and cost*.

The service review schematic indicates stakeholder engagement on the levels of service and asset standards (scheduled in February/March), then explores alternate modes of delivery with the Resourcing Strategy, which allows adoption of different levels of service by the new Council. Attachment 3 illustrates the services and programs to be delivered by the executive and management layers. That group will explore and deliver adopted alternate modes of service delivery. Attachment 4 indicates the types of service delivery models.

Strategic Directions

The reviews were completed in December and, together with the formation of the strategic directions in October 2016 (see Attachment 5) established five pillars that support the Queanbeyan-Palerang community, environment, economy and infrastructure. The five 'pillars' of Community, Choice, Character, Connection and Capability seek:

- A safe, harmonious and healthy *community*
- A diverse, resilient and smart economy that creates *choice* and job opportunities
- A clean, green community that cherishes its natural and physical *character*
- A well *connected* community with good infrastructure enhancing quality of life
- A *capable* organisation that leads a community which is engaged and participative

The services have been arranged under those pillars to provide line of sight to the objectives of Council. A sixth 'pillar' of 'Council' has been added to capture the organisation-specific services.

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8.30   Transition Organisation Structure (Ref: C16179919; Author: Tegart/Tegart) (Continued)

The services review also established the hierarchy, resources and costs of current services, programs and activities of the former councils. The proposed transition organisation structure draws on that framework to place accountabilities under the six pillars. The CAMMS software will assign the positions, budget and assets by service, in turn informing the current and optimal number of type of roles required to support the services.

With reference to Attachment 6, the L3-6 layers of the organisation will be placed in the service hierarchy with the primary accountabilities for L3-L6 articulated as:

- L3 Manager: planning, policy, performance (of services)
- L4 Coordinator: systems, supervision, statutory compliance (of sub-service/programs)
- L5 Team leader: coordination, customer focus, quality delivery (of activities)

In this way any gaps, disconnects or overlaps of roles and resourcing of services are identified.

Improvement Frameworks

The asset and services reviews also informs QPRC's formal business improvement activities, methodologies and frameworks, some of which require further staff development, and to which the Executive and management levels will be accountable. These include:

- Australian Business Excellence Framework (ABEF)
- Lean Six Sigma
- Agile
- Human Synergistics Cultural Diagnostics (Organisation, team and individual levels)
- Integral
- Capability Framework.

Staff Establishment

The QPRC Transition Plan adopted in October 2016 foreshadowed the reviews and preparation of the asset strategy, workplace strategy, ICT strategy and financial plan, which would combine into a 2017-20 Resourcing Strategy in advance of the September 2017 council elections. The Resourcing Strategy will forecast the staff establishment required for the new organisation across the term of the new council.

As reported to the June 2016 meeting, s218CA stipulates the staff numbers at the former Palerang Council worksites (~123 FTE: 40.64 BWD; 79.9 BGD; 1.82 CF; 0.55 NGA) be retained in perpetuity, as far as practicable, as Bungendore, Braidwood, Captains Flat and Nerriga are considered 'rural centres'. Some of those staff are subject though to continuation of grant funding or fixed term arrangements.

The current staff establishment headcount is 455.

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8.30   Transition Organisation Structure (Ref: C16179919; Author: Tegart/Tegart) (Continued)

Senior Staff

It is proposed Council endorse the Executive (L2) as senior staff, be remunerated at a minimum SES Band 2, and be recruited on a performance-based, renewable term standard contract. An independent consultancy will be engaged to conduct the recruitment for both levels and propose market-based remuneration for the Executive level. Manager levels will be evaluated and remunerated initially under the former QCC salary system, then in accord with the single QPRC salary system being developed as industry standard. It is proposed those positions be engaged on a TRP basis, incorporating vehicle, overtime and other allowances. The TRP option for L3 employees may include annualised salaries as per Clause 12 of the Award. A standard vehicle lease and allowance policy is under development for application to these roles. For award employees, merger obligations require packages to consider the no-worse-off test.

The proposed Transition Organisation structure is aligned to the strategic pillars to enable line of sight of the organisation activities (services, programs and assets) to the organisation structure and accounting frameworks (see Attachment 7).

