

# 2022 Organisation Structure



**PORT STEPHENS**  
COUNCIL

**PORTSTEPHENS.NSW.GOV.AU**





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# Organisation overview

Port Stephens Council has legislative responsibility for many functions and activities that are relevant to our local community. These activities relate to matters that are fundamental to people's lives and impact strongly on their quality of life. The Port Stephens Community has created a vision of **'A great lifestyle in a treasured environment'** for all residents, businesses and visitors.

To achieve this vision, our goal is to develop a high performing organisation focused on our purpose of **"delivering services valued by our community in the best possible way"**. We want to be recognised by our community as a leading local government authority and as an employer of choice. The vision for the organisation is **"engaged and resilient people in strong healthy relationships, working collaboratively, enhancing community well-being"**.

Our Business Operating System has been developed to provide clear guidelines to staff, Elected Members and the community on how Council is governed and how the community can participate in its governance.

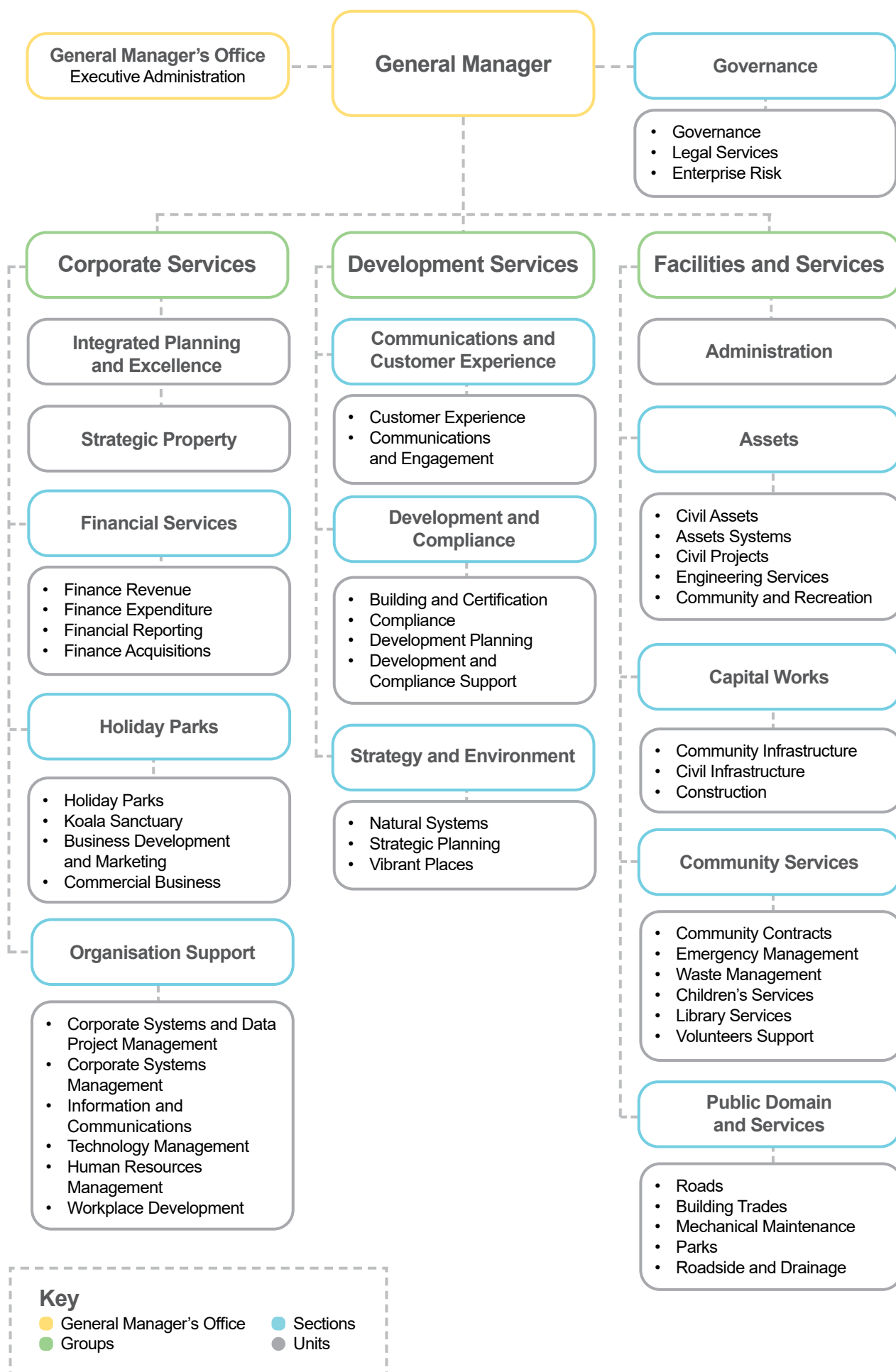
Governance is an important part of effective local government in today's environment and it impacts not only the Council, but the community it serves. Good governance is seen as critical to ensuring that Council meets its legal and ethical responsibilities; and that decisions are made in the interests of its stakeholders. Our Business Operating System also ensures staff:

