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## **CONFIDENTIAL ORDINARY COUNCIL MEETING**

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**CONFIDENTIAL MATTERS****Staff Reports**

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Released 27 July 2021

**17.1 MOTION ON NOTICE**

Contact Person: Mr Sam Green

**Why is this matter confidential?**

Subject to an order pursuant to Section 90 (3) (e) of the Local Government Act 1999, this matter is confidential because it relates to previous threats to the personal safety of members of Council.

**A. COUNCIL/COMMITTEE TO MOVE MOTION TO GO INTO CONFIDENCE**

No action – this motion passed in the open section.

**B. THE BUSINESS MATTER****17.1 MOTION ON NOTICE**

Contact Person: Mr Sam Green

**Why is this matter before the Council or Committee?**

Councillor Rentoulis submitted the following Motion on Notice for Council's consideration.

**MOTION ON NOTICE**

That staff prepare a report to be brought back to the March meeting of Council and that the report detail the following:

- Advice is sought from the Northern District Team at Elizabeth Police Station to determine the best sites to install surveillance cameras with live feed and recording on the stobie poles at the intersection of Robert and Taylors Road with at least one camera to be an imitation camera that can be moved to other known hot spots for dangerous driving or 'hooning' in the council area.
- That the costs and implications be considered to install signage on the stobie poles to put the public on notice that they are being surveilled at the intersection by live cameras.
- That the costs, legal implications, and approvals required be considered and reported back to Council as part of the report.
- That should the Council support the installation of surveillance cameras that the associated costs be included in the 2020/21 Budget process.
- That the Mayor write to the Northern District Team at Elizabeth Police Station to advise them of the motion and to request that they increase the frequency of their patrolling at the intersection.

**C. COUNCIL/COMMITTEE TO DECIDE HOW LONG ITEM 17.1 IS TO BE KEPT IN CONFIDENCE****Purpose**

To resolve how long agenda item 17.1 is to be kept confidential.

**STAFF RECOMMENDATION**

Pursuant to Section 91(7) of the Local Government Act 1999, the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90 (3) (e) of the Local Government Act 1999:

- Report for Item 17.1
- Minutes for Item 17.1

This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the Local Government Act 1999.

Pursuant to Section 91(9)(c) of the Local Government Act 1999, the Council delegates to the Chief Executive Officer the power to revoke this order at any time, and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.

### 17.3 ORGANISATIONAL DELIVERY

Contact Person: Mr Sam Green

#### Why is this matter confidential?

Subject to an order pursuant to Section 90 (3) (a) of the Local Government Act 1999, this matter is confidential because it relates to employees of the Council.

#### A. COUNCIL/COMMITTEE TO MOVE MOTION TO GO INTO CONFIDENCE

No action – this motion passed in the open section.

#### B. THE BUSINESS MATTER

### 17.3 ORGANISATIONAL DELIVERY

**Responsible Executive Manager :** Mr Sam Green

**Report Author :** Mrs Skye Nitschke

**Delegated Authority :** Matters which cannot be delegated to a Committee or Staff.

**Attachments :** 1 [↓](#). Setting us up to Deliver' Information Report

#### PURPOSE

For the Chief Executive Officer to consult with the Council pursuant to Section 99 (2) of the *Local Government Act* regarding the organisational structure for the staff of the Council and to consult with the Council pursuant to Section 100 of the *Local Government Act* and the role of Deputy Chief Executive Officer in the structure.

#### STAFF RECOMMENDATION

1. The Council note and receive the report titled 'Setting us up to Deliver'.
2. The Chief Executive Officer consider the feedback provided by Council when finalising the organisational structure.

#### EXECUTIVE SUMMARY

The Chief Executive Officer is proposing to make minor alterations to the organisational structure to establish a structure that he believes will provide the optimum arrangements to ensure ongoing delivery of high quality services to the community and delivery of Council's Strategic Management Plans. As part of the proposed structure the CEO intends on removing the role of Deputy CEO which requires specific discussion with the Council.

In presenting the proposed structure the CEO is seeking feedback from the Council as it is valued, and as it is a requirement of the *Local Government Act 1999* that the Council be consulted on structure change of a significant degree. Whilst the changes are not considered significant the Council's feedback is welcomed prior to the structure being finalised and implemented.

## 1. BACKGROUND

The Chief Executive Officer (CEO) commenced in his role on 16 September 2019. The CEO prior to his appointment held the position of acting CEO for a period of almost 12 months. During this period the CEO, whilst acting CEO, made a deliberate decision to maintain vacancies that existed in a number of senior roles to provide the incoming CEO with maximum flexibility to determine an appropriate organisational structure and to appoint people to the roles that would deliver on the Council's and CEO's vision.