The senior positions are responsible for management of resources and risk, and delivery of OP actions; are accountable for the progress of the outcomes sought by the five strategic directions; and will be focussed on clients, communications, competitive costs and pricing. The roles will explore opportunities to build capacity within the groups to expand services in the community or with the CBRJO.

Implications

Legal

The *Local Government Act 1993* (LGAct) was amended in September 2016, requiring the General Manager to present an organisation structure at the executive level (L2) to Council for endorsement. The other structure levels are the responsibility of the General Manager within the resources provided by Council in the Operational Plan.

> *332 Determination of structure*
>
> *(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.*
>
> *(1A) The general manager must, after consulting the council, determine the positions (other than the senior staff positions) within the organisation structure of the council.*
>
> *(1B) The positions within the organisation structure of the council are to be determined so as to give effect to the priorities set out in the strategic plans (including the community strategic plan) and delivery program of the council*

Some of the existing senior staff are employed under the NSW Local Government (State) Award 2014, while others are engaged under a standard senior staff contract. Level 3 managers are employed under the Award.

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8.30   Transition Organisation Structure (Ref: C16179919; Author: Tegart/Tegart) (Continued)

Advertising internally and externally in the market may mean some of the existing staff may not be successful in a particular position. Award employees have the protection of their employment terms and conditions under the LGAct (Part 6 s354D) for three years from the merger. There are no forced redundancies. If unsuccessful, those staff may be offered alternate positions commensurate with their skills, which may include specialist roles or roles in the Transition Project Office. Contract staff who may be unsuccessful will be offered outplacement services. Contracted senior staff managers may receive redundancy compensation in accord with LG Regulation 2005 406C (7):

> *(7) If a staff member of a former council who was a staff member of that council immediately before the former council ceases to exist:*
>
> *(a) is not transferred to any other council by or under the operation of a proclamation under Chapter 9 of the Act, or*
>
> *(b) is transferred, but ceases to be a staff member of the new council as a consequence of the amalgamation before the first election for the new council,*
>
> *the termination of the staff member's employment with the former council or the new council is taken to be a redundancy.*

As outlined previously, s218CA requires the staff *numbers* existing at the time of merger to be retained in Bungendore, Braidwood, Captains Flat and Nerriga, but does not necessarily require the same *positions* to be retained in those worksites.

Policy

Independent market assessment of executive local government remuneration packages were commissioned for the new organisation, which indicated a range between $230-260k. Managers' salaries are guided by local government and Canberra region markets and placed in relevant Award Bands and Salary Grades of the salary system. At this time, the new salary system has not been adopted, as a collaborative approach with LGNSW is being explored to develop an industry standard salary system, job evaluation system and job capability framework by midyear. In the interim, managers who are appointed into the transition structure will be evaluated and placed on the former Queanbeyan Council salary system and migrated to the new salary structure. However, current market indicates a TRP range of $130-190k.

The staff establishment of 428.58FTE is based on current levels of service and costs identified in the services review. Should those levels be varied by the new council following community engagement, a subsequent mix of staff and contractor resources may see staff establishment change.

Council has prepared a benefits realisation model in relation to the merger and conveyed the proposed benefits targets to DPC:

- A FTE/Resident ratio at or below levels prior to merger (currently 7.6 FTE/1000 residents)
- A back office support/external services FTE ratio below levels prior to merger
- An FTE growth path (from WFP) at or below levels prior to merger

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8.30   Transition Organisation Structure (Ref: C16179919; Author: Tegart/Tegart) (Continued)

The Workforce Strategy provides several strategic initiatives, including expanding the proportion of employees aged under 21 and 'grow our own' through apprenticeships and cadetships in critical skill areas, to ensure a sustainable workforce through the following elements:

- Improving Workforce Planning and Development
- Promoting Local Government as a Place-Based Employer of Choice
- Retaining and Attracting a Diverse Workforce
- Creating a Contemporary Workplace
- Investing in Skills
- Improving Productivity and Leveraging Technology
- Maximising Management and Leadership
- Implementation and Collaboration

Performance

The Stronger Councils Framework (SCF) mission developed through DPC is: '*council delivers results for its community, builds successful partnerships, and has the leadership, culture, people and capabilities to make this happen*'. The SCF promotes several stronger council characteristics that will form the basis of the executive and managers' performance:

- Service provision:
    - Residents have easy access to services through their preferred channel
    - Businesses and residents have a positive experience of council service delivery
    - Residents have access to well-maintained community infrastructure
    - Regulation implementation is predictable, consistent and fair

- Community relationships:
    - Effective community engagement mechanisms are in place, and enable an ongoing community conversation with meaningful participation

- Performance:
    - Operations are efficient, and efficiencies are reinvested to the benefit of the community

- Organisation health:
    - Strong, diverse leadership and a culture that values performance and adaptability
    - Skilled, motivated and accountable workforce

Evidence of those characteristics will be captured through a suite of monthly, quarterly and annual surveys of clients, residents and staff. A separate report on the SCF is included in this agenda.

