

28 March 2007

Dear Councillor,

In pursuance of the provisions of the Local Government Act, 1993 and the Regulations thereunder, notice is hereby given that a **POLICY REVIEW COMMITTEE MEETING** of Penrith City Council is to be held in the Pasadena Room, Civic Centre, 601 High Street, Penrith on Monday 2 April 2007 at 7:30pm.

Attention is directed to the statement accompanying this notice of the business proposed to be transacted at the meeting.

Yours Faithfully

Barry Husking
Acting General Manager

BUSINESS

- 1. APOLOGIES**
- 2. LEAVE OF ABSENCE**
- 3. CONFIRMATION OF MINUTES**
Policy Review Committee Meeting - 12 March 2007.
- 4. DECLARATIONS OF INTEREST**
Pecuniary Interest (The Act requires Councillors who declare a pecuniary interest in an item to leave the meeting during discussion of that item)
Non-Pecuniary Interest
- 5. ADDRESSING THE MEETING**
- 6. MAYORAL MINUTES**
- 7. NOTICES OF MOTION**
- 8. ADOPTION OF REPORTS AND RECOMMENDATION OF COMMITTEES**
- 9. MASTER PROGRAM REPORTS**
- 10. URGENT REPORTS (to be dealt with in the master program to which the item relates)**
- 11. QUESTIONS WITHOUT NOTICE**
- 12. COMMITTEE OF THE WHOLE**

POLICY REVIEW COMMITTEE MEETING

MONDAY 2 APRIL 2007

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MEETING CALENDAR

CONFIRMATION OF MINUTES

MASTER PROGRAM REPORTS

MEETING CALENDAR

February 2007 - December 2007

	TIME	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
		Mon	Mon	Mon	Mon	Mon	Mon	Mon	Mon	Mon	Mon	Mon
Ordinary Meetings	7.30 pm	12	5		7❖	25*	2		3✓			
			26	23	28		23	13	24^	29	19	10
Policy Review Committee	7.30 pm		12	2@		4	9		10			3
		19#+		30	21#		30	20#+		8@	5#	

Meetings at which the Management Plan ¼ly reviews are presented.

#+ General Manager's presentation – half year and end of year review

❖ Meeting at which the Draft Management Plan is adopted for exhibition

* Meeting at which the Management Plan for 2007/2008 is adopted

^ Election of Mayor/Deputy Mayor [only business]

@ Strategic Program progress reports [only business]

✓ Meeting at which the 2006/2007 Annual Statements are presented

- Council's Ordinary Meetings are held on a three-week cycle where practicable.
- Extraordinary Meetings are held as required.
- Policy Review Meetings are held on a three-week cycle where practicable.
- Members of the public are invited to observe meetings of the Council (Ordinary and Policy Review Committee). All meetings start at 7:30pm.
- Should you wish to address Council, please contact the Public Officer, Glenn McCarthy on 47327649

**UNCONFIRMED MINUTES
OF THE POLICY REVIEW COMMITTEE MEETING OF PENRITH CITY
COUNCIL HELD IN THE PASSADENA ROOM, PENRITH
ON MONDAY 12 MARCH 2007 AT 7:33PM**

PRESENT

His Worship the Mayor Councillor Pat Sheehy AM, Councillors Kaylene Allison, David Bradbury (arrived 7:48pm), Lexie Cettolin, Kevin Crameri OAM, Greg Davies, Mark Davies, Ross Fowler, Jackie Greenow (arrived 7:35pm), Susan Page and John Thain.

APOLOGIES

PRC 11 RESOLVED on the MOTION of Councillor Greg Davies seconded Councillor Ross Fowler that apologies be received and accepted from Councillors Karen McKeown, David Bradbury, and Jackie Greenow.

LEAVE OF ABSENCE

Leave of Absence was previously granted to Councillors Jim Aitken OAM and Steve Simat for the period 11 March 2007 to 16 March 2007 inclusive to attend the UDIA Conference, and to Councillor Garry Rumble for the period 11 March 2007 to 13 March 2007 inclusive to attend the LGSA Tourism Conference.

