

## State Government Case Study

### BACKGROUND

Corporate Services Groups within two Victorian State Government Departments needed a way to effectively harness and use large volumes of data. Such data was obtained from a multitude of disparate sources including: internal systems, sub-departmental groups as well as external sources<sup>1</sup>. Mechanisms to improve organisational efficiency, effectiveness, and accountability were also sought. It was decided that a new integrated planning and reporting solution was required. This would facilitate the necessary changes to address organisational needs and meet legislative obligations.

### ENABLING TECHNOLOGY

IBM Cognos TM1, IBM Cognos BI, IBM Cognos CDM, MS SQL Server

### BUSINESS DRIVERS FOR CHANGE



- **Flexibility & Sustainability:** Existing software had become obsolete and unreliable: it was affecting the ability of both Departments to fulfil their governmental and business objectives. New systems with advanced capabilities and superior support arrangements were needed.
- **Audit Obligations/Accountability/Security Issues:** The Departments were unable to efficiently store, cross-refer and track any changes made to data. This led to difficulties in establishing clear audit trails. It also compromised the capacity of the Departments to reflect on previous activities and make suitable improvements.
- **Complex Processes led to Inefficiency, Ineffectiveness and Increased Cost-Overheads:** There was a need for greater automation and simplification of processes. Over-reliance on Excel and Word and manual reporting processes had resulted in a score of information that was often error-ridden or duplicated. It was practically impossible to pinpoint "one source of truth" or manage interdepartmental arrangements as a plethora of different systems and formats were used by various sub-departmental groups. This cost the Departments significant overheads, both in terms of time and administrative resources.

<sup>1</sup> Including the Victorian Department of Treasury & Finance

## SOLUTION COMPONENTS

INITIATIVES	FORWARD ESTIMATES	BUDGETS FORECASTS	REPORTING
Initiative Register: <ul style="list-style-type: none"> <li>▪ New Initiatives</li> <li>▪ Header Details</li> </ul>	<ul style="list-style-type: none"> <li>▪ Alignment with the Department of Treasury and Finance</li> <li>▪ Plan in accordance with Initiatives and link to government outputs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Alignment with Forward Estimates</li> <li>▪ Approval Controls</li> </ul>	Multiple Approaches: <ul style="list-style-type: none"> <li>▪ Dashboards</li> <li>▪ Reports</li> <li>▪ Analysis</li> <li>▪ Excel Integration</li> </ul>
Costing Application: <ul style="list-style-type: none"> <li>▪ Costing Sheet</li> <li>▪ Costing Drivers (CPI, super, tax leave, etc)</li> <li>▪ Version Transfer</li> </ul>	Journal Based Adjustments with Approvals: <ul style="list-style-type: none"> <li>▪ New Initiatives</li> <li>▪ Adjustments</li> <li>▪ CPI Changes</li> </ul>	Budget / Forecast Modules: <ul style="list-style-type: none"> <li>▪ Salaries</li> <li>▪ Accommodation</li> <li>▪ Existing lines, New lines</li> <li>▪ Rule based adjustments</li> </ul>	Distribution Techniques: <ul style="list-style-type: none"> <li>▪ Self Service</li> <li>▪ Bursting</li> <li>▪ Email Integration</li> <li>▪ Flexible Formatting</li> <li>▪ Drill Down</li> <li>▪ Drill Through</li> <li>▪ Transaction Detail</li> </ul>
Reports: <ul style="list-style-type: none"> <li>▪ Costing Summary</li> <li>▪ Initiative Register</li> </ul>	Validations and Controls: <ul style="list-style-type: none"> <li>▪ Rules</li> <li>▪ Roll-overs</li> </ul>	Summary and Detailed Reports:           Integrated Budgeting and Forecasting <ul style="list-style-type: none"> <li>▪ Forecast Year-end Position</li> <li>▪ Year-end Roll-over</li> </ul>	Different User Types: <ul style="list-style-type: none"> <li>▪ Executive</li> <li>▪ Finance Management</li> <li>▪ Finance Analyst</li> <li>▪ Cost Centre Management</li> </ul>
KEY FEATURES / BENEFITS			
Centralised views of all initiatives	Improved External Compliance	Improved Internal Compliance	Less time spent on manual efforts
Version controls	Archive of Audit Trail	Integrated Planning and Reporting within one solution	More time spent on analysis rather than data-gathering
What-if Modelling	What-if Modelling		Better insight into detailed data, leading to quick and accurate decisions

## BUSINESS BENEFITS

### 1. Improved Decision Making

- Decision makers have access to an integrated data source that is both accurate and comprehensive. Efforts can therefore be focused on *making* critical decisions rather than searching for reliable information.
- A vast quantity of historical information can be easily accessed and studied, providing key personnel with a depth of insight that would otherwise be impossible.
- Information can be viewed on both a micro and macro level in varying data formats. This increased visibility into management information (accompanied by a correspondingly high level of detail), supports fact-driven decision making.

## 2. Collaboration Made Easier

- a. The integrated platform facilitates effective communication between cost centre management teams that are jointly responsible for the monitoring and allocating of government outputs, budgets and funds.
- b. The improved collaboration will reduce overall administrative costs and potential errors in areas of overlapping responsibility.

## 3. Increased Accountability/Visibility

- a. Pre-programmed workflow processes that allocate, monitor and broadcast the performances of both individuals and work units promote productivity and personal responsibility.
- b. Full audit trails are readily available as all modifications made to data and funds are logged (as well as the identities of those responsible).
- c. Transparent processes and quick access to relevant data allow individuals and work units to show initiative by identifying opportunities and conducting problem solving.
- d. It makes it easier for individuals to take the initiative and make a differ-transparent processes and quick access to data allow individuals and work units to identify opportunities and conduct problem solving independently.

## 4. Reduction of Administration Time Costs

- a. The new system enables broader business involvement across all processes, and replaces multiple disconnected systems with a single streamlined solution.
- b. Planning new initiatives, formulating forward estimates, creating detailed budgets and reporting on progress can all be affected within a single integrated solution. For example, internal planning and reporting processes can be integrated.
- c. The use of automated processes significantly reduces the need for manual labour and repetitive tasks. It leverages existing assets and skill-sets more efficiently by simplifying steps involved in the delivery of information
- d. All the above will increase the flexibility of Departments in responding to changing conditions

## 5. Reduction of Risks

- a. The new software replaces dated technology with a state-of-the art software platform. The platform can be scaled up or down depending on the organisation's needs, and leverages industry best practice guidelines.
- b. Pre-programmed security controls limits user access to information based on security clearance levels: multiple layers of protection preserve critical data from unauthorised access.
- c. Inbuilt processes track the input and correction of information, requiring managerial approval before anything is centrally uploaded.
- d. A high level of technical support is easily accessible.

### **For More Information**

Tridant understands every organisation faces unique challenges and possesses specific needs. If we can assist you with your Performance Management project or platform, contact us via [www.tridant.com.au](http://www.tridant.com.au) or call 1300 737 141.