
STAGE 2 LIGHTING and ELECTRICAL SUPPLY
SHOWGROUNDS MULTI-PURPOSE SPORTS ARENA

Strategic Considerations

Hinchinbrook Shire Council Corporate Plan	Hinchinbrook Shire Council Operational Plan
Strategic Direction 4.2 Provision of Recreation Opportunities	Action 4.2.5 Budget provision made to support a mix of Hinchinbrook based events.

Budget, Financial and Resource Implications

A reallocation of funds is required from the Capital Showgrounds Development Initiatives Project to the Stage 2 Lighting and Electrical Supply for the Multi-Purpose Sports Arena at Ingham Showgrounds.

Asset Management

Long-term Asset Management applicable.

Executive Summary

Options for Stage 2 Lighting and Electrical Supply for the Showgrounds Multi-Purpose Sports Arena.

Two options of electricity supply have been included - Morehead Street or Cooper Street. Connection to Morehead Street would reduce any risk of overloading the existing transformer on Cooper Street and allow for further expansion in the future.

Council Decision – Recommendation

That Council:

- A. Accept Ergon's offer of a second point of electrical supply to the Showgrounds from Morehead Street; and
 - B. Allocate and utilise the existing Capital Showgrounds Development Initiatives Project Budget totaling \$60,000 to complete the Stage 2 Lighting and Electrical Supply for the Multi-Purpose Sports Arena at Ingham Showgrounds.
-

Officers Summary

Stage 1 of this project was successfully delivered on budget and on schedule which allowed the Ingham Sugar City Rodeo to hold their 2019 event at the Multi-Purpose Sports Arena on 6 and 7 September 2019.

The Stage 2 scope of works will depend on where the supply of electricity is provided from:

- Morehead Street; or
- Cooper Street.

Historical Information

Request for Quote (RF002716 – Installation of Lighting for Multi-Purpose Sports Arena) was issued, with a closing date in 6 September 2018. Council received five quotations, one of which identified potential issues with the Ergon transformer on Cooper Street, with the other four quotes not mentioning such issues.

Council proceeded with the application under the assumption that the current electricity supply would be able to support the project and used these quotes to apply for grant funding to the value of \$106,211 (excl. GST) with a co-contribution amount of \$26,553 (excl. GST). Council were notified of the successful grant application on 30 January 2019, with money to be spent before 30 June 2020.

Stage 1 Works

Stage 1 of this project was successfully delivered on budget and on schedule which allowed the Ingham Sugar City Rodeo to hold their 2019 event at the Multi-Purpose Sports Arena on 6 and 7 September 2019. The event operated smoothly.

Stage 1 works included re-using as much of the existing cabling as possible and re-installing it to current code, installing the lighting within the Multi-Purpose Sports Arena, including the luminaries and emergency lighting/security/flood lighting, power points and installing a temporary switchboard so that power could be supplied by a diesel generator.

Due to timing constraints on completion of Stage 1 works, it was agreed that the Tenderers would base their pricing on the electricity supply from Morehead Street and that at the completion of Stage 1, Council would investigate the option of using the existing electricity connection from Cooper Street.

The results of an open tender for these works resolved that Fichera Electrical Solutions was commissioned by Council to undertake both Stage 1 and Stage 2 of this project to the value of \$162,000.00 (excl. GST) based on the electricity connection being supplied from Morehead Street.

The works undertaken in Stage 1 were assessed to the value of \$54,545.45 (excl. GST) which included a number of variations at the request of Council and the Sugar City Rodeo organisers, such as additional flood lights and power points. Approximately \$107,454.55 (excl. GST) of works remain based on the original contract sum that the electricity feed is supplied from Morehead Street.

Stage 2 Works

The Stage 2 scope of works will depend on where the supply of electricity is provided from:

- Morehead Street; or
- Cooper Street.

Morehead Street

Council lodged an application for a new supply of electricity from Morehead Street with Ergon for design and associated costs. Ergon advised that the cost for the supply of electricity from Morehead Street is \$59,170.91 (excl. GST). This is on the proviso that adequate signage is installed within the switchboards to ensure all persons undertaking works on or within the vicinity are aware that the supply is fed from Morehead Street or Cooper Street so they are able to isolate the power supply. The benefits of this option would be that Council is supplied with a secondary and independent supply of electricity to the showgrounds, in addition to the existing connection from Cooper Street. This option is also more cost effective and allows for future growth.

Council requires \$60,000 of capital budget to proceed with the Morehead Street connection which can be allocated from the Capital Showgrounds Development Initiatives Project to the Stage 2 Lighting and Electrical Supply for the Multi-Purpose Sports Arena at Ingham Showgrounds to complete the project.

Cooper Street

Council staff met Ergon on site. Ergon advised that based on their experience and knowledge of the existing Cooper Street networks, that the capacity of the existing Cooper Street electricity supply is essentially fully utilised during the Ingham Show (in the order of 98% utilised). Ergon stated that they have no issue with the existing capacity of the electricity supply on Cooper Street being exceeded by up to 15% for short periods of time over the show period. Essentially this advice indicates that Ergon believe that they are confident that the Showgrounds can continue to operate as is, without an interruption to the supply of electricity from Cooper Street, however, were not willing to provide this advice in writing.

Council then requested a quotation from Fichera Electrical Solutions to complete Stage 2 works based on the supply of electricity from Cooper Street which will require significantly more trenching works. Fichera Electrical Solutions provided a quote for the additional trenching works required to connect to the Cooper Street supply, to the value of \$77,272.73 (excl. GST) for the plus's and minus's from the original tender scope of works to connect to the existing point of supply on Cooper Street giving an \$11,000.00 "discount". The overall cost of completing Stage 2 works based on the supply of electricity from Cooper Street is in the order of \$184,727.28 (excl. GST). (\$77,272.73 + \$107,454.55). This option is more expensive and does not allow for future growth.

Policy Implications

Not applicable concerning acceptance of this Report.

Risk Management Implications

Possible risk of overloading transformer - Ergon stated that they have no issue with the existing capacity of the electricity supply on Cooper Street being exceeded by up to 15% for short periods of time over the show period. Essentially this advice indicates that Ergon believe that they are confident that the Showgrounds can continue to operate as is, without an interruption to the supply of electricity from Cooper Street, however, were not willing to provide this advice in writing.

Statutory Environment

- *Local Government Act 2009*; and
- Local Government Regulation 2012.

Consultation

- Langtree Consulting;
- Facility Coordinator;
- Ergon Energy;
- Fichera Electrical Solutions; and
- Showgrounds User Advisory Management Committee.

Attachments

Ergon Energy Quotation



420 Flinders Street, Townsville QLD 4810
PO Box 1090, Townsville QLD 4810
ergon.com.au

Ergon Energy Work Request: 1529748

2nd December 2019

Hinchinbrook Shire Council
PO Box 366
INGHAM QLD 4850

Dear Russell Andrews,

NEGOTIATED CONNECTION – OFFER TO CONNECT

Lot 43 SP122490 – Morehead Street, Ingham (Multi-Purpose Sports Arena)

We refer to the connection application (reference 1529748) for a new connection at the above premises.

Ergon Energy is pleased to present you with this negotiated connection offer, comprising this cover letter and the attached Negotiated Connection Establishment Contract: Connection of Metered Load (no micro embedded generating unit(s)), for your consideration.

This connection offer is open for acceptance for 20 business days from the date of this letter, after which it will lapse (unless otherwise agreed with Ergon Energy). **To accept this connection offer, you will need to do each of the following within that time period:**

- Sign a copy of the attached contract;
- Return copies of this letter and the pages of the attached contract up to, and including, the signed execution page to us either:
 - via email to ccg@ergon.com.au; or
 - via post to the address listed at the top of this letter; **and**
- pay the amount specified in Table A of Item 1.3 of Schedule 1 of the attached contract (either by cheque, money order or by providing evidence of payment by credit card or EFT).

Please note that if we do not receive the executed documents and payment by the end of the 20 business day period, this offer will lapse. This means that, if you wish to continue with the new connection, you will need to make a new connection application and pay any relevant fees and charges associated with this new connection application.

If you require any additional information, please contact me on (07) 4432 8271, quoting the Ergon Energy Work Request No. found at the top of this letter.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Nicole Ross', is positioned above the printed name.

Nicole Ross
CUSTOMER PROJECT SPONSOR

Negotiated Connection Establishment Contract (site-specific terms):



connection of metered load (supply not available)
(excludes ongoing connection services);
no micro embedded generating unit(s)

Work Request No. 1529748

Ergon Energy Corporation Limited
ABN 50 087 646 062

Hinchinbrook Shire Council
ABN 46 291 971 168

Negotiated Connection Establishment Contract (site-specific terms): connection of metered load; supply not available; no micro embedded generating units; Work Request # 1529748

1. PARTIES

This *contract* is between:

- (a) Ergon Energy Corporation Limited ABN 50 087 646 062, of 420 Flinders St, Townsville QLD 4810, being *Ergon Energy* (also referred to as *we*, *our* or *us*); and
- (b) the *Retail Customer* by whom, or on whose behalf, the relevant *connection application* was made (also referred to as *you* or *your*).

2. BACKGROUND TO THE CONTRACT

- (a) *You* wish to either establish a *new connection*, or carry out a *connection alteration* of an existing *connection*, between *your premises* and *our distribution system*. This will involve each of *you* and *us* carrying out certain works set out below.
- (b) The *contract* sets out the arrangements between *us* and *you* in relation to the above.

3. DEFINED TERMS

Where not defined in this document, terms used in the *contract* and italicised (other than in respect of pieces of legislation) are defined in:

- (a) the associated document entitled "Negotiated Connection Establishment Contract (general terms): connection of metered load (supply not available) (excludes ongoing connection services); no micro embedded generating unit(s)", being the *general terms*, which are available either:
 - (i) on *our* website (www.ergon.com.au); or
 - (ii) in hard copy from *us* upon request; and
- (b) if not defined there, in the *energy laws* (in particular the *NER*).

