

Local Government Benefits & Value Realisation Playbook

This playbook template provides detailed structure for engaging with the council to explore the specific process for the organisations. It can be used to capture stakeholder understanding of processes and potential improvements through the use of the ERP as it, or specific new modules, are being introduced.

Once the ERP is deployed, this document serves as an ongoing repository for benefits and value targets as part of BAU activities and check-ins.

This document can also be used as the basis for creation of a collaborative tracking sheet, a low-code solution database, or for use with third-party benefits tracking solutions. It provides the high-level topics for discussing Local Government (LG) processes that can, where appropriate, link up to the organisation's aspirational goals (themselves linked to strategy) as well as down to the specific benefits and changes that the organisation wishes to materialise.

It is ideal for organisations migrating from legacy, on-premises, or fragmented solutions in data centres or Infrastructure-as-a-Service (IaaS) environments to pure SaaS environments. This document focuses on the additional business benefits gained from moving to a SaaS environment, which is as much a change in operating model as a technological uplift.

Twelve Areas to Examine

1. Technology Group Operational Savings
2. Infrastructure Savings
3. Integration Savings
4. Devices/Workplace Tools
5. Risk and Security Efficiencies/Uplift
6. ICT Engagement/Service Improvement
7. Organisational Ownership/Responsiveness
8. Process Efficiencies
 - a. Finance
 - b. Payroll
 - c. Human Resources
 - d. Workforce Management
 - e. Field Force Enablement
 - f. Asset Management & Maintenance
 - g. Inventory & Logistics



- h. Customer & Ratepayer Services (Local Government)
 - i. Reporting and Analytics
 - j. Budgeting and Forecasting
 - k. Project Accounting & Capital Works
 - l. Regulatory & Community Services (Local Government)
 - m. Property, Rating & Revenue Management (Local Government)
 - n. Waste Management & Environmental Services (Local Government)
 - o. Cemetery & Crematorium Management (Local Government)
 - p. Community Facilities & Property Leasing (Local Government)
 - q. Procurement & Supply Chain (Local Government)
 - r. Human Resources & Workforce - Council Specifics
9. Data-Driven Decision-Making
 - a. Decision Support
 - b. Data Quality/Speed
 - c. Long-Term Financial Planning & Infrastructure Investment (Local Government)
 10. Process Digitisation/Continual Improvement Dividends (using low-code or configurable modules)
 - a. Process Streamlining (Cross-Departmental)
 - b. Automation
 - c. Error Reduction
 - d. Local Government Specialised Process Digitisation
 11. Staff Engagement
 - a. Satisfaction/Retention
 - b. Workstyle Innovation/Continual Improvement Support
 12. Opportunity Costs

Metrics for the first six areas fit broadly within the purview of the technology group (ICT team). The remaining six areas fit within the purview of business stakeholders, though the technology group may be needed to help track the metrics.

Data Collection

Many local governments lack the capacity to fully grasp the concept of benefits realisation, let alone formally collect metrics to evaluate complex core system implementations.

Thus, this framework assumes a low level of maturity. Data collection is a guided discovery. Discussions are held with likely owners of the data needed for the benefits realisation. Where gaps in data are identified, suggestions for obtaining the data or making educated assumptions are put forward.



The benefits identification and prioritisation activity must be well-supported and well-understood. Therefore, the initial (before) data collection is also structured to educate key stakeholders on the importance and purpose of collecting metrics and how the information will be used in the future.

The initial data collection activity is a good opportunity to grow an organisation's operational maturity.

The guide also recommends approaches for collecting benchmarking metrics in the future.

In short, this guide makes it easy to collect the benefits organisations need to focus on at each phase of the ERP deployment and beyond. Also, it supports situations where data is not known during the initial benchmarking activity, while facilitating the collection of metrics for future analysis and estimates of the benefits gained based on well-grounded assumptions.



1. Technology Group Operational Savings

Description

This area identifies the human capital and related costs associated with running the core systems.

The core metric for this area is the full-time equivalent (FTE) of staff needed to keep the core solution running, expressed as the cost of salaries. In many on-prem environments, calculating the FTE for each area is challenging, since technical staff support multiple systems.

IBRS finds that it is not uncommon for between 50% and 70% of IT business as usual (BAU) support costs to be traced back to supporting core enterprise systems. (In contrast, end-user computing averages 17-20 per cent, security at 4-9 per cent, etc.).

If an exact split is unknown for a staff position, apply an average ratio of 60% when allocating FTE costs to the core system metrics below.

Metrics

Metric	Calculated as annual FTE as \$
1. Annual FTE (in dollar value) for supporting the core system infrastructure, ranging from 1.1 to 1.9.	Total 1.1 to 1.9
1.1 Software administration/configuration.	
1.2 Managing/executing software upgrades (average to annual spend).	
1.3 Database admin.	
1.4 Servers admin/sizing/patching.	
1.5 Network/comms admin.	



Metric	Calculated as annual FTE as \$
1.6 Vendor management/licensing.	
1.7 Programming/integration specialists.	
1.8 Other internal staff supporting technology group.	
1.9 External consultants/specialists (annual costs).	
1.10 Total costs of operational staff workspaces, being total staffing costs (1.1 to 1.9) multiplied by your organisation's standard office space/facilities cost ratio for staff (e.g. 27%).	
1.11 GIS/Spatial Data Administration: FTE to maintain property boundaries, asset spatial data, and cadastral links to ERP.	
1.12 Field Mobility Systems Management: FTE to support ruggedised devices, mobile data terminals in vehicles, and offline synchronisation infrastructure.	
1.13 Customer Service Centre Technical Support: FTE to support call centre telephony integration with CRM/request management systems.	
1.14 Rating System/Valuation Data	



Metric	Calculated as annual FTE as \$
Integration Specialist: FTE to manage data feeds from Valuer-General/rating authority and address validation (GNAF) maintenance.	

Collection

Review staff descriptions and salaries for the ICT group. Allocate as appropriate to the technology group operational savings, across areas 1.1 to 1.7.

Work with HR to identify the ratio used to allocate facilities and additional services to staff and use this to calculate area 1.10. In the past, IBRS has seen this calculated at around 20-30% of the staffing salary. When in doubt, use a measured ratio of 27% of the total FTE salaries for this figure.

For Councils: Councils often separate "Corporate IT" from "Operational Technology" (fleet telematics, SCADA for water). Ensure the benchmarking captures both functions. Review organisational charts for "Information Services" vs "Engineering Systems" or "Works IT."



2. Infrastructure Savings

Description

This area identifies the technology costs associated with supporting the core systems.

The core metric for this area is the annualised cost of running the core solution.

There is a difference in how on-premise, IaaS, and SaaS are presented. In particular, licensing for on-premise solutions are often based on an upfront licensing fee with optional ongoing maintenance fees, while SaaS solutions are consumption-based and have upgrade fees built into the costs, which are therefore mandatory. When calculating such costs, IBRS recommends making as close to like-for-like comparisons as the metrics allow. For example, suppose your organisation is coming from an out-of-support legacy solution. In that case, the original maintenance fees should still be considered, even if they are no longer paid, to make the comparison between the legacy and new solutions equitable.

Much of the infrastructure that runs core systems is shared across multiple other solutions. IBRS finds it is not uncommon for 50 to 70% of IT BAU support costs to be traced back to supporting core enterprise systems. In situations where the split of infrastructure spending for core systems is unknown, apply an average ratio of 60% to allocate the costs to the metrics below.

Metrics

Metric	Calculated as annual \$
2. Annual costs of infrastructure.	Total 2.1 to 2.6
2.1 Software licensing/software subscription fees (annualised). If the legacy software license is perpetual, divide the license fees by 3, 4, or 5 years, depending upon how frequently the solution was or is updated.	
2.2 Annual maintenance fees (note: set to \$0 if SaaS, since these fees migrate	



Metric	Calculated as annual \$
into the subscription licensing).	
2.3 Server licensing costs, including:	
2.3.1 database server(s).	
2.3.2 additional licensing for server solutions supporting the core systems, such as load balancing.	
2.3.3 backup/archival solution licensing costs.	
2.3.4 hardware/software costs proportioned for unified user/access management (if needed).	
(Note: most of these will be set to \$0 if SaaS, since these costs migrate into the subscription licensing.)	
2.4 Network hardware and software.	
2.4.1 Hardware costs associated with core systems/load balancers, DMZ, switches, etc.	
2.4.2 Software licensing associated with networking supporting the core systems.	
2.5 OS licensing and maintenance fees for all servers supporting the core systems (2.3 to 2.5).	



Metric	Calculated as annual \$
2.6 Hardware costs associated with running the core solutions, including all servers explored in 2.1, 2.3, and 2.4, storage, and networking. Divide costs of servers by organisation's asset lifecycle (3 years).	

Collection

Identify supplemental solutions that support the core systems (discussed in Section 2.3) and obtain the associated licensing costs.

Determine the hardware required to run the core solutions and identify their costs, annualised over 3 years.



3. Integration

Description

While integration may be viewed as part of the infrastructure discussion (above), it is important enough to warrant special attention.

