council**BIZ**

… a quick overview…
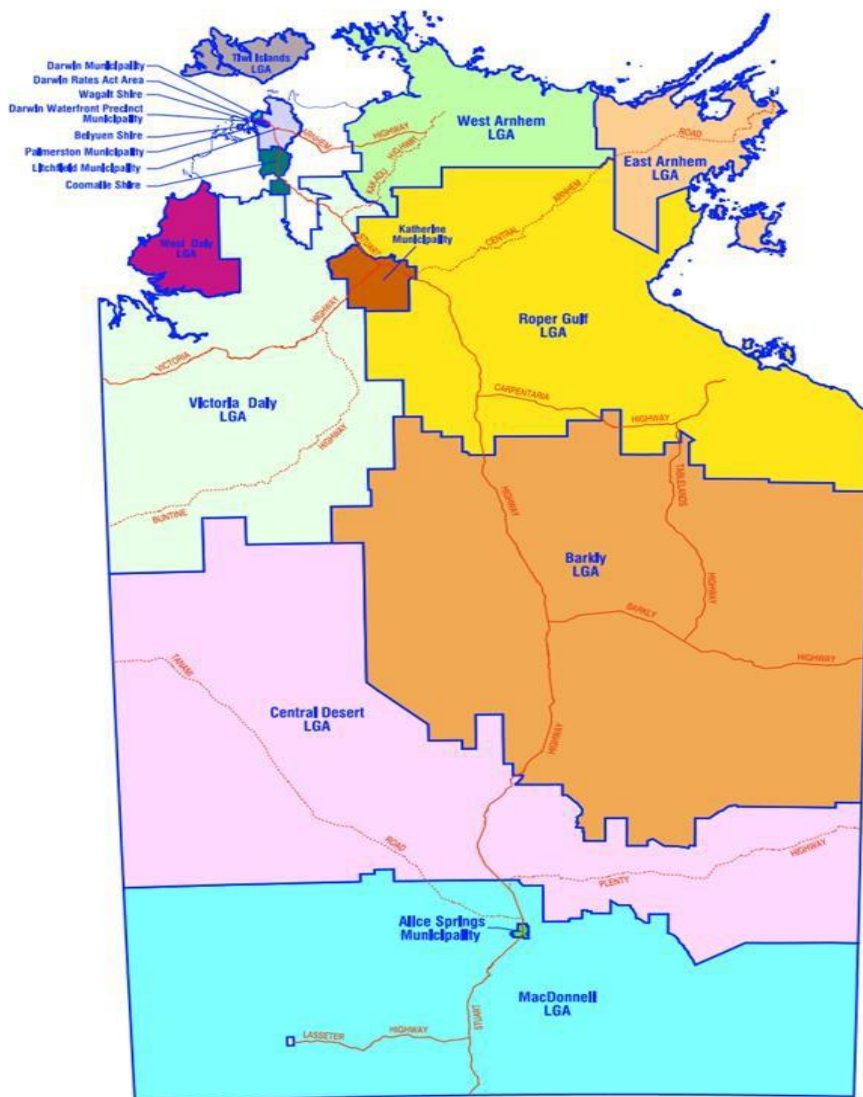
July 2019

Table of Contents

Adopted 13 June 2019

A message from the Chair and General Manager

Welcome to CouncilBIZ!

The information contained in this pack has been designed to provide you with a quick overview of CouncilBIZ.

CouncilBIZ is a local government subsidiary that was created in 2008 to provide Financial, HR, Admin and Information Technology (IT) services to the newly created 8 super Shires. West Daly was added in 2014 when Victoria Daly was divided.

Our vision is focused on inspiring and enabling members and customers through creativity, innovation and enterprise.

To do so, we work in a collaborative partnership with member councils and other customers and we deliver value based high quality services.

Further information on CouncilBIZ is contained in this pack, and if you have any queries or if we can be of service to you, please don't hesitate to contact us.

Jeff McLeod	Brendan Dowd
Chair	General Manager
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E jeff.mcleod@macdonnell.nt.gov.au	E brendan.dowd@councilbiz.nt.gov.au

Background and Context

Historical Perspective

CouncilBIZ was created in 2008 to provide Financial, HR, Admin and Information Technology (IT) services to the newly created 8 super Shires. West Daly was added in 2014 when Victoria Daly was divided.