- have clear direction and an understanding of how everyone contributes to the big picture.
- have a focus on our customers.
- are implementing best practice.
- are doing their best every single day.

Council delivers a diverse range of services which have been grouped into 60 discrete service packages. These are delivered under the following organisation structure and business model:

- **General Manager's Office** responsible for provision of strategic leadership.
- **Corporate Services Group** responsible for internal service provision.
- **Development Services Group** responsible for enabling balanced growth.
- **Facilities and Services Group** responsible for external service delivery.

Council routinely considers its structure as part of the ongoing review of its services and facilities to ensure the structure is aligned to the strategic direction and business requirements of the organisation.



# General Manager's Office

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As the interface between the governing body of the Mayor and elected Councillors, which sets the strategy and monitors the performance of Council, and the administrative body of council, headed by the General Manager, which implements the decisions of the governing body, the General Manager's Office plays a pivotal role in the organisation.

In implementing the decisions of the governing body, the purpose of the General Manager's Office is to **“provide strategic leadership and direction to the organisation to align a high performance, values based culture”**.

To assist the General Manager with the provision of strategic leadership and direction, the Governance Section provides support and advice to the organisation in the areas of governance, legal services, risk management and audit.

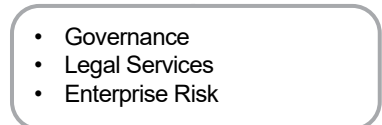
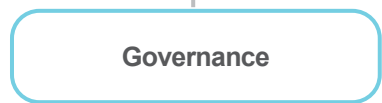
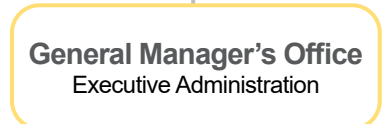
The Executive Administration team provides high level executive administration services to the General Manager, Mayor and Councillors. This includes preparation of the Council meeting business papers and minutes, processing the Mayor's and Councillors' fees and expenses, processing Councillor requests, and coordination of the Senior Leadership Team and Audit Committee agendas. The team also organises Citizenship Ceremonies and Sister Cities events.







**Tim Crosdale**  
**GENERAL MANAGER**



- Governance
- Legal Services
- Enterprise Risk

# Governance



**Tony Wickham**  
**SECTION MANAGER**

## Our service units

- Governance
- Legal Services
- Enterprise Risk

The Governance Section exists as an internal service provider to support the Executive Team and staff in matters relating to governance, legal services and enterprise risk management.

- The Governance Unit provides advice on policy and governance issues, privacy matters, delegations, secondary employment and requests for accessing Council information under the Government Information (Public Access) Act.
- Legal Services is an internal legal service provider for all legal matters, including legal advices and interpretation of legislation, managing court matters, compliance issues, licences and leases and advocacy work.
- The Enterprise Risk Unit provides services through its Work Health and Safety Management System, Injury Management & Corporate Wellness program, Environmental Management System, management of Council's insurance portfolio, Incident Management, Business Continuity & Enterprise Risk Management System.

Our purpose is to provide quality governance, legal services and risk management services.









# Corporate Services

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The Corporate Services Group is a major provider of organisation wide internal services to support Council in the delivery of its services to the Port Stephens community.

A key role of the group is working closely with the community to set the strategic directions for the organisation and delivery of internal services.

