Show me the data

Data as a foundation to financial sustainability

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Overview

- Investment prioritisation
- Budget Management
- Procurement Performance
- Asset Utilisation
- Cost Control Experiments

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We must?

- Must
  - Resolutions
  - Major initiatives (Council Plan)
  - Audit actions
  - Asset Renewal
- Should
  - Strategies???
  - Risk Management
  - Plans
- Would like to
  - Pet projects, Grants….

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Beware the dreaded strategy!

- Most strategies are:
  - Not really strategies
  - Not costed (Whole of life costs)
  - Potentially expired relevance

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Investment Decisions

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Investment Decisions

What would we expect?

- Business Case
- Whole of life costs
- Options/Models of delivery/Do nothing
- Funding options/revenue offset/ROI

REALITY CHECK – The data and this type of thinking is often not there!

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Systematic

- Create a pipeline of potential investments
- Maintain the integrity of that data
- Require the data to be captured
- Enable flexibility
- Assess on the basis of available data
- Refine, adjust

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What we have tried to do

- Build a pipeline (ID all commitments)
- Systemise the process and request the necessary data
- Project development - Project Management cycle
- Same process at every decision point (Budget, Mid Year Review, Projects etc).

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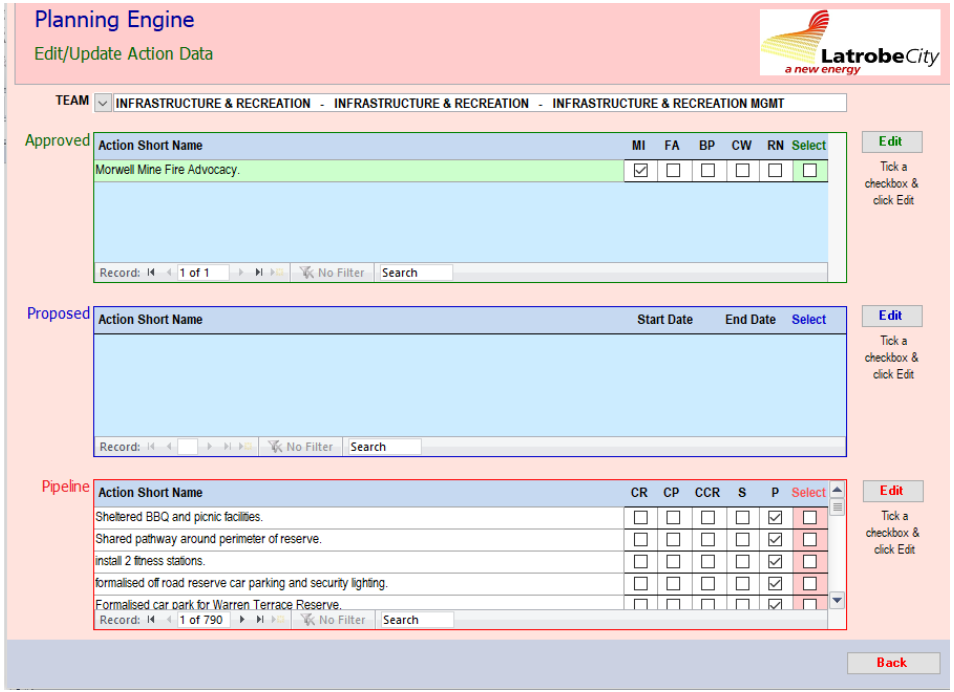
Planning engine



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Challenges

- Investment decision data not readily available
- Capability – Project Development/Business Case
- Grants funded projects

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Budget Management

- Variance management
- BAU – developing measures that correlate financial data
- Project – more robust project reviews incorporating financial and deliverables
- Continuous Improvement – monetize improvements