The CEO, having previously been the acting CEO and prior to that Deputy CEO, was well positioned to determine the needs of the organisation in a structural sense. That knowledge combined with some internal consultation with the interim Executive and staff more broadly resulted in some proposed structural changes that are presented to the Council for feedback.

Section 99 (2) of the *Local Government Act 1999* states that:

- “(2) The chief executive officer must consult with the council (to a reasonable degree) when determining, or changing to a significant degree—*
- (a) the organisational structure for the staff of the council; or*
  - (b) the processes, terms or conditions that are to apply to the appointment of senior executive officers; or*
  - (c) the appraisal scheme that is to apply to senior executive officers.”*

Section 100 of the *Local Government Act 1999* states that:

- “Council may have a deputy chief executive officer*
- (1) The chief executive officer must, in determining the organisational structure for the council, in consultation with the council, decide whether to have a deputy to the chief executive officer.*
  - (2) The chief executive officer is responsible for appointing a person to an office created under subsection (1).*
  - (3) However, the chief executive officer must obtain the concurrence of the council before the chief executive officer makes an appointment to, or removes a person from, the position of deputy.*
  - (4) The title of the office under subsection (1) is at the discretion of the chief executive officer after consultation with the council.”*

The CEO has commenced Executive level recruitment in line with the existing structure of the organisation. The proposed structure would not see any impact on the appointments made to date with only minor portfolio amendments being proposed. The General Managers appointed have been advised that some changes to Business Unit portfolios may occur.

## 2. RELEVANCE TO STRATEGIC PLAN

### 1: Smart Service Delivery Program

#### Outcome 1.2 Improved service delivery

The organisation's structure being aligned to the strategic focus of the Council will ensure that service delivery meets community needs.

## 3. PUBLIC CONSULTATION

There is no requirement to consult with the public on this matter.

## 4. DISCUSSION

- 4.1** The way an organisation is structured can have an impact on the success of its delivery. There are many different ways that an organisation can be structured with no particular way being right or wrong. Generally speaking an organisational structure should have some alignment to the Strategic Plan, be designed to maximise the use of human resource talent, have an underpinning philosophy that reinforces the direction the organisation is going.
- 4.2** When establishing the proposed structure the CEO has had regard to his extensive knowledge of Local Government more broadly, extensive knowledge of Playford's past and future direction, and his philosophies around how to best deliver in this organisation.
- 4.3** The opportunity that presents itself is to reset the organisation and to be clear on what is required to be delivered, where the boundaries are in terms of behaviours and the associated culture, what is expected of leaders, and what is expected of all staff more broadly.
- 4.4** The paper at Attachment 1 attempts to succinctly outline what changes are proposed to the current structure and delivery to provide the optimum environment to take the organisation forward under the leadership of the new CEO. Key highlights from the paper are outlined below.
- 4.4.1** A reinforcement and definition of a 3 Business Unit structure with two business units focussed on service delivery to our community and a third providing strategic level direction and corporate support functions i.e. finance, HR, ICT etc.
- 4.4.2** Reinforcement of the Foundation Principles introduced by the CEO to drive towards a culture of workplace safety and accountability. The Foundation Principles will in due course respond to one of the ICAC evaluation recommendations.
- 4.4.3** A refocussing of resources to create an organisation that is more engaged with the community it serves and that listens and responds appropriately.
- 4.4.4** An explanation of the CEO's leadership approach around creating an engaged workforce that will continue to unlock the potential that exists within the current staff resources ultimately resulting in better community delivery through a safer, more committed, and more capable workforce.
- 4.4.5** Explanation is provided of the different types of work required to be delivered in the organisation which supports the 5 level structure.
- 4.5** A number of somewhat minor structural changes are being proposed in the change process. Those changes can be seen on the attached organisational structure charts and are also summarised in Attachment 1, however, are identified below with discussion where considered necessary.
- 4.5.1** Recent additions of the Internal Audit and Executive Strategic Advisor roles reporting to the CEO. These are not Executive level roles however are considered important to have direct reporting line to the CEO.
- 4.5.2** Renaming of the 'Marketing, Communication and the Arts' department to 'Community Engagement and Experience'. This name is considered to better reflect the direction of the team.
- 4.5.3** The Customer Contact team to move into the Community Engagement and Experience department to better align the opportunity for community engagement.