Governance and Management Model

CouncilBIZ is a Local Government Subsidiary as defined in the Local Government Act.

CouncilBIZ is governed by a Board consisting of a Nominated Representative from each Member of CouncilBIZ.

CouncilBIZ also has an Executive Committee and an Audit & Risk Management Committee.

Management is given authority by the Constitution of CouncilBIZ dated 19 July 2018 and the Board. The General Manager reports to the Board via the Chairperson.

The members of CouncilBIZ are:

Financial Members:

- Barkly Regional Council
- Central Desert Regional Council
- East Arnhem Regional Council
- MacDonnell Regional Council
- Roper Gulf Regional Council
- Tiwi Island Regional Council
- Victoria Daly Regional Council
- West Arnhem Regional Council
- West Daly Regional Council

Non-financial Member:

Local Government Association of Northern Territory (LGANT)

Executive Committee

CouncilBIZ has an Executive Committee established pursuant to Rule 26.1 of the Constitution.

The roles, functions and procedures of the Executive Committee are set out in the Executive Committee Policy (13 June 2019).

The committee comprises four members of the Board, one of whom is the Chair and another is the Deputy Chair. All appointments to this committee are made by the Board. The

committee operates under delegation from the Board.

Audit & Risk Management Committee (ARMC)

ARMC is an advisory committee to the Board established pursuant to Rule 18.3 of the Constitution.

ARMC consists of two Independent Members and a representative from the Board.

The two Independent Members are Elisabeth Tan and Steven Roberts. The representative from the Board is Shaun Hardy. Elisabeth Tan is the Chair of ARMC.

All appointments to ARMC are made by the Board.

Strategic Plan - CouncilBiz 2025

Our Vision

Inspiring and enabling members and customers through creativity, innovation and enterprise.

Our Mission

We work in a collaborative partnership across our member Councils, delivering value based high quality service.

We do this by actively engaging with our customers, supporting each other and being alert, flexible and future focused in a rapidly changing environment.

Our Values

Integrity	We will display integrity in our dealings and in our work
Responsiveness	We will be responsive and focused to the current and future needs of our customers
Innovation	We will foster and support innovation in all aspects of our work
Accountability	We will be accountable and open in all of our dealings
Respect	Everyone will be treated with respect

Service

Goal: Deliver services using innovation and creativity.

Objectives		Actions		Measures
1.1	Agreed core services and user pay service offerings are established	1.1.1	Shared services options paper for Board consideration and approval	Shared Services option paper developed and considered by the Board in October 2019
		1.1.2	Cost/benefit value analysis for core, outsourced and potential shared services	Cost/Benefit analysis completed and considered by the Board in June 2021
1.2	Deliver exceptional customer service with strong customer and stakeholder relationships	1.2.1	Develop Service Level Agreements with clear performance measures for each Customer	SLA's developed and in place by December 2019
		1.2.2	Develop Relationship Management, Marketing & Communications Plan	Relationship Management, Marketing and Communications Plan(s) developed by June 2020
		1.2.3	Conduct exercise to understand what Members and Customers consider "exceptional" service	Exercise conducted and Annual Customer Satisfaction Survey > 80% satisfaction

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Innovation

Goal: Foster and support innovation.

Objectives		Actions		Measures
2.1	Board and organisational culture of creativity and teamwork	2.1.1	Align Job Descriptions and KPI's with Strategic Plan	Job Descriptions reviewed and updated by December 2019
		2.1.2	Develop Staff Recognition System	Staff Recognition System developed by June 2020
		2.1.3	Develop initiatives that foster and support innovation	Ongoing with Innovation Manager appointed December 2019
				Annual Culture Survey > 80%
2.2	Dedicated resource for innovation	2.2.1	Board approval for budget allocation	Budget approval in June 2019 and Innovation Manager appointed by December 2019
		2.2.2	Constructively challenge and review existing systems and processes	System and process review schedule developed by December 2019 All reviews completed by June 2021
		2.2.3	Actively scan and research new developments in technology	Ongoing
2.3	Share and showcase best practice solutions and products	2.3.1	Ongoing report to the Board	Ongoing report to the Board in place by June 2020
		2.3.2	Ongoing update to Users on new developments and innovation	Ongoing Update in place by December 2019

Technology

Goal: Assess and implement new solutions that use appropriate technology.