CONFIRMATION OF MINUTES - Policy Review Committee Meeting - 19 February 2007

PRC 12 RESOLVED on the MOTION of Councillor Greg Davies seconded Councillor Ross Fowler that the minutes of the Policy Review Committee Meeting of 19 February 2007 be confirmed.

DECLARATIONS OF INTEREST

His Worship the Mayor, Councillor Pat Sheehy AM, declared a non-pecuniary interest in Item 1 - Joan Sutherland Performing Arts Centre (JSPAC) - 2006/07 Operating Subsidy, as he is a Director of Penrith Performing and Visual Arts Limited.

Councillor Ross Fowler declared a non-pecuniary interest in Item 1 - Joan Sutherland Performing Arts Centre (JSPAC) - 2006/07 Operating Subsidy, as he is a Director of Penrith Performing and Visual Arts Limited.

Councillor Ross Fowler declared a non-pecuniary interest in Item 2 - Penrith Valley Economic Development Corporation Six Monthly Report - July 2006 to December 2006, as he is a Director of Penrith Valley Economic Development Corporation.

ORDER OF BUSINESS

PRC 13 RESOLVED on the MOTION of Councillor Pat Sheehy AM seconded Councillor Ross Fowler that Item 3 – Investment Policy and Item 2 – Penrith Valley Economic Development Corporation Six Monthly Report – July 2006 to December 2006 be dealt with as the first items of business.

MASTER PROGRAM REPORTS

LEADERSHIP AND ORGANISATION

Councillor Jackie Greenow arrived, the time being 7:35pm.

3 Investment Policy

PRC 14 RESOLVED on the MOTION of Councillor Ross Fowler seconded Councillor Mark Davies

That:

1. The information contained in the report on Investment Policy be received
2. Council adopt the proposed changes to the Investment Policy.

THE CITY AS AN ECONOMY

Councillor David Bradbury arrived, the time being 7:48pm.

2 Penrith Valley Economic Development Corporation Six Monthly Report - July 2006 to December 2006

PRC 15 RESOLVED on the MOTION of Councillor Greg Davies seconded Councillor Jackie Greenow

That:

1. The information contained in the report on Penrith Valley Economic Development Corporation Six Monthly Report - July 2006 to December 2006 be received
2. A further report be brought to Council on a process for having commercially significant Development Applications referred to PVEDC for follow-up assistance
3. The Board of PVEDC be congratulated for reducing their anticipated deficit significantly during the period 1 July 2006 to 31 December 2006.

THE CITY AS A SOCIAL PLACE

1 Joan Sutherland Performing Arts Centre (JSPAC) - 2006/07 Operating Subsidy

PRC 16 RESOLVED on the MOTION of Councillor Greg Davies seconded Councillor Ross Fowler

That:

1. The information contained in the report on Joan Sutherland Performing Arts Centre (JSPAC) - 2006/07 Operating Subsidy be received, and it be noted that the capital contribution from the JSPAC was \$400,000, of which \$96,000 was provided directly by JSPAC, with the balance of \$304,000 to be paid by the JSPAC, half prior to 30/6/07 and half prior to 30/6/08.

2. Council agree to provide the Joan Sutherland Performing Arts Centre an additional \$200,000, such funds being set aside in the 2006/07 budget
3. The annual subsidy of \$700,000 (2006/07) be increased by CPI in future years
4. The subsidy be paid in two instalments (July and January) and that six monthly financial reports be submitted to Council for review
5. Council continue to lobby for additional funding in the form of grants, and that grants applied for and received be reported to Council.