4. WHAT DOCUMENTS MAKE UP THE CONTRACT?

The *contract* is a negotiated *connection establishment contract* under Chapter 5A of the *NER*, and comprises these *site-specific terms*, the *general terms* and the *connection offer letter*. *You* acknowledge and agree that *you* have read and understood all of these documents.

5. SPECIFIC DETAILS

5.1. Premises

Lot 43 SP122490 Morehead Street, Ingham

5.2. Scope of works

Upgrade the existing overhead conductor and install a 200kVA three phase pole top transformer adjacent to the sports arena in Morehead Street.

5.3. Maximum capacity, voltage and phases

The maximum permitted import across the *connection point* from the *distribution system* is 150amps/415Volts/3 Phase.

5.4. Estimate of the price

An estimate of the *price* is set out in the tables below.

Augmentation of the shared network [ICSN]	\$Nil
Retail Customer-specific assets [ICCS]	\$87,481
Total of ICSN+ICCS	\$87,481
Less Incremental Revenue Offset	-\$27,500
Subtotal (being the capital contribution)	\$59,981

Negotiated Connection Establishment Contract (site-specific terms): connection of metered load; supply not available; no micro embedded generating units; Work Request # 1529748



Plus any <i>reimbursement scheme contribution</i>	\$Nil
Plus any <i>security fee</i>	\$Nil
Total	\$59,981
GST	\$5,998
Total price payable	\$65,979

Where the existing *service line* needs to be upgraded, an additional cost component will apply, as estimated below. An quote will be provided after we have received the *Electrical Work Request (EWR)*. These costs will be separately charged to *you* in the next bill *you* receive from *your electricity retailer*. *You* may wish to discuss this with *your* electrical contractor.

Upgrade of service line (indicative cost only)	\$TBA by your Retailer
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Payment of these costs is required as follows:

- On acceptance: \$65,979 being 100% of the total *price* of the connection offer; or
- On acceptance: \$26,391 being 40% of the total *price* of the connection offer; and
- \$39,588 being the remaining 60% of the total *price* due 60 days from acceptance This invoice will be issued once contract acceptance has been received.

Please note that *we* will not schedule any of the *Ergon Energy* activities into *our* works program until *we* have received the full amount payable.

6. WHAT ARE THE WORKS?

6.1. Ergon Energy activities

We will be carrying out the following works:

- designing, constructing and establishing the following works:
 - Upgrade the existing overhead conductor and install a 200kVA three phase pole top transformer adjacent to the sports arena in Morehead Street;
- arranging, and supervising, the clearing of light vegetation on public property, roadways and all affected private land (except for *your premises*);
- if requested by *you*, providing calculations of fault level to *your* switchboard manufacturer (noting that these calculations will be based on a point in time and the actual fault levels may change depending upon changes to the relevant *networks*, and *you* should make appropriate allowances for this);
- installing buried earthing systems within 5 m of the substation and, if required, additional earth cables extending further away from the substation; and
- obtaining any necessary third party *approvals* to carry out these *Ergon Energy* activities.

6.2. Retail Customer's activities

You must carry out the following works:

- contacting *your electricity retailer* to arrange for the installation of appropriate metering equipment (if required) in accordance with relevant *energy laws* and the *QECMM Documents*;
- designing and installing the *consumer mains* from *your* main switchboard to the *connection point*, including supplying and fixing the lugs and terminating fittings at the *connection point*, provided that the size of the *consumer mains* and connecting lugs must be approved by *us*;
- providing a pillar or suitable point of attachment for any *service line* (such as a property pole or other fixed structure);

Negotiated Connection Establishment Contract (site-specific terms): connection of metered load; supply not available; no micro embedded generating units; Work Request # 1529748

- (d) where the cable comprising the *consumer mains* is not of a type and size commonly used by *us*, connecting the *consumer mains* to the *connection point* after testing;
- (e) designing and installing suitable overload protection for *your* switchboard and *consumer mains*;
- (f) ensuring that the main supply is controlled at the main switchboard by any number of approved main control switches in accordance with the AS/NZS 3000 Wiring Rules;
- (g) ensuring that the main overload protection on outgoing circuits from the main switchboard is selected to grade with the substation overload protection to prevent *our* protection operating for faults beyond the *connection point*;
- (h) carrying out insulation resistance and high voltage testing of equipment, including earth mat resistance measurements of substations, before the installation is approved for *connection* to *our* *distribution system*;
- (i) provide *us* with copies of type and routine test certificates for any 11kV switchgear on *your* side of the *connection point*, before the *connection point* is energised;
- (j) installing a circuit breaker main switch on *your* switchboard, which must not exceed 100 amperes and must be rated to ensure grading with the HRC fuse installed on the transformer pole;
- (k) ensure that building foundations, *Retail Customer* LV earthing and other *Retail Customer* metallic structures are located at least 5 m away from any of *our* buried earthing systems (*we* will provide advice on the location of *our* buried earthing systems if required); and
- (l) upon completion of the abovementioned activities, arranging for:
 - (i) *your* electrical contractor to provide *us* with an *Electrical Work Request (EWR)*; and
 - (ii) an account with *your electricity retailer* (which will enable *your electricity retailer* to issue a *service order*).

6.3. Expected time to complete the works to get the *distribution system* to *your premises*

May 2020

Negotiated Connection Establishment Contract (site-specific terms): connection of metered load; supply not available; no micro embedded generating units; Work Request # 1529748



EXECUTION PAGE

The *Retail Customer* hereby accepts the terms and conditions outlined in the *connection offer* (Work Request No. 1529748).

Where signed by an agent on behalf of the *Retail Customer*, that agent warrants that the *Retail Customer* is aware of the terms of the *connection offer* and has authorised that person to accept this *connection offer* on their behalf.

Executed for individuals

Signature	_____	Date	_____
Print Name	_____		_____
Signature	_____	Date	_____
Print Name	_____		_____

Executed for companies:

Company name:

Signature of authorised
representative

Signature of
witness

Print Name

Print Name

Date

Date

Tax Invoice/Receipt

Ergon Energy Corporation Limited
ABN: 50 087 646 062

everything in our power



TO: Hinchinbrook Shire Council
PO Box 366
Ingham Qld 4850

Invoice: CCG7294096
Date Issued: 2 December 2019

Payment Due
on or before: 2 January 2020

Item	Amount	GST	Amount + GST
Payment for Network Connection at: Morehead Street Ingham . Reference: 1529748			
Option 1: 100% Payment upfront	59,980.91	5,998.09	65,979.00
OR			
Option 2: 40% / 60% Instalment Option 40% Payment due now	23,992.73	2,399.27	26,392.00

As detailed in your Offer for Network Connection Services, please pay **one** of these payment options. **Your work will not commence until signed acceptance and payment is received.**

This document becomes a tax invoice/receipt once payment has been made.

Retain this portion
for your records

Date Paid

Cheque/Receipt Number

Amount Paid

Please return this portion of the invoice to: Accounts Receivable
PO Box 308
Rockhampton QLD 4700
Fax to: (07) 4932 7123
Email to: accountsreceivable@ergon.com.au

Payment Option Chosen (please tick one)

☐

Option 1: 100% Payment upfront

☐

Option 2: 40% / 60% Instalment Option

How to make your payment

☐

EFT Payment

Bank: Commonwealth Bank
Account Name: Ergon Energy Corp Ltd
BSB Number: 064-710
Account Number: 00001233
Reference: CCG7294096

Customer Details - CCG 40/100 Payment

Hinchinbrook Shire Council
PO Box 366
Ingham Qld 4850
Work Request: 1529748
Work Order: 7294096
Opt 1: \$65,979.00 (Inc GST \$5,998.09)
Opt 2: \$26,392.00 (Inc GST \$2,399.27)

☐

Credit Card

☐

Contact Ergon Energy on (07) 4932 7155 to make a payment by credit card
OR

☐

Provide contact number below and Ergon Energy will contact you to arrange for payment by credit card. (please print clearly)

Contact number: _____

Contact name: _____

☐

Cheque/Money Order Make cheque payable to: Ergon Energy Corporation Limited
PLEASE DO NOT SEND CASH

REGIONAL AGRICULTURAL SHOW DEVELOPMENT GRANTS PROGRAM – INSTALLATION of GRANDSTAND SEATING under MULTI-PURPOSE SPORTS ARENA

Strategic Considerations

Hinchinbrook Shire Council Corporate Plan	Hinchinbrook Shire Council Operational Plan
Strategic Direction	Action
1.5 Ensure that public infrastructure contributes to lifestyle aspirations of current residents, underpins population attraction and acts as an enabler for economic growth in tourism in particular.	Nil
3.4 Policy and Procedure	3.4.1 Implementation of Procurement Policy with Buy Local Preference
4.2 Provision of Recreation Opportunities	Nil
5.2 Support for business diversity and employment growth	5.2.6 Promote diversification in agricultural and tourism product development
	5.3.4 Plan and deliver major tourism infrastructure improving access to natural attractions.

Budget, Financial and Resource Implications

The minimum funding amount for projects eligible under the Regional Agricultural Show Development Grants Program – Large grant for small shows is between \$125,000 and \$500,000. Shows that collect less than \$20,000 in gate receipts from each annual show and are seeking grant funding of between \$125,000 and \$500,000 will be eligible to apply for the Large Grants for Small Shows stream.

The proposed seating project is eligible for the maximum funding amount, with Council's co-contribution required in cash or in-kind support.

Total budget estimated to deliver the project is \$580,000 (excl. GST) and includes a contingency of \$50,000 (excl. GST) for installation of footings.

Regional Agricultural Show Development Grants Program = \$500,000

Hinchinbrook Shire Council Funding (minimum of 25%) = \$130,000

If the funding application is successful, Council will be required to allocate funding for this project in the Capital Works Program in the 2020-2021 Financial Year.

