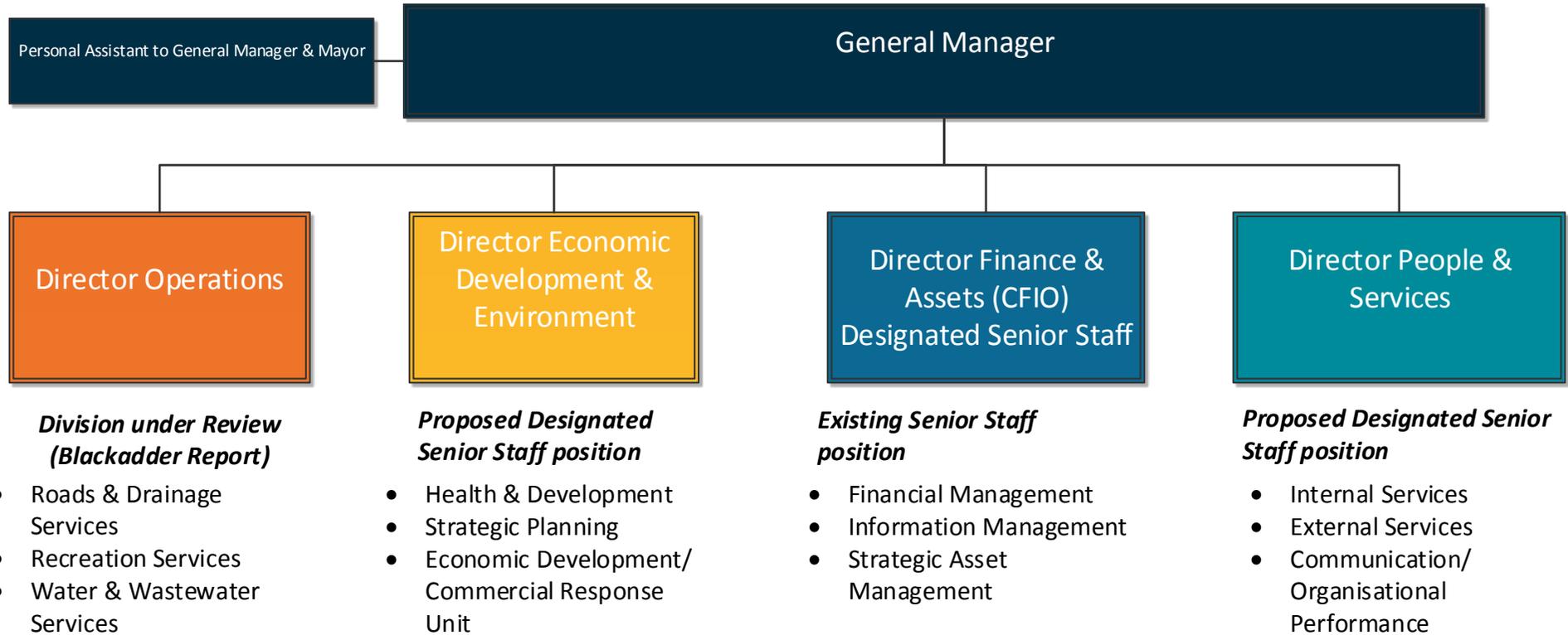


**Current Structure April 2018**



**Proposed Structure**

**GENERAL MANAGERS REPORTS**

**ITEM-2 GM - 17/07/17 - 2017 REVIEW OF ORGANISATION STRUCTURE**

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**17 – 210 RESOLVED**

**THAT** Council:

1. Adopt the revised Organisation Structure as recommended by Management in this paper.
2. Note that proposed changes to the Organisation Structure are subject to a managed evolution over the next 12 months in order to:
  - Facilitate change and where possible retrain/reallocate existing staff into new functions.
  - Minimise cost and using concepts of natural attrition and budgeted vacant positions to fund the process.
  - Conduct efficiency reviews in area that lend themselves to a potential for the development of customer service performance measurement.
3. Establish a position “Chief Financial and Information Officer” on a fixed term three year contract funded predominantly by the budgeted and currently vacant position of Group Manager Corporate and Community Services.
4. Establish the “” Finance and Assets department “in lieu of the Corporate and Community Services Department and transfer the Community Services function to the responsibility of the Manager Organisational Development pending further review in the medium Term.
5. Establish the Economic Development and Environment Department (EDE) in lieu of the Department of Environment and Development, bringing the functions of strategic Land Planning and Economic Development together, and merging Tourism and Economic development operations into one unit designated the “Commercial Response Unit in the EDE department. This action recognises that tourism is one part of an important and diversified economic development portfolio and should not be relied upon in its entirety as the panacea for economic development within the LGA.
6. Retain the Operations Department name with no proposed changes at this time pending an efficiency review of all activities to be undertaken by an Independent Consultant and reported back to Council. The GMO position to be renamed Director Operations in the interim.
7. Authorise funding up to \$60,000 for the conduct of an efficiency reviews in the existing Operations Department and other areas to be funded through savings already incurred in the 2017/18 Budget for Insurance Renewal.
8. Establish the position of Director Economic Development and Environment with the position filled internally through secondment by the Group Manager Environment and Development for a period up to 12 months.