LEADERSHIP AND ORGANISATION

4 Salary Packaging

PRC 17 RESOLVED on the MOTION of Councillor Greg Davies seconded Councillor Ross Fowler

That:

1. The information contained in the report on Salary Packaging be received
2. Council adopt the proposed changes to the Salary Packaging Policy

Councillor Mark Davies left the meeting, the time being 8:25pm

Councillor Mark Davies returned to the meeting, the time being 8:26pm

5 Service Specification Program

PRC 18 RESOLVED on the MOTION of Councillor Greg Davies seconded Councillor Kaylene Allison

That:

1. The information contained in the report on the Service Specification Program be received
2. The specification for the Community Development Service be adopted.

QUESTIONS WITHOUT NOTICE

QWN 1 Leave of Absence

Councillor Kevin Crameri OAM requested leave of absence from 19 March 2007 to 30 March 2007 inclusive.

PRC 19 RESOLVED on the MOTION of Councillor Greg Davies seconded Councillor Jackie Greenow that the matter be brought forward and dealt with as a matter of urgency.

His Worship the Mayor, Councillor Pat Sheehy AM, ruled that the matter was urgent and should be dealt with at the meeting.

PRC 20 RESOLVED on the MOTION of Councillor Greg Davies seconded Councillor Jackie Greenow that Leave of Absence be granted to Councillor Kevin Cramer from 19 March 2007 to 30 March 2007 inclusive.

There being no further business the Chairperson declared the meeting closed the time being 8:32pm.

MASTER PROGRAM REPORTS

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LEADERSHIP AND ORGANISATION

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Leadership and Organisation

1 2005-2009 Strategic Program - 18 Month Review

Compiled by: Mark Andrews, Strategic & Management Planning Coordinator

Authorised by: Ross Kingsley, Corporate Development Manager

Strategic Program Term Achievement: *A commonly shared long-term vision for the City underpins strategic collaboration and community engagement.*

Critical Action: *Prepare, implement and review Strategic Plans and processes.*

Purpose:

To review the first 18 months of Council's 2005-09 Strategic Program and discuss with Council the progress in delivering the Program and key challenges to achieve Council's selected outcomes. The report recommends that the information provided be received and that certain amendments be made to the Program.

Background

The Strategic Plan is Council's principal policy document. As such it contains Council's vision statement and strategic directions for the City. The Plan is expressed in six Master Programs, which together constitute a complete conceptual model of the City and identify those Issues that Council has chosen to address. Longer Term Goals are enunciated for each of those Issues.

Council has also adopted a Strategic Program for the period 2005-2009 comprising Term Achievements that define what Council wants to achieve in this term. At the next level of detail, the program identifies a small number of Critical Actions that are to be delivered in order to secure that Term Achievement.

The Strategic Program is of particular importance as annual Management Plans are in essence derived from it.

To achieve Council's 2005-2009 Strategic Program, accountability for securing the ambitions of each Issue has been allocated to individual Directors as 'stewards' of these strategic goals in keeping with their broad function areas.

In addition, responsibility has been allocated to Managers for delivering each Term Achievement and for the Critical Actions that attach to those outcomes. This followed an organisational review of accountabilities which was endorsed by Council.

Key Themes of the Strategic Program

In December 2004, Council adopted the 2005-2009 Strategic Plan for the City and the Strategic Program to deliver it. The present report comments on the progress, achievements and challenges of the first 18 months of that program, which commenced on 1 July 2005.

In developing the Strategic Plan, Council highlighted certain key themes for emphasis in the

organisation's response to the four year program. While recognising that Council's present strategy continues and builds on many of the principal directions set by previous Councils, it was also seen to reflect a number of new or strengthened themes, such as:

- The City considered in a broader context and in its metropolitan role, leadership, collaboration and partnering with government, other advocates and the City's people;
- Managing the growth, development and change of places so that they are sustainable and satisfying for those who choose to live there, recognising this need not only for new areas but for our older neighbourhoods;
- Quality of life for residents, including accessible cultural, social, economic services and access to readily suitable employment;
- Securing and providing the infrastructure which a growing regional City needs and managing it in a sustainable way;
- Equipping and managing the organisation to deliver Council's program effectively in a context of generational change in its workforce, increasing demand for services from Local Government and increasing insistence for local communities to be more involved in decisions which affect them.

