

One Greater Dandenong – Organisational Alignment Program Change Impact Statement

Following the announcement of a proposed change in relation to an organisational alignment program, it is natural to have some questions about the proposed change and what will occur next.

The following is a general summary of the proposed changes, the consultation process and timeframe, and how to provide feedback.

The proposed high-level functional changes are designed to achieve four key outcomes:

- Strengthen internal collaboration, capacity, and capability across teams.
- Clarify roles and accountabilities.
- Create a stronger connection between strategy, service delivery, and digital innovation
- Maintain and uplift our internal service delivery performance.

What changes are being proposed?

Key changes being proposed under the new organisational structure are:

Creation of the Strategy and Corporate Services Directorate

The majority of the Corporate Development and Strategic Growth and Advocacy functions will be integrated to form a new Directorate – **Strategy and Corporate Services**. This Directorate will be overseen by a newly created position Executive Director Strategy and Corporate Services.

The EM Strategy Advocacy and Growth position will no longer be required and is considered surplus to the organisational requirements.

Establishment of an Integrated Planning Department

An **Integrated Planning** department will be created within the Strategy and Corporate Services Directorate. It is proposed this will be overseen by a newly created Manager role and the new department is intended to include: Asset Planning and Data; Strategic Property and Lease and Licenses (realigning from Governance, Legal and Risk); Service Planning and Corporate Planning and Advocacy.

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Realignment within City Futures and Community Strengthening Directorates

The key proposed change within the City Futures Directorate is the establishment of the Regulatory Services Department which would include bringing together the functions previously under the Department of Statutory Planning and Department of Building and Compliance. The role of Manager Statutory Planning would no longer be required and declared surplus to the organisational requirements.

It is proposed that a new Manager Regulatory Services position is created to oversee the functions of Statutory Planning, Building Services and Public Health.

There are also proposed changes to reporting lines and titles, such as:

- Realigning the Department of Community Amenity from Community Strengthening Directorate to City Futures Directorate and updating the name of the Department to better reflect the role of the Department to Community Compliance and Amenity. This change in reporting line and Department title does not impact the staff within the function.
- Changing the reporting lines for the Manager Infrastructure Services and the Manager Transport and Civil Department to report directly to the Executive Director City Futures.
- Renaming these Departments from Infrastructure Services to City Operations and Transport and Civil Development to Infrastructure Strategy.

Broadening of the Digital Department

The Digital Department will be broadened to strengthen customer focused service and better integrate digital and customer through technology.

Key point to highlight are:

- The Chief Information Officer role is proposed to change title to Chief Information and Customer Experience Officer to better reflect the breadth and focus of the role.
- The Customer Experience Department will move from Communications and Customer Experience Department, to enable better integration with digital.
- This will enable a stronger strategic communications and engagement focus for the Communications team.
- A new Manager role will be created to lead the Customer Experience team.
- There are also proposed changes in reporting lines as Records Management will be realigned from Governance, Legal and Risk and GIS will be realigned from Integrated Planning as both teams have a strong alignment with technology and customer.
- A new Enterprise Architect position will be established and report to the Chief Information and Customer Experience Officer position.
- The Special Project Coordinator, currently based within the Community Strengthening Directorate will be partially realigned to also support the Digital Department.

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Why are these changes being made?

Council is entering a new strategic phase with the adoption of its updated Council Plan and a family of other strategic documents, which set ambitious goals for our community's future, place people at the centre of our work, and demand a sharper focus on impact, accountability, and integrated service delivery.

As previously mentioned, the proposed changes are necessary to support ongoing improvements in how we work together as a team -- and in the interests of others -- in the pursuit of a *One Greater Dandenong* philosophy and practice.

The consultation process shapes the next stage of our work which began with the *Reshaping Greater Dandenong* restructure two-years ago and is an important element in the way we work and delivery of services.

The proposed new alignment also creates opportunities to invest in and integrate technology more effectively, to ensure we are in the best possible position to meet the needs and expectation of the communities we serve.