Objectives	Actions	Measures
3.1 Flexible technology that is simple and fast	3.1.1 Develop ICT Strategic Plan	Plan developed by June 2020 and updated annually
	3.1.2 Benchmark current technology against alternative products	Benchmarking report completed by December 2020 and updated annually
	3.1.3 Continuously engage with customers to understand needs and wants	>80% Customer Satisfaction

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People

Goal: Organise for success

Objectives		Actions		Measures
4.1	Be service delivery experts	4.1.1	Establish Training and Development Plan	Training and Development Plan established by June 2020 and reviewed annually
				>80% Customer Satisfaction
		4.1.1	Improve problem resolution, including reporting on open issues and escalation process	In place by June 2020
4.2	Recruit and retain highly motivated and skilled staff	4.2.1	Develop HR/IR policies and procedures	Policies and Procedures developed and approved by October 2020
		4.2.2	Establish Staff Development and Performance Review System	Staff Development and Performance Review System established by June 2020
				Engagement Survey results > 80%
				HR Data Analytics - Management of Annual and Personal Leave, Turnover, Absenteeism

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Governance

Goal: Do the right thing in the right way

| Objectives		Actions		Measures
5.1	Governance System that enhances our culture	5.1.1	Develop Governance framework	Governance framework developed by December 2019
		5.1.2	Develop/review governance policies and delegations	Policies and delegations developed/reviewed by December 2020
		5.1.3	Review organisational structure and resources	Organisational Structure Review complete by March 2020
		5.1.4	Establish Risk Management Framework (RMF)	RMF developed by June 2020
		5.1.5	Establish Long Term Financial Plan (LMF) including Asset Management Plan	LTFP developed by June 2020
		5.1.6	Develop Business Continuity and IT Disaster Recovery Plan	Plan developed by December 2020, tested and updated annually
		5.1.7	Establish compliance checklist	Compliance checklist developed by December 2019
5.2	An engaged Board	5.2.1	Agreed method for measuring Board performance	Options paper for measuring Board performance developed by December 2019
		5.2.2	Develop Board performance report(s) (financial and non-financial)	Board Performance report(s) format developed by June 2020
		5.2.3	Assess Board performance	Annual Board and GM performance reviews commenced by June 2020.
		5.2.4	Ensure Constitution reflects a true shared service	Constitution reviewed by June 2021, then every two years

CouncilBIZ 2019

Board Members as at 1 July 2019:

Non Financial Member	Member
NAME: Tony Tapsell (until further notice)	**NAME:** Steven Moore
Position: CEO	**Position:** CEO
Council: Local Govt Assoc NT (LGANT)	**Council:** Barkly Regional Council
Email: Tony.Tapsell@lgant.asn.au	**Email:** steve.moore@barkly.nt.gov.au
Member	Member, Deputy Chair of Board and Deputy Chair of Executive Committee
NAME: Diane Hood	**NAME:** Shane Marshall
Position: CEO	**Position:** Director – Technical Services
Council: Central Desert Regional Council	**Council:** East Arnhem Regional Council
Email: Diane.Hood@centraldesert.nt.gov.au	**Email:** Shane.Marshall@eastarnhem.nt.gov.au
Member, Chair of Board and Chair of Executive Committee	Member
NAME: Jeff MacLeod	**NAME:** Phillip Luck
Position: CEO	**Position:** CEO
Council: MacDonnell Regional Council	**Council:** Roper Gulf Regional Council
Email: Jeff.Macleod@macdonnell.nt.gov.au	**Email:** phillip.luck@ropergulf.nt.gov.au
Member	Member and Executive Committee
NAME: Valerie Rowland	**NAME:** Joanne Sangster
Position: CEO	**Position:** CEO
Council: Tiwi Island Regional Council	**Council:** Victoria Daly Regional Council
Email: Valerie.rowland@tiwiislands.nt.gov.au	**Email:** ceo@vicdaly.nt.gov.au
Member *	Member, Executive Committee and Audit & Risk Management Committee
NAME: Valentin Markez	**NAME:** Shaun Hardy
Position: Director Corporate Services	**Position:** CEO
Council: West Arnhem Regional Council	**Council:** West Daly Regional Council
Email: valentin.markez@westarnhem.nt.gov.au	**Email:** ceo@westdaly.nt.gov.au

* Leave of Absence granted from September 2019 to February 2020 (incl). The Alternate Member, Brian Hylands, CEO of West Arnhem Regional Council will act in his absence.

