

The logo for Lend Lease Primelife, featuring a stylized white umbrella icon above the text "Lend Lease Primelife" in a white sans-serif font.

**Lend Lease** Primelife



# *Controlling Financial Warehouses*

*IBM Cognos Forum*  
*August 2009*

[www.primelife.com.au](http://www.primelife.com.au)

[www.itemgroup.com.au](http://www.itemgroup.com.au)

# Introducing

 Lend Lease Primelife



 Lend Lease Primelife

## ■ Mark Mitchell

- CIO Lend Lease Primelife
- South Melbourne, Vic

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 iTeM  
GROUP

## ■ Warren Dickins

- Partner ITeM Group
- Hawthorn, Vic

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## ■ Background

- The Client:
- The Solution Provider:
- The Challenge:

Lend Lease Primelife

iTeM Group

Consolidated Financial Reporting

## ■ The Solution

- Architecture
- Audit controls & Impacts
- Enterprise Mapping
- Information Modeling & Delivery

## ■ Q&A



# Background

## Lend Lease Primelife



- **Major provider of:**
  - Aged Care
  - Retirement Villages
- **Position:**
  - Largest “Pure Play” retirement operator on “ASX”.
  - Fastest Business Growth in this sector.
- **Stats:**
  - Facilities.....:99
  - Retirement Village Units.....:11,230
  - Aged Care Beds.....:2,313
  - Headcount.....:2,600
  - Ledgers.....:270
  - Accounts.....:900

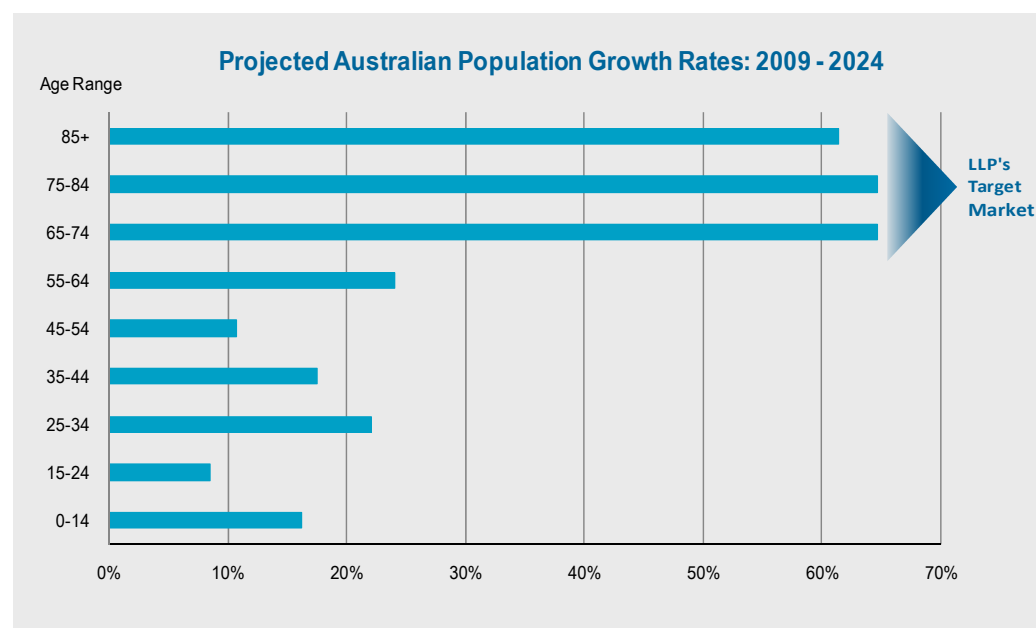


# Demographics

## Next 15 years

- Australian pop. projected growth.... 23%
- 65+ population projected growth....: 64%
- 65+ fastest growing segment of population
- Continued increases in life expectancy.
- Baby Boomers entering the market  
(age 44-63)

Age Range	No. of People		% of Australian Population		Growth Rate
	2009	2024	2009	2024	
65-74	1,557,025	2,564,121	7.2%	9.6%	64.7%
75-84	985,374	1,622,810	4.5%	6.1%	64.7%
85+	381,414	615,417	1.8%	2.3%	61.4%
<b>Total 65+</b>	<b>2,923,813</b>	<b>4,802,348</b>	<b>13.5%</b>	<b>18.1%</b>	<b>64.2%</b>



# Lend Lease Primelife

## BI History



### ■ 2006: Primelife



- Mark Mitchell CIO
- Limited BI, Business Objects (BO) and Crystal Reports.
- ITeM Group engaged to review BI environment.
- Result: Virtually no business benefit applications.
- Considered: 1) BO, 2) Microsoft & 3) Cognos

### ■ 2007: Babcock & Brown



- Moved forward with Cognos for BI & EP.
- Significant business growth thru acquisitions.

### ■ 2008 & 2009: Lend Lease

- Further business growth.
- LLP Mature as a significant player in the market.
- LLP has significant IP in the Data Warehouse.



## ■ The Challenge

- Multiple financial applications.....(3)
- Multiple databases within the applications.....(9)
- Many Ledgers (GLs).....(~270)
- No clear rules for Consolidation, Roll-up, and Reporting Formats.
- Deliver Financial & Operational KPIs via the Cognos Portal.
- Change will be constant.