These were to be used to develop responses to Council's strategy across Master Programs and to test draft Management Plan proposals as they emerged.

In addition, the Mayor has identified a number of priorities that he desired to be advanced during his term of office. These were:

- Aged care issues
- Use of facilities for outreach services
- Partnership programs
- Integrated Landuse and Transport Plan
- The History of Penrith Volume 2

Progress Reporting

In keeping with Council's established practice, six-monthly progress reports are made to Council on the Strategic Program. Two Policy Review Committee meetings each year are reserved for the purpose of providing this report, making appropriate accompanying presentations and discussing key strategic issues with Council. This is normally directed to March and September of each year, depending on Council's calendar.

Tonight's report and an accompanying presentation by the Directors is the third such progress report on the 2005-2009 Strategic Program.

Format of the Report

The progress review is provided as a separate Attachment to this report, which will also be published as a separate booklet and made available to the public including through Council's website.

The report is similar in format to the previous review which covered the period to 30 June 2006 and is made by commentary by:

- Directors at Issue level
- Managers (authorised by Directors) at Term Achievement level

As the 18 month report on Council's four year program, the focus of the review is on both the deliverables achieved to date and detailing for Council's consideration the direction being pursued for each element of the program.

As with the 12-month review, the progress report includes the Context of each Term Achievement and its key challenges as assessed by the organisation and commentary on the 34 Issues and 81 Term Achievements. This is drawn from the action plans for the delivery of each Term Achievement which have been established by each of the Term Achievement 'Cluster' teams of Directors and Managers (further discussed as part of Organisational Alignment in a separate report to tonight's meeting).

A comprehensive assessment of the requirements of this Strategic Program was undertaken by the organisation in its first year and informed the planning of operations for the remaining term of the program, as well as the Capacity Review outcomes which were confirmed with Council through the 2006-07 Management Plan development. In addition, resourcing requirements arising from the Services Review undertaken in late 2006 are being taken into account in the preparation of the draft 2007-08 Management Plan along with the 12-month Strategic Program Review considered in September 2006.

These approaches are serving to define the task ahead for the organisation to secure Council's strategy for the period to June 2009 and, through the longer-term goals, the future well being of the City.

Commentary from Directors

Each Director has provided a commentary in the report Attachment on progress, challenges and directions within their responsibility areas.

This approach has in recent years proven its worth in allowing Council to identify the parts of its platform which needed to be given particular emphasis, accelerated or further funded.

The Directors have sought through their commentary on each Issue to indicate in summary what needs to be achieved to satisfy Council's intent in this area and the approach being taken to address this purpose. An overview is given of key aspects of progress and major challenges.

As previously recognised, these reports serve to emphasise that the Directors' principal function is about delivering strategic outcomes rather than managing operational detail.

Directors have reported on the Issues for which they were formally accountable as at 31 December 2006.

Managers' Reporting on Term Achievements

Council previously endorsed the assignment of accountability for Term Achievements in its Strategic Program to Managers. The report reflects those accountabilities and the lifting of the strategic focus and authority of Managers. This has been a direction consistently pursued by Council over recent years in order to fashion a better aligned organisation and one which is well placed to deal with generational change.

Directors responsible for the Issue in which the Term Achievement resides have provided their seasoned appreciation of the priorities addressed and approved the relevant Manager's report. This flexibility across traditional reporting lines also reflects the strategy-driven nature of the organisation.

All Managers will be in attendance at the meeting, in order both to benefit from this discussion with Council as well as to respond to matters that may be raised by Council relating to particular Term Achievements.

Presentations on Key Challenges and Opportunities

The discussion tonight will commence with an introduction by the General Manager, followed by a brief presentation by each Director on key strategic challenges and opportunities within their responsibility areas.