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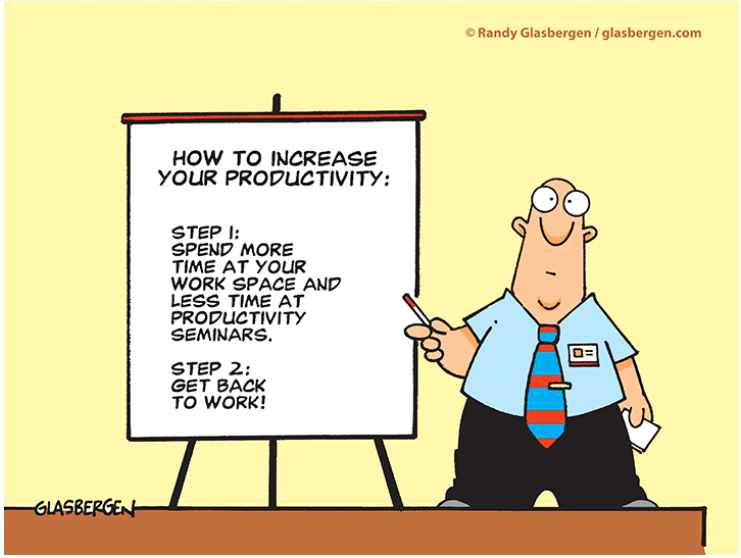
Basic Productivity

- BAU spend on human resources vs output
- Measurable outputs
  - Eg No of tickets, permits, visits etc.
- Correlate with HR spend (Per FTE, Per Hour, Per $)



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Quality

- Work in progress this year
- PUMP KPI program – Stacey Barr
  - Define success
  - Seek out measurables (KISS)
  - Track, review, adjust

Procurement

- On average around 50% of expenditure is procurement
- Data rich (POs, Quotes, Invoices, Receipts, Contracts)
- MAV LEAP Program
- Opportunities
  - Efficiency
  - Savings
  - Governance

