# Value Realisation Maturity Model

## Local Government Programs

Companion resource to: TechnologyOne — Local Government Digital Transformation: A Practical Guide to Value Realisation | IBRS, April 2026

## Introduction

Local government digital transformation programs routinely fail to demonstrate the value they deliver. Technology is procured, implemented, and handed over to operations. But the organisational changes that generate real value are left to chance. The result is a persistent gap between what was promised in the business case and what can actually be shown to a sceptical board or an incoming executive. This maturity model provides a structured framework for assessing where a council sits in its benefits realisation journey and, more importantly, what it takes to move forward.

This model is designed for use by CIOs, CFOs, PMOs, and Business Improvement teams in Australian and New Zealand local government. It can be used as a self-assessment tool before commencing an ERP program, as a progress check mid-program, and as a governance benchmark for BAU operations post go-live. The accompanying Excel self-assessment tool provides a scored, visual representation of maturity across all six value domains.

The model is grounded in IBRS case study research with Australian local government and reflects the specific constraints of resource-limited, politically complex council environments. It uses five maturity levels across six value domains. It is specifically designed for use with the Local Government Continuous Digital Transformation (CDT) framework outlined in the Local Government Digital Transformation Best-Practice Action Guide (2026), which is based on case studies and research into Australian and New Zealand organisations.

## How to Use This Model

- **Self-assessment:** Complete the accompanying Excel tool, rating your organisation against each question for all six domains.
- **Gap analysis:** The Results sheet shows your current maturity level per domain and identifies the highest-priority areas to address.
- **Roadmap input:** Use the advancement steps in this document to define concrete actions for each domain.
- **Governance review:** Revisit the assessment annually, or at each major ERP release milestone, to track progress.
- **Executive communication:** Use the community communication guidance at each level to frame messages for ratepayers and elected members.

► **IBRS Tip:** IBRS recommends conducting the self-assessment as a facilitated group exercise with the CIO, CFO, PMO lead, and at least two business unit managers present. Individual self-assessments consistently score higher than group assessments. The gap between these assessments is informative in itself and helps shape communications strategies for the program.

## Maturity Levels Overview

| Level | Name | Character |
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| 1 | Ad Hoc | No formal benefits tracking. ERP is treated as an IT infrastructure. Value claimed in the business case but never measured. |



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| 2 | Project-Based | Benefits defined in the business case and measured at go-live only. No ongoing cadence. Benefits work ceases when the project team disbands. |
| 3 | Managed | A benefits register is maintained. Quarterly reviews occur. Business owners are identified and somewhat engaged. Measurement is inconsistent but present. |
| 4 | Programmatic | Benefits realisation is fully integrated with change management. Iterative refinement per ERP phase. Dedicated resourcing. The board receives regular reporting. |
| 5 | Continuous Value Realisation | Benefits tracking is BAU. The CDT cycle is permanently embedded. All six value domains are measured. SaaS vendor update cycles are actively leveraged. |