Asset Management

Long-term Asset Management applicable. Once constructed the seating works will be included on Council's Asset Management Register.

The ongoing life expectancy of the seating is approximately 50 years.

Executive Summary

As part of this business case application, the Herbert River Pastoral & Agricultural Association is requesting Council's support in applying for the Regional Agricultural Show Development Grants Program. Council must provide evidence of its commitment to deliver a co-contribution amount of at least 25 percent of the total project cost.

Author: Glenn Hart
Position: Acting Chief Financial Officer
Date: 2 December 2019

Council Decision – Recommendation

That Council:

- A. Support the application for funding under the Regional Agricultural Show Development Grants Program for the installation of Grandstand Seating under the Multi-Purpose Sports Arena;
 - B. Confirm Council's capability and capacity to provide a co-contribution amount of at least 25 percent of the total eligible project costs;
 - C. Provide a financial allocation in the 2020-2021 Budget of \$130,000;
 - D. Authorise the Chief Executive Officer to support the lodgement and project management of the Regional Agricultural Show Development Grant on behalf of the Herbert River Pastoral & Agricultural Association; and
 - E. Accept the inclusion of the seating works on Council's Asset Management Register.
-

Officers Summary

The Multi-Purpose Sports Arena is a significant driver of economic development and stimulus for the Shire. The need for this project is due to the demonstrated high demand for seating under the arena.

Historical Information

In support of this long term initiative, Council was approached by the Herbert River Pastoral & Agricultural Association and Showground Users Advisory Management Committee regarding a funding application for the Herbert River Pastoral & Agricultural Association under the Regional Agricultural Show Development Grants Program to install grandstand seating.

Policy Implications

Asset Management Plans

Risk Management Implications

The project is considered 'shovel ready' from every perspective, however it is the responsibility of the primary contractor to supply and install suitable ground footings for the systems.

Statutory Environment

Local Government Act 2009.

Consultation

- Mayor and Councillors;
 - Chief Executive Officer;
 - Facility Coordinator;
 - Herbert River Pastoral & Agricultural Association; and
 - Showground Users Advisory Management Committee.
-

Attachments

Showground Users Advisory Management Committee – Minutes 7 November 2019.

ATTENDANCE

- | | |
|-----------------|---|
| - AP Cripps | Councillor (Chairperson) |
| MG Tack | Councillor |
| Sarah Kyle | Facility Coordinator (HSC) |
| Russell Andrews | Equipment and Facility Officer (HSC) |
| | |
| - Sharan Kelley | Ingham Show Association |
| Brian McCarthy | Ingham Horseback Archery |
| Helen Sturmey | Working Equestrian, Pony Club, Australian Stock Horse Assn. |
| Wayne Forden | Ingham Show Association |
| Nat Oswin | Ingham Sugar City Rodeo |
| Don Oswin | Ingham Sugar City Rodeo |
| Laura O'Connor | Tropical North Show Jumping |
| Helen Stanton | Ingham Gymnastics (Tully Gym Club) |

APOLOGIES

- | | |
|------------------|---|
| - Dean Poppi | Gold Card Boxing Club |
| - Haydn Grazioli | Herbert River Cricket, Ingham Football Club |

COMMENCEMENT

Meeting commenced at 5.30pm on Thursday, 7 November 2019, in Council Chambers, 25 Lannercost Street, Ingham.

Councillor Cripps opened the meeting.

Councillor Cripps read minutes from the last meeting held on 11 April 2019.

Moved by Helen Sturmey. Seconded by Wayne Forden. All in favour.

AGENDA ITEMS

1. Update on Lights
 - 1.1 User groups are happy with the installation of lights. Lights have been successful.
 - 1.2 Suggestion was raised by Nat and Don Oswin to investigate if lights could be moved from horizontal to vertical which means the brackets would need to be changed. Russell to liaise with Don/Wayne to be onsite when altered.
 - 1.3 Connection for mains to be installed - waiting on Council approval to connect to Morehead Street.
 - 1.4 Helen Sturmey suggested a power box. Council is investigating. Russell advised it will be read by meter.
2. Grant Opportunities
 - 2.1 Update
 - 2.1.1 Committee agreed to proceed with funding application to install seating under the Multi-Purpose Sports Arena. Show Association will submit grant.
 - 2.1.2 Priority to proceed with Grant Application. Don Oswin Moved. Seconded by Wayne Forden. All in favour. Cr Cripps advised that Council will compile all information.

- 2.1.3 Brian McCarthy advised he would like to use the length of the arena for their events. Brian asked if seating was going to be the whole length of the arena.
 - 2.1.4 Wayne Forden advised that temporary seating will be placed on the ends with proposed fixed seating to be the whole length of the arena on the northern side. Length of 4m width and height is yet to be determined. It was suggested to install a retaining wall with 600mm steps - this is for the grandstand to sit on.
 - 2.1.5 The Committee would like bench seating, not individual seats.
3. Showgrounds Masterplan
- 3.1 Cr Cripps explained the Hinchinbrook Sport and Recreation Plan – Ingham Showgrounds Development Masterplan. The Masterplan is a 10 year plan. It was introduced in 2013-2023. Users received a plan design from the Showgrounds Development Plan.
- Cr Cripps spoke about cricket and the realigning of the Highway, as well as how this will affect the sport. This was considered after having conversations regarding junior cricket migrating to the showgrounds, with senior cricket still considering the option. The Shire has to maintain the Showgrounds so the more people using the space, the better.
- Helen Sturmey questioned if the realigning of the Highway will affect the Pony Club. Cr Cripps advised the information of the realigning is in the planning scheme. Cr Cripps advised Council will send out planning scheme to users. Cr Tack advised he believes it won't affect the Pony Club.
- Cr Cripps spoke about installing a cricket pitch on the main oval and second oval, explaining the long term plan. Don Oswin questioned how the pitch is going to affect the show jumping; Cr Cripps suggested that a drop-in arrangement would be ideal. Cr Cripps then stated that the main aim for everyone concerned is getting the community back to use the Showgrounds and having the fees dropped by 50% is a great start.
- 4 Tropical North Showjumping Shed
- 4.1 Tropical North Showjumping sent an email to Council on 2 October 2019, seeking approval to store jumps at the Showgrounds permanently in an available shed or the possibility of them installing their own shed. Cr Cripps explained that this can happen. A shipping container may be ideal. Cr Cripps advised that the Rotary Club paid for their storage shed so it is possible. Wayne Forden pointed out that it should be kept in mind that sheds just can't go up anywhere.
- 4.2 Russell – Requested possible dump point locations. Discussion to happen with Council's Water and Sewerage Department concerning this. Suggestion was raised for utilising the GI Toilets for a dump point.
- 5 Draft Terms of Reference
- 5.1 To approve draft Terms of Reference
- 4.1.1 Cr Cripps presented draft terms of reference.
 - 4.1.2 Voting rights were decided as one member from the Ingham Show Association and two from Council.
- Committee accepted. Moved by Wayne Forden. Seconded by Don Oswin.
- Resolution: All in favour.
6. Update of Fees
- 6.1 Noted – Showgrounds fees have been dropped by 50%.

7. Tully Gym and Tramp Club
 - 7.1 Helen Stanton enquired about the next stage for the Master Plan. She requested if a consideration can be made to construct a hall for the Gym. Cr Cripps stated to propose it to Council.
 - 7.2 Sheds for Gym and Boxing to be considered as part of the Master Plan, and to be formally addressed with Council.
8. Draft Memorandum of Understanding (MOU) Developed for Arena
 - 8.1 Council to draft a MOU for arena hires
 - 8.1.1 Use/Management of arena;
 - 8.1.2 Insurance on panels;
 - 8.1.3 How to make bookings;
 - 8.1.4 Insurance arrangements in regards to bookings;
 - 8.1.5 Surface clean - to be left levelled and clean (no cable ties);
 - 8.1.6 Bond for panels \$200; and
 - 8.1.7 Notice to move panels (Hires to Notify Ingham Sugar City Rodeo Committee) Min of 1 month notice to remove panels.
9. General Business
 - 9.1 Don Oswin – Regarding Spoon drain culverts - a report is to be presented at the next meeting by the Show Association and Ingham Sugar City Rodeo.
 - 9.2 Don Oswin – Risk Management - to have a generator at every event, and that the generator has to cover the load of 50% light, power PA Box. Russell to investigate design to power box.
 - 9.3 Hire of Generator to be considered in hire cost. Booking form to add generator cost.
 - 9.4 Don Oswin – Wayne Newton for sound, and other considerations from other companies.
 - 9.5 Nat Oswin – Lighting poles with Showgrounds to be changed to LED.
 - 9.6 Long Term installation of water tanks.
 - 9.7 Wayne Forden – In regards to sprinkler system, Council needs to take wind into consideration.
 - 9.8 Next Meeting the Committee will appoint a chair and deputy chair.

The next Meeting date is to be confirmed.

Meeting closed at 7.26pm.

Councillor Andrew Cripps
CHAIRPERSON

TULLY GYM and TRAMP CLUB
REQUEST to BUILD SHED FACILITY at INGHAM SHOWGROUNDS

Strategic Considerations

Hinchinbrook Shire Council Corporate Plan	Hinchinbrook Shire Council Operational Plan
Strategic Direction	Action
3.4 Policy and Procedure	3.4.1 Implementation of Procurement Policy with Buy Local Preference
4.2 Provision of Recreation Opportunities	Nil

Budget, Financial and Resource Implications

The Tully Gym and Tramp Club will be responsible for the project management during the building phase and will be responsible for all costs involved with building the structure, including appropriate building approvals, connection of electricity and ongoing maintenance of the structure.

Asset Management

The Tully Gym and Tramp Club will be responsible for the project management during the building phase and will be responsible for all costs involved with building the structure, including appropriate building approvals, connection of electricity and ongoing maintenance of the structure.