Metrics

Metric	Calculated as annual \$
3. Integration capability costs.	Total 3.1 to 3.2
3.1 Integration software licensing/software subscription fees (annualised). If the software licence is perpetual, divide the licence fees by 3, 4, or 5 years, depending on how frequently the solution is updated. Estimate the percentage of integration that is used with the core systems.	
(Note: IBRS has found the average percentage ratio is 90% for on-prem, IaaS and mixed-stack/hybrid Cloud solutions, and 50% for single-stack SaaS solutions).	
3.2 Annual maintenance fees. Estimate the percentage of integration that is used with the core systems as mentioned above.	

Collection

Identify the integration tools/platforms used to connect the core solution(s) to other services or to other core solution modules and calculate annual costs.



4. Devices/Workplace Tools

Description

This area identifies the impact of SaaS on your organisation's end-user computing devices. Legacy enterprise solutions often require clients specific to an end-user device operating system (Windows or Mac) or a specific version of a browser (Internet Explorer 9 with extensions). This not only limits the deployment but also adds costs to managing an end-user computing environment. In contrast, modern SaaS solutions are generally device-agnostic and support desktop-based, mobile, and remote work.

The area of analysis is the potential economic benefits from an ICT perspective. Later areas explore the benefits gained in terms of field force productivity improvements and workplace innovation.

The core metric is the cost reductions in end-user computing made possible by reducing complexity in device management and lowering device costs.

This framework does not capture potential cost savings until they are obtained. Therefore, when considering the metrics for tracking device costs, ICT groups are encouraged to look for ways to reduce the cost of devices and device management, in light of the core solutions being securely available via public networks and being device-independent. Examples include:

- the ability to use lower-spec desktop devices (since all computing is done in the Cloud).
- enabling bring-your-own-devices (BYOD).
- to switch all or some staff members to alternate devices: Chromebooks or Android devices.
- reducing the need for workarounds for secure remote access to the core solutions, such as desktops (VDI).

Metrics

Metric	Calculated as annual \$
4.1 Cost of software packaging/distribution. When software upgrades are issued, what are the costs of packaging and distributing to devices?	
4.2 Total cost of devices used to access the core solutions (annualised).	



Metric	Calculated as annual \$
4.3 Total cost to manage devices (annualised).	

Collection

Work with the end user computing (EUC) team to identify total costs for devices, including field devices, that are used to access the core solutions, as well as the costs associated (if any) with distributing clients for the core system.



5. Risk and Security Efficiencies/Uplift

Description

Previous research by IBRS revealed that SaaS solutions—particularly pre-integrated stacks—can offset the costs of improving an organisation's security stance. However, benchmarking this benefit is difficult, since other security demands quickly consume any benefits gained from moving to SaaS. In short, SaaS simplifies complex security issues around core applications and frees up security teams to focus on other areas, but assigning savings to this is difficult.

Therefore, our metric is limited to the FTE of cyber staff that we allocate to the core solution. While there are undoubtedly other savings, these are generally too difficult to tease out.

Metrics

Metric	Calculated as annual \$
5.1 Estimated time spent by the cybersecurity team on securing and monitoring the core enterprise solutions, shown as FTE by staff cost of cybersecurity professionals. Consider:	
5.1.1 Access and Identity Management (AIM).	
5.1.2 Database security.	
5.1.3 Integration security/testing.	
5.1.4 Security patching/upgrades (inc. zero-day exploits).	
5.1.5 Penetration testing.	
5.1.6 Meeting/reporting upon security	



Metric	Calculated as annual \$
compliance standards.	

Collection

Work with cybersecurity professionals (or external providers if using managed security) to estimate the FTE for supporting the core solution.

6. ICT Engagement/Service Improvement

Description

The benefits of improving the relationship between the technology group and the rest of the organisation cannot be overstated. When technology specialists and business specialists are well aligned, organisations are far more responsive and innovative. Research by MIT suggests that such alignment is tied to organisations with far greater (50-100%) growth.

However, for this benchmarking, we will not attempt to apply an economic benefit, as doing so requires longitudinal studies and complex data collection. Instead, this framework captures this benefit in terms of satisfaction with ICT services.

Metrics

Metric	NPS score (or similar satisfaction metric)
6.1 Staff's overall satisfaction with ICT services.	
6.2 Staff's satisfaction with the core solutions they use.	

Collection

Work with cybersecurity professionals (or external providers if using managed security) to estimate the FTE for supporting the core solution.



7. Organisational Ownership/Responsiveness

Description

An important but often overlooked benefit of moving from core solutions to a SaaS model is that ownership of the solution shifts from the technology team to business stakeholders. Finance solutions are configured and administered by finance staff. Human capital management is managed by the human resources team. Sales automation is set up and run by sales executives to directly match their sales strategies of the day.

This area explores the extent to which ICT can hand off the administration, configuration, and upkeep of the core solutions.

Note: In addition to alleviating administration time from the ICT group, this shift also enables more innovative and deeper usage of core solutions. When LoB managers are given the ability to take control over the core solutions that run their business activities, more processes are automated, work is streamlined, and customer-centric process designs are enabled. IBRS has split these benefits into areas 11 and 12, respectively.

Metrics

Metric	Number of staff involved / Time spent as FTE and annual \$
7.1 ICT staff involved in administration and configuration of core solution: number of staff/estimated FTE and \$ value.	Present as a ratio between each metric: Number of staff involved, Estimated FTE, Annual \$ of FTE
7.2 Departmental staff involved in administration and configuration of core solution: number of staff/estimated FTE and \$ value.	

Collection

Interview with LoB and ICT lead.

8. Process Efficiencies



Description

IBRS's recent research into core system economics found that the most significant financial benefit of moving core solutions to SaaS was in process efficiencies. With more modern software running anywhere, anytime, on any device, and with client-facing portals, there are many new opportunities to automate or even eliminate labour-consuming tasks.

In addition, as staff take greater ownership of the solutions (see area 7, above), a greater number of process pain points are addressed faster.

In this area, you will capture the efficiency gains of your business in terms of FTE savings and costs. The following metrics table can be viewed as a guide to shape conversations, rather than an exhaustive list of processes to be measured.

In practice, the measures for this area should start with an exploration of what specific processes remain manual, what are in the process of being digitised (automated, streamlined, or eliminated) and which have been done.

These specific examples are then compared between iterations of this benchmarking so that progress can be measured. At each iteration of the benchmarking, additional processes may be identified and added to the mix, as needed.

8.1 Finance

Metric	FTE and FTE Calculated as annual \$
8.1.1 GL: FTE required to review/maintain ledgers.	
Consider:	
• Rules-based automated classification of lines.	
• Anomaly detection to identify errors or risks.	
• Reporting & dashboard vs KPI.	



Metric	FTE and FTE Calculated as annual \$
<ul style="list-style-type: none"> • Decision support capabilities. 	
<ul style="list-style-type: none"> • Automated ingestion/touchless integrations with other systems, client or vendor systems. 	
8.1.2 GL: FTE required to reconcile banking information.	
Consider:	
<ul style="list-style-type: none"> • Ingestion of banking data: automated, batch uploads. 	
<ul style="list-style-type: none"> • Matching/reconciliation—automation. 	
<ul style="list-style-type: none"> • Anomaly/error detection. 	
<ul style="list-style-type: none"> • Approvals, sign-off and finalisation. 	
<ul style="list-style-type: none"> • Amending errors. 	
8.1.3 Purchasing: FTE to manage the purchasing lifecycle.	
Consider:	
<ul style="list-style-type: none"> • Purchase orders (PO) generation streamlined. 	
<ul style="list-style-type: none"> • Compliance and approval streamlined. 	



Metric	FTE and FTE Calculated as annual \$
<ul style="list-style-type: none"> • Requisition process automation. 	
<ul style="list-style-type: none"> • Goods received automation, tracking and compliance. 	
<ul style="list-style-type: none"> • Returns, approval, and tracking streamlined. 	
8.1.4 Invoicing: FTE to process invoices.	
Consider:	
<ul style="list-style-type: none"> • Automated ingestion: manual entry, OCR, e-invoicing integrations. 	
<ul style="list-style-type: none"> • Matching invoices to POs, level of automation. 	
<ul style="list-style-type: none"> • Matching invoices to bank reconciliations. 	
<ul style="list-style-type: none"> • Anomaly/error detection and automation. 	
<ul style="list-style-type: none"> • Time-to-pay compliance and automation. 	
8.1.5 Accounts Payable/Payments: FTE to process payments.	
Consider:	



Metric	FTE and FTE Calculated as annual \$
<ul style="list-style-type: none"> • Payment runs—automation. 	
<ul style="list-style-type: none"> • Anomaly/error detection. 	
<ul style="list-style-type: none"> • Managing exceptions/holds—alerts, escalation (can exceptions be reduced by better quality and processes). 	
<ul style="list-style-type: none"> • Time-to-pay compliance and automation. 	
<ul style="list-style-type: none"> • Creditor inquiries—self-service. 	
<ul style="list-style-type: none"> • New account creation. 	
<ul style="list-style-type: none"> • Management rules/compliance for accounts. 	
<p>8.1.6 Accounts receivable: FTE to process accounts receivable.</p>	
<p>Consider:</p>	
<ul style="list-style-type: none"> • Account creation/maintenance. 	
<ul style="list-style-type: none"> • Setting up and maintaining compliance/rules for accounts. 	
<ul style="list-style-type: none"> • Invoice generation and delivery—automated/e-invoicing support. 	
<ul style="list-style-type: none"> • Sales order management—automated 	



Metric	FTE and FTE Calculated as annual \$
generation.	
<ul style="list-style-type: none"> • Debt lifecycle: automated invoicing, contextual reminders, arrangements, credit holds. 	
<ul style="list-style-type: none"> • Debt management: risk identification/analytics/decision support. 	
<ul style="list-style-type: none"> • Managing exceptions/holds—alerts, escalation (can exceptions be reduced by better quality and processes). 	
<ul style="list-style-type: none"> • Debtor inquiries—self-service portal. 	
8.1.7 Contract management: FTE to create, approve and manage contract lifecycles.	
Consider:	
<ul style="list-style-type: none"> • Contract creation—automated/templates. 	
<ul style="list-style-type: none"> • Contract governance/compliance. 	
<ul style="list-style-type: none"> • Spend management. 	
<ul style="list-style-type: none"> • Variations/amendments—collaborative processes. 	
<ul style="list-style-type: none"> • Classify/manage contract access. 	



