

1973

~~Graham Andrews~~

~~REFORMER~~ ~~John Clark~~ ~~John Clark~~ ~~John Clark~~

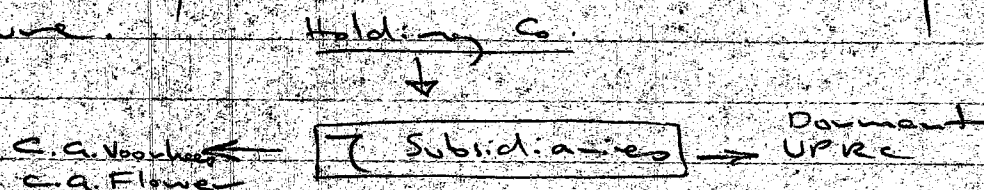
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PROPOSALS REQUIRING U.S.C. BOARD RESOLUTION

by USC Operations Director, Quorum: 4 Directors
Ian Arnold D.A., G.C., I.A., J.F.

Guidelines:

- ① Cannot significantly fragment an already complex Company structure.



Reasons:

- Cost of operation prohibitive
- Loss of control inevitable
- Control of profitability lost
- Ability to negotiate merges as P.R.C. diminished
- Ability to meet commitments to U.S.C. shareholders and long term liabilities ie:
Marechal P/L, Ekistics P/L
J. Flower, R. Young etc.
reduced significantly

- ② Restructuring operation must be capable of accommodating all senior staff and new members as well.

- ③ Risks of failure of investment in new structure must be minimised. ie: Risk of losing clients and financial investment must be minimised.

Some Back ground.

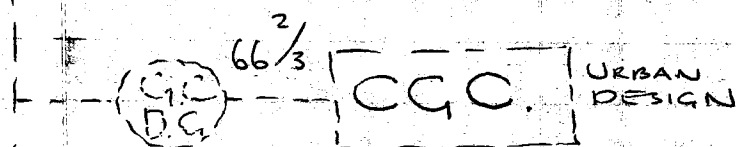
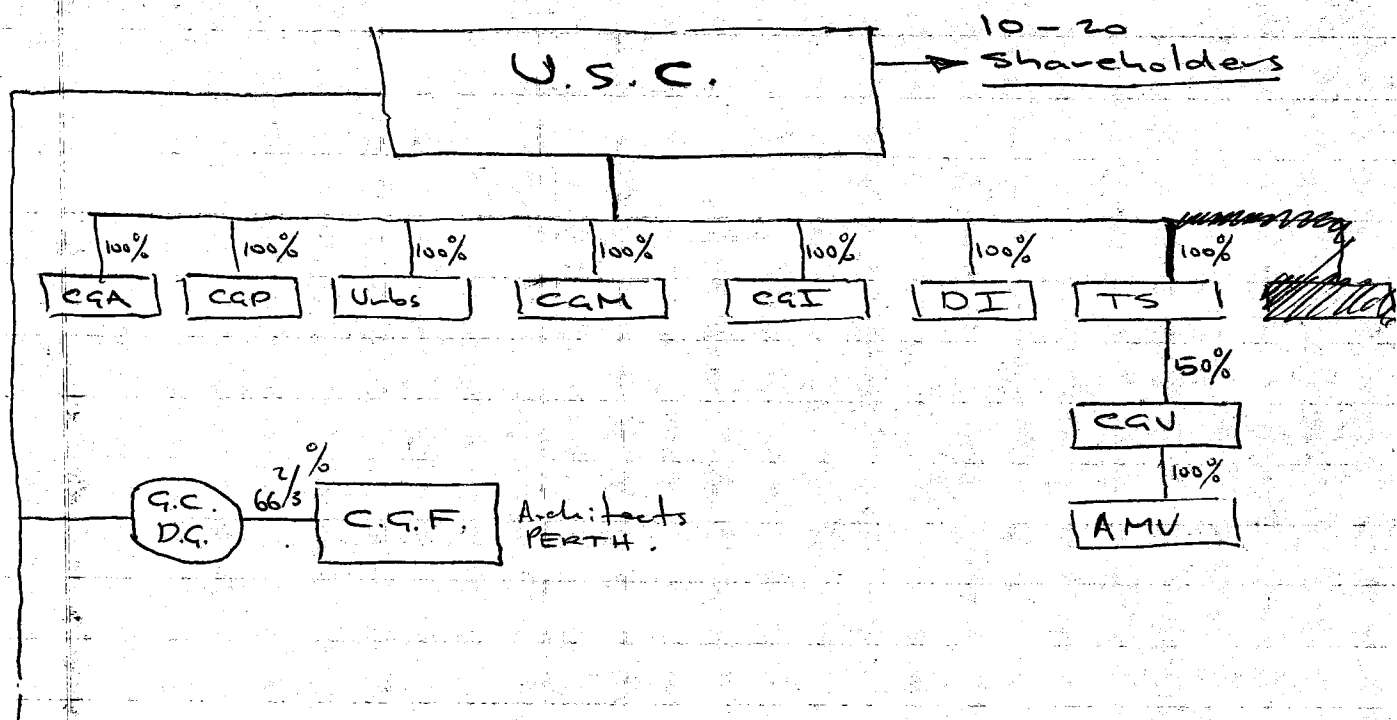
• Current prosperity within U.S.C. brought about by realisation of 1969-70 goals and objectives, has caused people within the firm to look at their own positions with the desire to consolidate and improve their own security.