Executive Summary

Tully Gym and Tramp Club have requested permission to build a proposed shed at the Ingham Showgrounds, in accordance with relevant building codes. Additionally, the organisation has requested permission from Council to apply for a grant for the infrastructure works from the Department of Sport and Recreation – Active Community Infrastructure Grant.

Council Decision – Recommendation

That Council:

- A. Support the Tully Gym and Tramp Club to lodge an application to build a shed facility at the Ingham Showgrounds subject to execution of an agreement by both parties prior to construction; and
 - B. Support the application for funding under the Department of Housing and Public Works – Active Community Infrastructure Grant.
-

Officers Summary

As part of Council's vision to utilise the Ingham Showgrounds as a sporting precinct for the Hinchinbrook community, Tully Gym and Tramp Club are requesting to build a shed for sporting organisations to utilise throughout the year. Currently, the Tully Gym and Tramp Club are using the Pavilion Hall for their training however they are required to move their materials/equipment for the Show period and other community events, as required. This aspect disadvantages the dedicated athletes who regularly use the facility.

To address this ongoing issue, the Tully Gym and Tramp Club plan to apply for a grant to build a permanent structure for Hinchinbrook sporting organisations to utilise throughout the year. The Active Community Infrastructure Grant identifies projects that demonstrate community collaboration, support diverse and inclusive need, and activate community spaces to encourage more Queenslanders to get more active, more often.

Historical Information

Tully Gym and Tramp Club operates training centres in Tully, Mission Beach and Ingham. The Ingham Training Centre currently operates utilising the Pavilion Hall at the Showgrounds and has approximately 100 members participating in classes.

In support of this long term initiative, Council has been approached by the Tully Gym and Tramp Club for permission to apply for funding under the Department of Housing and Public Works – Active Community Infrastructure Grant to install a shed at the Ingham Showgrounds to utilise as their own premises.

Policy Implications

Hinchinbrook Sport and Recreation Plan – Ingham Showgrounds Development Plan 2013-2023.

Risk Management Implications

Not applicable concerning acceptance of this Report.

Statutory Environment

- *Building Act 1975* and Regulation 2006; and
 - Hinchinbrook Shire Planning Scheme 2005.
-

Consultation

- Facility Coordinator;
 - Showgrounds User Advisory Management Committee;
 - Councillors; and
 - Chief Executive Officer.
-

Attachments

- Showground Users Advisory Management Committee – Minutes 7 November 2019; and
 - Letter to Council from the Tully Gym and Tramp Club.
-

ATTENDANCE

- | | |
|-----------------|---|
| - AP Cripps | Councillor (Chairperson) |
| MG Tack | Councillor |
| Sarah Kyle | Facility Coordinator (HSC) |
| Russell Andrews | Equipment and Facility Officer (HSC) |
| | |
| - Sharan Kelley | Ingham Show Association |
| Brian McCarthy | Ingham Horseback Archery |
| Helen Sturmey | Working Equestrian, Pony Club, Australian Stock Horse Assn. |
| Wayne Forden | Ingham Show Association |
| Nat Oswin | Ingham Sugar City Rodeo |
| Don Oswin | Ingham Sugar City Rodeo |
| Laura O'Connor | Tropical North Show Jumping |
| Helen Stanton | Ingham Gymnastics (Tully Gym Club) |

APOLOGIES

- | | |
|------------------|---|
| - Dean Poppi | Gold Card Boxing Club |
| - Haydn Grazioli | Herbert River Cricket, Ingham Football Club |

COMMENCEMENT

Meeting commenced at 5.30pm on Thursday, 7 November 2019, in Council Chambers, 25 Lannercost Street, Ingham.

Councillor Cripps opened the meeting.

Councillor Cripps read minutes from the last meeting held on 11 April 2019.

Moved by Helen Sturmey. Seconded by Wayne Forden. All in favour.

AGENDA ITEMS

1. Update on Lights
 - 1.1 User groups are happy with the installation of lights. Lights have been successful.
 - 1.2 Suggestion was raised by Nat and Don Oswin to investigate if lights could be moved from horizontal to vertical which means the brackets would need to be changed. Russell to liaise with Don/Wayne to be onsite when altered.
 - 1.3 Connection for mains to be installed - waiting on Council approval to connect to Morehead Street.
 - 1.4 Helen Sturmey suggested a power box. Council is investigating. Russell advised it will be read by meter.
2. Grant Opportunities
 - 2.1 Update
 - 2.1.1 Committee agreed to proceed with funding application to install seating under the Multi-Purpose Sports Arena. Show Association will submit grant.
 - 2.1.2 Priority to proceed with Grant Application. Don Oswin Moved. Seconded by Wayne Forden. All in favour. Cr Cripps advised that Council will compile all information.

- 2.1.3 Brian McCarthy advised he would like to use the length of the arena for their events. Brian asked if seating was going to be the whole length of the arena.
 - 2.1.4 Wayne Forden advised that temporary seating will be placed on the ends with proposed fixed seating to be the whole length of the arena on the northern side. Length of 4m width and height is yet to be determined. It was suggested to install a retaining wall with 600mm steps - this is for the grandstand to sit on.
 - 2.1.5 The Committee would like bench seating, not individual seats.
3. Showgrounds Masterplan
- 3.1 Cr Cripps explained the Hinchinbrook Sport and Recreation Plan – Ingham Showgrounds Development Masterplan. The Masterplan is a 10 year plan. It was introduced in 2013-2023. Users received a plan design from the Showgrounds Development Plan.
- Cr Cripps spoke about cricket and the realigning of the Highway, as well as how this will affect the sport. This was considered after having conversations regarding junior cricket migrating to the showgrounds, with senior cricket still considering the option. The Shire has to maintain the Showgrounds so the more people using the space, the better.
- Helen Sturmey questioned if the realigning of the Highway will affect the Pony Club. Cr Cripps advised the information of the realigning is in the planning scheme. Cr Cripps advised Council will send out planning scheme to users. Cr Tack advised he believes it won't affect the Pony Club.
- Cr Cripps spoke about installing a cricket pitch on the main oval and second oval, explaining the long term plan. Don Oswin questioned how the pitch is going to affect the show jumping; Cr Cripps suggested that a drop-in arrangement would be ideal. Cr Cripps then stated that the main aim for everyone concerned is getting the community back to use the Showgrounds and having the fees dropped by 50% is a great start.
- 4 Tropical North Showjumping Shed
- 4.1 Tropical North Showjumping sent an email to Council on 2 October 2019, seeking approval to store jumps at the Showgrounds permanently in an available shed or the possibility of them installing their own shed. Cr Cripps explained that this can happen. A shipping container may be ideal. Cr Cripps advised that the Rotary Club paid for their storage shed so it is possible. Wayne Forden pointed out that it should be kept in mind that sheds just can't go up anywhere.
- 4.2 Russell – Requested possible dump point locations. Discussion to happen with Council's Water and Sewerage Department concerning this. Suggestion was raised for utilising the GI Toilets for a dump point.
- 5 Draft Terms of Reference
- 5.1 To approve draft Terms of Reference
- 4.1.1 Cr Cripps presented draft terms of reference.
 - 4.1.2 Voting rights were decided as one member from the Ingham Show Association and two from Council.
- Committee accepted. Moved by Wayne Forden. Seconded by Don Oswin.
- Resolution: All in favour.
6. Update of Fees
- 6.1 Noted – Showgrounds fees have been dropped by 50%.

7. Tully Gym and Tramp Club
 - 7.1 Helen Stanton enquired about the next stage for the Master Plan. She requested if a consideration can be made to construct a hall for the Gym. Cr Cripps stated to propose it to Council.
 - 7.2 Sheds for Gym and Boxing to be considered as part of the Master Plan, and to be formally addressed with Council.
8. Draft Memorandum of Understanding (MOU) Developed for Arena
 - 8.1 Council to draft a MOU for arena hires
 - 8.1.1 Use/Management of arena;
 - 8.1.2 Insurance on panels;
 - 8.1.3 How to make bookings;
 - 8.1.4 Insurance arrangements in regards to bookings;
 - 8.1.5 Surface clean - to be left levelled and clean (no cable ties);
 - 8.1.6 Bond for panels \$200; and
 - 8.1.7 Notice to move panels (Hires to Notify Ingham Sugar City Rodeo Committee) Min of 1 month notice to remove panels.
9. General Business
 - 9.1 Don Oswin – Regarding Spoon drain culverts - a report is to be presented at the next meeting by the Show Association and Ingham Sugar City Rodeo.
 - 9.2 Don Oswin – Risk Management - to have a generator at every event, and that the generator has to cover the load of 50% light, power PA Box. Russell to investigate design to power box.
 - 9.3 Hire of Generator to be considered in hire cost. Booking form to add generator cost.
 - 9.4 Don Oswin – Wayne Newton for sound, and other considerations from other companies.
 - 9.5 Nat Oswin – Lighting poles with Showgrounds to be changed to LED.
 - 9.6 Long Term installation of water tanks.
 - 9.7 Wayne Forden – In regards to sprinkler system, Council needs to take wind into consideration.
 - 9.8 Next Meeting the Committee will appoint a chair and deputy chair.

The next Meeting date is to be confirmed.

Meeting closed at 7.26pm.

Councillor Andrew Cripps
CHAIRPERSON

From: Donna Robinson
Sent: Mon, 11 Nov 2019 14:49:53 +1000
To: t1connect
Subject: FW: Ingham Gymnastics and Alliance Boxing
Attachments: HSC Gymnastics Multi function building.docx

#ECMBODY
#QAP 1
#SILENT

DONNA ROBINSON

Records Officer - Hinchinbrook Shire Council

P 07 4776 4783 F 07 4776 3233 E drobinson@hinchinbrook.qld.gov.au

hinchinbrook.qld.gov.au | [facebook](#)

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Please consider the environment before printing this email.

