



Mareeba  
SHIRE COUNCIL

# Financial Transformation – changing attitudes and approaches to change performance



# Crisis was created

- QTC financial forecast for the proposed new Mareeba Shire delivered a bad outlook
- The State Government proceeded with an election of the residents of the new Mareeba Shire and returned a favourable 'yes' vote
- De-amalgamation became a reality in January 2014
- We had a new organisation to build
- There were hard decisions ahead
- The community, staff and Councillors were all aware of the risks

# Desire for MSC to succeed

- **Community**
  - Voted to de-amalgamate understanding the financial risks
- **Staff**
  - Understood risk of employment security
- **Management**
  - Focus on change management and financial outcomes
- **Councillors**
  - Led from the front
  - Made very difficult decisions

# Key strategies

- Clear direction
  - Targets – operational savings; maintaining LoS
  - Focus on core services – no new assets
  - Equality – rates; community leasing
- Communication
  - Staff – meetings; newsletters; intranet
  - Management – SMT; EMT; Council meetings
  - Community – BBQ's; social media; activity reports in local papers
- Trust
  - Media – limited bad media
  - Good feedback – to councillors; low staff turnover

# Initiatives/Projects

- Workforce efficiencies
- Operational budget cuts
- Insurance (risk appetite) review
- Focus on core services
- Review of organisational structure

# Outcomes (thus far)

- Vastly improved financial sustainability rating from QTC
- Good staff culture
  - Employee negotiating team
  - Focus on customer service
- Great working relationship with elected members
  - Trust and mutual respect
  - More time spent on briefings and workshops and less time at council meetings

# Achievements and highlights

- MSC received LGMA Award for Excellence in Sustainability (2017)
- Peter Franks, CEO, received LGMA Manager of the Year (2016)
- Anthony Archie, Manager Governance, received LGFP Manager of the Year (2016)
- Peter Franks, CEO, received Public Service Medal (2017)