Metric	FTE and FTE Calculated as annual \$
<ul style="list-style-type: none"> • Contract lifecycle management—alerts/automated activities on expiration. 	
<ul style="list-style-type: none"> • Decision support/what if for contract alterations. 	
8.1.8 Purchase/credit cards: FTE to manage cards.	
Consider:	
<ul style="list-style-type: none"> • Allocation and management of card accounts. 	
<ul style="list-style-type: none"> • Compliance—rules/automation. 	
<ul style="list-style-type: none"> • Approval of purchases. 	
<ul style="list-style-type: none"> • Payment/clearing. 	
<ul style="list-style-type: none"> • Dispute resolution. 	
<ul style="list-style-type: none"> • Service and inquiry—self-service. 	
8.1.9 Expense management: FTE to capture, evaluate, manage, and process expense claims.	
Consider:	
<ul style="list-style-type: none"> • Receipt capture—automated OCR, classification, and reporting. 	



Metric	FTE and FTE Calculated as annual \$
• New account creation.	
• Management rules/compliance for accounts.	
• Dispute resolution.	
• Service and inquiry—self-service.	

8.2 Payroll

Metric	FTE and FTE Calculated as annual \$
8.2.1 FTE to maintain and process payroll.	
Consider:	
• Setting up of staff into payroll—integrated to HR solutions, automated allocation of wages, super, benefits, leave, loading.	
• Calculate and record PAYG—automation and integration with finance.	
• Track and associate loading/benefits—automated.	
• Manage rules/compliance for accounts.	



Metric	FTE and FTE Calculated as annual \$
<ul style="list-style-type: none"> • Distribute pink slips—digital delivery channels. 	
<ul style="list-style-type: none"> • Tax reporting—automated/e-delivery. 	
<ul style="list-style-type: none"> • Dispute resolution. 	
<ul style="list-style-type: none"> • Staff service and inquiry—self-service. 	

8.3 Human Resources

Metric	FTE and FTE Calculated as annual \$
8.3.1 Recruitment: FTE needed to manage the acquisition of staff.	
Consider:	
<ul style="list-style-type: none"> • Hire request and approval—streamlined processes. 	
<ul style="list-style-type: none"> • Position descriptions—templates and automation. 	
<ul style="list-style-type: none"> • Job postings—integration and automated monitoring. 	
<ul style="list-style-type: none"> • Application reviews, interviews, approvals—paperless submissions, shortlisting. 	



Metric	FTE and FTE Calculated as annual \$
<ul style="list-style-type: none"> Scheduling interviews—automation, collaboration and standard approaches. 	
<ul style="list-style-type: none"> Hiring confirmation. 	
<ul style="list-style-type: none"> Setup of staffing resources (desk, ICT access, etc.). 	
<p>8.3.2 Transfer: FTE to manage transfers/job changes.</p>	
<p>Consider:</p>	
<ul style="list-style-type: none"> Position/transfer request and approval—streamlined processes. 	
<ul style="list-style-type: none"> Promotion of positions—staff portal/alerts. 	
<ul style="list-style-type: none"> Application processing and vetting—automation skills, certification checks. 	
<ul style="list-style-type: none"> Management of transition. 	
<ul style="list-style-type: none"> Succession planning. 	
<p>8.3.3 Offboarding: FTE to manage staff leaving the organisation.</p>	
<p>Consider:</p>	
<ul style="list-style-type: none"> Remediation activities. 	



Metric	FTE and FTE Calculated as annual \$
<ul style="list-style-type: none"> • Confirmation of departure. 	
<ul style="list-style-type: none"> • Communicate departure. 	
<ul style="list-style-type: none"> • Integration payroll activities. 	
<ul style="list-style-type: none"> • Vacancy management. 	
<ul style="list-style-type: none"> • Withdraw access to information systems and facilities—integration and automation. 	
<ul style="list-style-type: none"> • Post departure reviews. 	
<ul style="list-style-type: none"> • Predictive analysis. 	
<p>8.3.4 Onboarding: FTE to onboard staff—note, this should include the time required by the new staff member, their manager(s), as well as HR staff.</p>	
<p>Consider:</p>	
<ul style="list-style-type: none"> • A standardised approach to onboarding based on position descriptions. 	
<ul style="list-style-type: none"> • Scheduling. 	
<ul style="list-style-type: none"> • Provision of onboarding resources—can this start even before the staff start their work? 	



Metric	FTE and FTE Calculated as annual \$
<ul style="list-style-type: none"> • Time to get staff members productive. 	
<p>8.3.5 Certification & Skills: FTE to manage staff certifications.</p>	
<p>Consider:</p>	
<ul style="list-style-type: none"> • Track and manage mandatory certifications for staff roles—compliance enforcement. 	
<ul style="list-style-type: none"> • Manage re-certification—automated tracking, alerts. 	
<ul style="list-style-type: none"> • Staff self-service portal. 	
<p>8.3.6 Learning and Development: FTE to plan, develop, and run learning and development activities within the organisation and to relevant external parties (e.g. contractors, volunteers). Involves both HR teams and staff time.</p>	
<p>Consider:</p>	
<ul style="list-style-type: none"> • Leverage available training relevant to the organisation, both commercial and public. 	
<ul style="list-style-type: none"> • Development of L&D materials/courses. 	
<ul style="list-style-type: none"> • Work time needed for L&D activities—mobile/community-friendly digital 	



Metric	FTE and FTE Calculated as annual \$
learning tasks.	
<ul style="list-style-type: none"> • Assessment—automated, integration with certification. 	
<ul style="list-style-type: none"> • Recommendations for L&D. 	
<ul style="list-style-type: none"> • Staff self-service—portal. 	
8.3.7 Staff Administration: FTE to manage staff records.	
Consider:	
<ul style="list-style-type: none"> • Leave applications & approval. 	
<ul style="list-style-type: none"> • Resource applications. 	
<ul style="list-style-type: none"> • Benefits applications. 	
<ul style="list-style-type: none"> • Travel and expenses compliance/management. 	
<ul style="list-style-type: none"> • Dispute lodging and remediation. 	

8.4 Workforce Management

Metric	FTE and FTE Calculated as annual \$
8.4.1 FTE to manage staff working activities. This information will come	



Metric	FTE and FTE Calculated as annual \$
from both HR and LoB managers.	
Consider:	
<ul style="list-style-type: none"> • Shift management. 	
<ul style="list-style-type: none"> • Vacancy/leave management. 	
<ul style="list-style-type: none"> • Optimisation of staff allocation. 	

8.5 Field Force Management

Metric	FTE and FTE Calculated as annual \$
8.5.1 FTE to manage staff working in field activities. It includes contract labour activity. This information will come from both HR and LoB managers.	
Consider:	
<ul style="list-style-type: none"> • Job allocation—automation. 	
<ul style="list-style-type: none"> • Compiling relevant information needed for jobs. 	
<ul style="list-style-type: none"> • Distributing information packs for jobs to allocated workers/contractors. 	
<ul style="list-style-type: none"> • Job tracking—required start-work forms, workplace safety forms, etc. 	



Metric	FTE and FTE Calculated as annual \$
• Time tracking—automated.	
• Project team formation.	
• Team performance tracking.	

8.6 Asset Management & Maintenance

Metric	FTE and FTE Calculated as annual \$
8.6.1 Physical Assets Register Management: FTE to manage council infrastructure assets (roads, bridges, drainage, parks, buildings, fleet).	
Consider:	
• Segment creation and linear referencing (chainage/road segments) for condition rating.	
• Pavement Management System (PMS) integration and roughness/deflection data import.	
• Bridge condition assessment to AS 5100 and structural defect cataloguing.	
• Drainage pit and pipe register maintenance (linking to hydraulic models).	