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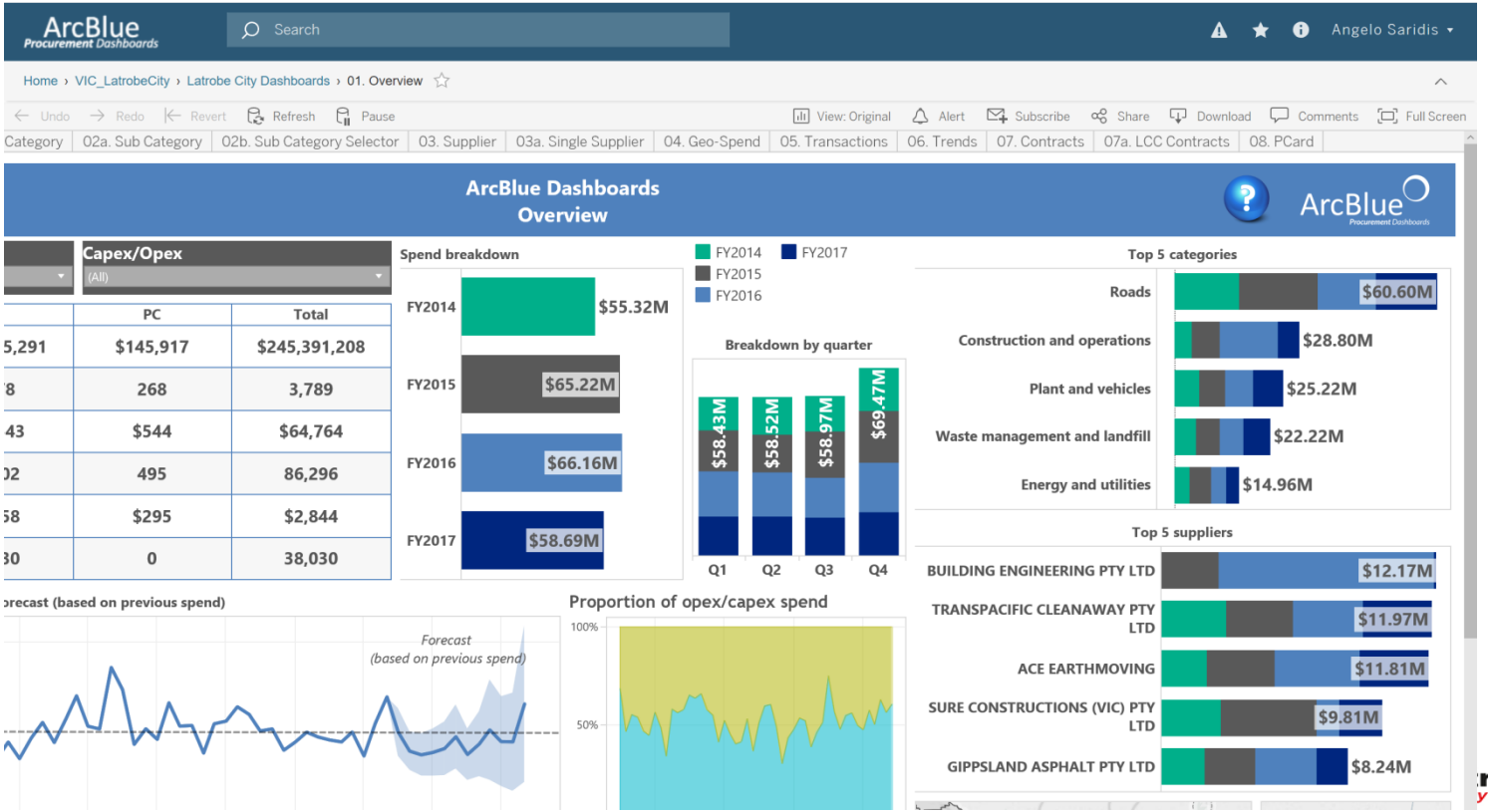