It is recognised that we need to better harness technology and data to improve how we plan, deliver and evaluate services.

The new alignment is expected to be implemented over the next four-to-six months.

What would be the outcome of the proposed changes?

These are the outcomes of the proposed changes:

- CLARITY AND EQUITY - Employees in terms of greater role clarity, more equitable distribution of workload and responsibility, stronger connection to organisational goals and deliverables, and a heightened sense of belonging.
- SERVICE DELIVERY – Improved back-end service focus and capability to help uplift external service delivery and performance. Community sees services delivered on time and more effectively, which leads to better customer engagement and service.
- CAPACITY BUILDING - In areas of core capability to enable greater capacity and focus to help better enable and uplift performance.
- INTERNAL SERVICES - Focus on internal services being better positioned to support delivery of Council plan/better enable the delivery of services to the community.
- CAPITAL WORKS - Greater focus on delivering projects more efficiently, on time, and within budget.
- INTEGRATED PLANNING MANAGEMENT - The intended changes will embed integrated planning across strategy and corporate services, asset management, service planning,

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and advocacy, ensuring alignment, coordination, and a clearer link between planning and delivery.

- **DIGITAL TRANSFORMATION** – The alignment of IT and CX functions will enable us internally to design and deliver smarter solutions and services that are more accessible, inclusive, responsive, and with the 'customer and community in mind'.
- **JOURNEY** – Builds on the progress and achievements of our previous restructure, *Reshaping Greater Dandenong*, and continues our ongoing organisational development.

What is the consultation process for the proposed changes?

The formal consultation process commences on the 22nd of July 2025 and will conclude on the 8 August 2025. All feedback will be considered with the final organisational structure presented to all staff in late-August 2025.

What are the key dates for the consultation process?

Date	Details of Consultation Process
Pre-22 July 2025	• 1:1 meeting scheduled with affected employees
22 July 2025	• Formal consultation period commences • Inform the unions – notification of change • Managerial meetings to discuss proposed changes and consultation process, including avenues for providing feedback
8 August 2025	• Consultation period concludes
11 August – 21 August 2025	• Feedback on the proposed structure is considered by CEO and Executive Team
Late August 2025	• Final structure communicated

When would these changes take effect?

The objective is to have the new structure commence from early October 2025.

No change will occur before the consultation period concludes and all feedback has been considered.

I have some feedback or suggestions to make. How can I do this?

There are several ways you can provide your feedback. You can:

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- Complete the feedback form provided and email it to onegreaterdandenongreview@cgd.vic.gov.au or return the form to the locked box located at Level 5, Civic Centre or the Operations Centre
- Request a meeting to discuss the proposed changes with the People and Change Lead – Belinda Ayres and the relevant Director for your Directorate.

What sort of feedback is being sought?

You can ask questions or comment on any aspect of the proposed changes. Examples of feedback typically provided during consultation periods include:

- alternative solutions that achieve the same outcomes or benefits for Council and its customers
- concerns about how the changes may affect customer service or service levels, or how they may impact you personally
- highlighting support you would like or need during the transition phase
- raising concerns about the personal impact of the proposed changes.

What support is available to me?

This may be an uncertain time. What seems like a small change to one person may be significant to another.

We encourage you to access Council's confidential and free Employee Assistance Program to discuss any concerns or feelings you may have about the proposed changes. An appointment can be made by contacting Converge International on 1300 687 327.