- 4.5.4** The Events area to stay in the newly formed Community Engagement and Experience department whilst the Arts and Culture resources move into the Community Services department.
  - 4.5.5** The Stretton Centre to move from the Strategy and Corporate Business Unit and to be managed out of the City Services Business Unit under the leadership of the Senior Manager Civic Venues, Libraries, and Stretton.
  - 4.5.6** The proposed structure includes the redundancy of the role of Director Stretton Centre. The review of Stretton's operations will determine how the Stretton brand is maintained into the future.
  - 4.5.7** The Strategic Projects and Assets Business Unit to be renamed to City Assets. There has been concern for some time that the reference to Strategic Projects created internal delivery and execution problems with key parts of the organisation not being involved in strategic project decisions. Whilst a name change alone will not correct this situation it will help reinforce the new approach to project establishment, design, and execution.
  - 4.5.8** Creation of a new learning and development role to ensure that the organisations training is more effectively managed leading to a more skilled workforce. This role will assist to build capability in the organisation and to unlock the latent potential that exists in our staff group.
  - 4.5.9** The Executive Strategic Advisor role as previously discussed with Council now forms part of the structure reporting to the CEO.
- 4.6** One of the more significant changes proposed is the removal of the Deputy Chief Executive Officer role in the structure. It is proposed to remove the role from the structure as the CEO considers it is not necessary at this point in time. It is acknowledged that a Deputy CEO role has its advantages in some circumstances however for the following reason it is not considered necessary at this time:
- 4.6.1** A Deputy CEO can offer succession planning opportunities. Given the CEO has recently commenced on a 5 year contract succession planning is not an immediate consideration. The opportunity also exists to invest in all of the General Managers which will build capability across the board which will build stronger foundations.
  - 4.6.2** The Deputy CEO role to be successful needs more authority than other General Managers however the structure is not set up this way.
  - 4.6.3** The General Managers are all new to their roles and it is probably too early to determine who would make a suitable Deputy CEO.

It is intended to implement the proposed changes on 9 March 2020 subject to feedback received. This will enable other vacancies to be addressed which will take time however will increase stability.

## **5. OPTIONS**

### Recommendation

1. The Council note and receive the report titled 'Setting us up to Deliver'.
2. The Chief Executive Officer consider the feedback provided by Council when finalising the organisational structure.

## **6. ANALYSIS OF OPTIONS**

### **6.1 Recommendation Analysis**

#### 6.1.1 Analysis & Implications of the Recommendation

The CEO has established a structure and is focussing on areas that are considered most likely to ensure that the organisation is positioned well to deliver the services and the strategy that Council has in place.

Given the importance of a synergy between the administration and the Elected Body the opinion of the Council will be important prior to finalising any changes and therefore feedback is welcomed.

#### 6.1.2 Financial Implications

Some roles in the organisation that are not at the senior level are still under consideration. It is envisaged that the structural changes will be cost neutral at worst however are most likely to result in ongoing savings to the organisation. Consideration of organisational savings will form part of the Annual Business Plan and Budget process.



**“Setting us up to  
deliver”**

**February 2020**

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## Message from Sam

In September 2019 I was appointed to the role of Chief Executive Officer and since my appointment I have been considering our organisational directions and needs. Simply put, we need to ensure that our community's best interests are placed at the centre of our decision making all the time. In addition to this I am focused on continuing to build sustainable foundations to support and foster the development of a workplace environment where all employees feel engaged and connected to the work of the organisation, to each other, and the community.

Our community requires support, delivered primarily through services, here and now. Many of Council's resources are devoted to delivering on this need, but it is equally important that Council is making preparations to support its community into the future, ensuring that the City grows and functions sustainably.

As we move into 2020 and begin to put in place strategic and operational plans, the Executive have a great opportunity to reassess where we are at and to set the organisation up to ensure we can deliver on our promises to our community. The changes outlined in this document signal the start of our journey, not the end. Where things need further work we will make necessary adjustments to perform better in the future.

## What does this mean?

This document outlines some minor changes and provides information around how we will set up to deliver to our community. The changes proposed do not trigger an industrial change process due to their minor nature. Executive have taken the opportunity to look at the organisations structure and while overall we believe it is working effectively, there are some minor realignments required to help set us up in a way to deliver more effectively to our community. The purpose of this paper is to, from a Full Disclosure stand point, share with you all the details of the realignments with the understanding that some employees will be impacted to varying degrees. We will also provide you with open forums to come and ask questions, share your thoughts, provide feedback and have an open discussion about the realignment.

At a business unit level, we are already well placed to deliver successfully. The only minor change to this level is a business unit name change for Strategic Projects and Assets to '**City Assets**'. This will better represent the work this business unit will be undertaking. Our focus will be more about realising the full benefit of our asset base.

We have also decided to speak to Council about the removal of the Deputy CEO role from the structure.

The Deputy CEO role is one of only two roles that the Council has a decision making role in, with the other being the CEO. The previous Council's support for a Deputy CEO role and for my appointment to that role was with succession planning potential in mind. As it turned out that succession plan was implemented. I also believe, from my own experience, the Deputy CEO role can be challenging if not established with the appropriate levels of authority. I am not looking for a structure at this stage that would provide the right opportunity for a Deputy CEO role.