The Strategic Property unit manages Council's commercial properties, leases, and development sites. The purpose of this unit is to manage this portfolio to maximise non-rate revenue and contribute to Council's overall financial sustainability.

Our purpose is to deliver valued corporate support services in the best possible way to drive organisational sustainability.







**Zoë Pattison Acting  
GROUP MANAGER**

## **Corporate Services**

**Integrated Planning  
and Excellence**

**Strategic Property**

## **Financial Services**

- Finance Revenue
- Finance Expenditure
- Financial Reporting
- Finance Acquisitions

## **Holiday Parks**

- Holiday Parks
- Koala Sanctuary
- Business Development  
and Marketing
- Commercial Business

## **Organisation Support**

- Corporate Systems and Data  
Project Management
- Corporate Systems  
Management
- Information and  
Communications
- Technology Management
- Human Resources  
Management
- Workplace Development



# Organisation Support



**Melissa Rodway Acting  
SECTION MANAGER**

## Our service units

- Corporate Systems and Data Project Management
- Corporate Systems Management
- Information and Communications
- Technology Management
- Workplace Development

The Organisation Support Section partners with the Combined Leadership Team and staff in all matters relating to people, technology systems and data management.

A key role of the section is to develop and implement 2 critical strategies, the Workforce Plan and the Business Systems Strategy.

With a focus on continuous improvement our section enables and supports our customers to deliver valued services in the best possible way. To do this, our team has 3 focus areas:

- **People:** We partner with you to find and keep your greatest assets, which are your people.
- **Systems:** Our goal is that Council staff and customers, where ever they are, can access the right data and information needed, in the right format and at the right time.
- **Workplace Development:** We are here to provide workplace development programs and services to enable you and your staff to grow.





## Financial Services



**Tim Hazell**  
**SECTION MANAGER**

### **Our service units**

- Finance Expenditure
- Finance Revenue
- Financial Reporting
- Finance Acquisitions

The Financial Services Section is responsible for providing financial and related services to the organisation to monitor short term financial performance and long term financial planning.

A key role of the section is to ensure the organisation remains financially sustainable by delivering recurrent (operating) revenue sufficient to cover an efficient operating expense base including depreciation.

- Expenditure is responsible for money going outside of the organisation i.e accounts payable, payroll and utilities.
- Revenue is responsible for money coming inside the organisation, the levying and collection of rates, charges and sundry debtors.
- Reporting is responsible for the financial reporting of our operations and ensures legislative compliance.
- Acquisitions are responsible for the procurement of goods and services.

Our purpose is to make numbers count.





## Holiday Parks



**Kim Latham**  
**SECTION MANAGER**

### **Our service units**

- Holiday Parks
- Koala Sanctuary
- Business Development and Marketing
- Commercial Business

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The Holiday Parks Section is responsible for management of Council's commercial Holiday Parks.

A key role of the section is to ensure the return to the organisation of non-rate revenue to contribute to the overall financial sustainability of Council.

Our purpose is to deliver tourist accommodation and associated services and business outcomes which contribute to the social, economic and financial sustainability of Council, the government and the community.







# Development Services

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The Development Services Group is the major provider of external and internal services to enable the sustainable growth and development of the Port Stephens community.

A key role of the group is to work collaboratively with stakeholders to facilitate the ongoing development of Port Stephens.

Our purpose is to deliver services in the best possible way to build trust and enable balanced growth.





**Steve Peart**  
**GROUP MANAGER**

### Development Services

#### Communications and Customer Experience

- Customer Experience
- Communications and Engagement

#### Development and Compliance

- Building and Certification
- Compliance
- Development Planning
- Development and Compliance Support

### Strategy and Environment

- Natural Systems
- Strategic Planning
- Vibrant Places



# Communications and Customer Experience



**Janelle Gardner**  
**SECTION MANAGER**

## **Our service units**

- Customer Experience
- Communications and Engagement

The Communications and Customer Experience Section is responsible for providing the community with the opportunity to be informed about Council operations through the delivery of effective engagement, public relations, online and customer services.

A key role of the section is to provide professional advice, tools and services required by colleagues to ensure informing the community is factored into everything we do.

Our purpose is to develop trust and understanding in Council and help our community to influence outcomes that affect them.