Metric	FTE and FTE Calculated as annual \$
<ul style="list-style-type: none"> • Kerb, gutter, and footpath asset condition surveys. 	
<ul style="list-style-type: none"> • Calculation of depreciated replacement costs (DRC) for infrastructure. 	
<ul style="list-style-type: none"> • Asset hierarchy management (network - road - segment - treatment). 	
<ul style="list-style-type: none"> • Parks and Open Space: Playground equipment registration and safety compliance (AS 4685:2021). 	
<ul style="list-style-type: none"> • Sportsfield/court asset maintenance scheduling (irrigation systems, lighting). 	
<ul style="list-style-type: none"> • Urban forest/tree register management (species, age, condition, risk ratings). 	
<ul style="list-style-type: none"> • Barbecue, shelter, and public amenity asset lifecycling. 	
<ul style="list-style-type: none"> • Building and Facility: Facility condition assessments (FCA) and Building Condition Index (BCI) calculations. 	
<ul style="list-style-type: none"> • Essential safety measures (ESM) compliance tracking (fire systems, exits). 	
<ul style="list-style-type: none"> • HVAC and mechanical asset registers. 	



Metric	FTE and FTE Calculated as annual \$
<ul style="list-style-type: none"> • Accessibility compliance (DDA) audit tracking. 	
<ul style="list-style-type: none"> • Heritage building conservation management. 	
8.6.2 Asset Accounting: FTE to track the financial details related to assets.	
Consider:	
<ul style="list-style-type: none"> • Associate assets to GL. 	
<ul style="list-style-type: none"> • Depreciation—automation of preparation, revision, budgeting. 	
<ul style="list-style-type: none"> • Revaluations. 	
<ul style="list-style-type: none"> • Stocktaking. 	
<ul style="list-style-type: none"> • Capital works planning, budgeting, budget tracking. 	
<ul style="list-style-type: none"> • Asset lifecycle management. 	
8.6.3 Reactive (Breakdown) Maintenance Coordination: FTE managing unplanned works.	
Consider:	
<ul style="list-style-type: none"> • Customer request triage (potholes, 	



Metric	FTE and FTE Calculated as annual \$
fallen trees, damaged signs).	
<ul style="list-style-type: none"> • Emergency response coordination (storm damage, tree hazards). 	
<ul style="list-style-type: none"> • After-hours callout management and standby crew coordination. 	
<ul style="list-style-type: none"> • Traffic hazard assessment and temporary works approval. 	
8.6.4 Programme Maintenance Scheduling: FTE managing planned/cyclical works.	
Consider:	
<ul style="list-style-type: none"> • Seasonal maintenance programmes (spring tree planting, autumn sweeping). 	
<ul style="list-style-type: none"> • Cyclic resurfacing programmes based on condition indices. 	
<ul style="list-style-type: none"> • Mowing and vegetation control scheduling (fire management zones). 	
<ul style="list-style-type: none"> • Gutter and drainage cleaning programmes. 	
<ul style="list-style-type: none"> • Line marking and signage refresh cycles. 	
8.6.5 Works Order Execution and Field	



Metric	FTE and FTE Calculated as annual \$
Documentation: FTE for job completion processing.	
Consider:	
<ul style="list-style-type: none"> • Timesheet capture for gang/crew activities. 	
<ul style="list-style-type: none"> • Materials usage recording (asphalt, concrete, gravel). 	
<ul style="list-style-type: none"> • As-constructed drawing updates (redline markups). 	
<ul style="list-style-type: none"> • Photo documentation of before/after conditions. 	
<ul style="list-style-type: none"> • Quality assurance sign-off and compaction test recording. 	

Collection

Critical Distinction: Councils typically separate "Asset Management" (strategic/long-term planning) from "Maintenance" (operational delivery). Interview both the Asset Manager (engineering) and the Works Manager (operations). Many councils use term contractors for maintenance—capture the FTE oversight cost even if direct labour is contracted.

8.7 Inventory & Logistics

Metric	FTE and FTE Calculated as annual \$
8.7.1 FTE required to maintain inventory intelligence: what is in stock, what is	



Metric	FTE and FTE Calculated as annual \$
needed, and the associated financial implications. This investigation includes clinical supplies:	
Consider:	
<ul style="list-style-type: none"> • Inventory check-in/checkout. 	
<ul style="list-style-type: none"> • Inventory locations—intelligence picking. 	
<ul style="list-style-type: none"> • Inventory tracking. 	
<ul style="list-style-type: none"> • Inventory usage optimisation/expiry alerts. 	
<ul style="list-style-type: none"> • Stocktaking. 	
<ul style="list-style-type: none"> • Supplier optimisation. 	
<ul style="list-style-type: none"> • Inventory cost controls. 	
<ul style="list-style-type: none"> • Shrinkage reduction. 	
<ul style="list-style-type: none"> • Disposal processes. 	
<ul style="list-style-type: none"> • Depreciation. 	
<ul style="list-style-type: none"> • Margin/financial analysis. 	
<ul style="list-style-type: none"> • Warehouse management. 	



Metric	FTE and FTE Calculated as annual \$
<ul style="list-style-type: none"> Logistics management/optimisation. 	

8.8 Customer & Ratepayer Services (Local Government)

Note: This section replaces generic Customer Management for local government contexts.

Metric	FTE and FTE Calculated as annual \$
8.8.1 Property Creation and Lifecycle Management: FTE managing property records from creation to retirement.	
Consider:	
<ul style="list-style-type: none"> Subdivision plan registration and lot creation (linking to LRS/HLRV). 	
<ul style="list-style-type: none"> Address allocation and GNAF (Geocoded National Address File) validation. 	
<ul style="list-style-type: none"> Strata plan management and unit entitlement calculations. 	
<ul style="list-style-type: none"> Property mergers and boundary adjustments. 	
<ul style="list-style-type: none"> Change of ownership processing (solicitor notifications, title searches). 	
<ul style="list-style-type: none"> Zoning reclassifications and land use 	



Metric	FTE and FTE Calculated as annual \$
changes.	
8.8.2 Valuation Data Management and Objections: FTE administering rating valuations.	
Consider:	
<ul style="list-style-type: none"> • Valuation roll import and validation from Valuer-General. 	
<ul style="list-style-type: none"> • Supplementary valuation processing (new constructions, demolitions). 	
<ul style="list-style-type: none"> • Rating objection management (Form 4 objections, review preparation). 	
<ul style="list-style-type: none"> • Land value vs capital value calculations (by state legislation). 	
<ul style="list-style-type: none"> • Property inspection coordination for valuation disputes. 	
8.8.3 Rates Assessment and Billing Configuration: FTE managing annual rate calculations.	
Consider:	
<ul style="list-style-type: none"> • Differential rate categorisation (residential, business, farmland, mining). 	
<ul style="list-style-type: none"> • Special rate variation (SRV) 	



Metric	FTE and FTE Calculated as annual \$
implementation and phasing.	
<ul style="list-style-type: none"> • Minimum rate calculations and adjustments. 	
<ul style="list-style-type: none"> • Domestic waste management charge (DWMC) apportionment. 	
<ul style="list-style-type: none"> • Sewerage and water access charge calculations (if applicable). 	
<ul style="list-style-type: none"> • Pensioner rebate processing (eligibility verification, rebate applications). 	
<ul style="list-style-type: none"> • Environmental rebates (solar, stormwater harvesting incentives). 	
8.8.4 Supplementary Rates and Adjustments: FTE managing interim rate adjustments.	
Consider:	
<ul style="list-style-type: none"> • Section 603 certificate preparation (outstanding rates enquiries). 	
<ul style="list-style-type: none"> • Back-dated rate calculations for property settlements. 	
<ul style="list-style-type: none"> • Cancelled assessments and refund processing. 	
<ul style="list-style-type: none"> • Interim rate adjustments for 	



Metric	FTE and FTE Calculated as annual \$
demolished/altered properties.	
<ul style="list-style-type: none"> • Lost cheque reissue and payment reconciliation. 	
8.8.5 Debt Recovery and Financial Hardship: FTE managing overdue revenue.	
Consider:	
<ul style="list-style-type: none"> • Payment plan negotiation and monitoring (Direct Debit setup). 	
<ul style="list-style-type: none"> • Reminder notice generation and mailing (statutory notice sequences). 	
<ul style="list-style-type: none"> • Interest charge calculations on arrears. 	
<ul style="list-style-type: none"> • Debt referral to collection agencies (mercantile agents). 	
<ul style="list-style-type: none"> • Legal recovery preparation (statement of claim documentation). 	
<ul style="list-style-type: none"> • Write-off authority processing (under delegation thresholds). 	
<ul style="list-style-type: none"> • Bankruptcy and insolvency handling (trustee notifications). 	
8.8.6 Service Request Triage and Customer Contact: FTE managing	



Metric	FTE and FTE Calculated as annual \$
customer interactions.	
Consider:	
<ul style="list-style-type: none"> • Snap Send Solve and mobile app request processing. 	
<ul style="list-style-type: none"> • Contact centre queue management (rates, waste, parking enquiries). 	
<ul style="list-style-type: none"> • Counter services and cash handling (front office). 	
<ul style="list-style-type: none"> • Translation services for non-English speaking ratepayers. 	
<ul style="list-style-type: none"> • Complaint escalation and Ombudsman liaison preparation. 	

Collection

Councils often centralise "Revenue" separately from "Customer Service." Interview the Revenue Manager (rates-specific) and the Customer Service Manager (general enquiries). Capture peak period demands (July rates season, post-storm surges). Distinguish between phone, counter, and digital channel handling times.