We believe it is important to define the purpose for each business unit providing overall clarity of our strategic direction. The purpose for each business unit is clearly outlined below.

| Business Unit   | Purpose  |
|---|--|
| Strategy and Corporate  | Trusted partners to the organisation, Elected Members and other key stakeholders.  |
| City Services   | Meeting the needs of our community by delivering support through our Services today and into the future.                                       |
| City Assets ( <i>previously Strategic Projects &amp; Assets</i> ) | Realising the full benefit of our extensive asset base to support our strategic goals and service delivery needs from now and into the future. |

### Building Our Sustainable Foundation

To begin building our sustainable foundation, in 2019 we introduced our Foundation Principles **Full Disclosure** and **Do No Harm**. These two very clear boundaries were provided for the organisation to work in, and are our lines in the sand. They are non-negotiable. The Executive believe Foundation Principles will help everyone understand what is and isn't acceptable.

**Full Disclosure** means no surprises. It ensures the right people have the right information at the right time so we can all do our jobs well. It's not about sharing everything with everyone, but if you know something that will help someone do their job better, you need to tell them.

Our second Foundation Principle, **Do No Harm**, while seemingly obvious, means to do no physical or psychological harm. This extends from people, to our assets, environment and importantly, our community.

The Executive have spent numerous sessions with the Elected Members discussing the strategic direction. Whilst the Strategic Plan is not finalised the Council is wanting to build on our communities foundations. This strongly aligns to what the internal focus needs to be.

In response to the ICAC evaluation, there is a need for us to focus on building our sustainable foundations internally to ensure we build a culture based on our principles and this is reflected in our governance, processes and service delivery.

To support this, in August 2019 I created an Internal Auditor role which reports directly to me. Internal Audit is an independent, objective assurance and consulting activity designed to add value and improve our operations. It is an important element in the governance and assurance environment, and a valuable tool to manage risk effectively.

In January this year, I created an Executive Strategic Advisor role, which will also report to me providing advice on matters relating to the execution of general strategic planning and political matters. This role will advocate with State and Federal government and professional bodies with the intention of promoting Council's strategic initiatives and projects, while working closely with Executive, Council and the Senior Management team to ensure clear articulation, integration, communication of council's strategic objectives.



## Refocussing on Community Engagement

As a Council our primary role is to support our community which we do primarily through our services, but understanding the needs of our community is critical to ensure we deliver successfully. We wish to strengthen our engagement with the community. We recognise that effective community engagement results from a strong partnership between Council and the community.

To give ourselves the best chance of delivering our increased focus on community engagement we are changing the title of the Marketing, Communications and the Arts department to '**Community Engagement and Experience**'. This reflects the change in direction that is to occur in this area. This department will also be strengthened with the addition of the Customer Contact Team and also the Strategic Research and Analysis Officer (currently held by Luis Lafosse), the Community Insights Specialist (Jo Edwards's current substantive position) and the Strategic Communications and Marketing Advisor (currently held by Shannon Siegele).

Executive believe the Community Engagement and Experience department will help give the organisation a greater understanding of our community needs and improve our overall engagement by working together as one. This department will also become part of the Strategy and Corporate Business Unit, reporting through to the General Manager Strategy and Corporate.

The Arts & Youth component of the Marketing, Communications and the Arts department will not move to the newly formed Community Engagement and Experience department; it will be delivered as part of the Community Services department. Discussions for this had already begun in late 2019 and were placed on hold while I considered all changes together. It makes greater sense for all of youth to remain together, reporting to the Senior Manager Community Services providing greater synergy for teams and our community.

## An Engaged Workforce

I believe that we all want to make a difference in our work lives and to be engaged in the work that we do. I see that every day at Playford. Sometimes, however, the work environment throws up challenges that make staying engaged harder. Sometimes these challenges are outside of our control and sometimes they are within our control. The way our leaders lead, our managers manage, our colleagues work with us, and how our systems and processes support our work can all have a bearing on how easily we are able to maintain our enthusiasm for our work. We are all human and all susceptible to the challenges that get thrown our way.

As a leader I take my responsibility very seriously to create an environment where we can have the best chance of getting on and enjoying our work. I will be challenging and supporting the leadership/management of the organisation to do its part to create a work environment that fosters engagement. It is a challenge for all of us and we can all make a difference.

I have recently worked closely with Organisational Development to provide my strategic aspiration for the organisation which is now documented as:

***'To support and foster the development of a workplace environment where all employees feel engaged and connected to the work of the organisation, to each other, and the Community.'***

## Themes of Work

Our Organisation is currently structured in five themes of work from the critical work delivered by those who work in frontline delivery or support roles, through to my role as CEO. The 5 themes of work are front line delivery, our Managers, Senior Managers, General Managers, and the CEO. Each theme of work is responsible for delivering a different type of work to ensure we meet our overall strategy. As we move forward, our focus will be on setting ourselves up to succeed in our work by being clear on what is expected of us in the various roles of the organisation. This will ensure we deliver today to the community's needs and that we stay in touch with the future needs of our community and put adequate plans in place so we deliver into the future as well.