From: Helen Stanton [<mailto:stanton.solutions@bigpond.com>]
Sent: Monday, 11 November 2019 2:42 PM
To: Hinchinbrook Shire Council
Subject: Ingham Gymnastics and Alliance Boxing

Alan,

Please find attached a proposal for consideration.

Regards,

Helen Stanton

-----Safe Stamp-----

Your Anti-virus Service scanned this email. It is safe from known viruses.

For more information regarding this service, please contact your service provider.

Alan Rayment
Chief Executive Officer
Hinchinbrook Shire Council

11 November 2019

Dear Alan,

Tully Gym and Tramp Club operate training centres in Tully, Mission Beach and Ingham. Our Ingham Training Centre operates from the Pavilion Hall at the Showgrounds and has about 100 members participating in classes Mondays, Tuesdays and Thursdays.

We are grateful to have access to such a well-established facility, however looking to the future are hopeful to gain our own premises, within the Showgrounds precinct as part of Council's vision to utilize this venue as a sporting precinct. We believe there are benefits operationally and for the long-term infrastructure of the community if this is shared with other community sporting associations, such as boxing. By way of example, boxing and gymnastics could utilize training spaces for strength and conditioning and specialty coaching.

Boxing membership continues to grow with both males and females achieving national standards for competition.

Both boxing and gymnastics are required to vacate their premises for the Show period and as community events require. This is particularly difficult on our volunteers, with each club requiring substantial hours to pack up and unpack their equipment. The timing of the Show also coincides with the north Queensland State trial season for gymnastics and boxing – disadvantaging our dedicated athletes.

There is currently a grant being offered by Department of Sport and Recreation - *Active Community Infrastructure* and we ask Council to consider whether this grant could be appropriate for Council to submit or for Council to support with a sporting Club such as Tully Gym and Tramp Club submitting.

<https://www.hpw.qld.gov.au/Sport/StrategyActionPlan/About/Pages/ActiveCommunityInfrastructure.aspx>

Active Community Infrastructure will identify projects that:

- demonstrate community collaboration
- support diverse and inclusive need
- activate community spaces to encourage more Queenslanders to get more active, more often.

The grant is for sporting infrastructure funding up to \$1M.

I am available at any stage to discuss this proposal further and any other options the Council may wish to consider, along with Dean Poppi from Alliance Boxing and Gym.

Regards,



Helen Stanton
Ingham Training Centre Manager
Stanton.solutions@bigpond.com
0400738021

HINCHINBROOK SHIRE COUNCIL – ORGANISATIONAL STRUCTURE

Strategic Considerations

Hinchinbrook Shire Council Corporate Plan	Hinchinbrook Shire Council Operational Plan
Strategic Direction 3.5 Review of the Organisational Structure and resourcing in response to our strategic direction	Action 3.5.3 Business operations review and implementation.

Budget, Financial and Resource Implications

2019-2020 budget provision allocated. Operational cost savings in medium to long term.

Asset Management

Not applicable concerning acceptance of this Report.

Executive Summary

This Report details the proposed Organisational Structure following the recent Review into Council's Business Operations carried out by HunthHR-Australia.

The recommended structure arises from a Review which has been conducted against Council desire to ensuring sustainability and effectiveness of Council's operations and service to the community into the future. A catalyst to this Review has been the customer satisfaction surveys and other community consultations undertaken in the recent past.

The Review had a particular focus on business improvement based on productivity and efficiency enhancements for the community.

In preparing the recommendations of a new Organisational Structure, work has also been undertaken regarding staff resources required to support the proposed new Organisational Structure. This has included the intended advantages and improvements for both Council and staff and intended effects on individual employees.

The advantages and improvements include improved employment opportunities generally but particularly for casual and part time staff, improved training and succession planning, operational productivity and efficiency gains and a more agile organisation responding to Hinchinbrook community needs. It is intended to utilise natural attrition both pre and post the change of the Organisational Structure to assess and accommodate needs of the organisation. The productivity and efficiency gains are intended to be specifically supported by:

- A. Rigorous and increased performance appraisal and management;
- B. Targeting of excessive absenteeism;
- C. Improved Code of Conduct management;
- D. Core skill and induction training including a formal skills analysis;
- E. Identification and implementation of formal service delivery standards; and
- F. The removal of a "Silo mentality" within staff and organisational processes.

The intended impact of a new Operational Organisational Structure on staff resources are summarised as follows:

- A. 6 Part-Time Casual positions converted to Part-Time Permanent;
- B. 3 Part-Time positions converted to Full-Time;
- C. 3 Apprentices/Trainees extended including further training opportunities;
- D. 43 positions minimal to no change;
- E. 28 positions either retitled or redesigned only;
- F. 89 positions redesigned (in small or medium parts) and retitled;

- G. 6 Manager positions reduced to 4 positions to be advertised internally and externally. Other positions (approximately 12) to be advertised internally in the first instance. This number may alter depending on staff redeployment/restructure outcomes;
- H. 6 positions restructured;
- I. 3 positions to be converted from Award coverage to Common Law coverage at Management level;
- J. 13 positions to be made redundant with the threshold approach of redeployment – final numbers of redundancies would be low due to redeployment options;
- K. 1 position retrenched;
- L. New positions proposed (not including restructured and/or redesigned) to be introduced into staff resourcing include Cemetery Sexton, Environmental Compliance Officer, Infrastructure Project Support Officer, Procurement Services Coordinator and Officer, Human Resources Manager, Administration Services Team Leader, Design and Technical Team Leader, Aged & Youth Developmental Officer, Land Dealings Officer and Gardener Custodians; and
- M. A dedicated Roads/Civil Maintenance Crew to be created to action complaints and customer requests on a priority spontaneous basis.

It is also essential to review Business Practices and the Organisational Structure to ensure it aligns with, and best serves the requirements and objectives of satisfying Council's Corporate Plan and Operational Plan.

Council Decision – Recommendation

That Council:

- A. Adopt the Organisational Structure as presented pursuant to section 196 (1) of the *Local Government Act 2009*;
 - B. Is of the opinion that the Organisational Structure as presented is appropriate to the performance of its local government's responsibilities; and
 - C. Authorise the Chief Executive Officer to progressively implement the changes associated with the Organisational Structure as presented and the resourcing of same.
-

Officers Summary

This Report details the proposed Organisational Structure following the recent Review into Council's Business Operations carried out by HunHR-Australia.

In order to avoid the perceived environment surrounding the 2016 Review, the Business Operations Review (BOR) was based on the following threshold requirements as contained in Section 13(2) of the *Queensland Local Government Act 2009* and relevant Regulations:

- a) Organisational performance;
- b) Management leadership requirements;
- c) Employee performance; and
- d) Employee behaviour.

The Review fell into two broad categories:

- a) A Review of Council's current Organisational Structure; and
- b) Business Improvement Strategies based on productivity and efficiency improvements.

The BOR was also undertaken against the background of concern as to whether the current Council Organisational Structure was fully enabling Council to efficiently and successfully deliver services to the Hinchinbrook Community, to the correct and desired standard.

The BOR was based on eight basic Principles:

- a) Clearly focused on service and operational needs as decided by Council for the Hinchinbrook Shire community;
- b) A willingness to allow significant consultation with employee groups and individuals (there were 56 Work Groups and 116 individual meetings - some more than once);
- c) Need to best facilitate the delivery of outcomes in accord with Council Corporate and Operational Plans;
- d) Providing better career paths, succession planning, professional and personal development and improved service delivery standards for and by employees;
- e) Matching Council operations to "2020" thinking and capability;
- f) Matching relevant examples of modern business principles both in Government and Private Sectors;
- g) Providing operational opportunity to responsiveness by much improved business agility, optimum efficiencies, and productivity; and
- h) Ensuring that the whole workforce is involved in an opportunity to contribute on both future structures and business improvements.

Historical Information

This Business Operations Review (BOR) followed a 2016 Review which was viewed by the overwhelming majority of Council staff, as unsatisfactory, poorly consulted, lacking logic, and causing barriers to smooth/efficient services delivery.

Policy Implications

Adoption of Organisational Structure, by resolution.

Risk Management Implications

- Non-compliance with respective Local Government Legislation; and
 - Not serving the community in most effective Structure.
-

Statutory Environment

Under Section 196 of the *Local Government Act 2009* a Local Government must, by resolution, adopt an Organisational Structure that is appropriate to the performance of the Local Governments' responsibilities.

Consultation

- Executive Managers;
 - Councillors;
 - Staff throughout organisation; and
 - Unions in accordance with Council's Certified Agreement.
-

Attachments

- HuntHR-Australia Report dated 3 December 2019; and
 - Proposed Organisational Structure.
-



HUNT



AUSTRALIA

ABN 94 893 681 995

Incorporating Regional and Remote Consultants Australia, and, HuntHR International

ER/IR/HRM SPECIALISTS
REGIONAL COMMUNITY and
REGIONAL INDUSTRY
DEVELOPMENT SPECIALISTS

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HuntHRA provides commercially sustainable and people wise solutions

BUSINESS OPERATIONAL REVIEW – 2019

REPORT HINCHINBROOK SHIRE COUNCIL PROPOSED ORGANISATIONAL STRUCTURE

3 December 2019

Michelangelo 1475 – 1564 "The greater danger for most of us is not that our aim is too high, and we miss it, but that it is too low, and we reach it!"

1. INTRODUCTION

This Report outlines HuntHR-Australia's recommended Proposed Organisational Structure.

2. EXECUTIVE SUMMARY

The recommended structure arises from a Review which has been conducted against Council desire to ensuring sustainability and effectiveness of Council's operations and service to the community into the future. A catalyst to this Review has been the customer satisfaction surveys and other community consultations undertaken in the recent past.

The Review had a particular focus on business improvement based on productivity and efficiency enhancements for the community.

Throughout the Review, Staff were encouraged to identify issues and offer solutions. There were 56 Work Groups and 116 individual meetings – some more than once. There has been significant further consultation with staff after they were advised on 8 November 2019, of the Review Intentions. A first period ended on 15 November 2019. Due to requests, this period was extended to 27 November 2019.

