


*Asset and Financial Management*


**NORTHERN PENINSULA AREA  
REGIONAL COUNCIL (NPARC)**



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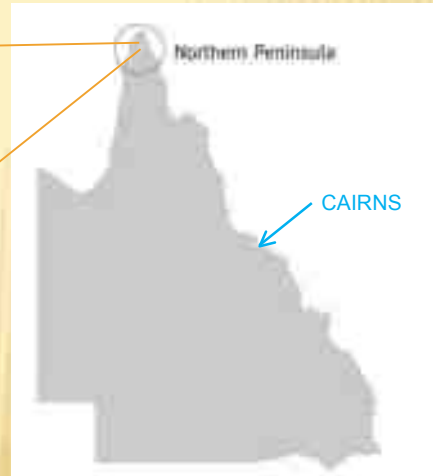
## **OUTLINE OF TODAY'S TALK**

- ✘ Who are we?
- ✘ What was the situation?
- ✘ How did we solve it?
- ✘ What have the benefits been?
- ✘ Is the solution transferable to other councils?
- ✘ How will we build on this?



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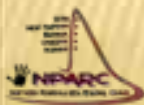
## THE NORTHERN PENINSULA AREA (NPA)



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## NPARC'S VISION

“Prosperity for our  
community and our  
people”



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## WHAT WAS THE SITUATION?

### Amalgamation in March 2008

- + 3 Aboriginal & 2 Island Community Councils into one Regional Council
- + Divergent financial system
- + No asset planning & unreliable Assets Registers
- + Staff responsibilities unclear (no Certified Agreement)
- + Financial situation unclear
- + Levels of service unstated or divergent
- + Transition from the *Community Services Act* to the *Local Government Act*
- + CDEP migrated to the National Policy Framework (June 2009)



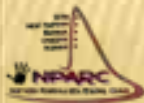
**Finance, Asset and Workplace Relations Planning Desperately Required!**



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## A NEW DAY

- ✘ The new NPA Regional Council holds its Inaugural Meeting



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## HOW DID WE SOLVE IT?

- × The idea – to combine:
  - + Levels of service from assets **with**
  - + Community consultation **and**
  - + Council's vision **to get**

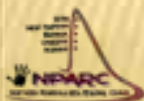
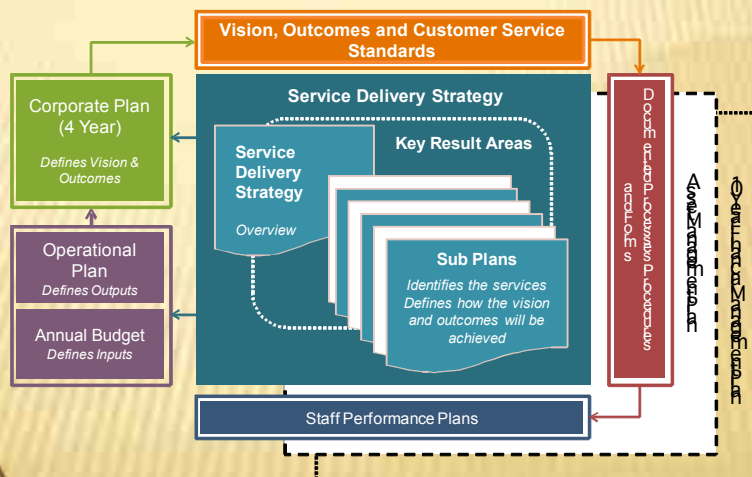
A Corporate Plan **married to a**  
Service Delivery Strategy

A framework for Asset and Financial Planning



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## PLANNING FRAMEWORK



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## CORPORATE PLAN

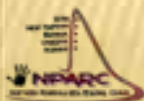
- × The *what we want to achieve*
- × Key Result Areas:
  - + Financial management
  - + Community wellbeing
  - + Employment
  - + Infrastructure
  - + Economic development
  - + Governance
  - + Organisational strength and excellence
  - + Enterprise and commercial activities



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## SERVICE DELIVERY STRATEGY

- × The *what, who, when and how*
- × Detailed:
  - + Activities to be performed
  - + Key Performance Indicators
  - + Responsible officers
  - + Budget
  - + User Pays
  - + Timeframe
  - + Required assets
  - + Issues, risks and challenges



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## BUILDING THE BUDGET



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## HOW WAS IT INNOVATIVE?