### **Frontline work – delivering service to our customers and the community** (Frontline Employees/Quality Coordinators)

The focus of the work is delivering high quality services in a timely manner. This is where the reputation and viability of the organisation is delivered. The organisation will typically provide policies and procedures to support this work being the best it can be.

Typical questions that people working in this theme of work might ask include:

- *How do I use my knowledge and skills to deliver a specific outcome?*
- *Have I met the customer's needs?*
- *How do I balance my own work of delivering to the customer, with the day to day coordination of team activities?*
- *How can I help our manager ensure the team functions effectively on a day to day basis?*

### **Providing Service to the Frontline** (Frontline Manager/Technical Specialist)

Helping workers in the frontline do their job by removing obstacles and giving them the tools and support required to do jobs well. This may include research and analysis of specific issues, using data as the basis for decisions to understand and improve processes, implementing policy and procedure or providing advice based on expertise and knowledge. Provision of training, budgeting, workforce planning, developing and implementing the quality frameworks and standards to ensure legislative requirements are met. Ensuring the right people are employed with the right skill sets, ensuring effective work plans and models are established so that operations run smoothly.

Typical questions that people working in this theme of work might ask include:

- *Who is going to do what, when and how?*
- *How can I make it easier for front line personnel to deliver great customer service and ensure we meet our quality standards?*
- *How do I ensure that my department is as effective, efficient and productive as possible?*



**Ensuring the operating system works effectively**

(Senior Managers/Specialist)

While focussing on your own speciality area while also taking into consideration the organisation as a whole. This work involves constructing, connecting and fine tuning systems, making the most of the available resources and implementing tactical strategies and plans for existing products and markets. Focus is on continuous improvement, risk management, change management, project management and contingency planning, particularly as it relates to whole of organisation process and systems.

Typical questions that people working in this theme of work might ask include:

- *How does the organisation do what we do better?*
- *How do we ensure that we give the best return on investment to our community?*

**Translating strategy into action**

(General Manager)

Manage the balancing act between ensuring the operations run smoothly, and community needs are understood and delivered now and into future. Identify and facilitate the implementation of new or revised strategic intents that ensure the long term sustainability of the organisation. Anticipating changes in the external environment that may either enhance or threaten the business and determining the best path forward for the business is a key factor in this role.

Typical questions that people working in this theme of work might ask include:

- *As an organisation what do we start doing, keep doing and stop doing in order to ensure our long term sustainability?*
- *How do we achieve the best outcomes for our Community in the longer term?*

**Formulating the Organisations strategic intent**

(CEO)

Guiding the organisation on a path toward desired scenarios and outcomes. Creating multi-faceted frameworks that set the overall direction and enable financial success, good governance, ensuring reputation, image and sustainability. Delivering a culture aligned to the organisations intent.

Typical questions that people working in this theme of work might ask include:

- *What is going on in the economic, political and social environment that provides opportunity for innovation and sustainability?*
- *How do I ensure our people and community are aligned to and motivated by the strategic intent*