In preparing the recommendations of a new Organisational Structure, work has also been undertaken regarding staff resources required to support the proposed new Organisational Structure. This has included the intended advantages and improvements for both Council and staff and intended effects on individual employees.

The advantages and improvements include improved employment opportunities generally but particularly for casual and part time staff, improved training and succession planning, operational productivity and efficiency gains and a more agile organisation responding to Hinchinbrook community needs. It is intended to utilise natural attrition both pre and post the change of the Organisational Structure to assess and accommodate needs of the organisation. The productivity and efficiency gains are intended to be specifically supported by:

- a) Rigorous and increased performance appraisal and management;
- b) Targeting of excessive absenteeism;
- c) Improved Code of Conduct management;
- d) Core skill and induction training including a formal skills analysis;
- e) Identification and implementation of formal service delivery standards; and
- f) The removal of a "Silo mentality" within staff and organisational processes.

The intended impact of a new Operational Organisational Structure on staff resources are summarised as follows:

- a) 6 Part-Time Casual positions converted to Part-Time Permanent;
- b) 3 Part-Time positions converted to Full-Time;
- c) 3 Apprentices/Trainees extended including further training opportunities;
- d) 43 positions minimal to no change;
- e) 28 positions either retitled or redesigned only;
- f) 89 positions redesigned (in small or medium parts) and retitled;
- g) 6 Manager positions reduced to 4 positions to be advertised internally and externally. Other positions (approximately 12) to be advertised internally in the first instance. This number may alter depending on staff redeployment/restructure outcomes;
- h) 6 positions restructured;
- i) 3 positions to be converted from Award coverage to Common Law coverage at Management level;
- j) 13 positions to be made redundant with the threshold approach of redeployment – final numbers of redundancies would be low due to redeployment options;
- k) 1 position retrenched;

- l) New positions proposed (not including restructured and/or redesigned) to be introduced into staff resourcing include Cemetery Sexton, Environmental Compliance Officer, Infrastructure Project Support Officer, Procurement Services Coordinator and Officer, Human Resources Manager, Administration Services Team Leader, Design and Technical Team Leader, Aged & Youth Developmental Officer, Land Dealings Officer and Gardener Custodians; and
- m) A dedicated Roads/Civil Maintenance Crew to be created to action complaints and customer requests on a priority spontaneous basis.

The estimated financial/budget cost saving impacts of the intended changes, including On-Costs total approximately \$1,300,000 in the medium and long term annually upon introduction and implementation of all the changes.

This net amount accommodates all aspects of the Review proposed at this stage including but not limited to Redundant, Retrenched and Restructured positions, Introduction of Common Law Contracts at Management positions, conversion of Casual Status to Permanent Part Time/Full Time positions, and enhancements for succession planning and staff development.

Whilst the cost savings are estimated as significant, the real long term advantage is an organisation performing efficiently and better serving the community that also positions the organisation to support the community in its endeavours to remain diverse and financially sustainable.

The proposed restructure will be reviewed internally to ensure objectives are being implemented.

3. BACKGROUND

- A. Council conducted a Request for Quotation to conduct a Review into its Business Operations.
- B. Tenders/Quotes were submitted.
- C. An Internal Committee reviewed the Proposals.
- D. HuntHR-Australia was engaged from this process.

4. REGULATORY ENVIRONMENT

- A. Council is required by Section 196(1) of the *Queensland Local Government Act 2009* to decide an Organisational Structure.
- B. A well-functioning Organisational Structure enables the Chief Executive Officer and all staff to best meet their statutory obligations in accord with Section 13(2) of the *Local Government Act 2009*, which are:

“13 Responsibilities of local government employees

- 1) All employees of a local government have the same responsibilities, but the chief executive officer has some extra responsibilities.
- 2) All employees have the following responsibilities—
 - (a) implementing the policies and priorities of the local government in a way that promotes—
 - (i) the effective, efficient and economical management of public resources; and
 - (ii) excellence in service delivery; and
 - (iii) continual improvement;
 - (b) carrying out their duties in a way that ensures the local government—
 - (i) discharges its responsibilities under this Act; and
 - (ii) complies with all laws that apply to local governments; and
 - (iii) achieves its corporate plan;
 - (c) providing sound and impartial advice to the local government;
 - (d) carrying out their duties impartially and with integrity;
 - (e) ensuring the employee’s personal conduct does not reflect adversely on the reputation of the local government;
 - (f) improving all aspects of the employee’s work performance;

- (g) observing all laws relating to their employment;
 - (h) observing the ethics principles under the *Public Sector Ethics Act 1994*, section 4;
 - (i) complying with a code of conduct under the *Public Sector Ethics Act 1994*.
- 3) The chief executive officer has the following extra responsibilities—
- (a) managing the local government in a way that promotes—
 - (i) the effective, efficient and economical management of public resources; and
 - (ii) excellence in service delivery; and
 - (iii) continual improvement;
 - (b) managing the other local government employees through management practices that—
 - (i) promote equal employment opportunities; and
 - (ii) are responsive to the local government’s policies and priorities;
 - (c) establishing and implementing goals and practices in accordance with the policies and priorities of the local government;
 - (d) establishing and implementing practices about access and equity to ensure that members of the community have access to—
 - (i) local government programs; and
 - (ii) appropriate avenues for reviewing local government decisions;
 - (e) the safe custody of—
 - (i) all records about the proceedings, accounts or transactions of the local government or its committees; and
 - (ii) all documents owned or held by the local government;
 - (f) complying with requests from councillors under [section 170A](#)—
 - (i) for advice to assist the councillor carry out his or her role as a councillor; or
 - (ii) for information, that the local government has access to, relating to the local government.”

5. THE REVIEW ACTIONS, DOCUMENTATION AND DELIVERABLES

- A. It was agreed between Council and HuntHR-Australia that the Review Actions would include the following “core” activities:
- a) Threshold and then regular as required, meetings with the CEO and Executive Managers;
 - b) Induction to Council current Community, Corporate and Operational Plans;
 - c) Personal attendance at HSC for 80% plus period during the “life” of the Review by HuntHRA’s Chief Consultant Specialist, Kenneth Hunt CAHRI;
 - d) Any Specialist Associates (e.g. Financial/Training) engaged by HHRA, will also conduct 80% plus of their specialist work at HSC;
 - e) Regular communication with CEO and others as may be agreed, on the Review developments and progress;
 - f) Advising and where necessary assisting Council with any actions related to the Review affecting the Hinchinbrook Shire Council Certified Agreement 2017;
 - g) Considering and advising on a Skills Audit and Training Matrix including Examining all PD and Training Plans;
 - h) Reviewing Management Staff Supervision Skills and Training;
 - i) Reviewing relevant Council Policies;
 - j) Assessing Council Productivity Improvement Current State and Readiness;
 - k) Taking a “snapshot” of Staff Culture;

6. FIRST STAGE REPORT

- A. This Report is the First Stage in meeting the commitments of the Business Operations Review which has grown beyond either planned or expected proportions.

7. PRINCIPLES SUPPORTING THE RECOMMENDED NEW ORGANISATIONAL STRUCTURE

- A. This 2019 Review follows a 2016 Review which was viewed by the overwhelming majority of Council staff, as unsatisfactory, poorly consulted, lacking logic, and causing barriers to smooth/efficient services delivery.
- B. This 2019 review, in order to avoid the perceived environment surrounding the 2016 Review, has therefore been firmly based on the following threshold requirements as contained in Section 13(2) of the *Queensland Local Government Act 2009* and relevant Regulations:
 - a) Organisational performance;
 - b) Management leadership requirements;
 - c) Employee performance; and
 - d) Employee behaviour.
- C. In summary, the Review fell into two broad categories, viz:
 - a) A Review of Council's current Organisational Structure; and
 - b) Business Improvement Strategies based on productivity and efficiency improvements.
- D. The Review has also been undertaken against the background of concern as to whether the current Council Organisational Structure was fully enabling Council to efficiently and successfully deliver services to the Hinchinbrook Shire Community, to the correct and desired standard.
- E. Hunt HR Australia has conducted the 2019 Review based on eight basic Principles (not prioritised): -
 - a) Clearly focused on service and operational needs as decided by Council for the Hinchinbrook Shire community;
 - b) A willingness to allow significant consultation with employee groups and individuals (there were 56 Work Groups and 116 individual meetings - some more than once);
 - c) Need to best facilitate the delivery of outcomes in accord with Council Corporate and Operational Plans;
 - d) Providing better career paths, succession planning, professional and personal development and improved service delivery standards for and by employees;
 - e) Matching Council operations to "2020" thinking and capability;
 - f) Matching relevant examples of modern business principles both in Government and Private Sectors;
 - g) Providing operational opportunity to responsiveness by much improved business agility, optimum efficiencies, and productivity; and
 - h) Ensuring that the whole workforce is involved in an opportunity to contribute on both future structures and business improvements.

8. THE RECOMMENDED STRUCTURE

- A. As a guiding threshold principle, following significant reflection, discussions, practicalities and modern organisational standards, HuntHR-Australia is strongly recommending a new Structure based on grouping like functional activities and not on a Position basis.
- B. Considering a review in any other way is, in HuntHR-Australia's view, not focusing well-enough on the Hinchinbrook Community needs as the greater priority.
- C. The circumstances that the Hinchinbrook Community has been through over recent years, the changing economic circumstances of the Shire, the need for a refocus of staff on productivity and efficiency and the obligations in accord with Section 13 (2) of the *Local Government Act 2009*, all drive HuntHR-Australia to the conclusions reflected in the proposed structure both moving it to a "functional" basis and realigning like functions into better manageable Directorate Groups.
- D. In short, a primary focus on the needs of the Community is a greater need than a focus on any individual position within Council.
- E. The attached Recommended New Organisational Structure attempts to clearly reflect that guiding threshold and further verbal commentary will be made in support of that approach, at any Meeting of Council to formally consider this Report.