This will include identifying those elements that require greater attention in 2007-08 in order to complete the Program by 2009 and those elements which due to particular circumstances are proposed for adjustment or removal from the Program. There will be a focus in the presentations on identifying those challenges that are within Council's control and those outside Council's direct control.

The opportunity will be provided for in-depth discussion with Council of these significant elements of its overall program along with any other issues which Council may identify.

Refinement of Director Accountabilities

The General Manager has regular meetings with Directors (in company with the Director ~ City Strategy), for the purpose of reviewing progress on the delivery of Issues assigned to Directors. These discussions, together with the context of the Cluster Teams' assessment of Strategic Program requirements, have identified in previous reports opportunities for the reassignment the Director Accountability for certain Issues. There are no further such proposals at this time.

Amendments to the Program

Council has made a number of amendments to the Term Achievements and Critical Actions to strengthen and clarify the program and in some cases to respond to changes in external settings when considering previous reviews.

There are no further proposed amendments in the present report. However, it is worthy of note that Council's Management Plan for 2006-07 includes a task to review the Strategic Plan framework to incorporate strengthened sustainability principles and measures. Council has now endorsed in principle a new sustainability framework for the Strategic Plan to be trialled through the 2007-08 Management Plan. This reframing and a fresh analysis of required

responses for the upcoming Management Plan will help to identify and bring forward further potential improvements to the statement of Council's strategic direction.

Conclusion

The commentary provided in tonight's report can be elaborated on by the responsible Director if required. The comprehensive written report is framed to allow Council to be able to look in more detail at the delivery of its program and provide feedback on directions proposed, as well as testing the overall progress towards key deliverables. The presentation format will focus on key areas where particular challenges to meet the goals of Council's strategy and what responses are needed.

Council has set the challenge for the organisation to lift to a higher level of strategic outcome delivery for the City. The scale and depth of this progress report to Council on its 2005-2009 Strategic Program demonstrates the organisation's growing capacity to do so, in response to Council's leadership. This capability will be continue to be improved by keen attention to the coordinated planning and delivery of each area of the program and regular forums with Council on the key emerging challenges and opportunities.

RECOMMENDATION

That:

1. The information contained in the report on 2005-2009 Strategic Program - 18 Month Review be received
2. Council consider the responses to key strategic challenges to be presented by the Directors.

ATTACHMENTS/APPENDICES

There are no attachments for this report.

Leadership and Organisation

2 Alignment of the Organisation

Compiled by: Alan Stoneham, Director - City Strategy

Authorised by: Alan Travers, General Manager

Strategic Program Term Achievement: *Council's operating culture is flexible, efficient, integrated and aligned to Council's strategic objectives and program delivery.*

Critical Action: *A structured program of continuous improvement, based on identifying and adopting leading practice, is operating across the organisation.*

Purpose:

To provide Council with an update on the status of a number of organisational alignment initiatives. The report recommends that the information be received and proposed changes to Staff Establishment be endorsed.

Background

As required by the Local Government Act, Council re-determined its organisation structure in March 2005 (within 12 months of the March 2004 election). Since that time the General Manager has reported in July 2005, February 2006 and October 2006 on measures being taken to align the organisation to the delivery of Council's Strategic Program. The opportunity for further refinements has also been taken when considering the Management Plan and Strategic Program Reviews. The processes used are based on a consultative approach, and proposed solutions are generally negotiated with affected staff and then submitted for Council consideration. This reflects Council's approach to its Workforce as articulated in the Strategic Plan.

Tonight's report is in three parts. Part A outlines the status of a number of initiatives raised with Council in October 2006, which included proposed changes to some departmental structures involving the realignment of some Manager and Director responsibilities, as part of a continuous improvement approach to the organisation's effectiveness. Part B introduces a new initiative. Part C proposes changes to the staff establishment.

The changes discussed are an evolving response to current circumstances including the need for succession planning. It is to be expected that other adjustments/refinements to the management structure will continue to take place during the life of the current Strategic Program.