## Summary of Changes for Each Business Unit

| Realignment details   | Rationale/comments  | Teams/positions   |
|---|---|---|
| <b>Business Unit: City Services</b>   |   |   |
| <ul style="list-style-type: none"> <li>Renaming of the Marketing Communication and the Arts department to Community Engagement and Experience and in addition the Communications Team to be renamed Engagement and Insights moving it to the Strategy and Corporate Business Unit.</li> </ul>                               | <ul style="list-style-type: none"> <li>This complements the feedback from Council regarding a shift from a broadcast model to an engagement model with our community. This is not a service we deliver directly to the community, rather a support for those teams that are delivering to the community so it fits better in Strategy and Corporate.</li> </ul> | <ul style="list-style-type: none"> <li>Marketing Communication and The Arts department.</li> </ul>  |
| <ul style="list-style-type: none"> <li>Customer Contact team to join the Community Engagement and Experience department within the Strategy &amp; Corporate Business Unit.</li> </ul> <p>The Team and Customer Systems Support role will report directly to the Senior Manager Community Engagement and Experience.</p>     | <ul style="list-style-type: none"> <li>Improve our community engagement opportunities.</li> </ul>   | <ul style="list-style-type: none"> <li>Customer Contact team</li> <li>Senior Manager Customer Contact, Libraries, Civic Venues and Stretton</li> <li>Senior Manager Marketing Communication and The Arts</li> <li>Team and Customer Systems Support role</li> </ul>                             |
| <ul style="list-style-type: none"> <li>Strategic Research and Analysis Officer and Community Insights Specialist (within the Strategy &amp; Policy team) and Strategic Communications and Marketing Advisor (within the Executive team) to join the newly formed Community Engagement and Experience Department.</li> </ul> | <ul style="list-style-type: none"> <li>Provide greater insight to our Community for us to engage.</li> </ul>  | <ul style="list-style-type: none"> <li>Strategic Research and Analysis Officer</li> <li>Strategic Planner</li> <li>Community Insights Specialist</li> <li>Strategic Communications and Marketing Advisor</li> <li>Manager Engagement and Insights (Previously Manger Communications)</li> </ul> |
| <ul style="list-style-type: none"> <li>Events, Arts and Culture team will become the Youth and Arts team and move to the Community Services department.</li> </ul>  | <ul style="list-style-type: none"> <li>This change has been discussed with Managers of these areas and is considered to be a positive move.</li> </ul>  | <ul style="list-style-type: none"> <li>Senior Manager Community Services</li> <li>Manager Events Arts and Culture</li> <li>Events Arts and Culture team</li> </ul>  |
| <ul style="list-style-type: none"> <li>Events team will remain with Marketing and Communications team and move to the newly formed Community Engagement and Experience department.</li> </ul>   | <ul style="list-style-type: none"> <li>Events primary focus is civic events so is more aligned with corporate requirements, communication and engagement.</li> </ul>  | <ul style="list-style-type: none"> <li>Senior Events and Activation Officer</li> <li>Events and Activation Officer</li> </ul>   |
| <ul style="list-style-type: none"> <li>Youth Development Officer (within the Community Development team) to move to Youth and Arts team.</li> </ul>   | <ul style="list-style-type: none"> <li>Alignment of the Youth function under one manager.</li> </ul>  | <ul style="list-style-type: none"> <li>Youth Development Officer</li> <li>Manager Community Development</li> </ul>  |
| <ul style="list-style-type: none"> <li>Stretton team to move to the City Services Business Unit and move under Senior Manager Civic Venues, Libraries and Stretton.</li> </ul>  | <ul style="list-style-type: none"> <li>Better alignment with Civic Venues and Libraries, with the main income stream revenue</li> </ul>   | <ul style="list-style-type: none"> <li>Senior Manager Civic Venues, Libraries and Stretton.</li> <li>Stretton Centre team</li> </ul>  |

| Realignment details  | Rationale/comments   | Teams/positions  |
|--|--|--|
| PA/Team Assistant role (Anna Ventra) will report directly to Senior Manager Civic Venues, Libraries and Stretton.  | for Stretton being Venue hire and co-working.  | <ul style="list-style-type: none"> <li>PA/Team Assistant</li> </ul>  |
| <b>Business Unit: Strategic Projects &amp; Assets</b>  |  |  |
| <ul style="list-style-type: none"> <li>Business Unit name change to City Assets.</li> </ul>  | <ul style="list-style-type: none"> <li>Increased focus on maximising asset value.</li> <li>All other decisions to be considered by General Manager City Assets Simon Blom after 18 February 2020.</li> </ul> | <ul style="list-style-type: none"> <li>Strategic Projects and Assets business unit.</li> </ul>   |
| <b>Business Unit: Strategy &amp; Corporate</b>   |  |  |
| <ul style="list-style-type: none"> <li>Stretton team/department moved to City Services Business Unit under Civic Venues and Libraries Department.</li> </ul>   | <ul style="list-style-type: none"> <li>Better alignment with Civic Venues and Libraries.</li> </ul>  | <ul style="list-style-type: none"> <li>Stretton team</li> </ul>  |
| <ul style="list-style-type: none"> <li>Community Engagement and Experience department (previously Marketing &amp; Communications) including the Engagement and Insights team (previously communications team) to join the Strategy and Corporate Business Unit.</li> </ul> | <ul style="list-style-type: none"> <li>This complements the feedback from Council regarding a shift from a broadcast model to an engagement model with our community.</li> </ul>                             | <ul style="list-style-type: none"> <li>Communications team</li> <li>Marketing, Communications &amp; the Arts department</li> </ul>                   |
| <ul style="list-style-type: none"> <li>Strategy and Policy team to be renamed 'City and Corporate Planning'.</li> </ul>  | <ul style="list-style-type: none"> <li>Improved reflection of the focus of work.</li> </ul>  | <ul style="list-style-type: none"> <li>Strategy and Policy team</li> </ul>   |
| <ul style="list-style-type: none"> <li>Creation of a new position 'Learning and Development Coordinator' to sit within the Organisational Development Team.</li> </ul>   | <ul style="list-style-type: none"> <li>This role will help build the TNA (Training needs analysis) for the organisation while helping to build the capability within the organisation.</li> </ul>            | <ul style="list-style-type: none"> <li>Organisational Development Team</li> <li>OD Partner</li> </ul>  |
| <ul style="list-style-type: none"> <li>Strategic Research and Analysis Officer (within the Strategy &amp; Policy team) to join the newly formed Community Engagement and Experience Department.</li> </ul>   | <ul style="list-style-type: none"> <li>Provide greater insight to our Community for us to engage</li> </ul>  | <ul style="list-style-type: none"> <li>Strategic Research and Analysis Officer</li> <li>Strategic Planner</li> <li>Manager Communications</li> </ul> |
| <ul style="list-style-type: none"> <li>Community Insights Specialist.</li> </ul>   | <ul style="list-style-type: none"> <li>Move to the Community Engagement and Experience department</li> </ul>   | <ul style="list-style-type: none"> <li>Manager Engagement and Insights (previously Manager Communications)</li> </ul>                                |