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8.30   Transition Organisation Structure (Ref: C16179919; Author: Tegart/Tegart) (Continued)

Further, the performance of executive and management levels is expected to be premised on new (yet to be established) organisation values and the merger principles of: *service, opportunity, cohesion, engagement, integrity and respect.* To that end, exposure to and development of service planning and alternate modes of delivery of services, will be required of that group.

Strategic

The CAMMS workforce profiling that follows the service and asset reviews, will guide workforce and capability analysis and the drafting of the Workforce Strategy, for inclusion in the Resourcing Strategy.

To assist the migration to the Transition Structure, an organisation development and change management strategy is being prepared.

Following staff participation in surveys and further exposure in ABEF and human synergistics, a culture strategy will be prepared.

Engagement

Staff and the workplace consultative committee (WCC) have been engaged through the implementation of the interim organisation structure. The WCC also has a dedicated Communication Plan to assist with engagement during this time. Other engagement strategies include regular employee surveys, monthly leadership update meetings, quarterly all staff briefings, weekly newsletters and a dedicated intranet page.

Most L5-6 staff (around 85% of the workforce) should require minimal movement under the proposed transition structure – individuals or teams may move based on the service and activity hierarchy reflected in the transition organisation structure.

Some positions will require redesign with consultation and agreement required, while several new positions may be created through the voluntary redundancy (VR) program and redesigning of some vacant positions.

Management staff, their unions and the WCC will be engaged on the proposed Transition Structure in accord with the Award during January/February, and the placement of respective programs within the proposed service manager streams.

Changes brought about by the potential take up of new technology and delivery partnerships will also require engagement with staff and unions, such as the current pilot with ServiceNSW and the proposal to migrate to TechnologyOne as a single integrated corporate software platform, as separately reported to this meeting.

Further staff consultation will be required with this restructure in accord with the Award.

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Financial

The interim structure comprises 10 executive and 19 managers. The interim executive groups' total remuneration currently is:

- Former Queanbeyan (5) - $1025k
- Former Palerang) (5) - $939k

The proposed executive group (4) is expected to cost up to $1040k. Award based executive staff who are unsuccessful may be redeployed upon merit based application into other management or specialist roles, without reduction in salary and conditions for the three years following the merger to May 2019. Contract based executive staff may be offered upon merit based application other management or specialist roles, or be redundant. A voluntary redundancy has already been received and approved for one senior manager in November 2016. An outplacement consultancy service is proposed for contract staff who may be unsuccessful.

As indicated earlier, independent market assessment of executive local government remuneration packages were commissioned for the new organisation, which indicated a range between $230-260k; while a TRP range of $130-190k for service managers is expected. These compare to a current range of $196-250k and $119-182k respectively.

The employment costs of the new structure will be incorporated into the 2017/18 Operational Plan, with costs of recruitment reflected in the March 2017 quarter budget review.

Of the four proposals received separately for the executive and management recruitment phases, it is recommended Blackadder and Associates be engaged to undertake arms-length recruitment of the executive and management positions. Recruitment consultancy charges up to 8% of the salary package. The recommended recruitment consultancy proposed a fee of $65k for (4) L2 and $110k for (up to 18) L3 positions managers, plus costs (refer closed Attachment 9). The fees include psychometric and scenario assessments.

Resources (including staff)

While Council is required to endorse the structure at the Executive level, other levels will be mapped to reflect the services structure so that:

- a L3 manager is responsible for delivery of one or several *services* in a portfolio;
- a L4 coordinator is responsible for one or more *sub-services/programs* in a service; and
- a L5 team leader is responsible for one or more *activities* tasks in an program.