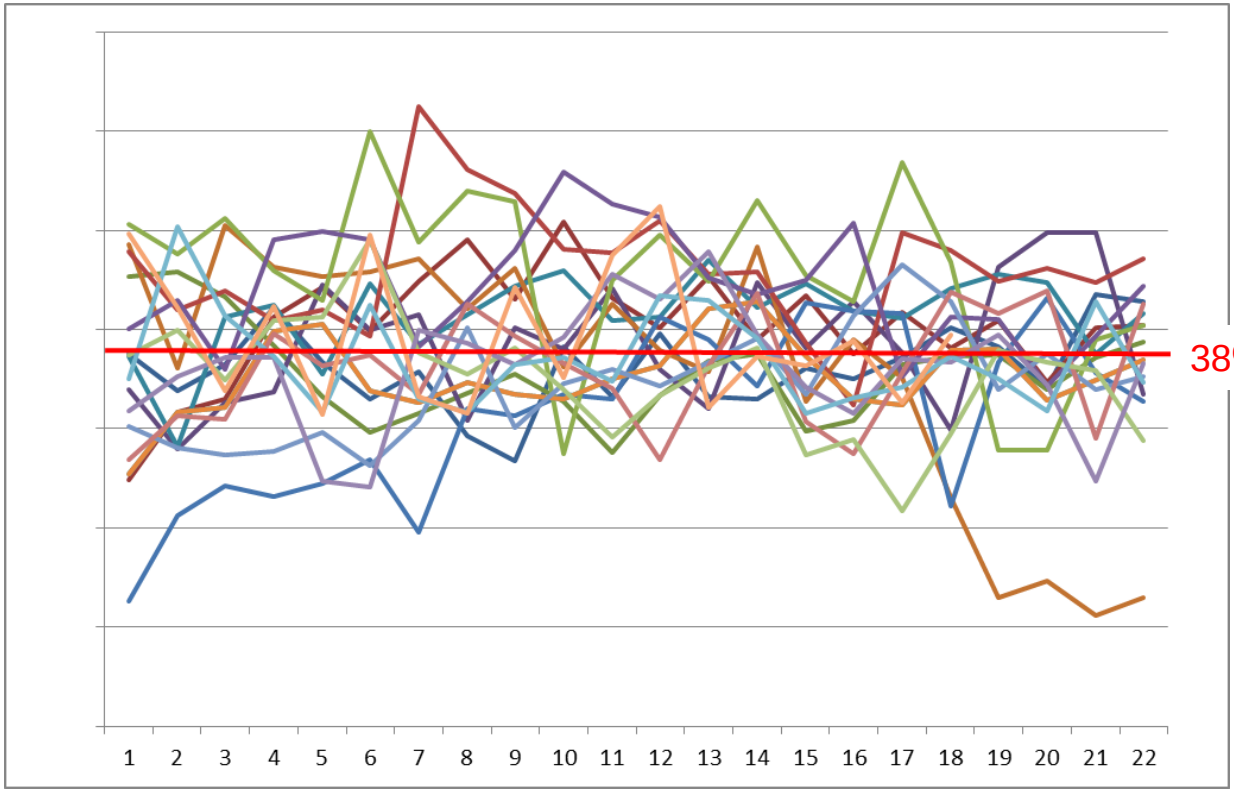
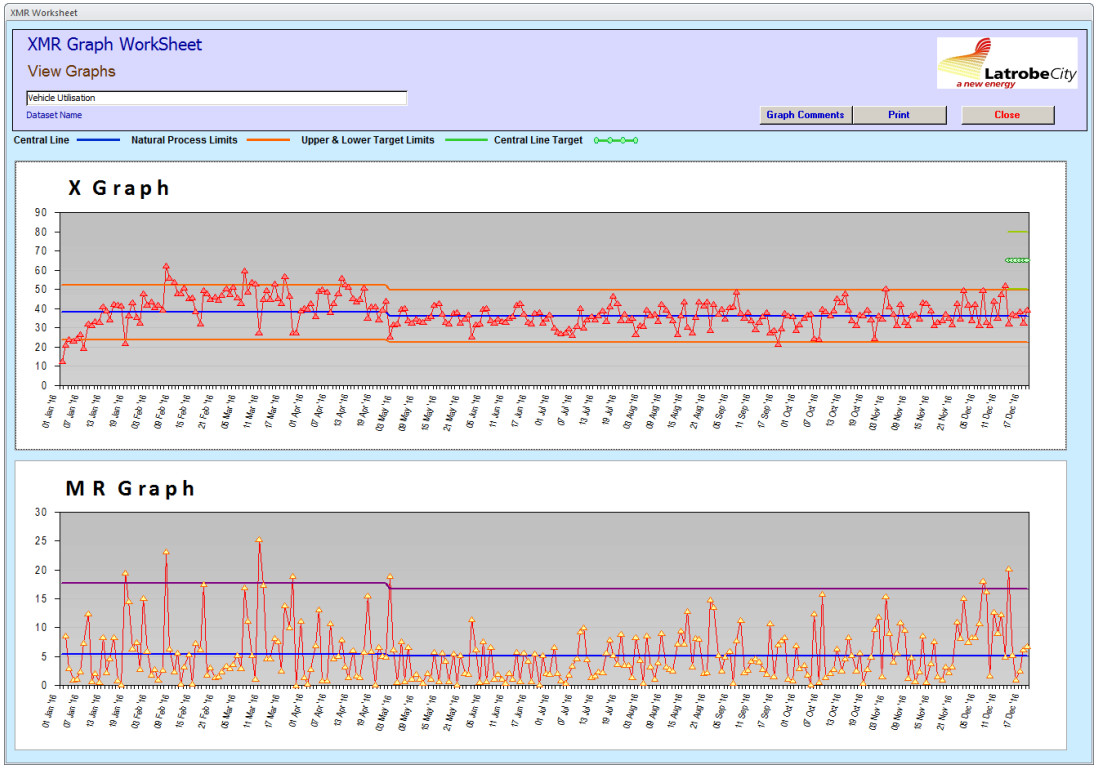
Procurement Data