## Development and Compliance



**Kate Drinan**  
**SECTION MANAGER**

### **Our service units**

- Building and Certification
  - Compliance
  - Development Planning
  - Development and Compliance Support
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The Development and Compliance Section is responsible for providing a range of town planning, building certification, environmental health, and regulatory services for the community.

A key role of the section is to manage the built environment through development assessment and certification, carrying out ranger services and environmental health/education programs to increase public safety.

Our purpose is to deliver a variety of local services that enable the sustainable growth and development of our community.



# Strategy and Environment



**Brock Lamont Acting  
SECTION MANAGER**

## Our service units

- Natural Systems
- Strategic Planning
- Vibrant Places

The Strategy and Environment Section includes strategic planning, natural systems and vibrant places teams. The section has a focus on the development of strategies and delivery of actions which create a balanced future for Port Stephens.

- The Strategic Planning Unit is responsible for strategic land use planning and works in partnership with the community and all levels of government to plan for sustainable growth across Port Stephens
- The Natural Systems team provides specialised environmental and ecological advice to Council and the community to ensure the long term protection and enhancement of the natural environment.
- The Vibrant Places unit work closely with the community, business and Council to plan for and deliver actions which create economic benefit and improve the liveability and wellbeing of the Port Stephens community.









# Facilities and Services

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The Facilities and Services Group is the major provider of external services to meet the present and future needs of the Port Stephens community.

A key role of the group is the delivery of quality infrastructure and community services to the people of Port Stephens.

Our purpose is to deliver facilities and services that are valued by our customers in the best possible way.







**Greg Kable**  
**GROUP MANAGER**

**Facilities and Services**

**Administration**

**Assets**

- Civil Assets
- Assets Systems
- Civil Projects
- Engineering Services
- Community and Recreation

**Capital Works**

- Community Infrastructure
- Civil Infrastructure
- Construction

**Community Services**

- Community Contracts
- Emergency Management
- Waste Management
- Children's Services
- Library Services
- Volunteers Support

**Public Domain  
and Services**

- Roads
- Building Trades
- Mechanical Maintenance
- Parks
- Roadside and Drainage

# Assets



**John Maretich**  
**SECTION MANAGER**

## Our service units

- Assets Systems
- Civil Assets
- Civil Projects
- Community Assets
- Engineering Services

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The Assets Section is responsible for the ownership and sustainable custodial management of Council's Civil and Community and Recreation facilities.

A key role of the section is to plan, provide and manage safe and fit for purpose assets to the community. The section is responsible for strategy, planning, investigation, engineering and program future maintenance / works on our community assets.

- Assets Systems – provide systems and asset data management.
- Civil Assets – plan, provide and manage assets within the road reserve and fleet. Undertaken through strategic asset planning / design, future programmed maintenance / works.
- Civil Projects – project engineering from concept to handover to delivery to Capital Works.
- Community and Recreation – plan, provide and manage community and recreation assets through strategic asset planning / design, future programmed maintenance / works.
- Engineering Services – provide technical engineering advice, referrals, certification, studies, investigation and design.

Our purpose is to deliver asset management services valued by our customers.







## Capital Works



**Phil Miles**  
**SECTION MANAGER**

### Our service units

- Community Infrastructure
- Civil Infrastructure
- Construction

Capital Works is responsible for building councils civil and community infrastructure and the delivery of state road infrastructure services. Across the Section, we manage the entire project delivery from investigation through to design and construction and finally completion where the project is then handed over to its new owner to operate and manage.

- The Civil Infrastructure Delivery Unit provides a range of professional services including project and contract management, engineering survey, utility location, and civil design and drafting services. Included in this unit is the Survey Team who provide professional 'Registered Surveyor' advice and cadastral (property boundary) survey support to a number of other internal clients. The Unit also provides a state road maintenance and construction service on behalf of the NSW Government under contract with Transport for NSW.
- The Community Infrastructure Delivery Unit is responsible for managing the community infrastructure capital works delivery program including structures and landscape projects and community and recreation facilities. The Unit provides project and contract management, contractor supervision and surveillance, and architectural design and drafting services.
- The Construction unit is field based and operates the heavy construction equipment used to build council's civil infrastructure, specifically road, footpath, bridge and drainage works. The Construction Unit has three primary Construction Teams, but can manage additional work sites when supported by Council's Public Domain and Services Section resources and through the use of private sub-contractors.