These changes are about improving the synergies within the organisation and not about cost efficiencies or reducing staff establishments. Discussions will continue to be held with the Joint Consultative Committee, Managers' group and affected staff as part of the implementation of the changes within Council.

A. Status of Initiatives – referenced in previous report

1. Information Management, Systems and Technology

In the light of the former Information Manager position becoming vacant and the Information Technology Manager indicating that he would be retiring, Council endorsed in October 2006 the alignment of the Information Management and Information Technology functions with the Chief Financial Officer and for the former Information Manager position to be restructured to the position of Information Management and Technology Manager. The Information Technology Manager has now advised that he will retire in late April 2007.

The newly appointed Information Management and Technology Manager (IMTM) commenced duties in late January 2007. The priorities of the Manager include leading a Procedures and Systems Team Review of the Information Strategy and related plans of action for Information Management, Information Systems and Information Technology. The Manager will also review the functional areas allocated to the position to identify improvements to organisational alignment.

2. Library Services

As endorsed by Council in October 2006, the City Librarian position is to be redesigned as a Manager position. A position description has been prepared and finalised for consideration by senior management and the Joint Consultative Committee in the near future. Following that consideration it will be advertised.

3. Workforce Strategy

Council established a Workforce Development Plan in 2003. As previously advised to Council, the Director ~ City Strategy is leading a management team in the preparation of a contemporary Workforce Strategy.

The team is currently undertaking a ‘diagnostics’ exercise, with the benefit of the staff survey undertaken during last year, to establish how well the organisation is travelling with regard to workplace and workforce effectiveness. This work will inform the setting of priorities for action under the Strategy.

The Strategy will underpin Council’s goal for its workforce and workplace to match contemporary and emerging organisational needs and requirements. Importantly it will contribute to making Council an ‘employer of choice’. The draft Strategy when prepared will be considered by the Corporate Management Team, Managers Group, the Joint Consultative Committee and subsequently reported to Policy Review Committee.

A Leadership and Management Development Program will commence shortly. A cross section of Managers and Supervisors will be encouraged to participate in the Program which will facilitate the development of their leadership and management skills as well as contributing to succession planning. Measures to retain staff and utilise the skills and experience of staff who may have left the organisation are also being examined.

4. Term Achievement Cluster Teams

The Strategic Plan places particular emphasis on addressing the needs of distinct places in the City-: not only new urban release areas but established areas, our City Centres,

employment lands, rural areas, and natural catchments. In recent years also the concept of public domain management has increasingly emerged in Council's agenda.

A useful approach, put in place in September 2005, to ensure that the requirements of the Strategic Program were met was to group or 'cluster' Term Achievements around the Issues and form appropriate teams to drive their delivery.

The role of Term Achievement Cluster Teams was discussed in the Organisational Alignment reports considered by Council in February and October 2006. The consideration of Term Achievements identified that a 'Place Management' approach needed to be taken to the management of certain 'Clusters', while a functional management approach is quite appropriate in others.

Each group of Term Achievements now has a Director (as responsible for each Issue) to head the team accountable for their delivery and a coordinating Manager. In most cases, all Term Achievements within an Issue are assigned to one grouping. In certain instances, however, a more logical grouping has been achieved by the Term Achievements in an Issue being placed in more than one 'cluster'.

With the benefit of a full Management Plan and Strategic Program Review cycle and discussion with the Cluster Team Leaders. Cluster Teams have been streamlined to cover:

- Regional City Growth (led by DCS, supported by EPM)
- New Areas (DCP/EPM)
- Established Areas & Social Equity (DCP/CDM)
- Recreation & Culture (DS/FOM)
- Environment & Rural Areas (DCP/EHM)
- City Centres and Employment Places (DCS/LPM)
- Public Domain (DCO/AM)
- Leadership and Organisation (this encompasses the full Master Program of that name, with oversight by CMT/All Managers; a range of subteams are in place to drive key elements of the program)

The emerging management framework is therefore providing a focus on:

- people and places
- policy and programs; and
- service delivery.