Organisational Chart

 As at 1 July 2019 the Organisational Chart is:
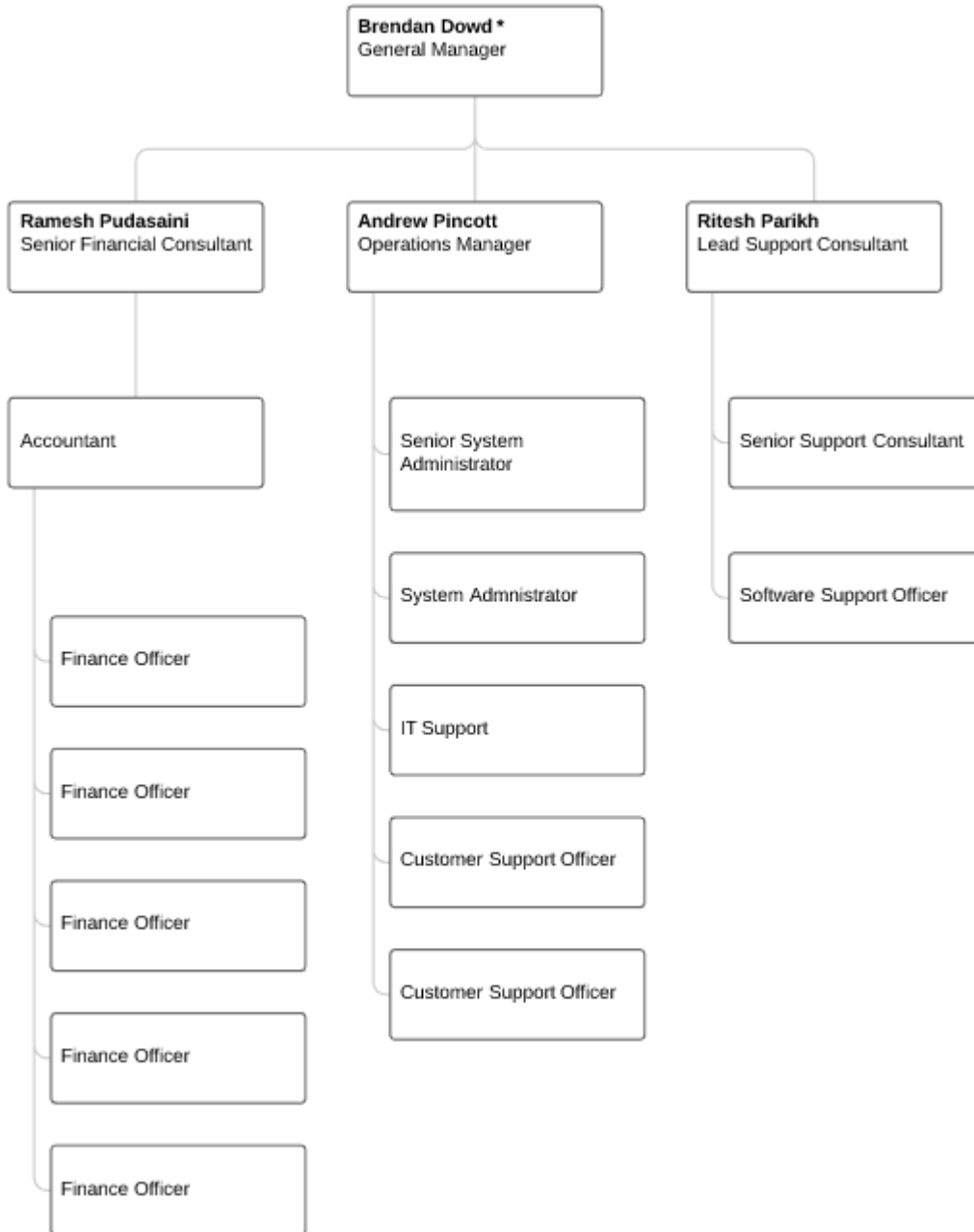
* Brendan Dowd is the General Manager until March 2020.