Once recruited, the Executive will partner with the provider to recruit the manager positions and following this, conduct a review with the manager of the remaining layers.

The two former councils differentiated on their respective organisation structures – one being hierarchical with some specialised roles; the other being quite flat with mainly generalist roles – largely as a reflection of the scale of services and works geographically. The transition structure has a focus on span of control, optimally seeking up to five direct reports in levels 2-4. The structure also enables specialist rather than supervisory roles, to focus on programs or actions that had been difficult to resource by the former councils.

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**8.30   Transition Organisation Structure (Ref: C16179919; Author: Tegart/Tegart)
         (Continued)**

The Executive will manage a Portfolio, while managers oversee a Branch and coordinators a Section.

The Executive will form the Executive Committee to oversee strategy, policy, advocacy, financial sustainability and infrastructure and service investment in the LGA; while the Governance Committee will comprise managers engaged in finance, ICT, HR, legal and risk. The Executive also oversees the merger transition, as well as infrastructure and major organisational project management. Attachment 8 illustrates the workplace committees' relationships.

Specialist (non-management) roles may be designed to focus on areas of investment or improvement, or technology take-up such as:

- Smart city and cross border coordination
- Digital workplace coordination
- Development liaison
- New development area release coordination
- Red tape reduction coordination
- Property management
- Procurement, contracts and logistics
- Grants coordination
- Customer experience and assets triage
- Projects coordination
- Strategy coordination
- Place (CBD) coordination
- Events (tourism) coordination
- Governance coordination
- Business analysis and performance

Other specialist or project roles may be designed to assist the merger transition for up to the next 28 months. The mix of management and specialist roles indicate opportunities for development, transfer or promotion of existing management, specialist and coordinator roles into the new structure. A further round of voluntary redundancies will be opened during the transition structure process.

It is also anticipated higher levels of employment of apprentices, cadets and trainees will be incorporated into the workforce strategy.

Under the Integrated Planning and Reporting guidelines, councils should arrange their activities and reporting around the quadruple bottom line – the proposed structure is aligned to the strategic direction pillars is in accord with those guidelines.

Other than the Executive remuneration costs, it is premature to estimate the management and other staff remuneration costs once they migrate to the single salary system and the outcome of the local government award negotiations become known. As outlined earlier, QPRC is looking to establish an industry standard approach to the salary system, salary structure, job evaluation and job capability frameworks. Some positions may attract market premiums, others may be regarded as 'present occupant only'. It is anticipated the packages for managers will reflect regular overtime arrangements, and standardise vehicle lease or allowance arrangements.

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8.30 Transition Organisation Structure (Ref: C16179919; Author: Tegart/Tegart) (Continued)

While noting QPR is a growth area, overall there is expected to be an increase in the wages bill as a consequence of the migration to a single salary system and the s354 and s218CA obligations following the merger.

Conclusion

As forecast in the report to the June 2016 meeting, as the merged organisation moves from its Interim to Transition Phase, an appropriate structure would be designed based on the frameworks derived from the asset and service reviews and aligned to the strategic directions. While a restructure of this scale is disruptive to the organisation and individuals, it presents as a unique opportunity to recruit people with the smarts and right fit for the transforming organisation.

It is proposed the L2 Executive comprise four Portfolio General Managers reporting to a CEO/General Manager (the current role of Interim General Manager concludes when the new council is elected). The portfolios align with the Strategic Directions and quadruple bottom line guidance from Integrated Planning and Reporting:

- Community Choice (incorporating culture, community, education and recreation services)
- Natural and Built Character (incorporating development, parks, environmental health, sustainability and strategic planning services)
- Community Connections (incorporating roads and transport, water, sewer, waste and asset and facilities management services)
- Organisation Capability (incorporating HR, finance, technology, customer, risk and property services)

Once recruited, the Executive group leads the shaping and delivery of the organisation vision and values; and the investments, strategies and polices that in turn influence the culture of the organisation.

It is proposed the L3 Management group comprise up to eighteen service managers reporting to the Executive and responsible for a Branch. The management level will be recruited internally initially, then unfilled positions recruited externally. Once Level 3 managers are recruited, the mix of specialists, L4 coordinators and L5 team leaders required for the new organisation is expected to provide opportunity and development for staff.

It is anticipated some changes to the mix of Programs delivered by the Service areas will be made following consultation.

