

**FINANCIAL MANAGEMENT REVIEW REPORT
ACTION PLAN**

6/11/2020

Action	Key Area	Recommendation	CPA Priority	Revised Priority	Responsible Officer	Action Required	Target Completion Date	Revised Completion Date	Status	Progress	Update 1
1.0	Finance Leadership	Acknowledge the importance of financial management by appointing an experienced Chief Finance Officer (CFO) with expertise in guiding organisational change as an equal member of the Senior Executive team.	1	1	Chief Executive Officer	Following the review of the organisation structure, finalise the scope of CFO role and recruit a suitably qualified officer.	31-Oct-20	31-Oct-20	In Progress	Progress	
2.0	Budgeting	To better support transparency and accountability, implement a contemporary and rigorous budgeting methodology by mandating a 'Bottom-up Budgeting' process across the organisation, with Finance supporting its implementation.	1	2	Manager Finance & Risk	Redefine the budget development process including listing responsibilities, actions, and key dates.	30-Nov-20	30-Nov-20	In Progress	Not Yet Started	
2.1	Budgeting	To better support transparency and accountability, implement a contemporary and rigorous budgeting methodology by mandating a 'Bottom-up Budgeting' process across the organisation, with Finance supporting its implementation.	1	2	Manager Finance & Risk	Provide training to responsible officers on the budget process and the various tools used in the budget development.	31-Dec-20	31-Dec-20	Not Yet Started	Not Yet Started	
3.0	Service Levels	Consistent with other councils, create a 'Service Level Catalogue' analysing and documenting GRC activities, service level targets and costs. Integrate with a 'Bottom-up Budgeting' methodology and define measures for corporate overhead allocation.	1	2	Senior Specialist - Organisational Development	Renew the service planning process and engage with Exec and Management to update the Service Catalogue templates structure and content in line with the Queensland Audit Office report on Managing the Sustainability of Local Government Services.	31-Dec-20	31-Dec-20	Not Yet Started	Not Yet Started	
3.1	Service Levels	Consistent with other councils, create a 'Service Level Catalogue' analysing and documenting GRC activities, service level targets and costs. Integrate with a 'Bottom-up Budgeting' methodology and define measures for corporate overhead allocation.	1	3	Senior Specialist - Organisational Development	Seek Council/Community endorsement of the Service Catalogue developed under action 3.0.	31-Mar-21	31-Mar-21	Not Yet Started	Not Yet Started	
3.2	Service Levels	Consistent with other councils, create a 'Service Level Catalogue' analysing and documenting GRC activities, service level targets and costs. Integrate with a 'Bottom-up Budgeting' methodology and define measures for corporate overhead allocation.	1	3	Manager Finance & Risk	Ensure linkages between the Service Catalogue and the operational budget by including budget amounts in the service catalogue	31-May-21	31-May-21	Not Yet Started	Not Yet Started	
3.3	Service Levels	Consistent with other councils, create a 'Service Level Catalogue' analysing and documenting GRC activities, service level targets and costs. Integrate with a 'Bottom-up Budgeting' methodology and define measures for corporate overhead allocation.	1	3	Manager Finance & Risk	Update the corporate overhead allocation model and provide updated information to responsible officers.	28-Feb-21	28-Feb-21	In Progress	Not Yet Started	
3.4	Service Levels	Consistent with other councils, create a 'Service Level Catalogue' analysing and documenting GRC activities, service level targets and costs. Integrate with a 'Bottom-up Budgeting' methodology and define measures for corporate overhead allocation.	1	1	Chief Executive Officer	Undertake a review of the scope and level of services provided by Council.	28-Feb-21	28-Feb-21	Not Yet Started	Not Yet Started	
4.0	Financial Sustainability	Develop a Financial Sustainability Strategy to map the achievement of Council's corporate plan objectives in the medium to longer term and that adopts (i) state defined finance performance ratios as a contextual guide to inform decision making and (ii) establish boundaries for capital and operational expenditure planning.	1	1	Manager Finance & Risk	Develop and adopt a Financial Sustainability Policy.	31-Jul-20	31-Jul-20	Complete	Complete	Policy drafted and included for adoption with the 2020-2021 Budget on 29 July 2020.
4.1	Financial Sustainability	Develop a Financial Sustainability Strategy to map the achievement of Council's corporate plan objectives in the medium to longer term and that adopts (i) state defined finance performance ratios as a contextual guide to inform decision making and (ii) establish boundaries for capital and operational expenditure planning.	1	1	Manager Finance & Risk	Develop and adopt a Long Term Financial Plan which sets out the assumptions used in the Long Term Forecast and includes sensitivity analysis of key drivers.	31-Jul-20	31-Jul-20	Complete	Complete	Basic LTFF drafted and included for adoption with the 2020-2021 Budget on 29 July 2020.