Employees are covered by the CouncilBIZ Enterprise Agreement 2017.

Services Provided by CouncilBIZ

What CouncilBIZ Plans to Deliver in 2019-20

CouncilBIZ delivers services to its Members in four core areas.

1. INFORMATION TECHNOLOGY

Server Infrastructure

Rack space in the Government Data Centre (GDC) for CouncilBIZ and member equipment
Servers in the GDC and CouncilBIZ office
Routers & Switches
Data backup
Desktop Citrix environment
External application access via the portal

IT Support

1st Level email & phone help desk support
2nd Level help desk support
3rd Level IT server support

Application Hosting

Server Operating Systems in the GDC
Microsoft Office
Citrix
TechnologyOne Financials
InfoCouncil
Magiq Documents
E-Tools
PropertyWise and Water Billing

In 2019/20 the IT section will focus on:

Service Desk

To perform a full reimplementation of our Service Desk environment. This will allow for improved streamlined processes, more granular reporting for senior technicians to address ongoing problem areas and to incorporate the local Council IT staff to promote greater synergies. The reimplementation will assist CouncilBIZ in creating a better customer experience and will help us achieve our long term strategic plans for wider support coverage.

Full Software\Environment Evaluation

As the Councils networks improve with better connectivity the reliance on Citrix is decreasing. CouncilBIZ will work with the Operations Group to review the current environment and software offerings to see what alternative solutions are available. The emphasis will be on a more cost effecting operating model that delivers better value for money and services that are better suited for Councils requirements. Due to the changing nature of IT and business operations the focus will be cloud/mobile first.

Information Technology General Controls Audit

To review and update IT processes and procedures to address any risks/gaps that have been identified by the IT Control Audits undertaken by BDO (Perth) (March 2019).

Meraki

Working with Cisco to design, implement and manage a full Meraki network solution across all Councils as part of the Telstra All4Biz renewals. This will give CouncilBIZ full control and visibility of network status, performance and historical trends. The CouncilBIZ Service Desk will take responsibility of all network outages including the logging of issues with Telstra support.

Office 365

Transition the Councils onto the Microsoft Office 365 platform. This will give CouncilBIZ simplified licensing, more effective collaboration tools, greater resiliency for Email services and promote a mobile first environment. The O365 platform will be the stepping stone to transition more services to the cloud, with a long term plan to replace the current document management systems.

Skype for Business Telephony

To work with local IT resources to assist in deploying automated configuration scripts to transfer the Polycom handsets from Telstra TIPT onto Microsoft Skype for Business platform. The Councils will also obtain Microsoft Teams collaboration, Video Conferencing and internal messaging capabilities. System configuration and support will be provided by the CouncilBIZ Service Desk.

2. BUSINESS SOFTWARE SUPPPORT (BSS)

The Business Support Section provides application implementation, support and training, with vendor assistance when required, in the following business applications:

- TechnologyOne
- Magiq Documents
- InfoCouncil

In the 2019/20 financial year BSS are proposing to conduct additional TechOne training and develop a training calendar for all Member councils that will include planned visits to Katherine, Tennant Creek and Alice Springs.

In addition, BSS will deliver user training for Magiq Records which up until this time, has been undertaken by Magiq.

Project Management help for Magiq implementation will be provided for Members planning to start with a new Business Classification Scheme and Retention Disposal Schedule.

BSS will roll out new modules for Travel & Expenses, Grants Management, GL Reconciliation and Employee Self-Service.

BSS will also promote efficient utilisation of other modules such as Purchase Cards, Budgeting and Asset Management.

3. PROCESSING

The Processing Section provides processing services utilising the provided applications upon request from a Member on a fee for service basis, separate from the core Members Fees. Each service has an agreed set of key performance indicators.

Services currently provided are;

- West Daly Regional Council – Finance, AP, AR, Rates, Payroll, Records
- Victoria Daly Regional Council – Rates, Payroll
- Barkly Regional Council – Payroll
- Tiwi Islands Regional Council – Rates

In 2019/20 the Financial Processing Team will develop a Long Term Financial Plan (LTFP) that will focus on financial sustainability.