## Summary Matrix: Six Domains x Five Levels

| Domain | Level 1: Ad Hoc | Level 2: Project-Based | Level 3: Managed | Level 4: Programmatic | Level 5: Continuous |
|---|---|---|---|---|---|
| Financial | Cost projections exist in the business case but are not tracked post-approval. No TCO baseline. SaaS subscription appears as a cost increase with no offset narrative. | Infrastructure savings captured at go-live. Licensing consolidation noted. No ongoing financial tracking beyond the initial business case. | BAU cost reductions are tracked annually. TCO comparison to legacy maintained. Financial domain represented in the benefits register. | Financial benefits measured quarterly. Hard ROI reported to the board. TCO savings (e.g., 8.5-13.3% over 10 years) tracked against forecast. | Financial domain feeds continuous improvement decisions. FinOps practices embedded. AI analytics generate new financial insights from clean ERP data. |
| Operational | Process efficiency gains are claimed in the business case, but no baselines exist. FTE impact is theoretical. Workarounds persist post go-live. | Select process improvements measured at go-live. No ongoing tracking. Gains erode as staff revert to familiar patterns. | Key process metrics baselined and measured at each release milestone. FTE reallocation tracked. Cycle-time improvements reported. | Operational benefits drive change management priorities. Whiteboard sessions identify new process targets at each ERP phase. The benefits register is updated continuously. | The operational domain is self-optimising. New SaaS features are assessed for process impact at each vendor update. AI-powered automation extracts incremental gains out of the box. |
| Customer & Community | Customer experience is cited as a benefit, but not defined or measured. Channel shift is aspirational. Digital service uptake is untracked. | Digital service volumes tracked from go-live. Contact centre call volumes noted. No structured customer feedback mechanism linked to ERP outcomes. | Customer satisfaction metrics are included in the benefits register. Channel shift measured. Complaint volumes tracked. Voice-of-customer data informs release priorities. | Customer domain is a primary driver of benefits. Request misrouting rates, acknowledgment times, and satisfaction scores reported to the executive. CX team embedded in the program. | Customer insights drive continuous improvement. Digital services are refined based on live data. Empathetic design for vulnerable populations is embedded. NPS tracked longitudinally. |
| Technology | Legacy systems remain alongside the new ERP. Shadow systems proliferate. Customisation level is high. Technical debt is accumulating, not reducing. | Some legacy applications were decommissioned at go-live. Basic integration completed. Customisations noted but not yet rationalised. | Legacy application inventory is maintained. Decommissioning tracked in benefits register. Integration uplift measured. Customisation policy in place. | Technical debt reduction is a governed metric. Clean core principle enforced. Integration architecture simplified and measured. Shadow systems systematically eliminated. | The technology domain is continuously optimised. Platform thinking is an organisational culture. Vendor feature releases are leveraged within days. No legacy debt accumulates. |



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| Risk & Compliance | Audit findings related to ERP are addressed reactively. Regulatory reporting accuracy untracked. Security posture unverified post-migration. | Basic compliance achieved at go-live. Audit findings from the migration have been addressed. Security uplift from SaaS noted but not quantified. | Compliance metrics are included in the benefits register. Audit findings tracked year-on-year. Regulatory reporting accuracy measured. Security posture benchmarked. | Risk and compliance domain reported to the board. Audit finding reduction quantified. Mandatory reporting automated. Cyber risk reduction is evidenced. | Risk posture continuously assessed against emerging threats and regulatory changes. Automated compliance monitoring is embedded. Audit findings approach zero. |
| Capability | Staff digital capability is expected to improve post-go-live. No training effectiveness measurement. Data quality is poor. Management reporting relies on manual extracts. | Initial training delivered. Staff proficiency is tracked informally. Basic management reporting available from ERP. Data quality issues identified but not yet resolved. | Digital literacy assessed and tracked. Staff satisfaction with ERP is measured. Management reporting quality improved. Data quality program in place. | The capability domain is a strategic investment. Data quality underpins AI readiness. Time-to-produce management reports is measured. Staff confidence scores tracked. | AI-powered analytics generate Capability domain value through the SaaS update cycle. Organisational data literacy is strong. ERP is the system of record for all strategic decisions. |

# Detailed Domain Descriptions

## Financial Domain

The Financial domain tracks whether the economic value of the ERP investment is being measured, reported, and used to justify ongoing investment. This is the domain most demanded by finance committees and state oversight bodies, yet it is routinely the least well-evidenced at go-live.

**Level 1: Ad Hoc:** The initial business case contains financial projections, but these are not baselined against actual spending and are not tracked after approval. The shift from on-premise to SaaS subscription appears as a cost increase on the operating budget, with no offsetting narrative about deferred capital expenditure or reduced maintenance overhead. No TCO model exists.