9. FURTHER DISCUSSIONS WITH COUNCIL WELCOMED

- A. HuntHR-Australia welcomes any opportunity to discuss the Recommendation and its' basis.

A handwritten signature in black ink, appearing to read 'KJ.M. Hunt', with a stylized flourish at the end.

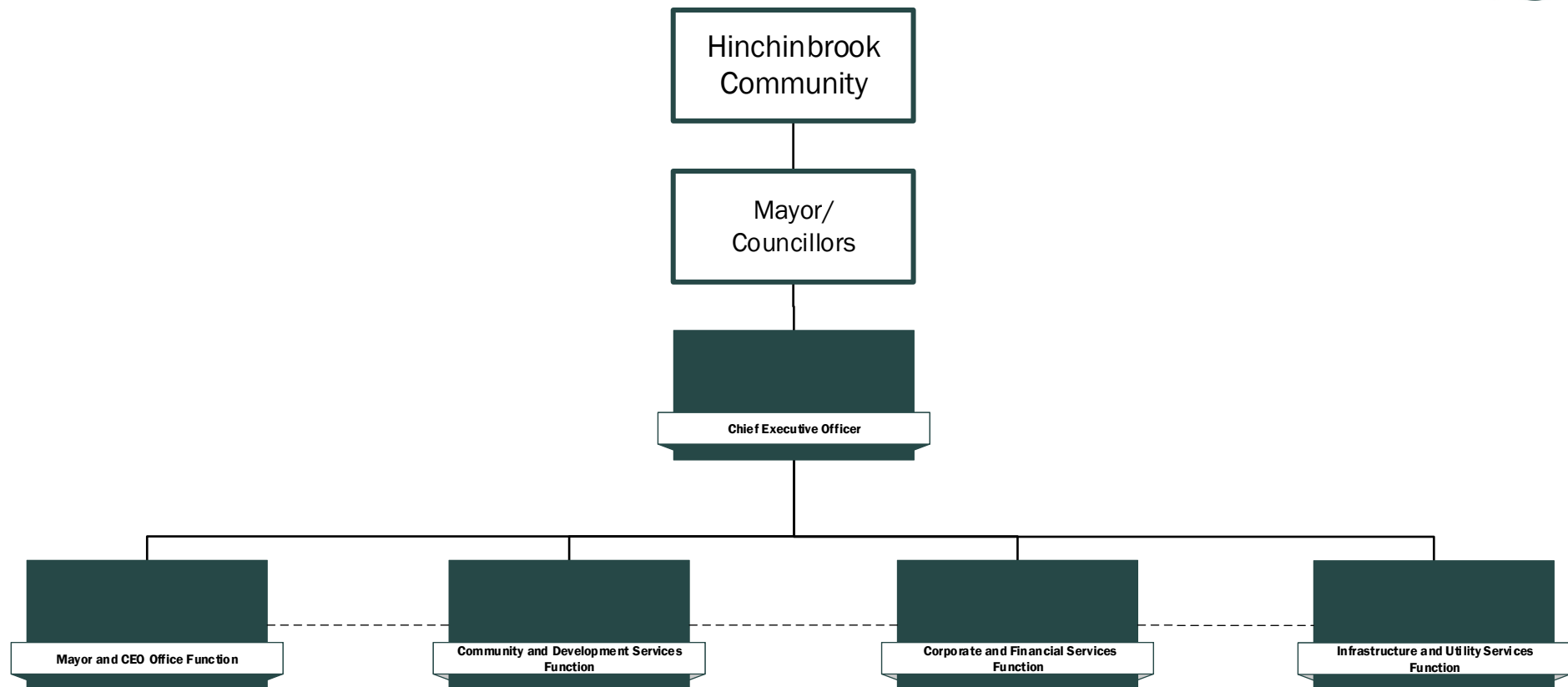
Kenneth J.M. Hunt

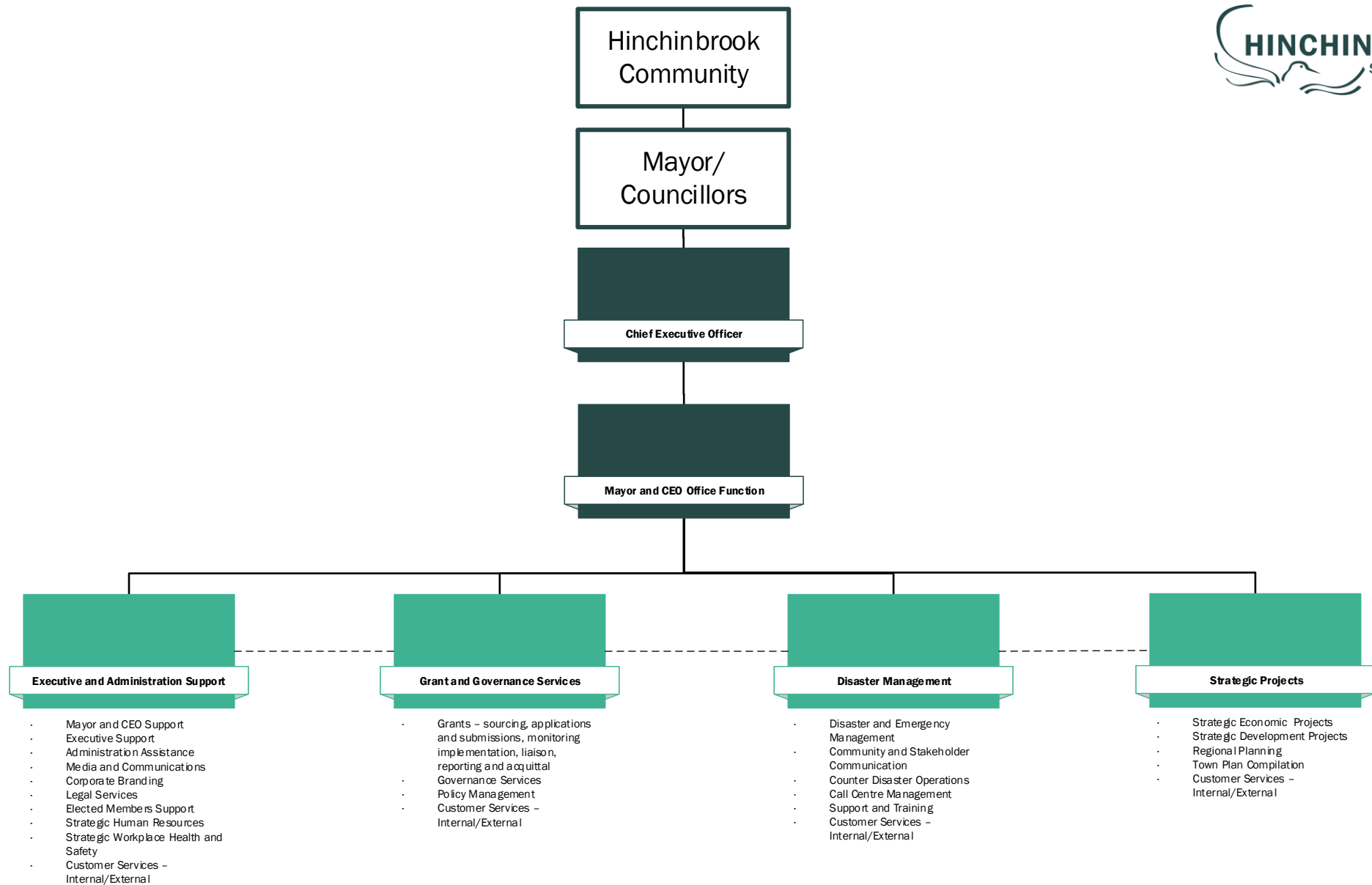
HRM/ER/IR Specialist

HuntHR - Australia

3 December 2019

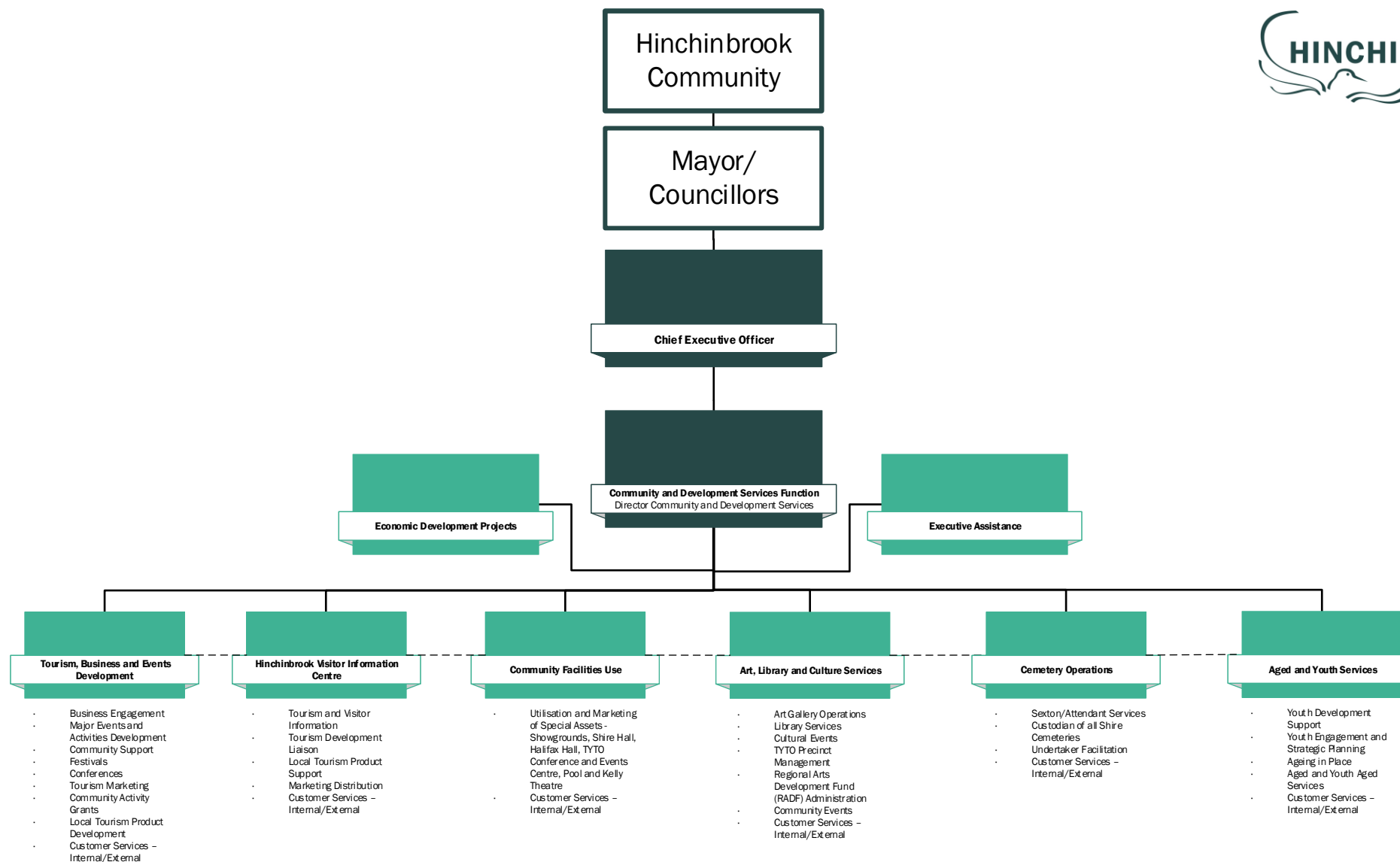
Encl - Proposed Organisational Structure