This framework will be the subject of a future report to Council including how the coordination and implementation of place based strategies are to be resourced.

5. Governance functions

Effective governance arrangements are crucial for maintaining the integrity and reputation of Council and its organisation. Council's Strategic Plan, Program and Management Plan clearly reflect this in the Term Achievements, Critical Actions and Tasks to address Issue 30 - Governance.

At the present time governance policy and procedures are coordinated through a cross-organisational Corporate Governance team comprising the General Manager (Chair),

Chief Financial Officer, Director ~ City Services, Legal Officer, Internal Auditor, Executive Officer and Risk Management Coordinator

The General Manager is leading a review of management arrangements supporting the delivery of Governance functions. Council endorsed the formation of an Audit Committee at its meeting on 13 November 2006. The review will be the subject of a future report to Council.

6. Services Improvement and Review

Council has recently received a briefing on the initial desktop review of all specified services undertaken towards the end of 2006. This focused on the 7 key areas of financial efficiency, sustainability, access and equity, risk management, customer focus/service environment, people and systems. The rationale for this approach is to maintain momentum during the review process and to dovetail into any pre-existing programs (such as the service-based risk assessment program) and concurrent functional reviews.

The Review addresses:

- strategic and operational alignment
- relevance and contemporary direction
- opportunities for improvement

The results of the review are being analysed and are informing the preparation of the 2007/08 Management Plan, which will include details of all 65 services. The findings when assessed will be brought to Council as either Management Plan initiatives including tasks or service improvements, or service structure/alignment issues for further indepth review.

7. Facilities Operations, Events, Celebrations, Civic and Protocol Functions

The retirement of Council's Facilities Operations Manager has provided a timely opportunity to review the role and functions of that position particularly given the Department's wide span of accountabilities, i.e. Cemeteries, Leisure Facilities Management, Neighbourhood Facilities Management, Recreation and Cultural Programs and Events, Entities (Penrith Visual and Performing Arts, Penrith Whitewater Stadium, Ripples), Special Projects.

In addition, there has been over time an increasing number of civic, sporting, cultural, recreational and community-based 'events' (in the widest sense) that Council becomes involved with. These events can be:

- | | |
|-------------------------|----------------------|
| ▪ passive or active | ▪ formal or informal |
| ▪ indoor or outdoor | ▪ private or public |
| ▪ costly or inexpensive | ▪ large or small |

Executive Services also provides support to the organisation through the Civic Programs function whereby civic receptions and other 'events' are conducted on a recurring or as required basis.

These events all have direct or indirect benefit to the community, the organisation and the City as a whole. The role Council can have in these events range across being the provider, the funder, the advocate, the facilitator, the promoter, the creator, the evaluator, the monitor, and the like.

The previous responsibility for these events was across a number of departments. Given their important role for Council, the delivery of these functions could be significantly enhanced by streamlining responsibilities. A review of the present alignment of accountabilities has resulted in the decision being taken to re-align the responsibility for events and functions to the one operational area – Economic Development and City Marketing.

To that end, certain staff involved in events and civic programs were transferred to Economic Development and City Marketing. Work is well advanced to ensure the transition process for these important functions proceeds as smoothly as possible.

As has been prudent practice for some time now when circumstances arise (as with the Facilities Operations Manager's retirement), there is a process of examining possible enhanced organisational alignment opportunities. That is underway. In the interim, an Acting Facilities Operations Manager has been appointed.

8. Engineering functions review

As advised in the October 2006 report an engineering functions review is being undertaken in response to the industry-wide circumstances facing the recruitment and retention of engineering professionals, the need to provide for succession planning and to support Penrith's Regional City role.