Asset Utilisation - Fleet

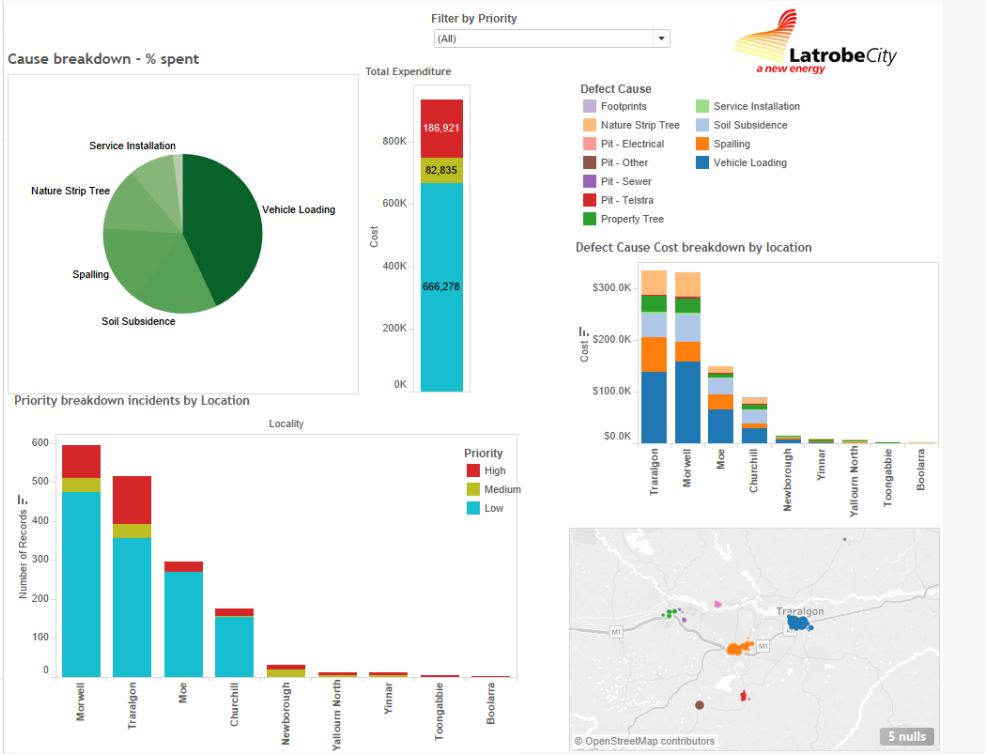


Asset Utilisation - Fleet



Cost Control Experiments

Footpath maintenance



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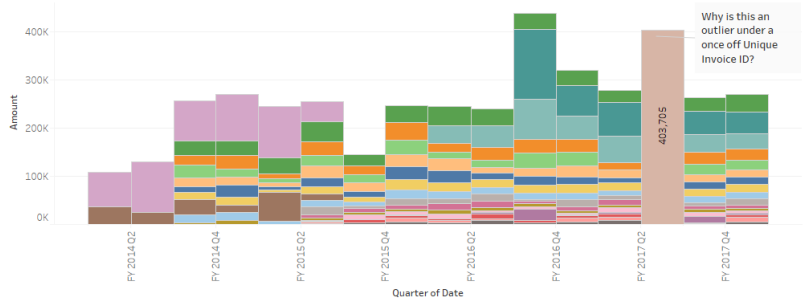
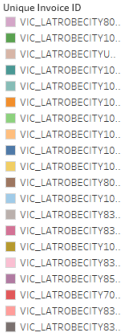
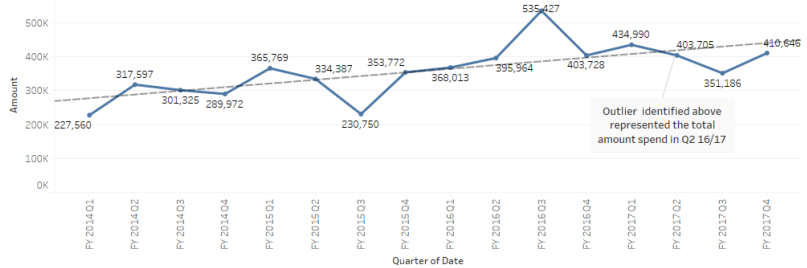
Electricity

Top 20 AGL accounts - cumulative spend





AGL spend by quarter



Leave management

Excess Leave By Location

Division	Bus Unit	Location	
CITY DEVELOPMENT	Arts & Events	LPAV	2
		LRG	2
		Tourism	1
	Latrobe Regional Airport	Airport	1
	Stat Planning & Municipa	Enviro Health	1
		Local Laws	6
		Municipal Building	2
COMMUNITY SERVICES	Aged & Disability Servic	A&DS Moe	3
		A&DS Morwell	6
		A&DS Officer	3
		A&DS Traralgon	4
		Aged & Disability Serv	3
		Planned Activity	2
	Community & Customer Rel	Libraries	2
	Community Development	Community Development	1
	Family Services	Carinya ELC	1
		Childcare	5

Details

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Techy Stuff

- Identify available data sources – Finance data is crucial for all analysis!!!
- Warehouse data – reduce admin burden
- Analytics and analysts
- The rest is simple

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Latrobe Data Warehouse

- Work in progress
- HR, Customer, Business Data (Pathway, ECM warehoused
- Financial Data accessed via report writer (adhoc)
- Formalising SQL data warehouse now
- Daily/Weekly automated data grab
- Program of data acquisition and warehousing

Find, Store, Use

- So much data available – use it and keep it clean
- Talk to IT
- Set up your warehouse and your analytics platform
- Warehouse finance data!!!!!!!!
- Validate analysis – finance is key to this!!!

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Core $ dashboards

- BAU and Project Expenditure $ (variance)
- Link to Customer, Quality, Productivity, Improvement (Correlation)
- HR performance
- Procurement performance

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We have only scratched the surface

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QUESTIONS???

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THANK YOU!

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