4.2	Financial Sustainability	Develop a Financial Sustainability Strategy to map the achievement of Council's corporate plan objectives in the medium to longer term and that adopts (i) state defined finance performance ratios as a contextual guide to inform decision making and (ii) establish boundaries for capital and operational expenditure planning.	1	3	Manager Finance & Risk	Further develop the Long Term Financial Plan (LTFF) to consider the financial implications of Council's new Corporate Plan (when adopted).	31-May-21	31-May-21	Not Yet Started	Not Yet Started	
4.3	Financial Sustainability	Develop a Financial Sustainability Strategy to map the achievement of Council's corporate plan objectives in the medium to longer term and that adopts (i) state defined finance performance ratios as a contextual guide to inform decision making and (ii) establish boundaries for capital and operational expenditure planning.	1	3	Manager Finance & Risk	Further develop the Long Term Financial Plan (LTFF) to consider the financial implications of Council's Asset Management Plans (AMP) as they are developed. A section on the assumptions from each AMP should be added to the LTFF.	31-May-21	31-May-21	In Progress	On Track	
4.4	Financial Sustainability	Develop a Financial Sustainability Strategy to map the achievement of Council's corporate plan objectives in the medium to longer term and that adopts (i) state defined finance performance ratios as a contextual guide to inform decision making and (ii) establish boundaries for capital and operational expenditure planning.	1	1	Manager Finance & Risk	Review additional financial ratios and metrics and seek endorsement from the Audit and Risk Management Committee prior to adoption.	30-Sep-20	30-Nov-20	In Progress	On Track	Initial report provided to ARMC but additional work should be undertaken to align financial ratios and metrics to organisational KPIs (5.3)
4.5	Financial Sustainability	Develop a Financial Sustainability Strategy to map the achievement of Council's corporate plan objectives in the medium to longer term and that adopts (i) state defined finance performance ratios as a contextual guide to inform decision making and (ii) establish boundaries for capital and operational expenditure planning.	1	3	Manager Finance & Risk	At the start of the budget development process, undertake a briefing session for the Leadership Team which outlines the long term forecast and current financial position and clearly identifies the assumptions and parameters to be used in developing the operating and capital budget. Explanations on exceptions to the parameters are to be provided by Department Heads to the Executive Team for approval and endorsement.	28-Feb-21	28-Feb-21	Not Yet Started	Not Yet Started	
4.6	Financial Sustainability	Develop a Financial Sustainability Strategy to map the achievement of Council's corporate plan objectives in the medium to longer term and that adopts (i) state defined finance performance ratios as a contextual guide to inform decision making and (ii) establish boundaries for capital and operational expenditure planning.	1	3	Manager Finance & Risk	Coordinate a review of the Full Cost Pricing Models for Waste, Water, and Sewerage in January each year to inform the development of the budget parameters.	28-Feb-21	28-Feb-21	In Progress	Not Yet Started	
4.7	Financial Sustainability	Develop a Financial Sustainability Strategy to map the achievement of Council's corporate plan objectives in the medium to longer term and that adopts (i) state defined finance performance ratios as a contextual guide to inform decision making and (ii) establish boundaries for capital and operational expenditure planning.	1	2	Manager Finance & Risk	Develop a long term rating strategy which identifies opportunities for future rating categories, comparative levels, and revenue distribution.	31-Dec-20	31-Dec-20	In Progress	Not Yet Started	Work commenced on review of rating categories including comparison of rate in the dollar within categories and modelling for alternative yields - report to Exec Team due December
5.0	Performance Indicators	Develop an organisational financial performance dashboard. Cascade performance and budget KPIs from strategic plans into business operating plans and individual performance metrics. Publish comparative Business Unit performance progress and report to Council.	2	1	Manager Finance & Risk	Undertake a survey of Council, the Leadership Team, and other staff with financial responsibilities to understand their financial reporting wants and needs.	31-Oct-20	31-Jan-21	In Progress	Not Yet Started	Individual reports developed for initial managers contacted, regular meetings with responsible managers to determine specific reporting requirements etc etc
5.1	Performance Indicators	Develop an organisational financial performance dashboard. Cascade performance and budget KPIs from strategic plans into business operating plans and individual performance metrics. Publish comparative Business Unit performance progress and report to Council.	2	1	Manager Finance & Risk	Engage with other Councils on what financial reporting is undertaken and identify options which could be implemented.	31-Oct-20	31-Oct-20	Not Yet Started	Not Yet Started	Liaise with Noosa, LGFP and Bundaberg.