**MOVED:** Councillor W McAndrew

**SECONDED:** Councillor M Statham.

**CARRIED**

**From:** [Graeme Faulkner](#)  
**To:** [Clr Cassandra Coleman](#); [Clr Darryl Goodwin](#); [Clr Deanna Goodsell](#); [Clr Joe Smith](#); [Clr Maree Statham](#); [Clr Ray Thompson](#); [Clr Stephen Lesslie](#); [Clr Steve Ring](#); [Clr Wayne McAndrew](#)  
**Cc:** [Trinity Newton](#)  
**Subject:** Evolution of Organisation Structure  
**Date:** Wednesday, 21 February 2018 9:26:26 AM

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Dear Mayor and Councillors

Further to Council's agreement in July 2017 to evolve our Organisation structure over a 12 month period I wish to advise of some changes that are about to occur in the Operations Division and the Community Services Division. You will recall that we were to target Finance and Assets Division, and the Economic Development and Environment Division in the last six months of 2017 and this has been done, with Ross Gurney heading up Finance and Assets and Andy Muir heading up Economic Development and Environment.

We are now turning our attention to the Operations Division and to the Community Services Division with all changes to be achieved by June 2018 but much earlier I hope.

### **Operations Division.**

I wish to address concerns in the Water and Sewer area based on reports I have seen regarding water loss, metering and residential v's commercial charges aligned to pipes sizes etc, so I have determined this aspect to be the highest priority.

I have requested Iain Stewart be seconded (and he has agreed) into Water and Sewer for a period not exceeding 12 months to assist Rhys Brownlow to achieve key targets that are currently being developed by the water /sewer consultant assisting Blackadder and associates who have commenced a review of the entire operations area.

Jonathon Edgecombe will take charge of the remaining operations area and act as Executive Manager Operations for the period of secondment.

I do not envisage that it will take 12 months to complete the changes, as Blackadder and Associates have been requested to complete their review of the Operations Division by April 2018 (two Months) and there will be I suspect, numerous changes to occur based on their report.

### **Community Services Division.**

Because of Budget restrictions and the need to ensure there is an effective employee management system in place, we have had to become slightly creative in this area, partly in response to recurring issues raised by Aquatic Centre staff that have required my attendance at that venue on a number of occasions. In order to put in place effective management oversight, I have developed the following construct with the assistance of some members of the executive team.

1. We will rename Community Services to "People and Services" Division headed up for a period of up to 12 months by Michael McGrath.
2. There will be two departments within that division
  - i. Internal Services (HR, Org Dev, WHS etc)
  - ii. External Services (Community Services, Aquatic Centre,)

iii.

This construct permits me to bring an external service (Aquatic Centre) into this Division with solid employee oversight, thereby addressing the previous concerns raised in that area.

The changes thus far result in a shift in responsibilities and focus of existing employees without the introduction of new award employees. There may be some requirement for short term assistance as the changes are effected, but the substantial changes would I expect only follow after receipt of the Blackadder report at which time I would consult Council.

Any questions please contact me.

Submitted for information

Regards

Graeme

**Graeme Faulkner** | General Manager

Executive | [Lithgow City Council](#)

Phone: (02) 6354 9999 | Fax: (02) 6351 4259



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Lithgow City Council



## Memorandum

To: All Staff

From: Graeme Faulkner – General Manager

Date: 21 February 2018

Subject: Organisational Changes continue to evolve

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Dear Staff

You may recall that Council agreed to let us evolve our organisation structure over a period of 12 months from July 2017, with

- Finance and Assets and Economic Development to be addressed in the period to December 2017 and
- Operations and Community Services to be examined in the first six months of 2018.

We are now progressing to make changes in the Operations and Community Services areas and the following initiatives have been taken as part of the evolution in our structure.

### OPERATIONS DIVISION:

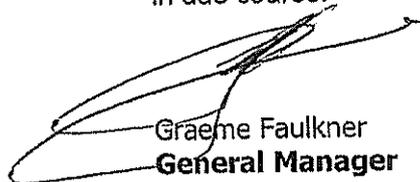
1. Water and Sewer services and infrastructure are to be a priority for Lithgow Council in 2018/19 with Council requiring revenue policy reviews and substantial work to be undertaken on data capture of water users including Council. Cullen Bullen is a major project and substantial modelling work will be required to identify the funding mechanism for that project which no doubt will be subject to stringent State milestones.
2. I have requested Iain Stewart to work with Rhys Brownlow on Water and Sewer specifically but for a period of up to 12 months and no longer so that we can achieve the outcomes desired in a fixed time frame. This change will become effective 26th February 2018.
3. Jonathon Edgecombe will, during the time of Iain's secondment, act as Executive Manager Operations, with Iain agreeing to provide his expertise when required. Short term support may be provided in the Operations area if needed. This will also be effective 26th February 2018.
4. Council has commenced its review of the Operations Division which was resolved on in July 2017. Through this review, we will develop some key targets for the Water Sewer and Operations area for the immediate short term and the longer term as well. Blackadder and Associates are the consultants appointed and they are continuing to talk to all staff to glean ideas as to the appropriate measures, strategies and ideas for change where necessary.

COMMUNITY SERVICES DIVISION:

1. Michael McGrath will continue to head up Organisational Development and Community Services for a period up to 12 months, though for simplicity we will effect a name change to "People and Services" and Organisational Development will be known as "Internal Services" and Community Services will become known as "External Services". (See Org. Chart Below)

This then permits us to reallocate some existing service functions from one area to another. Effective 26 February 2018, the Aquatic Centre operations will transfer to the External Services portfolio and come under Michael McGraths Management jurisdiction.

There may be further changes in the near future following the operations review and feedback in the Community Services area, and these changes will be communicated in due course.



Graeme Faulkner  
**General Manager**