## Community Services



### Our service units

- Children's Services
- Community Contracts
- Emergency Management
- Library Services
- Public Place Cleaning
- Waste Management
- Volunteer Management

The Community Services Section delivers front line community, recreation, public cleaning and waste services. A key role of the section is to ensure that the services delivered to the community are done in accordance with contracts and industry standards, within budget and to the satisfaction of the customers.

We deliver services to the community that are fundamental to people's lives and impact strongly on their quality of life:

- Children Services create opportunities for children to thrive in our community.
- Community Contracts deliver a range of quality contracts that are safe, reliable and valued by our community.
- Library Services provide a customer focused library service offering a diverse range of resource and programs to inform, educate and entertain.
- Waste Management provide a customer focused waste management and public place cleaning system that maximizes resource recovery.
- Volunteer Management provides an opportunity for our community to contribute.



## Public Domain and Services



**Peter Matwijow**  
**SECTION MANAGER**

### Our service units

- Roads
- Building Trades
- Mechanical Maintenance and Cleaning
- Parks
- Roadside and Drainage

The Public Domain & Services Section is a primary service provider responsible for maintenance and services for the majority of community facilities provided by Port Stephens Council. A key role of the section is to complete scheduled and reactive maintenance of Port Stephens Council Assets.

- The Roads unit carries out inspections of the road network and carries out repairs to road surfaces by pothole patching and also heavy patching.
- The Building Trades unit provides maintenance activities for Council's Building Infrastructure. This includes electrical, carpentry, plumbing and painting. This unit also carries out electrical test and tagging of Council's electrical appliances.
- The Mechanical Maintenance unit is responsible for services and repairs to all Council's plant and vehicle fleet and also provides metal fabrication services for all areas of Council.
- The Parks unit provides maintenance to Council's reserves, sporting fields and foreshores.
- The Roadside and Drainage team provides maintenance to Council's roadside infrastructure which includes storm water infrastructure, footpaths, cycle ways, street trees and signage.



## Controlled document information:

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<b>EDRMS container No.</b>	PSC2020-00057	<b>EDRMS record No.</b>	
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<b>Author</b>	Tim Crosdale		
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## Version history:

Version	Date	Author	Details
1	2018	General Manager	Development of original document.
2	2019	General Manager	Updated to reflect changes to group structures as required.
3	2020	General Manager/ Graphic Designer	<p>Updated to reflect the Corporate Brand Identify Style Guide V2.</p> <p>Table of content updated to reflect changes to General Manager's Office and Corporate Services Group structure.</p> <p>Pg 4 – add revised vision and updated number of service packages to 61.</p> <p>Pg 5 – add revised Organisation chart</p> <p>Pg 6 – add statement around risk and audit.</p> <p>Pg 7 – add Enterprise Risk.</p> <p>Pg 8 – updated to reflect changes to section.</p> <p>Pg 11 – update CSG structure.</p> <p>Pg 12 – updated Organisation Support content.</p> <p>Pg 13 – add Finance Acquisitions.</p> <p>Pg 14 – add Reservations.</p> <p>Pg 15 – removed Property Development, commercial tenancies and surf clubs.</p> <p>Pg 16 – add revised purpose statement.</p> <p>Pg 17 – delete reference to digital and website unit.</p> <p>Pg 18 – delete reference to digital and website unit.</p> <p>Pg 20 – delete reference to infrastructure and social and insert 3rd paragraph.</p> <p>Pg 23 – add Administration to FSG structure</p> <p>Document design converted to Adobe InDesign by PR&amp;Marketing. PDF copy distributed.</p>
4	2021	General Manager/ Graphic Designer	Adobe InDesign file updated to reflect changes to group structures as required.
5	2021	General Manager	Word document file updated to reflect changes to group structures as required.
6	2022	Graphic Designer	Adobe InDesign file updated with changes made to word document file.
7	2022	Human Resources Manager/Graphic Designer	Updated to reflect changes to Section and Unit structures, together with name changes as required.