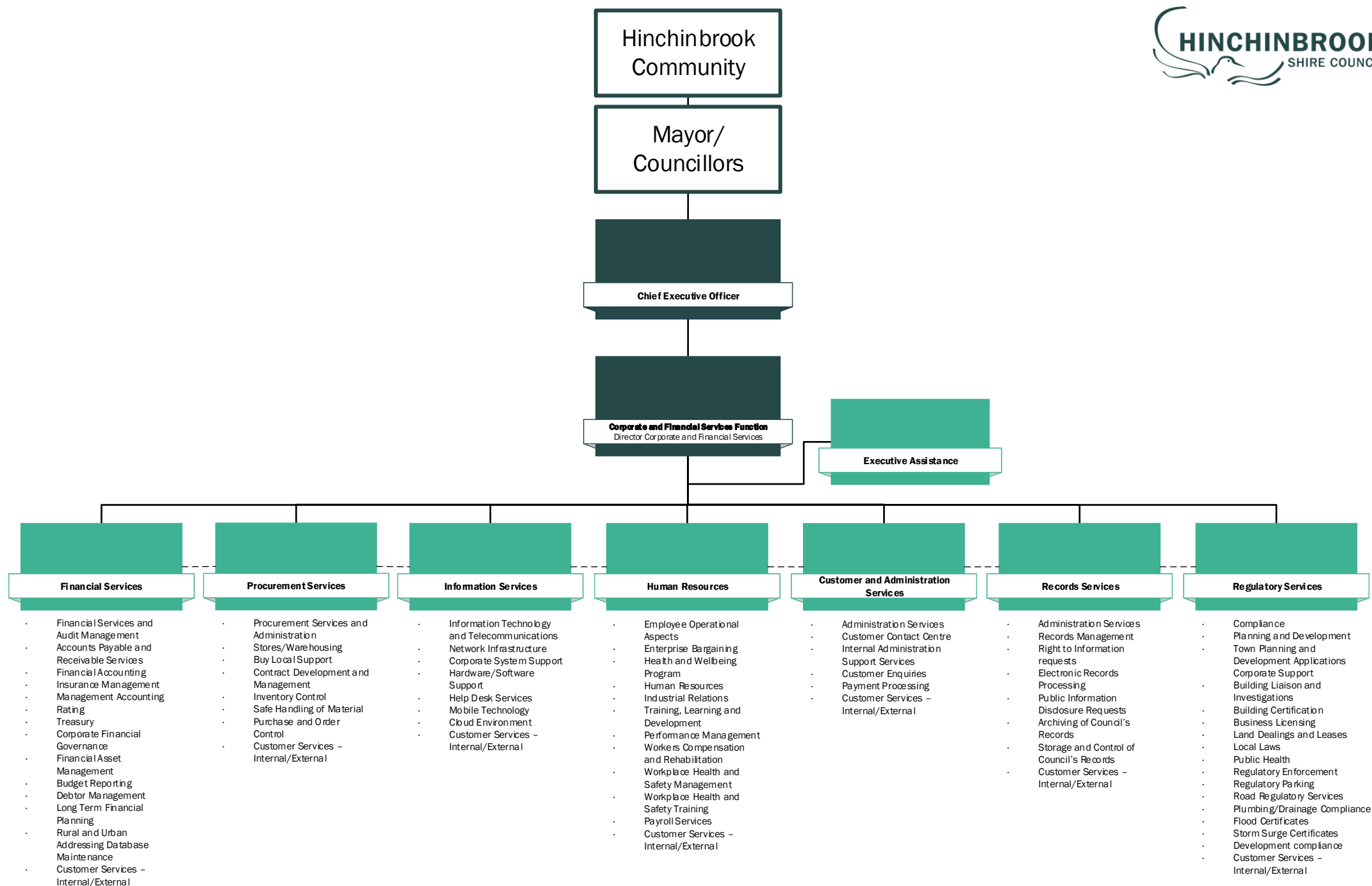
Key

Communication/Consultation Pathways between Sub-Functions - - - - -



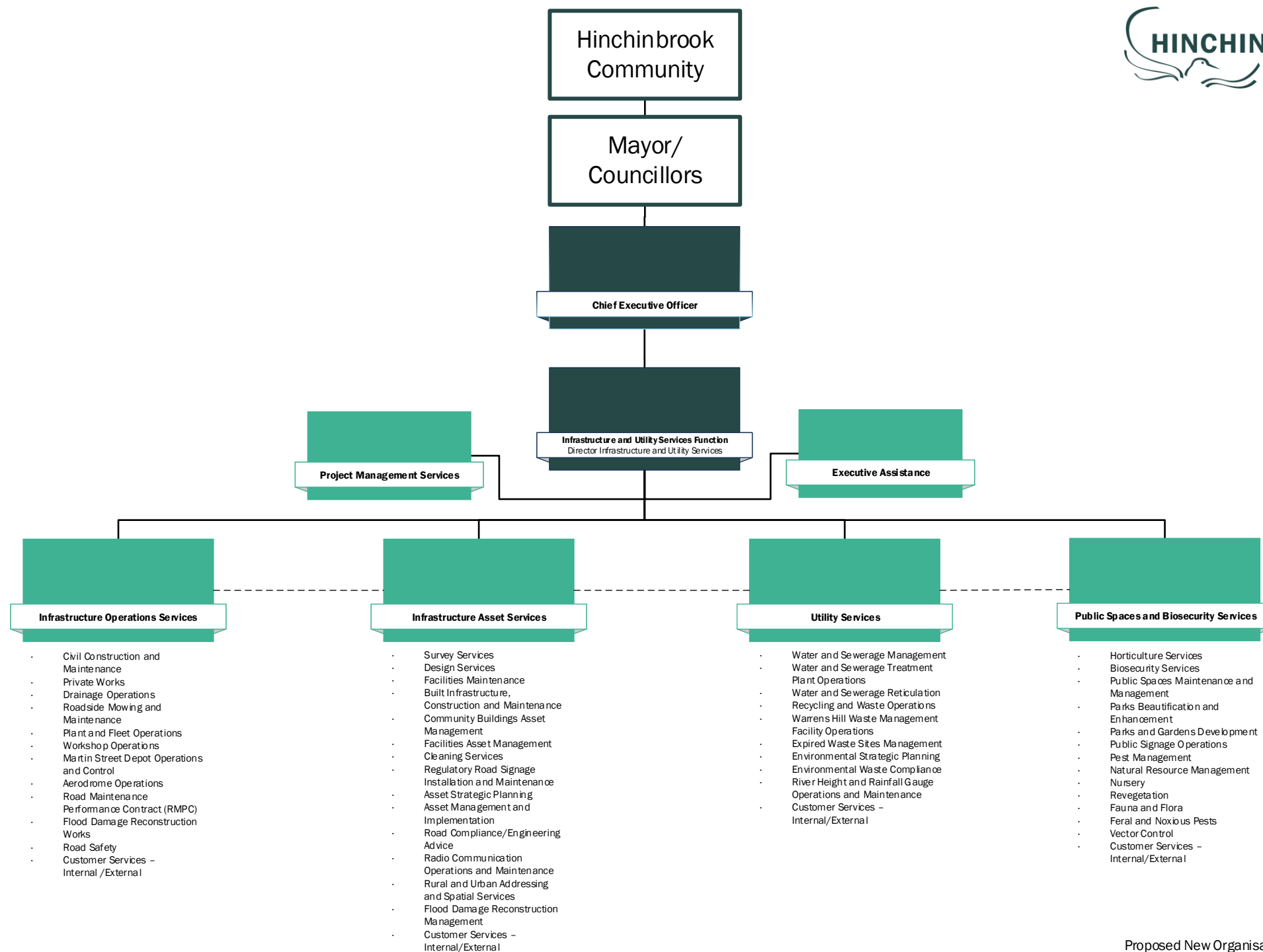
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Communication/Consultation Pathways between Sub-Functions -----



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Communication/Consultation Pathways between Sub-Functions -----



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Communication/Consultation Pathways between Sub-Functions - - - - -