5.2	Performance Indicators	Develop an organisational financial performance dashboard. Cascade performance and budget KPIs from strategic plans into business operating plans and individual performance metrics. Publish comparative Business Unit performance progress and report to Council.	2	1	Manager Finance & Risk	Considering the information gathered in completing actions 5.0 and 5.1, establish a Financial Reporting Framework which outlines the different types of financial reports, level of reporting, content, timing, summary dashboard content, and responsibilities.	30-Nov-20	30-Nov-20	In Progress	On Track	
5.3	Performance Indicators	Develop an organisational financial performance dashboard. Cascade performance and budget KPIs from strategic plans into business operating plans and individual performance metrics. Publish comparative Business Unit performance progress and report to Council.	2	1	Director Corporate Services/CFO	Develop appropriate financial KPIs for inclusion in Council's strategic, operational, and business unit plans.	31-Oct-20	31-Oct-20	In Progress	On Track	
5.4	Performance Indicators	Develop an organisational financial performance dashboard. Cascade performance and budget KPIs from strategic plans into business operating plans and individual performance metrics. Publish comparative Business Unit performance progress and report to Council.	2	1	Manager Finance & Risk	Determine if dashboard capability exists within the current BIS system (see also action 6.0) and if not, identify alternative options to provide relevant dashboards for reporting on financial information.	31-Oct-20	31-Oct-20	In Progress	On Track	Information provided from Amy that BIS 7.1 has dashboard reporting capability - further reporting enhancements available after Authority upgraded to cloud - ask Amy

**FINANCIAL MANAGEMENT REVIEW REPORT
ACTION PLAN**

6/11/2020

Action	Key Area	Recommendation	CPA Priority	Revised Priority	Responsible Officer	Action Required	Target Completion Date	Revised Completion Date	Status	Progress	Update 1
6.0	Finance Systems	Recognising the link between organisational performance and financial effectiveness, establish a finance system 'root and branch' review project to diagnose roadblocks and inefficiencies with a view to defining a finance systems investment/improvement program.	2	1	Manager Finance & Risk	In conjunction with CIVICA, undertake an analysis of the BIS reporting system to determine how effectively its capabilities are being utilised and identify opportunities for improvement.	30-Sep-20	30-Sep-20	Not Yet Started	Not Yet Started	Check with Amy in relation to ICT availability
6.1	Finance Systems	Recognising the link between organisational performance and financial effectiveness, establish a finance system 'root and branch' review project to diagnose roadblocks and inefficiencies with a view to defining a finance systems investment/improvement program.	2	1	Manager Finance & Risk	Engage with other Councils on how they currently utilise the Authority system for financial reporting and identify opportunities for improvement.	31-Oct-20	31-Oct-20	In Progress	On Track	Video conference with Bundaberg CFO arranged.
6.2	Finance Systems	Recognising the link between organisational performance and financial effectiveness, establish a finance system 'root and branch' review project to diagnose roadblocks and inefficiencies with a view to defining a finance systems investment/improvement program.	2	1	Manager Finance & Risk	In conjunction with Information Services, develop a project plan and implement improvements identified in completing actions 6.0 and 6.1. The implementation is to focus on establishing some "quick wins" to have an immediate impact.	30-Nov-20	30-Nov-20	Not Yet Started	Not Yet Started	
7.0	Financial Literacy	Complete an inventory of finance competency across existing decision-making positions and deploy an organisation wide finance literacy development program.	3	3	POD	Undertake a financial capability survey of staff with financial responsibilities and identify opportunities for development.	31-Jan-21	31-Jan-21	Not Yet Started	Not Yet Started	
7.1	Financial Literacy	Complete an inventory of finance competency across existing decision-making positions and deploy an organisation wide finance literacy development program.	3	3	POD	In conjunction with the Manager Finance & Risk, develop a program to address the development opportunities identified through the completion of action 7.0.	31-Jan-21	31-Jan-21	Not Yet Started	Not Yet Started	
7.2	Financial Literacy	Complete an inventory of finance competency across existing decision-making positions and deploy an organisation wide finance literacy development program.	3	3	POD	In conjunction with the Manager Finance & Risk, develop and deploy eLearning modules on key financial concepts to improve understanding and awareness of finance matters across the organisation but with a particular emphasis on leadership positions.	31-Jan-21	31-Jan-21	Not Yet Started	Not Yet Started	
8.0	Finance Competency	Implement an organisational finance competency framework to define the mandatory finance competencies necessary for decision-making roles. Integrate this into GRC's existing capability framework.	3	3	POD	Revise the Strategy and Planning pillar within the existing capability framework to ensure it adequately covers financial performance and management requirements.	31-Jan-21	31-Jan-21	Not Yet Started	Not Yet Started	