**Level 2: Project-Based:** Infrastructure savings from data centre consolidation and legacy application decommissioning are captured at the point of go-live and reported in the project closure report. Licensing cost reduction is noted. There is no mechanism to continue tracking financial benefits after the project team disbands.

**Level 3: Managed:** Annual BAU cost comparisons against pre-ERP baseline are conducted, typically by the ICT team. The financial domain is represented in the benefits register with at least two tracked metrics. TCO comparison to the legacy environment is maintained and updated annually.

► **IBRS Tip:** The maturity paradox is a real barrier at Levels 2-3. If your council is sweating ageing on-premise assets, the new SaaS subscription will look like a cost blowout on paper. Build the TCO narrative into the business case from day one, not as a post-hoc justification. Reframe this with your finance committee before you reach go-live.

**Level 4: Programmatic:** Financial benefits are measured on a structured quarterly cadence. Hard ROI is reported to the board alongside the program's progress report. TCO savings over a ten-year horizon are tracked against the forecast established in the business case.

**Level 5: Continuous Value Realisation:** The financial domain is continuously optimised. FinOps practices govern SaaS consumption. The clean ERP data foundation enables AI-powered financial analytics that generate new financial insights without additional procurement. New vendor features are assessed for financial impact within the standard quarterly CDT review cycle.



## Operational Domain

The Operational domain measures whether the ERP investment is actually changing how work gets done, such as cycle-time reductions, FTE reallocation, process automation, and productivity gains. This is where the most credible and defensible benefits evidence lives, and where the domain is almost always most under-resourced in terms of measurement.

► **IBRS Tip:** Do not attempt to baseline every process before your ERP goes live. Resource-constrained councils are better served by focusing on the three to five processes where operational pain is highest and where the new platform's capabilities are most directly applicable. 'Good enough' baselining is genuinely good enough. The discipline of measurement matters more than its precision.

**Level 1: Ad Hoc:** Process efficiency gains are described in aspirational terms. No process baselines exist before go-live. After go-live, workarounds persist, and manual processes survive alongside the new ERP. Staff revert to familiar patterns, and shadow systems re-emerge within months.

**Level 2: Project-Based:** Select process improvements are measured at go-live, typically for the modules deployed in the first release — month-end close time, invoice processing turnaround, or certificate issue latency. These metrics are captured once and included in the project closure report. No ongoing tracking mechanism is in place.

**Level 3: Managed:** Key operational process metrics are baselined before each release and measured at intervals after deployment. FTE reallocation is tracked and reported. Cycle-time improvements are included in the benefits register. Measurement may be inconsistent across departments, but the data collection habit exists.

**Level 4: Programmatic:** Operational benefits drive change management priorities. Before each ERP phase, 90-minute whiteboard sessions with operational managers identify the specific process improvements to target. The benefits register is updated with baseline and target metrics for each release. Change management programs are designed around achieving specific operational targets.

**Level 5: Continuous Value Realisation:** The operational domain is self-optimising. New SaaS platform features are assessed for their process impact within days of release. AI-powered capabilities, including intelligent document processing, anomaly detection, and predictive scheduling, generate incremental operational gains out of the box. Operational improvement is no longer a project activity; it is how the organisation runs.

## Customer and Community Domain

The Customer and Community domain measures whether the ERP investment is improving the experience of ratepayers and community members. This domain is often the most politically significant for elected councils, yet it is the one most frequently absent from benefits registers.

**Level 1: Ad Hoc:** Customer experience improvements are cited in the business case as high-level aspirations, but no metrics exist and no measurement mechanism is planned. Digital service uptake is untracked. Channel shift is aspirational. The community impact of the ERP investment is invisible.

**Level 2: Project-Based:** Basic digital service volumes are tracked from go-live. Contact centre call volumes are noted. Some councils capture customer satisfaction at a point in time. There is no structured Voice of Customer mechanism linked to ERP outcomes.

**Level 3: Managed:** Customer satisfaction metrics are included in the benefits register. Channel shift is measured. Complaint volumes are tracked and compared year-on-year. Voice of customer data begins to inform release prioritisation decisions.