8.9 Reporting & Analytics

Metric	FTE and FTE Calculated as annual \$
<p>8.9.1 FTE to create/maintain reports. This is the time taken to create/customise reports and dashboards for the business to</p>	



Metric	FTE and FTE Calculated as annual \$
consume.	
8.9.2 FTE to distribute reports.	
8.9.3 FTE for staff to create ad-hoc reports/analytics dashboards.	
Consider:	
<ul style="list-style-type: none"> • Consumption: interactive dashboards replacing static reports, KPI metrics clearly displayed. 	
<ul style="list-style-type: none"> • Impact of real-time reporting/analytics. 	
<ul style="list-style-type: none"> • Speed/accuracy of decision-making. 	
8.9.4 FTE to prepare mandatory End of Year reporting—fully automated delivery. Sign-off.	
8.9.5 Local Government Statutory Reporting: FTE for specific council returns.	
Consider:	
<ul style="list-style-type: none"> • Australian Bureau of Statistics (ABS) local government statistics returns. 	
<ul style="list-style-type: none"> • State Department of Local Government annual returns (e.g., NSW Office of Local Government, Victorian 	



Metric	FTE and FTE Calculated as annual \$
DLG).	
<ul style="list-style-type: none"> National Local Government Data Collection (NLGDC) submissions. 	
<ul style="list-style-type: none"> Long-Term Financial Plan (LTFP) reporting to elected members. 	

8.12 Budgeting & Forecasting

Metric	FTE and FTE Calculated as annual \$
8.12.1 The current budgeting/forecasting cycle timeframe.	
8.12.2 Downstream (LoB) FTE to provide information for each forecast cycle.	
8.12.3 FTE to develop & approve forecast.	
8.12.4 FTE to develop & approve budget(s).	
8.12.5 Timeliness of reporting actual vs budget.	
8.12.6 FTE to report forecast vs actual.	
8.12.7 Estimation of forecast vs actual	



Metric	FTE and FTE Calculated as annual \$
quality.	
8.12.8 Economic cost/impact of forecast vs actual in decision-making (e.g. size of budget overruns).	
8.12.9 FTE for monitoring, and managing budgets by department/project.	

8.13 Project Accounting & Capital Works

Metric	FTE and FTE Calculated as annual \$
8.13.1 Capital Works Programme (CWP) Establishment: FTE managing the annual works programme.	
Consider:	
<ul style="list-style-type: none"> • Project scoping and funding source allocation (general fund, reserves, grants). 	
<ul style="list-style-type: none"> • Section 94/94A (Developer Contribution) project identification and crediting. 	
<ul style="list-style-type: none"> • Loan-funded project establishment and interest accounting. 	
<ul style="list-style-type: none"> • Budget phasing across financial years 	



Metric	FTE and FTE Calculated as annual \$
(carry-forward management).	
<ul style="list-style-type: none"> • Elected member briefing paper preparation for CWP adoption. 	
8.13.2 Works Procurement and Contractor Management: FTE managing construction procurement.	
Consider:	
<ul style="list-style-type: none"> • Panel contract management (pre-qualified contractor lists). 	
<ul style="list-style-type: none"> • Quote evaluation for minor works (under tender threshold). 	
<ul style="list-style-type: none"> • Tender evaluation and recommendation reports. 	
<ul style="list-style-type: none"> • Contract variation assessment and approval (engineer's estimates). 	
<ul style="list-style-type: none"> • Practical completion certification and defect liability management. 	
8.13.3 Progress Claim Processing and Payment: FTE managing construction accounting.	
Consider:	
<ul style="list-style-type: none"> • Progress claim assessment against 	



Metric	FTE and FTE Calculated as annual \$
schedules of rates.	
<ul style="list-style-type: none"> Retention money calculations and release scheduling. 	
<ul style="list-style-type: none"> Liquidated damages assessment for late completion. 	
<ul style="list-style-type: none"> Separable portion certifications and partial practical completion. 	
<ul style="list-style-type: none"> Plant hire and materials testing cost verification. 	
8.13.4 Asset Handover and Capitalisation: FTE managing project closeout.	
Consider:	
<ul style="list-style-type: none"> As-constructed asset data migration to asset register. 	
<ul style="list-style-type: none"> Depreciation commencement calculations for new assets. 	
<ul style="list-style-type: none"> GIS spatial data updates for new infrastructure. 	
<ul style="list-style-type: none"> Maintenance regime handover to operations teams. 	
<ul style="list-style-type: none"> Grant acquittal and project completion 	



Metric	FTE and FTE Calculated as annual \$
reporting to funding bodies.	
8.13.5 Developer Contributions (Section 94/94A) Administration: FTE specific to development contributions.	
Consider:	
<ul style="list-style-type: none"> • Contribution plan administration (planning agreements tracking). 	
<ul style="list-style-type: none"> • Works-in-kind valuation and acceptance processing. 	
<ul style="list-style-type: none"> • Deferred contribution indexing and monitoring. 	
<ul style="list-style-type: none"> • Refund calculations for lapsed consents. 	

Collection

Capital works spans multiple departments: Engineering (design), Finance (budget), and Operations (delivery). Interview the Coordinator Capital Works or Works Accountant. Distinguish between "capital project management" (project managers) and "capital accounting" (finance officers). Both consume FTE.

8.14 Regulatory & Community Services

Metric	FTE and FTE Calculated as annual \$
8.14.1 Development Assessment (DA) Administration: FTE managing planning permits.	



Metric	FTE and FTE Calculated as annual \$
Consider:	
<ul style="list-style-type: none"> • DA lodgement validation (PC1/PC2 compliance, checklist verification). 	
<ul style="list-style-type: none"> • Integrated Development referral management (RFS, Heritage, Fisheries, RMS). 	
<ul style="list-style-type: none"> • Public notification processing (adjacent mailouts, newspaper notices). 	
<ul style="list-style-type: none"> • Submission logging and analysis (community objection categorisation). 	
<ul style="list-style-type: none"> • Planning officer report compilation (zoning checks, SEPP overlays). 	
<ul style="list-style-type: none"> • Section 4.15(1) assessment documentation (merit vs standards-based). 	
<ul style="list-style-type: none"> • Deferred commencement consent monitoring (pre-commencement condition clearance). 	
8.14.2 Complying Development and Building Certification: FTE managing CDCs and construction approvals.	
Consider:	
<ul style="list-style-type: none"> • Complying Development Certificate (CDC) verification (Housing Code, AS 	



Metric	FTE and FTE Calculated as annual \$
2870).	
<ul style="list-style-type: none"> • BASIX compliance checking (thermal performance, water targets). 	
<ul style="list-style-type: none"> • Construction Certificate (CC) assessment (structural certification review). 	
<ul style="list-style-type: none"> • Mandatory inspection scheduling and notification (slab, frame, final). 	
<ul style="list-style-type: none"> • Swimming pool barrier certification (AS 1926.1 compliance). 	
<ul style="list-style-type: none"> • Fire safety schedule compilation and Critical Fire Safety Defect notices. 	
<ul style="list-style-type: none"> • Occupation Certificate (OC) issuance and fit-for-purpose assessments. 	
8.14.3 Environmental Health and Safety Regulation: FTE managing public health compliance.	
Consider:	
<ul style="list-style-type: none"> • Food business registration and classification (Class 1-4 assessments). 	
<ul style="list-style-type: none"> • Food safety inspection scheduling and follow-up (Food Act compliance). 	



Metric	FTE and FTE Calculated as annual \$
<ul style="list-style-type: none"> • Skin penetration premises licensing (tattoo, piercing regulations). 	
<ul style="list-style-type: none"> • Cooling tower registration and Legionella management plans. 	
<ul style="list-style-type: none"> • Septic tank installation approvals and effluent disposal monitoring. 	
<ul style="list-style-type: none"> • Environmental nuisance investigations (noise, odour, dust complaints). 	
<ul style="list-style-type: none"> • Asbestos removal notification tracking (WorkCover liaison). 	
<p>8.14.4 Ranger Services and Local Law Enforcement: FTE managing compliance officers.</p>	
<p>Consider:</p>	
<ul style="list-style-type: none"> • Parking infringement processing (meter breaches, permit violations). 	
<ul style="list-style-type: none"> • Animal management (dangerous dog declarations, menacing dog orders). 	
<ul style="list-style-type: none"> • Illegal dumping investigation and clean-up cost recovery. 	
<ul style="list-style-type: none"> • Abandoned vehicle management (registration checks, disposal). 	



Metric	FTE and FTE Calculated as annual \$
<ul style="list-style-type: none"> • Camping enforcement (restricted area patrols). 	
<ul style="list-style-type: none"> • Smoke-free area compliance monitoring. 	
<ul style="list-style-type: none"> • Confiscated item management (alcohol, weapons) and chain of custody. 	
<p>8.14.5 Building and Fire Safety Regulation: FTE managing building compliance.</p>	
<p>Consider:</p>	
<ul style="list-style-type: none"> • Annual fire safety statement (AFSS) tracking and registration. 	
<ul style="list-style-type: none"> • Building Information Certificate (BIC) processing (existing structure legalisation). 	
<ul style="list-style-type: none"> • Subdivision certificate approval (Section 116B). 	
<ul style="list-style-type: none"> • Engineering compliance certificates (structural, geotechnical). 	
<ul style="list-style-type: none"> • Essential Services Board inspection coordination. 	