8.1	Finance Competency	Implement an organisational finance competency framework to define the mandatory finance competencies necessary for decision-making roles. Integrate this into GRC's existing capability framework.	3	1	POD	Revise position descriptions for leadership roles to specifically outline requirements relating to financial responsibilities.	30-Sep-20	30-Sep-20	Not Yet Started	Not Yet Started	
9.0	Finance Service Delivery	Within the context of the corporate finance function, engage further professional finance capability and implement a business partner service model to support business unit leadership. Consider whether corporate procurement and asset management services are best aligned within the finance function. Explore a finance mentor program with other councils to promote capability building.	3	1	Director Corporate Services/CFO	Conduct a review of the structure of the Finance Team to identify an appropriate mix of management accounting and financial accounting staff to provide timely and appropriate financial information to the Departments.	31-Oct-20	30-Nov-20	In Progress	Not Yet Started	Discussions in relation to alternatives commenced week of the 26 October 2020 however more detailed discussions will be dependent on the Council structure which is yet to be announced
9.1	Finance Service Delivery	Within the context of the corporate finance function, engage further professional finance capability and implement a business partner service model to support business unit leadership. Consider whether corporate procurement and asset management services are best aligned within the finance function. Explore a finance mentor program with other councils to promote capability building.	3	1	Chief Executive Officer	As part of the organisational structure review and action 1.0, consider opportunities to consolidate finance related functions within one Directorate under the Chief Financial Officer. Functions to consider include Asset Management, Procurement, Business Analysis, Strategic and Operational Planning, Payroll, Human Resources, and Information Technology.	31-Oct-20	30-Nov-20	Not Yet Started	Not Yet Started	
9.2	Finance Service Delivery	Within the context of the corporate finance function, engage further professional finance capability and implement a business partner service model to support business unit leadership. Consider whether corporate procurement and asset management services are best aligned within the finance function. Explore a finance mentor program with other councils to promote capability building.	3	1	Manager Finance & Risk	Implement a regular series of meetings with each Manager to discuss their financial performance and improve their understanding and use of the financial reporting system.	30-Sep-20	30-Sep-20	Complete	Complete	Meetings are being held with Managers and staff regarding the 2020-21 financial performance on a monthly basis.
9.3	Finance Service Delivery	Within the context of the corporate finance function, engage further professional finance capability and implement a business partner service model to support business unit leadership. Consider whether corporate procurement and asset management services are best aligned within the finance function. Explore a finance mentor program with other councils to promote capability building.	3	1	Manager Finance & Risk	Allocate accounting support staff to each Directorate to provide on-call finance expertise.	30-Sep-20	30-Sep-20	In Progress	On Track	Responsibility still shared across management accounting staff pending the appointment of a "financial accountant" who will assist with EOM processes and backup financial support to Directorates
9.4	Finance Service Delivery	Within the context of the corporate finance function, engage further professional finance capability and implement a business partner service model to support business unit leadership. Consider whether corporate procurement and asset management services are best aligned within the finance function. Explore a finance mentor program with other councils to promote capability building.	3	3	Manager Finance & Risk	Undertake an annual stakeholder/customer survey to determine the level of satisfaction with the performance of the Finance Department for the prior year and identify opportunities for improvement.	30-Jun-21	30-Jun-21	Not Yet Started	Not Yet Started	
9.5	Finance Service Delivery	Within the context of the corporate finance function, engage further professional finance capability and implement a business partner service model to support business unit leadership. Consider whether corporate procurement and asset management services are best aligned within the finance function. Explore a finance mentor program with other councils to promote capability building.	3	1	Director Corporate Services/CFO	Develop a mentoring program and engage an external mentor (sourced from a neighbouring Council, the Local Government Finance Professionals (QLD), or other professional providers) to undertake structured, regular meetings with key finance staff to review progress on competency development, and provide relevant, real world support to address emerging issues and assist with professional and personal development.	30-Nov-20	30-Nov-20	Not Yet Started	Not Yet Started	