



SPECIAL MEETING AGENDA

Tuesday 15 October 2024
commencing at 5:00 PM
Quilpie Shire Council Boardroom
50 Brolga Street, Quilpie

Special Meeting of Council

15 October 2024

The Mayor and Council Members
Quilpie Shire Council
QUILPIE QLD 4480

Dear Members

Notice is hereby given that a Pre Meeting Briefing will be held in the Council Boardroom, on **Tuesday 15 October 2024**, commencing at **5.00 PM**.

Notice is also hereby given that the Special Meeting of the Quilpie Shire Council will be held at the Council Chambers, on **Tuesday 15 October 2024**, commencing at **5:00 PM**.

The agenda for the special meeting is attached for your information

Yours faithfully

Justin Hancock
Chief Executive Officer





SPECIAL MEETING OF COUNCIL AGENDA

Tuesday 15 October 2024
Quilpie Shire Council Boardroom
50 Broлга Street, Quilpie

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- 1 OPENING OF MEETING**
- 2 ATTENDANCE**
- 3 APOLOGIES**
- 4 DECLARATIONS OF INTEREST**

5 GOVERNANCE**5.1 REVIEW OF ORGANISATIONAL STRUCTURE****IX: 255543****Presented by: Justin Hancock (Chief Executive Officer)****Attachments: Nil****KEY OUTCOME****Key Outcome:** 4. Strong Governance**Key Initiative:** 4.2 Be responsive to change and digitisation**EXECUTIVE SUMMARY**

The report proposes some refinements to the organisational structure to include 3 primary Directorates:

- Corporate Services
- Community Services
- Infrastructure Services

Further that:

- Three additional functions report directly to the Chief Executive Officer, specifically Organisational Development, Economic & Business Development and Finance.
- The Executive Leadership Team be supported by an Executive Officer in lieu of the current Executive Assistant.

RECOMMENDATION

That:

1. Council support the concept of a Chief Financial Officer and Economic & Business Development Officer reporting directly to the Chief Executive Officer with:
 - Stage 1 – Preparation of draft position descriptions and discussions about potential redeployment / recruitment strategies;
 - Stage 2 – Broader consultation on changes to reporting relationships to further inform the consultation process.
2. Council endorse the proposed draft organisational structure with three Directorates as presented for consultation.
3. The Chief Executive Officer consult with affected staff and their representatives on the draft organisational structure.
4. Council be presented with the final structure with feedback for consideration.

BACKGROUND

Council's Chief Executive Officer has been undertaking a review of the organisation's structure to identify potential refinements. Consultation has been underway with the Executive Leadership Team, and the Acting Chief Executive Officer (A/CEO) was invited to provide observations and feedback as an input into the process. Over the last couple of months, there have been some changes in individual circumstances which suggest that the time is right for the matter to be considered by Council.

This includes but is not limited to:

- Retirement of the Director Engineering Services;
- Finalisation of contract negotiations and new Director commencing on 15 November (with a recent change in Directorate name to Infrastructure Services) – it is important to have clear accountability and communication lines ahead of the new employee's arrival – both with his peers, and his key support (organisationally and locally);
- Observations and feedback by the permanent Chief Executive Officer (CEO) and acting Chief Executive Officer (A/CEO);
- Input from the available, current Executive Leadership Team members;
- Consideration of individual circumstances, as discussed with the relieving and permanent Chief Executive Officer.

Current structure

The current high-level structure (reporting to the CEO) has evolved over time as new staff have commenced, and as others progressively gained more experience in their roles, with Council and the region.

The permanent CEO has over time recognised the contribution of each and included all of the following in Executive Leadership Team discussions. The Executive Team Leadership Team includes:

Office of the CEO

Director Engineering Services / Infrastructure Services (Permanent or Acting)

Director Corporate & Community Services

Manager Finance & Administration

Manager Governance & Compliance

Manager Human Resources

Manager Work Health & Safety / Quality Assurance

OPTIONS**• What needs to be retained?**

In times of reform a flat structure (i.e. where the CEO has direct influence on shaping the organisation) works well. Observations from both the permanent and acting CEO are that the skillsets within the team are ideal. There is a good mix of:

- Individuals who have strong local backgrounds, and others that bring to Council experience in diverse local governments.
 - The inclusion of individuals with *external* experience is extremely valuable as it is effectively providing on the job sharing of learnings from multiple local governments all with their unique strengths and challenges – *local learning without the pitfalls of individual experience*.