Collection

Regulatory services are highly specialised and often separated by legislation



(Planning Act, Building Act, Food Act, Local Government Act). Interview the Manager Building and Compliance, Manager Planning, and Coordinator Ranger Services. Note that some councils outsource building certification—capture the contract management FTE, not just operational assessors.

8.15 Property, Rating & Revenue Management

Metric	FTE and FTE Calculated as annual \$
8.15.1 Rating Database Integrity and Valuation Integration: FTE maintaining rating system accuracy.	
Consider:	
<ul style="list-style-type: none"> • Annual valuation roll import and error reconciliation (land value discrepancies). 	
<ul style="list-style-type: none"> • Cadastral boundary alignment with GIS (sliver polygon resolution). 	
<ul style="list-style-type: none"> • Strata subdivision and unit entitlement factor maintenance. 	
<ul style="list-style-type: none"> • Mixed-use property apportionment (residential/commercial splits). 	
<ul style="list-style-type: none"> • Crown land and exempt property classification (Section 555 certificates). 	
<ul style="list-style-type: none"> • Rateability assessments (churches, schools, charities). 	
8.15.2 Rate Notice Production and Distribution: FTE managing annual billing cycle.	



Metric	FTE and FTE Calculated as annual \$
Consider:	
<ul style="list-style-type: none"> • Rate notice generation and proofing (thousands of notices). 	
<ul style="list-style-type: none"> • Printing and mailing coordination (print house liaison). 	
<ul style="list-style-type: none"> • Electronic notice distribution (email bounce management). 	
<ul style="list-style-type: none"> • Instalment option setup (quarterly vs annual calculations). 	
<ul style="list-style-type: none"> • Supplementary notice runs (omitted properties, corrections). 	
8.15.3 Ratepayer Account Adjustments and Disputes: FTE managing account variations.	
Consider:	
<ul style="list-style-type: none"> • Backdated demolition adjustments and refund calculations. 	
<ul style="list-style-type: none"> • Section 603 certificate production (outstanding rate enquiries for conveyancing). 	
<ul style="list-style-type: none"> • Objection to rate assessment processing (Form 4 reviews). 	



Metric	FTE and FTE Calculated as annual \$
<ul style="list-style-type: none"> • Rebate eligibility auditing (pensioner status changes, new applications). 	
<ul style="list-style-type: none"> • Hardship policy administration (financial hardship relief applications). 	
8.15.4 Revenue Collection and Banking: FTE managing payment processing.	
Consider:	
<ul style="list-style-type: none"> • BPAY batch reconciliation (three-way match: bank, BPAY, rating system). 	
<ul style="list-style-type: none"> • Direct debit mandate management (failed payment follow-up). 	
<ul style="list-style-type: none"> • Counter cash handling and till reconciliation (daily balancing). 	
<ul style="list-style-type: none"> • Post-dated cheque management and banking holds. 	
<ul style="list-style-type: none"> • Merchant fee reconciliation (credit card surcharge processing). 	

Collection

Rating is the cash flow lifeblood of councils. Work with the Revenue Manager and Senior Rates Officer. The annual rates cycle creates massive seasonal FTE spikes—benchmark "steady state" vs "peak period" (June-July) separately. Include time spent on "objection handling" which can consume significant legal and assessment resources.

8.16 Waste Management & Environmental Services



Metric	FTE and FTE Calculated as annual \$
8.16.1 Domestic Waste Service Administration: FTE managing household bin services.	
Consider:	
<ul style="list-style-type: none"> • Bin registration for new developments and occupancy certificates. 	
<ul style="list-style-type: none"> • Missed service investigation and resolution (GPS truck log verification). 	
<ul style="list-style-type: none"> • Bin replacement and repair (damaged bin swaps, vandalism). 	
<ul style="list-style-type: none"> • Additional service requests (extra bins for large families). 	
<ul style="list-style-type: none"> • Waste education programme coordination (recycling contamination reduction). 	
<ul style="list-style-type: none"> • Medical waste collection scheduling (sharps containers). 	
8.16.2 Commercial Waste and Trade Waste Management: FTE managing business waste services.	
Consider:	
<ul style="list-style-type: none"> • Trade waste agreement negotiation (grease trap liquid waste). 	



Metric	FTE and FTE Calculated as annual \$
<ul style="list-style-type: none"> • Pre-treatment device approval and monitoring (oil separators). 	
<ul style="list-style-type: none"> • Commercial bin servicing frequency adjustments. 	
<ul style="list-style-type: none"> • Waste levy reporting and weighbridge data management (NSW/SA/VIC contexts). 	
<ul style="list-style-type: none"> • Waste charge invoicing and debt management. 	
<p>8.16.3 Special Collections and Problem Waste: FTE managing non-standard services.</p>	
<p>Consider:</p>	
<ul style="list-style-type: none"> • Bulky waste booking system management (phone/online bookings). 	
<ul style="list-style-type: none"> • E-waste collection event coordination (EPA tracking requirements). 	
<ul style="list-style-type: none"> • Chemical CleanOut event administration (household hazardous waste). 	
<ul style="list-style-type: none"> • Illegal dumping response and clean-up (hotspot monitoring). 	
<ul style="list-style-type: none"> • Contamination inspection and bin 	



Metric	FTE and FTE Calculated as annual \$
rejection tagging.	

Collection

Waste functions vary dramatically (in-house vs contracted). If contracted, benchmark the "Contract Management" FTE (monitoring, reporting, payment reconciliation) rather than collection FTE. If in-house, include depot-based waste staff, not just office administrators.

8.17 Cemetery & Crematorium Management

Metric	FTE and FTE Calculated as annual \$
8.17.1 Interment Rights and Burial Plot Administration: FTE managing cemetery records.	
Consider:	
<ul style="list-style-type: none"> • Right of Interment (ROI) documentation and trust accounting. 	
<ul style="list-style-type: none"> • Grave site selection and reservation (GIS mapping of vacancies). 	
<ul style="list-style-type: none"> • Exhumation and re-interment approvals (health department liaison). 	
<ul style="list-style-type: none"> • Genealogy and historical record searches (family history requests). 	
<ul style="list-style-type: none"> • Monument and headstone approval (safety and size compliance). 	



Metric	FTE and FTE Calculated as annual \$
<ul style="list-style-type: none"> • Perpetual maintenance fund calculations and ledger maintenance. 	
<p>8.17.2 Burial and Cremation Coordination: FTE managing interment services.</p>	
<p>Consider:</p>	
<ul style="list-style-type: none"> • Burial booking coordination with funeral directors (scheduling). 	
<ul style="list-style-type: none"> • Cremation scheduling and medical referee certificate verification (Form 4 Cremation). 	
<ul style="list-style-type: none"> • Ashes placement and memorial wall allocation. 	
<ul style="list-style-type: none"> • Interment register maintenance (statutory burial records). 	
<ul style="list-style-type: none"> • Cemetery grounds preparation (grave digging coordination). 	
<p>8.17.3 Cemetery Trust Financial Management: FTE specific to cemetery operations.</p>	
<p>Consider:</p>	
<ul style="list-style-type: none"> • Pre-need sales (funeral bonds, pre-purchased plots). 	



Metric	FTE and FTE Calculated as annual \$
<ul style="list-style-type: none"> • Monumental works order management (installation supervision). 	
<ul style="list-style-type: none"> • Memorial garden plaque sales and installation. 	

Collection

Many councils have transferred cemeteries to community trusts. Only include if the council operates the cemetery. Interview the Cemetery Manager or Funeral Services Coordinator. Note the sensitive nature—staff may handle high emotional content interactions, affecting time per transaction.

8.18 Community Facilities & Property Leasing

Metric	FTE and FTE Calculated as annual \$
8.18.1 Community Facility Hire and Booking: FTE managing public venue access.	
Consider:	
<ul style="list-style-type: none"> • Community hall and meeting room booking coordination (calendar management). 	
<ul style="list-style-type: none"> • Sportsground allocation (seasonal sporting codes, maintenance rotation). 	
<ul style="list-style-type: none"> • Key collection and return processing (bond/key management). 	
<ul style="list-style-type: none"> • Equipment hire coordination (tables, 	



Metric	FTE and FTE Calculated as annual \$
chairs, audio-visual).	
<ul style="list-style-type: none"> • Damage reporting and bond retention processing. 	
8.18.2 Commercial Property Portfolio Management: FTE managing council investment properties.	
Consider:	
<ul style="list-style-type: none"> • Shop and office tenancy lease negotiations (CPI rent reviews). 	
<ul style="list-style-type: none"> • Outgoings reconciliation and recovery (council rates, water, insurance). 	
<ul style="list-style-type: none"> • Vacancy marketing and tenant induction. 	
<ul style="list-style-type: none"> • Lease compliance inspections (make-good requirements). 	
<ul style="list-style-type: none"> • Lease renewal option management (exercise of option processing). 	
8.18.3 Licence and Casual Occupancy: FTE managing non-lease arrangements.	
Consider:	
<ul style="list-style-type: none"> • Boat ramp and jetty licence management (annual renewals). 	



Metric	FTE and FTE Calculated as annual \$
<ul style="list-style-type: none"> • Grazing permits on council reserves (agistment agreements). 	
<ul style="list-style-type: none"> • Telecommunications tower lease management (rent escalation). 	
<ul style="list-style-type: none"> • Filming and photography permits (location agreements). 	