### What have we learned from the past?

- › Everyone experiences change differently. There is no one size fits all change formula that meets all stakeholder needs.
- › Employees require support during transition.
- › Our approach needs support from the leaders in our organisation but everyone needs to work together for it to be successful.
- › Communication throughout any change is critical to its success.
- › Timeframes need to be clear and once defined, change needs to occur quickly.

### How will the organisation support you?

- › The role of the organisation during change is to provide you with as much information as possible.
- › We know that change impacts people differently and sometimes change can impact you in ways you don't expect. Some employees are more impacted by change than others.
- › During the open forums any employee may attend and raise questions, concerns and feedback which will be heard.

We want to stay focussed on delivering to our community and customers but if you need support we can recommend the following:

- › Speak with your partner/family
- › Speak with the EAP
- › Speak with a supportive colleague
- › Speak with a union representative
- › Speak with your Manager
- › Speak with your HR Partner

We have done our best to think of the change impacts but we definitely haven't considered everything. So there will be change impacts that affect you that we haven't planned for. It's your role to raise these impacts with your Manager so that we can solve unforeseen problems that arise.

We will support you. We will keep managers informed as much as we can so that they can speak with you directly about potential impacts.

Managers play a pivotal role during change and will be the best reference point for many people about their specific role.

### Timeframe for changes to be implemented

Changes to take place on Monday 9<sup>th</sup> March 2020.

*We are aware that this is a Public Holiday but this is the start of the pay period.*

### What's next?

All current acting Senior Manager roles will be recruited between March and August 2020

#### **Roles will include:**

Senior Manager Organisational Development  
Senior Manager Service Improvement  
Senior Manager Finance  
Senior Manager Corporate Services  
Senior Manager Community Engagement & Experience



## What's your role during change?

### Frontline employees

- ✓ Continually looking for and provide ideas for improvement
- ✓ Accept change initiatives and commit to providing best effort
- ✓ Participate in understanding the change – seek information

### Senior Officers/Quality Coordinators

- ✓ Provide clarity to employees on key priorities and focus
- ✓ Role model the change
- ✓ Provide support and guidance for employees
- ✓ Engage with the Manager to determine priorities during transition

### Managers

- ✓ Provide clarity to employees on key priorities and focus
- ✓ Role model the change
- ✓ Provide support and guidance for employees
- ✓ Engage with the Senior Manager to determine priorities during transition

### Senior Managers

- ✓ Provide clarity and decide on areas of focus over next 1-2 years
- ✓ Provide Managers with the information, resources and time to deliver change
- ✓ Role model the change
- ✓ Provide best advice to the General Manager in terms of focus and priorities over the next 2-5 years

### General Managers

- ✓ Provide best advice to CEO on organisational vision and purpose
- ✓ Role model the change
- ✓ Translate the vision into outcomes for each work system within the business unit
- ✓ Provide clarity on work priorities during transition