Initiatives that were under consideration include:

- Implementing the recommendations from the Market Forces Review when concluded.
- Increasing the critical mass of Engineers by drawing together existing small units.
- Reviewing all engineering vacancies and determining how best to replace these based on organisational engineering priorities.
- Reconfirming the client services model for Council's approach to project design and planning; and
- Providing effective urban design services to support the regional growth, place management and planning policy development functions.

Council was advised that the review would be concluded with the benefit of input from the new Director~City Operations.

9. Asset Management

The appointment of the new Director~City Operations resulted in the Asset Manager's position becoming vacant. This vacancy provides a chance to examine further possible enhanced organisational alignment opportunities. As an interim measure the responsibilities of the Asset Manager's position have been allocated to existing Asset Management Department supervisors.

B – Other Initiatives

Project Management

A central element of Council's Strategic Program is the continued delivery of the diverse range of major projects which typify and are required in support of a regional City of the scale of Penrith. These include:

Penrith City Centre Projects:

- City Centre carparks
- Former Council Chambers site
- Civic Centre landscaping
- Penrith Stadium redevelopment
- Penrith Swimming Centre
- Riverlink

St Marys Town Centre Projects:

- St Marys office development
- Penrith Valley Cultural Precinct

Other Major Projects:

- Glenmore Park Child and Family Precinct
- Cranebrook Village shopping centre
- Civic Centre extensions
- Great River Walk
- South Penrith Community facility
- Castlereagh Crematorium and Cemetery
- Former Gipps Street landfill
- Ropes and South Creek corridors

These are difficult projects to scope, fund, plan and deliver. There are new and emerging complexities and pressures today and a desire by the community for the timely and programmed delivery of these items as early as possible. This has compelled a review of the most appropriate structure(s) for future management of these projects. Work continues on this and a further report will be brought back to Council.

C - Recommended Changes to Staff Establishment

Corporate Planning Officer

This position in the Corporate Development department is the key administrator of Management Planning and the *OutcomeManager* system. It was initially created as a 2-year position in 2002 and has been extended. With Council's approval it was offered as a 3-year appointment in 2006. The Corporate Management Team has further assessed this position and determined that the role is an essential ongoing component of this service.

Ongoing funding for the position has been factored into Council's long term financial model and accordingly it is recommended that the staff establishment be increased to accommodate the Corporate Planning Officer position.

Cultural Development Officer

At its 5 March 2007 meeting Council considered a report which outlined the proposed role of the Cultural Development Officer position and endorsed the triennial grant funding agreement with ArtsNSW for this position. The report stated that:

"The contribution from ArtsNSW has a number of special conditions attached, including that the grant will principally be used for the position holder's professional salary and on costs, and that the position is to be fully funded by Penrith City Council at the conclusion of the triennial agreement. Council cannot guarantee indefinite funding for this position, without opportunities for review from time to time, according to the need to reallocate resources as required. However, the funding agreement requires that Council make a long term commitment to the position."

Ongoing funding for the position has been factored in to Council's long term financial model and accordingly it is recommended that the staff establishment be increased to accommodate the Cultural Development Officer position.

Training and Recruitment Positions

In conjunction with development of the Workforce Strategy consideration is being given to the appropriate grading of certain positions within the Workforce Development Department and the status of certain temporary positions which could involve a change to the staff establishment. Further assessment and recommendations will be brought forward when Council considers with the Workforce Strategy.

Conclusion

As indicated in the October 2006 report, Council has placed emphasis on adjusting the organisation's structure and operation to keep it moving forward and is well placed to achieve Council's program. Preparing the organisation for the future and particularly with regard to the readiness for generational change is a key focus in Council's Strategic Plan.

Tonight's report advances the consideration of organisational alignment initiatives. The initiatives discussed are advancing those objectives and presenting opportunities for staff to operate in a more strategic way bringing benefits to career development as well as to Council's program.

RECOMMENDATION

That:

1. The information contained in the report on Alignment of the Organisation be received
2. The changes to Staff Establishment be endorsed.

ATTACHMENTS/APPENDICES

There are no attachments for this report.