Collection

Often managed by Property or Corporate Services teams. Distinguish between "social" hiring (community groups, low fees) and "commercial" hiring (weddings, corporate, market rates)—different FTE intensity per dollar of revenue.

8.19 Procurement & Supply Chain (Local Government)

Metric	FTE and FTE Calculated as annual \$
8.19.1 Local Government Procurement Compliance: FTE managing statutory purchasing requirements.	
Consider:	
<ul style="list-style-type: none"> • Tender threshold monitoring (\$150k/\$250k limits) and reporting. 	
<ul style="list-style-type: none"> • Local Government Act procurement policy compliance checking. 	
<ul style="list-style-type: none"> • Quote evaluation panel coordination (three-quote rule verification). 	



Metric	FTE and FTE Calculated as annual \$
<ul style="list-style-type: none"> • AusTender reporting and federal procurement rules compliance. 	
<ul style="list-style-type: none"> • Buy Local / Indigenous procurement policy tracking. 	
<ul style="list-style-type: none"> • Supplier probity and conflict of interest declarations. 	
<p>8.19.2 Stores and Inventory Management: FTE managing depot stores.</p>	
<p>Consider:</p>	
<ul style="list-style-type: none"> • Stock receipt and bin location management. 	
<ul style="list-style-type: none"> • Reorder point monitoring and purchase requisition raising. 	
<ul style="list-style-type: none"> • Stocktaking and shrinkage investigations. 	
<ul style="list-style-type: none"> • Tool and plant issue/return tracking (small tool crib). 	
<ul style="list-style-type: none"> • Hazardous materials storage compliance (SDS management). 	

Collection

Council procurement differs from private sector due to transparency requirements. Interview the Procurement Coordinator or Supply Supervisor. Note that "stores" often



exist in Works/Engineering depots separately from corporate supply—capture both.

8.20 Human Resources & Workforce—Council Specifics

Note: This section captures council-specific HR requirements that supplement sections 8.2-8.5.

Metric	FTE and FTE Calculated as annual \$
8.20.1 Local Government Award Interpretation: FTE managing complex industrial instruments.	
Consider:	
<ul style="list-style-type: none"> • State Local Government Award application (shift workers, overtime rules). 	
<ul style="list-style-type: none"> • Enterprise Agreement (EA) interpretation and rostering rule application. 	
<ul style="list-style-type: none"> • Council-specific allowance processing (dirty money, height money, tool allowance). 	
<ul style="list-style-type: none"> • Elected Member expense processing (councillor fees, sitting allowances). 	
8.20.2 Field Worker Safety and Certification: FTE managing outdoor workforce compliance.	
Consider:	



Metric	FTE and FTE Calculated as annual \$
<ul style="list-style-type: none"> • High-risk licence tracking (forklift, crane, EWP, confined space). 	
<ul style="list-style-type: none"> • Medical fitness monitoring (commercial driver medicals, hearing tests). 	
<ul style="list-style-type: none"> • Drug and alcohol programme coordination (random testing schedules). 	
<ul style="list-style-type: none"> • Plant and equipment competency verification (verification of competency VOC). 	
<ul style="list-style-type: none"> • Incident investigation and ICAM (Incident Cause Analysis Method) reporting. 	
<p>8.20.3 Workforce Scheduling and Rostering: FTE managing shift and depot workers.</p>	
<p>Consider:</p>	
<ul style="list-style-type: none"> • Gang/crew rostering (road gangs, parks crews, waste truck drivers). 	
<ul style="list-style-type: none"> • After-hours standby and callout roster management. 	
<ul style="list-style-type: none"> • Fatigue management compliance (heavy vehicle driver hours). 	



Metric	FTE and FTE Calculated as annual \$
<ul style="list-style-type: none"> • Leave coverage planning for operational continuity. 	

Collection

Council workforces are heavily unionised with complex awards. Interview the HR Business Partner responsible for "Operational/Works" staff, not just corporate HR. Field worker safety is a major FTE consumer due to high-risk activities.

General Collection Guidance for Area 8

Process Identification

Ideally, a collection of process maps/process descriptions should be attempted. In most organisations, this may not exist as formal diagrams but may be found in supplemental internal training materials and how-to guides. Seek all such documentation and use it to prompt/validate the collation of productivity metrics as follows:

Productivity Metrics

There are two options for calculating the best estimate of the FTE and \$ values. Choose the methods that are most appropriate for the business area being discussed.

- Option 1: "How much time do you think is spent on the following tasks? What is the typical salary of someone performing those tasks?"
- Option 2: "What is the size of the team responsible for (state process)? How many (state processes) are performed each week/month/year? What is the cost of that team?"

Productivity Improvement Potential:

Next, explore if the staff can identify potential process improvements, as follows:

If the process described for XYZ were automated or streamlined, what would it look like? How would you measure this improvement? Can you estimate that as an FTE or cost-saving?

General questions for follow-up evaluation:



- What has improved since our last conversation?
- Have services or the number of transactions/completed processes increased?

Has your team been able to get through more work? How?

9. Data-Driven Decision-Making

Description

This area deals with the effects of having better information on hand for better decision-making. It does not include the efficiencies in providing reporting (see 8.9 to capture that data). Instead, here you quantify the business benefits stemming from being able to use data.

Metrics

Metric	Estimated value returned to business, as annualised \$ OR Qualitative benefit returned to the business, ideally with KPI change
9.1 Name the business activities that have been improved by reporting/dashboards since the first benchmarking activity. For each, how do you measure this benefit, and what was the improvement?	
Consider:	
<ul style="list-style-type: none"> • Mergers, acquisitions, new ventures. 	
<ul style="list-style-type: none"> • Financial planning. 	
<ul style="list-style-type: none"> • Market/activity prediction. 	
<ul style="list-style-type: none"> • Use of AI and ML for decision support services. 	
9.2 Long-Term Financial Planning	Qualitative with KPI: Variance between



Metric	Estimated value returned to business, as annualised \$ OR Qualitative benefit returned to the business, ideally with KPI change
(LTFP) Model Accuracy: Improvement in 10-year financial forecast accuracy using integrated ERP data (rates, assets, depreciation).	forecast and actual <5%
9.3 Infrastructure Investment Prioritisation: Value gained from optimised asset renewal programmes using condition data vs age-based assumptions.	\$ value of deferred renewals or optimised capital spend
9.4 Developer Contribution Planning: Accuracy of Section 94/94A contribution calculations and timing based on development pipeline data.	\$ value of correctly timed contributions

Collection

During the first benchmark, you assume a baseline (\$0 new value). In the following benchmarking reviews, you seek examples of where data has supported decisions that resulted in tangible gains and book those gains into the benchmark.

10. Specialised Process Digitisation

Description

Modern SaaS enterprise solutions can be configured (as opposed to customised) to support new business modules, forms, and workflows. IBRS places all of these capabilities under the name of specialised process digitisation (since non-specialised processes are taken care of by the out-of-the box core systems modules).

Metrics



Metric	Productivity increased expressed as \$ saved OR new revenue, annually
10.1 List the processes that your organisation has digitised or improved that are related to the core solutions. For each, list:	
<ul style="list-style-type: none"> • What was the cost of the manual/partly manual process before digitisation? Consider time (FTE) and all resources needed (e.g. postage, paper, printing, etc.). 	
<ul style="list-style-type: none"> • Has the process reduced the amount of time a client/vendor needs to spend on the task? If so, how much time is saved per transaction (run of the process)? 	
<ul style="list-style-type: none"> • How many transactions (runs of the process) are done annually? 	
<ul style="list-style-type: none"> • Has the digitised process improved quality or compliance? Describe. 	
<ul style="list-style-type: none"> • Has digitisation sped up the time needed to complete the process—by how much? 	
<ul style="list-style-type: none"> • Are the number of transactions growing and reducing? 	
<ul style="list-style-type: none"> • What are your predictions for the number of transactions expected over next year? 	



Metric	Productivity increased expressed as \$ saved OR new revenue, annually
10.2 Online Development Application Lodgement: Pre-lodgement validation, digital plan attachment, automated fee calculation, and real-time tracking (replacing paper plans and counter lodgement).	
10.3 Electronic Section 603 Certificates: Automated generation via property enquiry portals (replacing manual certificate production and postage).	
10.4 Digital Asset Inspections: Mobile condition rating with photo geotagging (replacing paper inspection sheets and manual data entry).	
10.5 Automated Pensioner Rebate Processing: Integration with Centrelink data for automatic eligibility verification (replacing manual form processing).	
10.6 Smart Bin/IoT Waste Management: Sensor-based collection optimisation (replacing fixed-route schedules).	

Collection

Since this area deals with custom processes that are continually developed—increasingly by staff, rather than programmers within the ICT team—the initial benchmark baseline is set to \$0. We only count improvements over the period of the benchmark.

Also note that specialised processes are rarely static, and generally evolve over time for better integration, better streamlining, and greater automation. Only the



improvements made from the initial benchmark (e.g. the baseline of \$0) should be counted.

11. Staff Engagement/Workstyle Innovation

Description

Moving to SaaS and to more modern, mobile, and flexible solutions enabled staff to rethink how and where work is done. When coupled with training programmes, SaaS can have a significant impact on an organisation's change agenda. However, this is difficult to directly measure in economic terms.