Further to advice from DPC, the following recruitment schedule is proposed:

- Consult with management group and WCC on the proposed Transition Structure – mid January/February
- Commence external recruitment of L2 Executive – mid February
- Finalise manager position descriptions and evaluation (QCC system) – March
- Commence internal recruitment of L3 service managers – March
- Conduct L2 Executive interviews – March
- Conduct L3 service manager interviews – April
- Commence appointments – April
- Commence external recruitment of unfilled L3 managers – April/May

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8.30   Transition Organisation Structure (Ref: C16179919; Author: Tegart/Tegart) (Continued)

It is recommended the Transition Organisation Executive Structure be adopted to enable recruitment of the Executive and arrange consultation, recruitment and appointment for the management layers that report to the Executive by mid-2017, in turn coinciding with the production and reporting to Council of the Resourcing Strategy.

Attachments

Attachment 1   Interim Executive Structure *(Under Separate Cover)*
Attachment 2   Service Review Schematic *(Under Separate Cover)*
Attachment 3   Service and Program Framework *(Under Separate Cover)*
Attachment 4   Service Delivery Models *(Under Separate Cover)*
Attachment 5   Strategic Directions - Pillars *(Under Separate Cover)*
Attachment 6   Accountability Hierarchy *(Under Separate Cover)*
Attachment 7   Draft Transition Organisation Structure *(Under Separate Cover)*
Attachment 8   Workplace Committees Structure *(Under Separate Cover)*
Attachment 9   Recruitment Proposal *(Under Separate Cover)* - **CONFIDENTIAL**

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QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

25 JANUARY 2017

ITEM 8.30   TRANSITION ORGANISATION STRUCTURE

ATTACHMENT 1   INTERIM EXECUTIVE STRUCTURE

Interim Joint Executive Structure
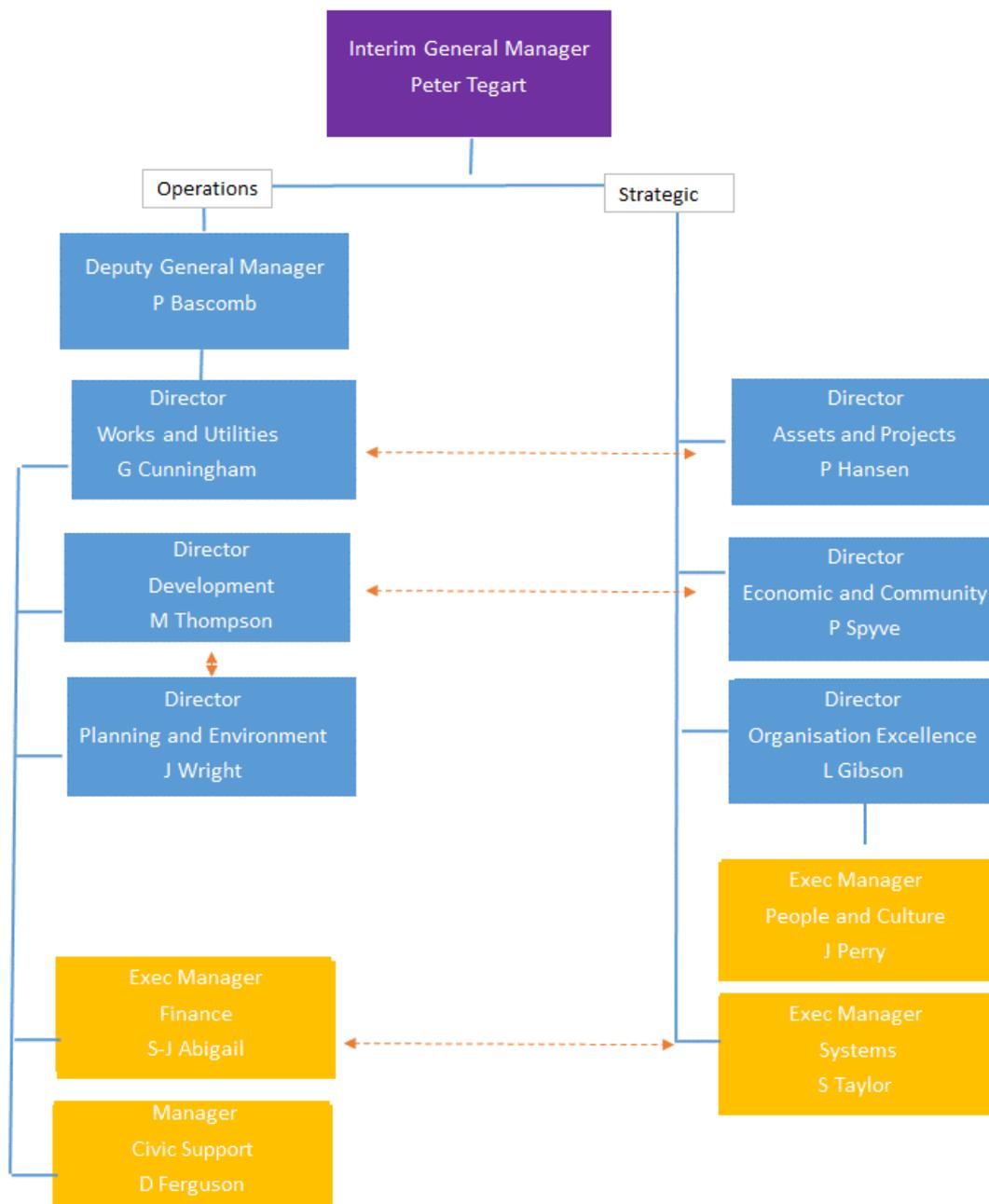
QUEANBEYAN-PALERANG REGIONAL COUNCIL