- The inclusion of *local* experience is extremely valuable as it effectively provides on the job sharing of learnings about what is important and unique about the community and community networks. There are also valuable learnings on what has worked and not worked in the past – i.e. not starting from scratch each time a new person starts (and not repeating the mistakes of the past).

Without either, the team's knowledge growth would be limited or at risk of avoidable mistakes.

- Ages, genders, backgrounds and experience.

The more diversity in the leadership team, the more diverse the perspectives brought to the table. When we consider that the workforce and society in general has such diversity, it makes sense that the collective input would be better if management's collaboration is inclusive of diverse perspectives.

- Given the size of Council, and history of changes in roles, it has been a positive outcome to have a specialist focus on finance bringing larger Council experience. This has also brought a focus on continual improvement. Having continuity is advantageous to Council.

- **The case for change (some small but important refinements to the structure)**

- Roles have evolved over time as new employees have commenced.
For instance, there is currently a Manager Finance & Administration (commenced 1 August 2022) and a Manager Governance & Compliance (commenced 24 April, 2023).

Some of the roles and responsibilities mentioned above ordinarily form part of a Director Corporate Services role, while some of the roles and responsibilities overlap into the CEO position – particularly for smaller Councils.

It does however take time to know individuals' strengths and interests. It works well to match individuals' strengths and passions with business requirements as motivation is then a given. Structure often has to be more fluid in smaller communities also to take advantage of the talent pool at any point in time.

- In some cases, the formal (adopted) structure hasn't kept up with the flow on effect of evolution.

For instance, with the above employees coming on board, the current Director Corporate & Community Services position doesn't have any Corporate Service functions within the role, as these report directly to the CEO.

- Through the evolution of roles and new appointments, there is a mixture of titles – i.e. Manager is ordinarily associated with 3rd level reporting (i.e. to a Director), while Director is a position that reports to the CEO. However, in the current structure there are both Directors and Managers that report to the CEO. For individuals, titles vary in personal importance, however from an organisational perspective it is of value as it communicates a person's level of authority.
- Consistent levels within the organisation provide for clear delegations, and corporate responsibilities. Internal example:
 - Level 1 – CEO
 - Level 2 – Executive Leadership Team
 - Level 3 – Specialist Officer (Records)
 - Level 4 – All employees

Specialist person – Responsible for a Program, Service, Function, Small Team, Coordination on behalf of Council or Community.

- Proposed inclusion of a Corporate Support Officer so that there is resilience / backup for key corporate functions (payroll, rates, accounts payable etc).
- Reshape of the Executive Assistant to provide higher level support to the Executive Leadership Team and full / meaningful utilisation of the position with communications being a significant focus (internally and externally) – Executive Officer (EO).
- There have been trials to modernise the workforce by allowing additional work remotely. However, there have been some challenges for individual team members and supervisors.

CONSULTATION (Internal/External)

Consultation has occurred with most of the Executive Leadership Team, specifically:

- Retiring Director Engineering Services – to gain insight into his observations and experience;
- Director Corporate & Community Services;
- Manager Finance & Administration;
- Manager Governance & Compliance;
- Manager Human Resources.

Although the Acting Director was on leave at the time, feedback on opportunities for improvement has also been sought and considered in the recommendations put forward.

Legislative Requirements for Consultation

The *Industrial Relations Act 2016* embeds consultation as part of its core objectives.

4 How main purpose is primarily achieved

...

(c) promoting and facilitating security in employment and consultation about employment matters, technological change and organisational change; and

...

72 Employer's obligation to advise about significant change at the workplace

(1) This section applies if an employer decides to implement significant change at a workplace.

(2) The employer must take reasonable action to advise each employee who is absent from the workplace on parental leave about the proposed change before it is implemented.

(3) The advice must inform the employee of the change and any effect it will have on the position the employee held before starting parental leave, including, for example, the status or level of responsibility attached to the position.

(4) The employer must give the employee a reasonable opportunity to discuss any significant effect the change will have on the employee's position.

Whilst the changes put forward are relatively minor (i.e. aligning the formal structure with current practice), there are a small number of employees who will have a new immediate supervisor and therefore a consultation process should take place.