The Knoster model provides a useful approach for measuring how well the overall change agenda is progressing in your organisation. IBRS recommends tracking the change agenda with a Knoster tool (which IBRS will provide) to gauge your organisation's progress. While the Knoster tool captures all progress, the core systems are generally considered the most influential aspects of change adoption.

Metrics

Metric	Knoster scores
11.1 Assessment of staff's perceptions on how change/innovation is being applied. Apply the Knoster survey[1].	

Collection

Consider running the Knoster model as part of the benchmarking activity. While not an essential component of benchmarking, it provides evidence for how well the modern workplace is maturing and helps executives make decisions on where to invest in change management that surrounds the core solutions.

12. Opportunity Costs

Description

The ability to take advantage of new capabilities and new efficiencies more quickly is also a benefit of SaaS. For benchmarking, these are presented as opportunity costs based on the time needed to implement updates and adopt new services or modules.

Metrics



Metric	Various
12.1 How long does it take to upgrade to a new version of your core systems? Amount of time.	
12.2 What FTE is needed to upgrade to a new version of your core systems?	
12.3 How much time does it take between receiving a new feature/capability in your core system, and using it actively in the workplace?	
12.4 How much training (as FTE) is needed when your core systems are upgraded?	

Collection

All LoB and ICT teams should be interviewed to obtain their experiences with updates and the speed at which new features are introduced.

Kickoff Meeting for Each Interview Series

To start each phase of interviews, a kickoff meeting will be held.

- The Lead for the benefits realisation and lead for change management: This lead will be the primary point of contact each phase of the ERP project (and ideally, will persist through the entire ERP deployment and into BAU).
- Support staff that will be assisting the Lead (e.g. assistants, project support members, etc.).
- Line of business members and domain experts for the relevant areas of the business. It is vital that interviews be conducted with not only business managers, but also staff members directly involved in the processes.
- The Vendor Project Lead, who will provide additional, domain-specific insights into the core system, will assist with in-person interviews.



The agenda for this meeting is as follows:

- Introduction of parties: Each person introduces themselves.
- Intent & deliverables: Restate the intent (goals) for the interviews and the deliverables (benefits to track and change management priorities). This is also an opportunity for the Client to ask questions, clarify any details, and make special requests regarding deliverables. By the end of this discussion, all parties will agree upon the goals and outputs for the interviews at each stage.
- Brief overview of the framework. Detail the Local Government Digital Transformation Framework and why this process of refining the specificity of the benefits is essential.
- Confirm Team Structure: Roles and duties for the programme will be confirmed
- Identify possible documents/document sources of process information (if available). Examine if / how these will image the specific sections of this guide and amend as necessary.
- Identify interviewees: This discussion will see ideal interviewees mapped to the interview requirements: who should be interviewed for what phases of the ERP delivery. It is expected that there will be overlap, with multiple interviewees being asked questions about the same sections of the ERP's capabilities, which is part of the validation of the data being collected. While this discussion may not finalise the names of all interviewees, it provides the team with the insights needed to begin selecting and inviting the right people.
- Confirm timing: Dates confirmed for specific activities and deadlines—in particular, document reviews and interviews.
- Project communication: Confirm who to contact, how to escalate issues, etc. Set up catch-up calls as appropriate.
- Any other business: Discuss any final concerns, issues, or ideas.

The Interview Process

The guide provides the detailed questions to be posed through interviews and (whenever possible) reviews of process documentation or procedure manuals.

While the guide provides structure, interviews should be conducted in a conversational manner. In many cases, we will be asking questions about processes that the participants lived and breathed for many years to an extent where they consider them just the way it's done. Like fish swimming in the ocean, they may not see the water.

To this end, the following interview structure may prove useful in drawing out deeper



insights.

1. Introduction: Explaining the Purpose.
2. Detail your role(s): Confirming the scope for information collection.
3. How is work conducted: Probe for process documentation, other domain experts.
4. How could work be improved: Probe for the desired benefit.
5. What gets in the way of work: Probe for bottlenecks.
6. What's the effort for XYZ: Estimates time taken for processes in the framework.
7. Are there other processes we've not explored: Expand/refine the framework.
8. Probe for disbenefits: If we change the process to that of the new ERP, what possible disruptions or reduced capabilities could arise? How would we overcome that?

Refine The Questions Based on Staff Role

When interviewing council staff, consider additional context-specific questions, such as:

For Revenue/Rates Officers:

- "Walk me through the annual rates cycle from valuation import to notice distribution. How many FTE are dedicated to the July 'rates season' versus steady state?"
- "How much time is spent on Section 603 certificate production for solicitors?"
- "Describe the process for handling a rates objection—from Form 4 receipt to final determination. How many staff touch this?"

For Works/Assets Managers:

- "Distinguish between your strategic asset management (long-term planning) FTE and operational maintenance FTE. How much data entry is duplicated between field crews and office staff?"
- "How do you currently capture as-constructed information from capital projects into the asset register? Is this manual transcription?"
- "What is the process for converting a customer request (pothole) into a completed work order and finalised invoice? Map the handoffs."

For Planning/Building Staff:

- "How many systems do you access to assess a single Development Application (Planning Portal, internal systems, mapping)?"



- "Describe the Building Certificate process from lodgement to issue—where are the delays?"
- "How is public notification managed for DAs? Mail merge, printing, manual envelopes, or digital?"

For Regulatory/Rangers:

- "Trace the lifecycle of a parking infringement from issuance to payment or court referral. How many systems are involved?"
- "How are dangerous dog declarations processed? What documentation is required and where is it stored?"
- "Describe illegal dumping investigation—from report to clean-up to cost recovery."

For Customer Service:

- "What percentage of calls require you to access multiple systems (rates, waste, planning, animals)?"
- "How do you handle the July rates enquiry surge? Overtime, temps, or extended hours?"

Sample Invitation for Interviewees

The following is a sample text that can be used as the basis for your own invitations to interviewees. It is important to customise this text for your own organisation's culture.

Dear [Interviewee],

As you know, we are investing in a new core enterprise solution. The goal is not only to make working easier and seamless between departments, but also to improve our service delivery to citizens through effective digital processes.

We want to make sure we get the most from this investment. We know that technology alone does not result in big improvements, it's how we use the technology and to what we apply it. And knowing this only comes with having visibility and measuring what we are doing, and what we are changing.

Therefore, we have teamed up with [Vendor] to work with you and your team to determine and prioritise the benefits we wish to get, how we will measure the impact of the new enterprise solution, and how we can then prioritise our efforts.

We will first explore how we currently work. In about six months' time after the new



system is live and you've all had a chance to get used to working with it, we will review what improvements have been made in terms of processes and better services, as well as ease of use.

We wish to interview you about the critical processes you oversee. The interview will look to understand how work is accomplished, vital quality control issues, the amount of time needed, and the effort in terms of people's time allocated to various tasks.

We are also keen to hear any suggestions you have on how work could be improved and your expectations for the new core enterprise solutions.

The interview will be approximately 45 minutes.

All information will be captured under Chatham House Rule and held in confidence.

Please select a time from the following to confirm your availability.

[insert times]

Best regards,

[Your name]

Recommended Digital Transformation Team Members

Role	Decides	Collects	Evaluates	Reviews
Sponsor	Confirms initiative: provides budget regarding people, time, and resources for the benchmarking activity. Decides the	Runs periodic check-ins to ensure data is collected correctly between the initial and future evaluation tasks, i.e., they do not allow	Evaluates the performance of the benchmarking activities.	Review findings or evaluations and direct new ICT/business efforts based on findings.



Role	Decides	Collects	Evaluates	Reviews
	timing/frequency of the evaluations.	data collection to be left to the last minute.		
ICT Lead	Decides how technology metrics (Areas 1-6) will be collected.	Collects operational, infrastructure, and cyber/risk (i.e. Areas 1-4) metrics.	Evaluates gaps/estimates for all ICT-oriented metrics (Areas 1-6).	Reviews the findings for opportunities to improve operations or reduce investments in infrastructure and provide ideas to the sponsor.
Business Champion	Decides how organisational metrics (Areas 7-12) will be collected, with support from the ICT lead.	Collects organisational data (Areas 7-12). Liaise with line of business (LoB) leader to collect metrics for productivity data.	Evaluates gaps/estimates for all organisational performance metrics (Areas 7-12).	Reviews the findings for opportunities to improve performance and provide ideas to the sponsor. Works with ICT Lead and LoB leads to identify/prioritise new automation/new features of core systems to improve productivity, and proposes



Role	Decides	Collects	Evaluates	Reviews
				to the sponsor.
LoB Leaders		Assists with collection of organisational (Area 7-12) metrics.		Recommends areas for improvement to Business Champion.
Data Wrangler	Puts in place processes or technology to collect metrics for future (after) evaluation.	Works with LoB & ICT leaders to locate/extract and manipulate data into benchmark metrics.		
Vendor		Supports the collection of data held in solution(s) that will provide metrics.		
IBRS			Guides and evaluates the data collection to ensure quality outcomes. Provides training/runs initial interview to	Reviews the initial output of the evaluation and provides feedback on key findings.



Role	Decides	Collects	Evaluates	Reviews
			demonstrate the approach to data collection.	