- ✘ Innovation came in *integration*



in a whole of council approach.

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## WHAT WERE THE 2008-2009 BENEFITS?

- × **Delivery of Services**
  - + Consolidate legacy Council planning documents
- × **Recruited Executive Staff**
  - + At 26<sup>th</sup> March 2008 the Executive consisted of the interim CEO and 1 x consultant, this also meant, no transfer of Corp Knowledge
- × **Negotiated a Certified Agreement**
  - + 12 Awards into 1 Certified Agreement, negotiated with the Unions and Certified by the IRC within 7 months of change-over day
- × **Put in place a new Financial Management System** (Full IT Managed Service, including cabling & hardware)



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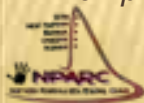
## WHAT WERE THE 2008-2009 BENEFITS? - CONTINUED

### **Challenges -**

- × Code of Practice – Employment Guarantee
- × Workplace shadowing (2.2 employees for every position)
- × No Certified agreement, PD's, Classifications or induction & recruitment procedures and processes

### **Response –**

- × 12 awards into one Certified Agreement (negotiated)
- × Classifications, recruitment, Induction, performance management & code of ethics in place
- × Council rejects workplace shadowing & supports 1 employee for one job, working hard and getting paid well



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## WHAT WERE THE 2008-2009 BENEFITS? - CONTINUED

- × Put in place a new records management system & Archive Centre
- × Completed EOL financial audit of 5 formation Councils – taking 13 months to reconcile the EOL Accounts
- × Won new funding for a Joint Council & Apudthama Land Trust Ranger Program (\$3.2m over 3 years, this expands Councils capacity for Caring for Country)
- × Manage the changes to CDEP and the loss of \$2.2m of wage subsidies (won the Commonwealth contract to provide CDEP Services which reduced the wage loss to \$1.2M)

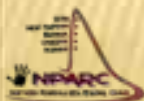


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## WHAT WERE THE 2008-2009 BENEFITS? - CONTINUED

- × Moving positively towards financial sustainability
- × Continuation & improvement in levels of service
- × Community ownership of planning
- × A Framework for more detailed planning
- × A skilled workforce trained for the NPA

**A platform for achieving council's vision and meeting the Communities Expectation on time and within Budget**



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## TRANSFERABILITY

*Could the same approach be undertaken by other small councils to achieve similar benefits?*

**ABSOLUTELY!**

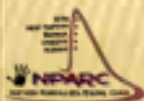


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## HOW WILL WE BUILD ON THIS?

- × NPARC has won Cap Ex funding to develop an “Enhanced Total Management Plan”
- × This will address:
  - + COAG’s plans for Local Government Financial Sustainability
  - + New QLD *Sustainable Planning Act*
  - + New QLD *Local Government Act*

**THE ABOVE WILL BE COMPLETED BY September 19<sup>th</sup> 2010**



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## HOW WILL WE BUILD ON THIS- CONT

- × NPARC will be innovating by **integrating**:
  - + Community planning – with the input of the community!
  - + Land use planning- with the input of the Traditional Owners
  - + An economic development plan
  - + An environmental management plan
  - + A comprehensive financial management plan, and
  - + Asset management plans (completed by November 2010)



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- Completed the EOL Audits of the 5 Legacy Councils
- Purchased & built a new finance system
- Negotiated a Certified Agreement
- Re-badged a workforce and re-branded a Council
- Populated new asset registers & revalued and condition assessed all assets
- Developed a Corporate Plan & service delivery framework from scratch
- Designed and implemented a 'best practice' files management system
- Unqualified audit *without breach* in our inaugural year
- Won the National Award for Excellence in Local Government- small council below 15,000 rate payers for Asset and Finance Management

•All completed within 27 months ! **QUESTIONS**

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