► **IBRS Tip:** Focus your Voice of Customer research on what is causing the highest complaint volumes, not the highest call volumes. A 1% reduction in complaints may represent 10 times the operational effort of a 10% reduction in routine calls. Start with the pain, not the volume.

**Level 4: Programmatic:** The Customer and Community domain is a primary benefit driver. Request misrouting rates, service acknowledgment times, and satisfaction scores are reported to the executive. The customer experience team is embedded in the program. Benefits from completed releases, such as a reduction in misrouted requests from 27% to 4%, are documented and used to build the case for further investment.

**Level 5: Continuous Value Realisation:** Customer insights continuously drive service improvement. Digital services are refined based on live usage data. The council actively designs for empathetic service delivery for digitally disadvantaged residents, not pursuing a 'digital or nothing' approach. NPS is tracked longitudinally and reported to the elected council.

### Technology Domain

The Technology domain measures whether the ERP investment is reducing technical complexity — eliminating legacy systems, reducing customisation, simplifying integrations, and improving security posture. This domain is often well-managed by ICT teams but poorly communicated to the business.

**Level 1: Ad Hoc:** Legacy systems persist alongside the new ERP. Shadow systems proliferate as staff find gaps in the new platform. Customisation level is high, driven by individual department requests. Technical debt is accumulating, not reducing.

**Level 2: Project-Based:** Some legacy applications are decommissioned at go-live. Basic integration to remaining systems is completed. Customisations are noted in a log but not yet rationalised. The security uplift from SaaS-managed infrastructure is real but unquantified.

**Level 3: Managed:** A legacy application inventory is maintained and decommissioning progress is tracked in the benefits register. Integration architecture simplification is measured. A formal customisation policy ('adopt, don't adapt') is in place and enforced.

**Level 4: Programmatic:** Technical debt reduction is a governed metric reported to the board. The clean core principle is organisational culture. Business units understand why customisation requests are declined and have alternative pathways through low-code tools. Shadow systems are systematically identified and eliminated.

**Level 5: Continuous Value Realisation:** The Technology domain is continuously optimised. Platform thinking is embedded across all business units. New vendor feature releases are leveraged within the standard quarterly cadence. No legacy technical debt accumulates. The ERP is the genuine system of record for all relevant business processes.

### Risk and Compliance Domain

The Risk and Compliance domain measures whether the ERP investment is improving the council's governance posture, reducing audit findings, improving regulatory reporting accuracy, and strengthening cybersecurity. This domain is under-measured in most council benefits registers despite being one of the most defensible sources of value.

**Level 1: Ad Hoc:** Audit findings related to ERP processes are addressed reactively when raised by the external auditor. Regulatory reporting accuracy is not tracked as a benefit. The security improvements from migrating to SaaS are real, but they are not measured or reported.



**Level 2: Project-Based:** Basic compliance is achieved at go-live. Outstanding audit findings from the migration period are addressed. The move to SaaS is noted as reducing cybersecurity risk. There is no ongoing mechanism to track how audit findings change year on year.

**Level 3: Managed:** Compliance metrics are included in the benefits register. Audit findings are tracked year-on-year. Regulatory reporting accuracy is measured and compared to pre-migration performance. Security posture benchmarking is conducted annually.

**Level 4: Programmatic:** The Risk and Compliance domain is reported to the board at regular intervals. Reduction in audit findings is quantified. Mandatory regulatory reporting is largely automated. Cybersecurity risk reduction is evidenced through independent security assessments at major milestones.

**Level 5: Continuous Value Realisation**

Risk posture is continuously assessed against emerging threats and evolving regulatory requirements. Automated compliance monitoring is embedded. Audit findings approach zero for ERP-related controls. The council's external auditor regards the ERP as a governance strength rather than a risk area.