Proposed Change Impacts on Positions

The following positions will have a proposed change:

Current Position (Title)	Propose position (Title)	Proposed change to position	Potential Impact
Manager Statutory Planning	Not applicable	Position to be declared surplus to organisational requirements	Significant
Manager Building and Compliance	Not applicable	Position to be declared surplus to organisational requirements	Significant
Executive Manager, Strategic Growth and Advocacy	Not applicable	Position to be declared surplus to organisational requirements	Significant

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The following proposed new positions will be introduced:

Position	Band
Executive Director Strategy and Corporate Services	SO
Manager Regulatory Services	SO
Manager Integrated Planning	SO
Manager Customer Experience	SO
Enterprise Architect	SEO

The following positions will have a proposed change of function and/or reporting line:

Current title	Proposed title	Proposed changes	Potential Impact
Community Amenity	Community Compliance and Amenity	Change of Directorate from Community Strengthening to City Futures and change of department name	N/A (vacant position)
Chief Engineer and Major Projects.	Chief Infrastructure Officer	Change of title and change of reporting line for Manager Transport and Civil Development to ED City Futures and change of reporting line for Manager Infrastructure Services to ED City Futures	Minor
Manager Infrastructure Services	Manager City Operations	Change of reporting line to ED City Futures and change of department name.	Minor
Manager Transport and Civil Department	Manager Infrastructure Strategy	Change of reporting line to ED City Futures and change of department name.	Minor
Coordinator Public Health	NA	Change of reporting line to Manager Regulatory Services	Minor
Municipal Building Surveyor	NA	Change of reporting line to Manager Regulatory Services	Minor
Coordinator Statutory Planning	NA	Change of reporting line to Manager Regulatory Services	Minor
Team Leader Statutory Planning	NA	Change of reporting line to Manager Regulatory Services	Minor
Team Leader Planning Support	NA	Change of reporting line to Manager Regulatory Services	Minor
Team Leader Administration – Building and Compliance Services	NA	Change of reporting line to Manager Regulatory Services	Minor
Coordinator Planning Compliance	NA	Change of reporting line to Manager Regulatory Services	Minor

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Chief Information Officer	Chief Information and Customer Experience Officer	Change of name	Minor
Customer Service Team Leader		Change of reporting line from Communications and Customer Experience to Information and Customer Experience	Minor
Records Management Coordinator		Change of reporting line for Records Management from Governance, Legal and Risk to Manager Customer Experience	Minor
Senior Commercial Property Officer	NA	Change of reporting line from Manager Governance, Legal and Risk to Integrated Planning Manager	Minor
Community Facilities Property Officer	NA	Change of reporting line from Manager Governance, Legal and Risk to Integrated Planning Manager	Minor
GIS	NA	Change of reporting line for GIS from Integrated Planning to Coordinator Network Services	Minor
Special Project Coordinator	NA	Change of reporting line from the Executive Director Community Strengthening to a dual reporting line with the Chief Information and Customer Experience Officer.	Minor
Coordinator Asset Management	NA	Change of reporting line from EM Strategic Growth and Advocacy to Integrated Planning Manager	Minor
Coordinator Community Advocacy	NA	Change of reporting line from EM Strategic Growth and Advocacy to Integrated Planning Manager	Minor
Corporate Planner	NA	Change of reporting line from EM Strategic Growth and Advocacy to Integrated Planning Manager	Minor
Department Project and Support Officer	Project Support Officer	Change of title to Project Support Officer and dual reporting line to Chief Information and Customer Experience Officer and Chief Financial Officer	Minor

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Executive Support Officer – ED Corporate Services	NA	Change of reporting line to ED Strategy and Corporate Services	Minor
Governance, Risk and Legal Manager		Change of Directorate from Corporate Development to Strategy and Corporate Services.	Minor
Communications and Customer Experience Manager	Strategic Communication and Engagement Manager.	Change of title. Change of Directorate from Corporate Development to Strategy and Corporate Services.	Minor
People and Change Manager	Chief People Officer	Change of title and change of Directorate from Corporate Development to Strategy and Corporate Services.	N/A (vacant position)
Chief Financial Officer		Change of reporting line from the Directorate Corporate Development to the CEO	Minor
Financial Services Coordinator	Financial Services Manager	Change of title	Minor
Coordinator Financial Accounting		Change of reporting line from CFO to Financial Services Manager	Minor

What do I need to do now?

- Review the documentation provided, including the proposed organisational chart.
- Provide feedback or ask questions.

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