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ITEM 8.30   TRANSITION ORGANISATION STRUCTURE

ATTACHMENT 2   SERVICE REVIEW SCHEMATIC

Service Review
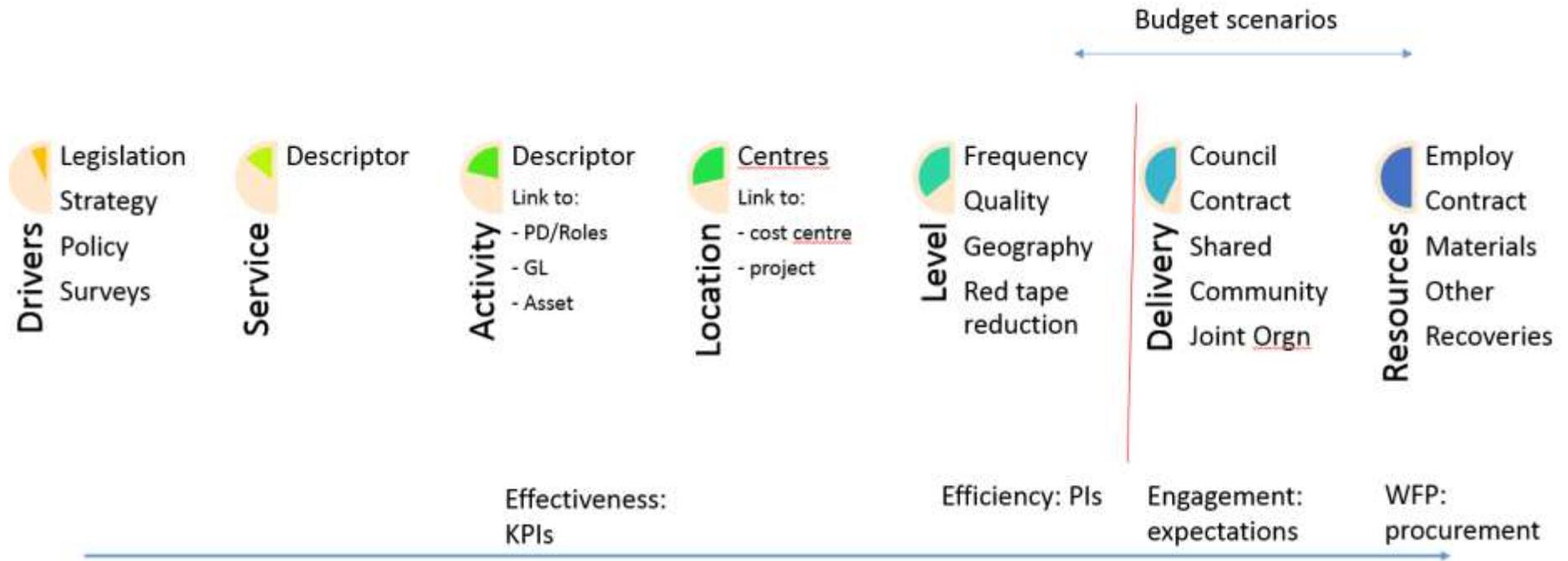
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Council Meeting Attachment