### CEO

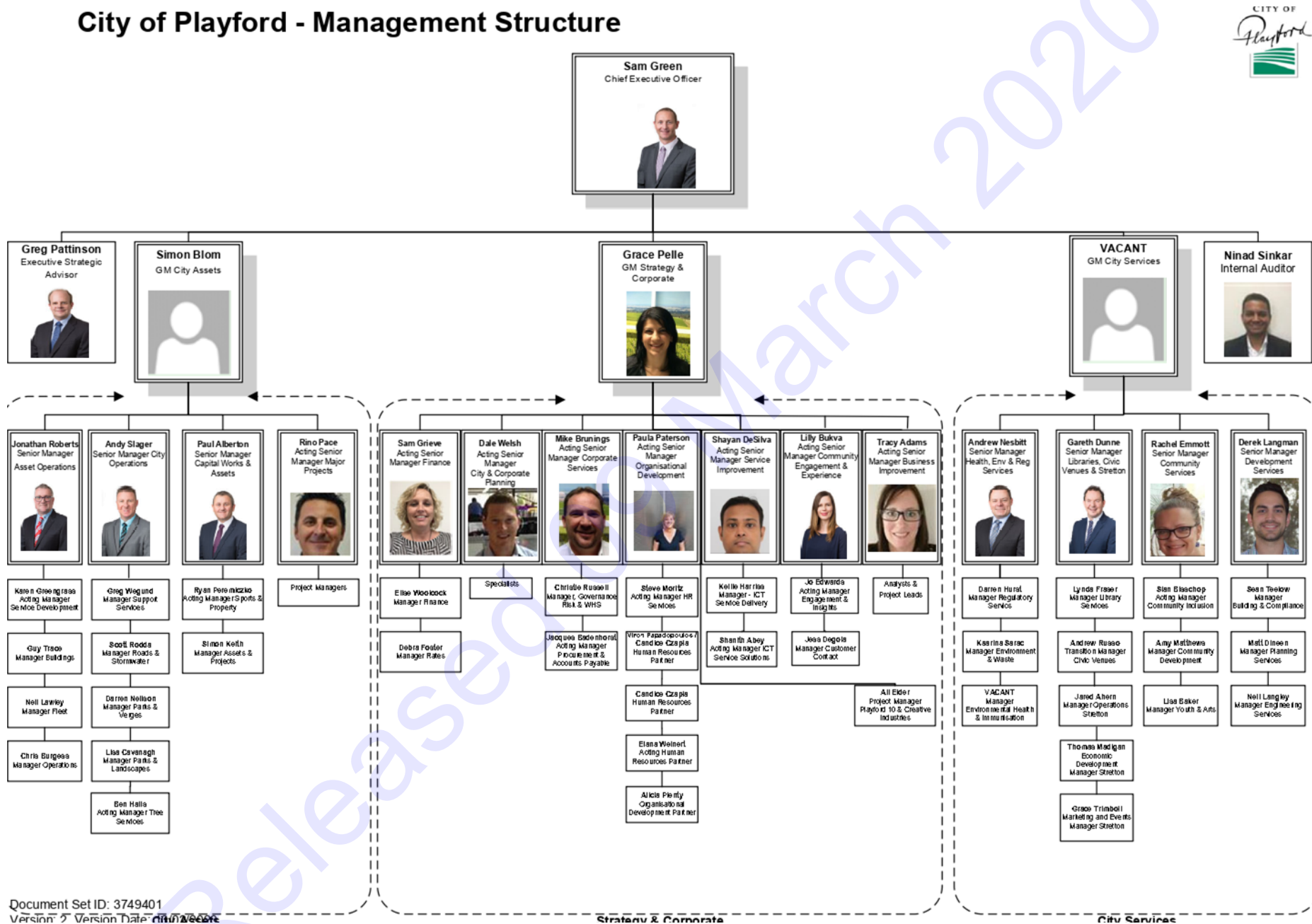
- ✓ Clarify organisation purpose and set overall context and alignment for the change
- ✓ Set targets for each Business Unit over the 2-5 years (via GM)
- ✓ Role model the change

## Schedule

A schedule has been created for the activities associated with the realignment. The following have been identified:

| Date                        | Time            | Location              | What's happening   |
|-----------------------------|-----------------|-----------------------|--|
| <b>Mon 10 Feb 2020</b>      | 9:45-10:30 am   | Playford Room         | Provide an overview of changes to the Senior Leadership Team |
| <b>Tues 11 Feb 2020</b>     | 9:30-10:30 am   | Smith Stable Room     | Provide overview of realignment to the Unions                |
| <b>Wed 12 Feb 2020</b>      | TBC by managers | Various               | Meet with teams and individuals                              |
| <b>Thurs 13 Feb 2020</b>    | <b>N/A</b>      | Email                 | Paper released to all employees                              |
| <b>Mon 17 Feb 2020</b>      | 9:45 am-10.15am | POC- Playford Room    | Open Forum - Employee information session                    |
| <b>Tues 18 Feb 2020</b>     | 1.00pm – 1.30pm | POC- Playford Room    | Open Forum - Employee information session                    |
| <b>Wed 19 Feb 2020</b>      | 9.00 am- 9.30am | Civic- Meeting Room 1 | Open Forum - Employee information session                    |
| <b>Mon 9 March</b>          | <b>N/A</b>      | <b>N/A</b>            | Start date <i>(including seating changes)</i>                |
| <b>From March- Aug 2020</b> | <b>N/A</b>      | <b>N/A</b>            | Recruitment- Senior Managers                                 |

City of Playford - Management Structure



**C. COUNCIL/COMMITTEE TO DECIDE HOW LONG ITEM 17.3 IS TO BE KEPT IN CONFIDENCE****Purpose**

To resolve how long agenda item 17.3 is to be kept confidential.

**STAFF RECOMMENDATION**

Pursuant to Section 91(7) of the Local Government Act 1999, the Council orders that the following aspects of Item 17.3 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90 (3) (a) of the Local Government Act 1999:

- Report for Item 17.3
- Attachment(s) for Item 17.3
- Minutes for Item 17.3

This order shall operate until 9 March, 2020, or the date at which organisational changes are implemented, or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the Local Government Act 1999, whichever comes first.