



Terms of Reference

Date: 30 May 2019

Project: External review of Organisational Structure and Internal Processes

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Background

Barkly Regional Council (BRC) is a Regional Council, providing infrastructure, services and programs to individuals, couples and families, children's groups, schools, businesses and agencies across the Barkly. The Region, located in the Northern Territory, covers 323,514 square kilometres, and has a resident population of 7,530 (ABS 2016). There are two (2) towns and five (5) communities, as well as mining operations and commercial properties within the Barkly region. BRC operates out of six (6) service delivery centres plus a head office located in Tennant Creek, Northern Territory.

BRC has developed long-term plans including a five (5) year Strategic Plan, five (5) year Infrastructure plan, an Asset Management Plan, and currently working on a draft Workforce Management Plan. Plans have already begun rolling out and will continue to be implemented over the coming years to deliver improved, value for money facilities across the Barkly region. Whilst doing so, BRC is committed to developing and maintaining an engaged workforce that can facilitate plan objectives that are sustainable for current and future generations.

Government grant funding remains a critical factor in delivering on plans and objectives now and into the future. Recently, an agreement for an additional \$78.4 million of investment into the Barkly region, as part of Australia's first Regional Deal was committed. It is imperative that any funding spent, is effective throughout delivery, justifiable, qualitative, and is fully accounted for. Councils' reputation is impacted not only on where funding is allocated, but how funding is delivered, measured and sustained.

Objectives

With a strong and ambitious vision, Council understands a need to assess organisational structure and internal processes, to ensure the right foundations and framework are in place to meet and deliver on the needs of its towns, communities and residents that it serves.

Council is seeking to engage an external Consultant to undertake a comprehensive review on current organisational structure plus internal processes, and propose recommendations relating, but not limited, to the following:

- Workforce efficiencies (people)
- Process efficiencies
- Utilising technology
- Better forward planning
- Maximising return on investments
- Sustaining assets and facilities well after implementation/completion

As part of this review, it is expected that each of our six (6) service delivery communities, and Council facilities and centres are visited. ***It is also imperative that the Contractor assesses and provides recommendations based on where Council is at at present, but also recognises the significant increase in assets over the next few years due to increased funding for new infrastructure.***

Scope of work

The following outlines in detail the tasks required of the Contractor by BRC in completing the required review.

The review will:

1. Assess BRC's organisation structure. It will include an analysis of the level of productivity for each department within the organisation.

2. Determine if responsibilities of each department (Administration, Human Resources, Finance, IT, Operations, Infrastructure and Community Services) are appropriate and if all departments have the resources it needs to deliver services now and into the future.
3. Assess how each individual department comes together as a whole to ensure all areas of service delivery are being addressed.
4. Ascertain what procedures need to be streamlined to ensure higher level of productivity and service delivery.
5. Be open-minded to identify what changes should be made to the structure of the organisation to ensure responsibilities are being coordinated by correct departments.
6. Make recommendations around ways to improve processes and make efficiencies, as well as determine what functions could be outsourced or insourced to achieve better outcomes.
7. Identify technology to make tasks easier or more efficient thus producing financial savings.
8. Consider Council's financial capacity to pay for and maintain infrastructure and assets now and into the future.
9. Provide recommendations around the future development of Workforce Management Plans.

Expected outputs

At a minimum, BRC is seeking the following outputs from the Contractor:

1. Carry out an assessment of each department (as outlined above), observing and documenting what level each department is currently operating at in terms of service delivery and productivity of staff.
2. Review current responsibilities of each department and assess if those responsibilities are being conducted by the appropriate department or person, to ensure optimum service delivery.
3. Determine manning levels recommended to achieve the level of works required by each department and identify both additional resources required and areas where savings could be achieved.
4. Review how key responsibilities are currently assigned/scheduled and advise of any processes or tools not currently utilised that can assist in the completion of a task in a more efficient manner.
5. Advise if there are tools, equipment, infrastructure, resources, systems, programs or processes that BRC does not currently possess or utilise, that would be an asset in increasing the level of service delivery and reducing 'red tape'.
 - Identify which tools, equipment, infrastructure, resources, systems, programs or processes BRC could adopt within our financial capacity.
6. Identify which areas require improvement to deliver services to the highest possible standard.
7. Identify areas where technology could be used to improve outcomes and reduce costs.
8. Identify tasks that Council may benefit from outsourcing to private contractors
9. Identify tasks that are currently outsourced that could be carried out more efficiently in house (if any).

Consider Management structure in comparison to workloads and deliverables; identify gaps in management and any under-utilised managers/functions. Review Draft Workforce Management Plan and manning guide that not only allows Council to satisfy and deliver on key plans over next five (5) years, but also provides a workforce that can sustain key project deliveries that can be afforded.

Timeline

It is expected that a Contractor will be appointed by mid July 2019. The review is expected to commence late July 2019. The Contractor is expected to conduct required location visits and present draft findings within three (3) months form day of commencement. Final report with findings and recommendations to be submitted not later than 14 days.

Specifications of the skills and expertise required

BRC is seeking a Contractor who meets the following requirements:

- Previous demonstrated experience working with local or regional Councils, or similar sized organisations (with approximately 200 FTE);
- Demonstrated understanding of location and challenges associated with remoteness;
- Strong understanding of Aboriginal and Torres Strait Islander people and cultures;
- Solid technical knowledge of Council or commercial long-term plans;
- High level of organisational and presentation skills;
- High level of attention to detail;
- Friendly, personable nature with adaptable communication techniques;
- Ability to produce quality work within a deadline and under pressure;
- Ability to produce succinct reports, in plain English, that are easy to read and follow.

Reporting requirements

This report will form part of the strategic agenda for Council. It is expected that the report takes into consideration the needs and recommendations for Council now, as well as what is required to maintain a sustainable future for all Council programs and facilities over the next five (5) plus years. It is anticipated that the confidential report and findings be presented to identified executive management and Councillors, and hard copies provided to those necessary. The report should be succinct, flow easily, be in plain English, and contain the following:

- Background and purpose of report
- Consultation process and approach
- Main issues identified
- Area, location and department breakdown
- Qualitative and quantitative measures and methodologies used
- Keys findings
- Proposed recommendations with realistic solutions to improve identified issues, now and for the future (should take into account financial capacity of Council).

Confidentiality

Information considered may be of a sensitive nature. Some of the material may also be commercially sensitive. It is important that Contractors maintain confidentiality where necessary. The Contractor commits to ensuring Council's reputation is upheld always and acts in a professional manner when dealing with all parties.

Additional documentation

- Planning documents already developed are available on request.
- A confidential list of possible new projects can be provided.