The recommendation would be for Council to consider the proposed changes, and then consultation occur with the relevant staff to consider any aspects or concerns.

Award Requirements for Consultation**11. Consultation - Introduction of changes****11.1 Employer's duty to notify**

(a) Where an employer decides to introduce changes in production, program, organisation, structure or technology that are likely to have significant effects on employees, the employer shall notify the employees who may be affected by the proposed changes and, where relevant, their union/s.

(b) 'Significant effects' includes termination of employment; major changes in the composition, operation or size of the employer's workforce or in the skills required; the elimination or Queensland Local Government Industry (Stream A) Award – State 2017 Division 1 - Provisions with common application Page 14 of 140 diminution of job opportunities or job tenure; the alteration of hours of work; the need for retraining or transfer of employees to other work or locations and the restructuring of jobs.

(c) Where the Award makes provision for alteration of any of the matters referred to in clauses 11.1(a) and (b) an alteration shall be deemed not to have significant effect.

11.2 Employer's duty to consult over change

(a) The employer shall consult the employees affected and, where relevant, their union/s about the introduction of the changes, the effects the changes are likely to have on employees (including the number and categories of employees likely to be dismissed, and the time when, or the period over which, the employer intends to carry out the dismissals) and ways to avoid or minimise the effects of the changes (e.g. by finding alternate employment).

(b) The consultation must occur as soon as practicable after making the decision referred to in clause 11.1.

(c) For the purpose of such consultation the employer shall provide in writing to the employees concerned and, where relevant, their union/s, all relevant information about the changes including the nature of the changes proposed, the expected effects of the changes on employees, and any other matters likely to affect employees.

(d) Notwithstanding the provision of clause 11.2(c) the employer shall not be required to disclose confidential information, the disclosure of which would be adverse to the employer's interests.

Quilpie Shire Council's Certified Agreement 2021***Council's duty to notify***

(a) Prior to Council deciding to introduce changes in production, program, organisation, structure or technology that are likely to have significant effects on Employees, Council shall notify the Employees who may be affected by the proposed changes and, where relevant, their union/s.

(b) "Significant effects" include termination of employment; major changes in the composition, operation or size of Council's workforce or in the skills required; the elimination or diminution of job opportunities or job tenure; the alteration of hours of work; the need for retraining or transfer of Employees to other work or locations and the restructuring of jobs.

(c) Where this Agreement makes provision for alteration of any of the matters referred to in clauses 11.1(a) and 11.1(b) an alteration shall be deemed not to have significant effect.

Council's duty to consult over change

- (a) Council shall consult the Employees affected and, where relevant, their union/s about the introduction of the changes, the effects the changes are likely to have on Employees (including the number and categories of Employees likely to be dismissed, and the time when, or the period over which, Council intends to carry out the dismissals) and ways to avoid or minimise the effects of the changes (e.g. by finding alternate employment).
- (b) The consultation shall occur as soon as practicable prior to making the decision referred to in clause 11.1.
- (c) For the purpose of such consultation Council shall provide in writing to the Employees concerned and, where relevant, their union/s, all relevant information about the changes including the nature of the changes proposed, the expected effects of the changes on Employees, and any other matters likely to affect Employees.
- (d) Notwithstanding the provision of clause 11.2(c), Council shall not be required to disclose confidential information, the disclosure of which would be adverse to Council's interests.

LEGAL IMPLICATIONS

Whilst it is Council's responsibility to adopt the structure, it is also Council's responsibility to consult with the affected individuals.

POLICY AND LEGISLATION***196 Appointing other local government employees***

- (1) A local government must, by resolution, adopt an organisational structure that is appropriate to the performance of the local government's responsibilities.*
- (2) The local government may employ local government employees for the performance of the local government's responsibilities.*
- (3) The chief executive officer appoints local government employees.*

FINANCIAL AND RESOURCE IMPLICATIONS

The report is focussed on aligning business and individual needs. Any overall budget variations would be a separate report to Council. None are proposed at this time.

RISK MANAGEMENT IMPLICATIONS

The report aims to build resilience within Council operations. However, one particular need remains unmet – that is, resilience in the area of Community Development. It is recommended that this be the subject of further discussion and report to Council.