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ITEM 8.30   TRANSITION ORGANISATION STRUCTURE

ATTACHMENT 3   SERVICE AND PROGRAM FRAMEWORK

Service Framework

	COMMUNITY	CHOICE	CHARACTER	CONNECTION	CAPABILITY	COUNCIL
Service	1 culture		21 urban development	31 transport	41 people	51 strategy
	2 community	11 business	22 rural development	32 water	42 technology	52 executive
	3 education	12 health	23 urban landscapes	33 sewer	43 financial	
	4 recreation		24 natural landscapes	34 waste	44 quality	
			25 sustainability	35 facilities	45 risk	
			26 strategic planning	36 logistics	46 property	
KRA	1-3	1-3	1-3	1-3	1-3	1-3
Program	1.1 cultural development	11.1 economic	21.1/22.1 development assessment	31.1 roads	41.1 human resource mgt/IR	51.1 IPR/Performance
	1.2 performance	11.2 tourism	21.2/22.2 subdivision assessment	31.2 bridges	41.2 capability and development	51.2 Sustainability
	1.3 community gathering	11.3 events	21.3/22.3 subdivision certification	31.3 paths/cycleways	41.3 payroll	51.3 Property
	1.4 events	11.4 conference	21.4/22.4 development contributions	31.4 traffic/safety	41.4 WHS/wellbeing	51.4 Asset
	1.5 museums	11.5 place management	21.5/22.5 development control	31.5 parking	41.5 customer/asset triage	51.5 Workforce
	1.6 sister city	11.6 development liaison	21.6 new release	31.6 public transport	42.1 network	51.6 Communications
	2.1 children	11.7 certification	23.1 parks/playgrounds/sportfields	31.7 cross border/smart city	42.2 systems	51.7 Financial
	2.2 youth	11.8 saleyards	23.2 CBD	32.1 water operations	42.3 applications	51.8 Client UX
	2.3 aged	11.9 caravan parks	23.3 signage	32.2 water infrastructure	42.4 digital workplace	
	2.4 indigenous	12.1 food/premises	23.4 heritage	32.3 stormwater	42.5 records	52.1 Public/Privacy office
	2.5 disabled	12.2 cemetery	23.5 public amenities	33.1 sewer operations/recycling	42.6 telecoms	52.2 Code and Complaints
	2.6 community development		23.6 community land	33.2 sewer infrastructure	43.1 accounting	52.3 Meetings
	2.7 engagement		24.1 NRM/biodiversity	34.1 waste operations	43.2 revenue	52.4 Legal
	3.1 library		24.2 catchment	34.2 waste infrastructure	43.3 reporting	52.5 Governance
	3.2 knowledge		24.3 vegetation	35.1 buildings	43.4 procurement/store	52.6 Elections
	3.3 by laws		24.4 environ health	35.2 energy	43.5 grants	52.7 Councillors
	3.4 animals		25.1 education	35.3 security	43.6 budget	52.8 CBRJO
	4.1 indoor sports		25.2 climate	35.4 sustainability	44.1 business excellence	
	4.2 aquatic		25.3 monitoring and reporting	36.1 design/support	44.2 business analysis	
	4.3 events		25.4 sustainability projects	36.2 asset planning	44.3 business reporting	
			26.1 landuse	36.3 emergency	44.4 quality assurance	
			26.2 profiling	36.4 plant/fleet/workshop	44.5 red tape reduction	
			26.3 spatial/LIS/naming	36.5 RMS contract	44.6 projects	
			26.4 certificates	36.6 projects	45.1 risk	
				36.7 private works	45.2 insurances	
					45.3 audit	
					45.4 business continuity	
					46.1 office	
					46.2 depot	
					46.3 administration	
Staff FTE						
Asset $m						
Budget $m						

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QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

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ITEM 8.30   TRANSITION ORGANISATION STRUCTURE