## Capability Domain

The Capability domain measures whether the ERP investment is building the organisation's long-term capacity to operate differently — improving data quality, developing staff digital literacy, enabling data-driven decision making, and establishing the foundation for AI-powered analytics. This domain is the most commonly overlooked in short-term benefits registers.

► **IBRS Tip:** The Capability domain is the most direct path to AI readiness. Councils that invest in data quality discipline during their ERP implementation are laying the foundation for AI-powered analytics that will be delivered at no additional cost through the SaaS vendor's standard update cycle. Clean data first, AI second.

**Level 1: Ad Hoc:** Staff digital capability is assumed to improve following go-live training. No training effectiveness measurement exists. Data quality is poor. Management reporting requires extensive manual correction. The ERP contains the data, but the organisation cannot yet use it for strategic decision-making.

**Level 2: Project-Based:** Initial training is delivered. Staff proficiency is tracked informally. Basic management reporting is available from the ERP, reducing dependence on manual extracts from legacy systems. Data quality issues are identified through the go-live experience, and a remediation program is initiated.

**Level 3: Managed:** Digital literacy is assessed formally and tracked over time. Staff satisfaction with ERP systems is included in the annual staff survey. Management reporting quality has measurably improved. A structured data quality improvement program is in place with measurable targets.

**Level 4: Programmatic:** Capability development is a strategic investment. Data quality underpins AI readiness and is tracked as a first-class metric. Time-to-produce management reports is measured and reported. Staff confidence scores and digital literacy assessments inform the change management program.

**Level 5: Continuous Value Realisation**

AI-powered analytics generate Capability domain value through the SaaS platform's standard update cycle. Organisational data literacy is strong. The ERP is the genuine system of record for all strategic



decisions. The Capability domain is a competitive advantage in recruiting and retaining staff who want to work in a data-driven environment.

## Advancement Steps Between Levels

| Transition | Priority Actions |
|---|---|
| Level 1 to 2 | 1. Designate formal benefit owners from operational management for each ERP module<br>2. Create a basic benefits register aligned to the initial business case<br>3. Establish two or three measurable metrics for the first release and baseline them before go-live<br>4. Include the benefits register as a standing agenda item at steering committee meetings |
| Level 2 to 3 | 1. Establish a bi-annual benefits review cadence in the governance calendar<br>2. Embed a change and benefits coordinator role into the program team (even part-time)<br>3. Begin capturing Customer domain metrics alongside operational and financial data<br>4. Ensure incoming executives receive a structured onboarding package covering the benefits program |
| Level 3 to 4 | 1. Merge the benefits and change management functions — design change programs around committed benefit targets<br>2. Introduce the 90-minute whiteboard session process before each new ERP phase<br>3. Produce a quarterly benefits report for the executive and board<br>4. Fund independent quality assurance reviews at major milestones |
| Level 4 to 5 | 1. Transition the benefits register to the Business Improvement function as a BAU activity<br>2. Establish a vendor feature review as a standing agenda item in the quarterly CDT cadence<br>3. Document benefits register governance so it formally onboards new executives<br>4. Assess and act on AI capabilities arriving through the SaaS update cycle as standard practice |

## Communicating Transformation to the Community

| Level | Appropriate Communication |
|---|---|
| Levels 1-2 | Communicate the investment imperative: system modernisation, cybersecurity improvement, service continuity. Do not claim operational improvements you cannot yet measure. |
| Level 3 | Begin communicating specific, evidence-based operational outcomes. Use real numbers from your benefits register. “Mom-pop development approvals are now processed 19% faster, down from an average of 20 days to 14.” |
| Level 4 | Communicate value in operational and community terms. 'Our investment has reduced the time ratepayers wait for responses by 56%, from 4 days to 2. We have absorbed three years of service growth without increasing headcount.' |
| Level 5 | Communicate strategic value. 'This platform gives us accurate, real-time data to make better decisions, respond faster to emerging issues, and plan infrastructure investment with confidence.' |