• It is not unreasonable to admit to the possibility of

- Increased Salaries
- Increased shareholding
- Improved office facilities
- Definition of Roles and Titles
- Appointment of Associate Directors.
- Home Office, etc.

• These conditions must also be seen in the light of an upward turn in the National ~~and~~ economy and in International Conditions which commenced in Sept. Oct 1972 and which may lead to an international or world economic boom in 1974.

Existing Structure



The Formation of one such Associated organisation quite acceptable. The formation of three or more violates guideline ①

Principle could lead to → C.G. Conbeare

C.G. Ingham

C.G. Lyncham

C.G. Steiders

C.G. Mobbs.

C.G. March

C.G. Jackson.

C.G. Casey

C.G. Simmon

C.G. Griffen.

- However, Fragmentation
- Impossible to control
- Disappearance of Founding Firm.

POSSIBLE SOLUTIONS

- ① Departure of three senior staff 20.12.72 and U.S.C. and Clarke Gazeard have to salvage and stake reputation and prove their ability and professional integrity in holding or losing major projects. A normal commercial decision.
- ② Departure of one senior staff member 20.12.72 and negotiated conditions of membership of two others. A more tactical approach and possible the most effective solution.
- ③ Separation of problem into three separate groups of problems. Separate negotiations over each, with the hope that acceptable all-round improvements will ensue.
- ④ Temporary over fragmentation with planned contraction and stabilisation.

Outline Approaches to Individual Solutions

① Appointment of Director of Planning and Deputy Director of Planning

The appointment of Director of Planning would be a formality. Virtually a change in Title and emphasis is in line with original corporate plan; but ~~coinciding~~ ^{coinciding} with the appointment of a Managing Director or perhaps more appropriately initially General Manager.

The Deputy Director of Planning would be the Senior Professional Planner ^{under the Director of Planning} with the firm with national responsibilities and his appointment would be negotiated and covered by a service agreement or contract. Conditions applying would be as follows.

- a. Service Agreement
- b. Authority and Responsibility defined
- c. Associate Director of U.S.C.
- d. Increased Shareholding.

e. Security of Tenure.

~~Security of Tenure~~
~~Security of Tenure~~

f. Formation of Family

Company may be
advantageous.

g. Improved Office
accommodation and
Facilities.

② Formation of an
Associate Company for
Undertaking Urban
Design Projects not
capable of being handled
by U.S.C.

- Three Shareholders
- A Design Director
- An Architect Director
- A Planning Director.
- Funds and facilities provided at low interest and low cost by U.S.C.

Shares held equally.

D.D.	$33 \frac{1}{3} \%$
A.D.	$33 \frac{1}{3}$
P.D.	$33 \frac{1}{3}$
<hr/>	
	100 %.

Staff secondments from U.S.C.
at reduced hourly rates.
Severate accommodation
in a building owned or
leased by U.S.C. in
North Sydney Area.
Considerable use of small
specialist consultants.