ATTACHMENT 4   SERVICE DELIVERY MODELS

Service Delivery Models

In-house	Coordinated	Joint (shared services)	Public private delivery authorities	Intergovernmental contracting	Joint Organisation
Council delivers	council coordinates delivery e.g. health inspection/ land use planning/ tourism two or more councils cooperate professional specialisations	councils organise a single provider internal or external services e.g. waste collection, street cleaning, water supply, rates processing	separate entity delivers major infrastructure shared risk and financing – roads, light rail	one council contracts services from another, government agency, or professional association E.g. HR, economic development, customer service, HACC, road, building, maintenance	Collection of councils and ACT government plan and advocate on regional scale Aggregate purchasing – joint procurement Shared services
Direct investment	**Joint purchasing**	**Private contracting**	**Franchising**	**Vouchering**	**Profit making**
Council subsides private provider to ensure delivery e.g. paying for doctors, aged care services etc.	Bulk buying arrangements with another council, agency or government e.g. Street lighting, sharing major equipment, books	Private firm delivers for council e.g. Management of pools, waste, street cleaning etc.	Commercial operator has exclusive right to produce and charge fee for service e.g. building certification	Council sets service standards and levels Households select their own producer using voucher e.g. consumer directed aged and community care models	Council has business enterprise E.g. cafes, equipment hire, gardening services, car parking, internal subsidisation (i.e. 'bidding' for delivery)

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Council Meeting Attachment

25 JANUARY 2017

ITEM 8.30   TRANSITION ORGANISATION STRUCTURE

ATTACHMENT 5   STRATEGIC DIRECTIONS - PILLARS

Stronger Councils Mission:

delivers results for its community, builds successful partnerships, and has the leadership, culture, people and capabilities to make this happen

SD1	SD2	SD3	SD4	SD 5
A vibrant & active Queanbeyan - Palerang	A prosperous Queanbeyan - Palerang	A sustainably managed Queanbeyan - Palerang	A connected Queanbeyan - Palerang	A well governed Queanbeyan - Palerang
A safe, harmonious, happy and healthy *community* leading fulfilled lives	A diverse, resilient and smart economy that creates *choice* and job opportunities	A clean, green community that cherishes its natural and physical *character*	A well *connected* community with good infrastructure enhancing quality of life	A *capable* organisation that leads a community which is engaged and participative
COMMUNITY	**CHOICE**	**CHARACTER**	**CONNECTION**	**CAPABILITY**

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Mr Tim Overall – Administrator, Chairperson

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

25 JANUARY 2017

ITEM 8.30   TRANSITION ORGANISATION STRUCTURE

ATTACHMENT 6   ACCOUNTABILITY HIERARCHY

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Mr Tim Overall – Administrator, Chairperson

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

25 JANUARY 2017

ITEM 8.30   TRANSITION ORGANISATION STRUCTURE

ATTACHMENT 7   DRAFT TRANSITION ORGANISATION STRUCTURE

Transition Organisation Structure

CEO

(Portfolio)
General

(Branch)
Service

GM Community Choice
- Recreation and Culture
- Community
- Education
- Business

GM Natural and Built Character
- Development
- Urban Landscapes
- Natural Landscapes
- Strategic Planning

GM Community Connections
- Transport
- Utilities
- Asset Support and Facilities
- Contracts and Projects

GM Organisation Capability
- People and Excellence
- Digital (CDO)
- Financial (CFO)
- Client

- Organisation Strategy
- Executive Office

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Mr Tim Overall – Administrator, Chairperson

QUEANBEYAN-PALERANG REGIONAL COUNCIL

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25 JANUARY 2017

ITEM 8.30   TRANSITION ORGANISATION STRUCTURE

ATTACHMENT 8   STAFF COMMITTEE HIERARCHY

Committee Hierarchy

CEO/GM

Executive Membership

Transition Steering Group:
- TP projects

Executive Committee:
- strategy, policy, advocacy, financial sustainability and LGA investment

Leadership Forum:
- cultural change
- issues alert

Manager Membership

Governance Committee:
- finance, ICT, HR, legal and risk

Project Committee:
- key organisation and infrastructure

Staff Membership

Risk (staff) Committee:

WHS Committee:

Workplace Consultative Committee:

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Mr Tim Overall – Administrator, Chairperson