In addition, attention will be focused on financial process reviews directed towards paperless processing.

External Audit will be completed by the end of August 2019 and it will take account of the new accounting standard AASB16: Leases.

Service delivery will continue with a desire to be of service to more Members.

4. PROCUREMENT

For the purposes of joint procurement, CouncilBIZ can be used as the contract holder on behalf of Members where savings can be achieved through common processes and bulk purchasing.

5. MANAGEMENT

In 2019/20 management focus will include:

Strategy

- Finalisation and commence implementation of the new Strategic Plan.

Policy

- aggregate existing policies to a central record
- eliminate duplication
- develop standard templates
- refer for Board endorsement (where appropriate)
- develop new policies where required in high risk areas e.g. governance, finance, HR

Compliance

- develop a compliance checklist
- ensure compliance deadlines are met

Governance

- develop/revise governance framework
- review organisational structure following finalisation of strategy
- reimplement Performance Management System for staff
- develop and implement a Staff Training Plan
- develop and implement an Enterprise Risk Management Framework
- relationship development with members and other stakeholders
- development of Service Level Agreements (SLA's)

2019-2020 Budget

Row Labels	Sum of Budget 18/19	Sum of Budget 19/20	Sum of Budget 20/21	Sum of Budget 21/22	Sum of Budget 22/23	Sum of Budget 23/24
Income	*-3,200,384*	*-3,245,397*	*-3,326,764*	*-3,404,124*	*-3,483,328*	*-3,564,427*
Member Fees	-2,613,436	-2,678,909	-2,745,877	-2,814,528	-2,884,892	-2,957,009
Processing Fees	-565,948	-546,359	-560,453	-568,860	-577,393	-586,054
Interest	-21,000	-20,129	-20,434	-20,736	-21,043	-21,364
Expenses	*3,025,183*	*3,225,283*	*3,247,272*	*3,304,721*	*3,363,311*	*3,425,622*
Communications	206,910	157,500	160,540	163,641	166,804	170,030
Consulting	173,250	221,200	56,700	57,210	57,730	58,261
Employee	1,570,296	1,822,723	1,975,146	2,004,601	2,034,498	2,064,843
Finance	17,000	17,500	17,830	18,167	18,510	18,860
Hosting	19,800	36,000	36,720	37,454	38,203	38,968
Insurance	41,702	43,860	45,176	46,531	47,927	49,365
Licenses	674,200	687,500	705,487	723,956	742,921	762,394
Office	186,925	193,200	203,874	207,361	210,919	217,102
Projects	99,000	0	0	0	0	0
Training	36,100	45,800	45,800	45,800	45,800	45,800
Depn	*263,502*	*309,038*	*302,081*	*364,535*	*214,004*	*149,898*
Depn	263,502	309,038	302,081	364,535	214,004	149,898
Grand Total	**88,300**	**288,924**	**222,589**	**265,131**	**93,987**	**11,093**

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Income	3,200,384	3,245,397	3,326,764	3,404,124	3,483,329	3,564,427
Operating Expenses	3,025,183	3,225,283	3,247,272	3,304,721	3,363,311	3,425,622
Operating Result for the Year	175,201	20,114	79,492	99,403	120,018	138,805
Less: Non Cash Operation (Depreciation)	263,502	309,038	302,081	364,535	214,004	149,898
Fund available for Capital Budget	(88,301)	(288,924)	(222,589)	(265,132)	(93,986)	(11,093)
Capital Budget						
Assets Acquired	257,500	220,000	500,000	0	0	0
Funded from						
Operational Fund	(88,301)	(288,924)	(222,589)	(265,132)	(93,986)	(11,093)
Assets Replace Reserve	50,000	199,886	500,000	0	0	0
Funded by Accumulated Reserve	295,801	309,038	222,589	265,132	93,986	11,093
Total Funds	**0**	**0**	**0**	**0**	**0**	**0**

Revenue is sought from the Members using the agreed formula:

- Direct financial processing costs for an individual Member is paid by that Member.
- 50% of the remaining revenue sought is divided equally between the nine Regional Councils
- 50% of the remaining revenue sought is divided between the nine Regional Councils on the ratio of user accounts, including generic accounts. However, accounts that purely access the CiAnywhere application, and have no email or Office applications are excluded from the user accounts.