## ■ The Solution

- Centralise all Reporting.
- Centralise all Data Modeling.
- One Data source for reporting (Data warehouse).
- One approach to mapping across the enterprise.
- Common ETL and Data Staging.
- Common rules for all Financial Reports.

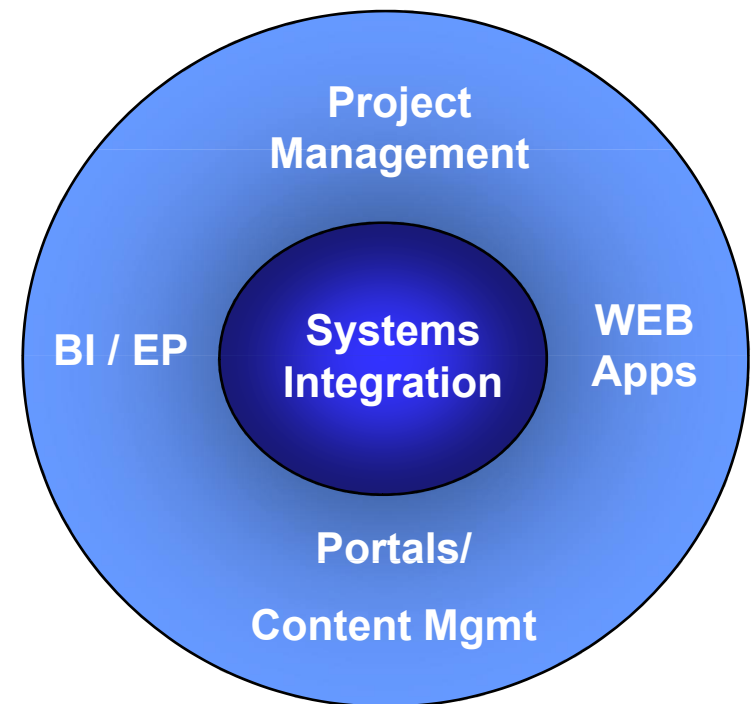


## ■ ITeM Structure

- Melbourne based IT consultancy.
- Clients in Australia, Indonesia, China, New Zealand, Canada.

## ■ ITeM's Business Focus

- Customer & outcomes focused.
- Not a Product Vendor.
- Co-sourcing.
- ITeMise: Our proven methodology.
- Have specialised in BI & SI (Systems Integration) for 10 years.





# Architecture



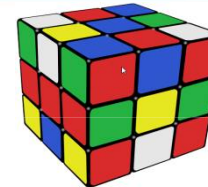
Dashboards

General Income	2008 (Actual)	2007 (2008)
INCOME		
Property rents	63,001	62,071
General operations	7,209	6,902
Interest	4,029	3,873
Other income	1,109	1,144
Total income	75,348	74,090
EXPENDITURE		
Administration	2,051	2,010
Management	22,246	22,206
Mission support	2,093	2,064
Marketing & Sales	1,112	1,094
Personnel	2,294	2,472
Information Systems	1,817	1,791
Total expenditure	48,613	54,737
Net income	26,735	19,353

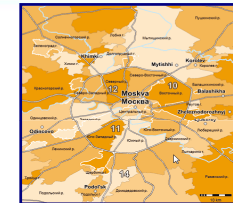
Reports



Mgmt Packs



Cubes



Geospatial

## Consolidated Reporting

Legal Entity / Tax

Financial Reporting

Management Reporting

EP (Enterprise Planning)

Report Hierarchies & Structures

Actual Budget  
Forecast

Legal Entities  
Mapping

Account  
Mapping

Consolidated  
Mapping

Mgmt Acc  
Mapping

Audit Controls – Financial & Operational Balances

## Data Warehouse

Audit Controls – ETL

EPICOR.

PeoplePOINT  
POWERED BY MICROSOFT DYNAMICS™

XaptCare  
Delivered by Eclipse  
powered by Microsoft Business Solutions-Axapta

Jobpac



chris<sup>21</sup>

KRONOS™

MicrOpay

# Audit Controls ETL



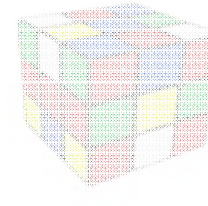
Dashboards



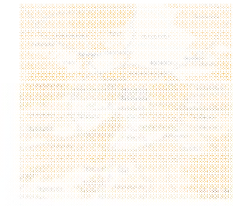
Reports



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Data Warehouse

Audit Controls – ETL

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# Audit Controls

## ETL



- **Objective:**
  - Source systems \$ = Data Warehouse \$.
  - Control numbers at Database level (not each GL).
  - Alert if errors.
- **Tricks**
  - Access Source System via non ETL method is essential for control.
  - Drill Thru Reports allows errors to be located.

### General Ledger Balances

Database	Source Debit	Datamart Debit	Var	Source Credit	Datamart Credit	Var	Source Ex-System Var	Datamart Ex-System Var
<a href="#">ECRS</a>	\$159,600,185.68	\$159,600,185.68	\$0.00	\$159,600,185.68	\$159,600,185.68	\$0.00	\$0.00	\$0.00
<a href="#">EMISC</a>	\$19,878,781.60	\$19,878,781.60	\$0.00	\$19,878,781.60	\$19,878,781.60	\$0.00	\$0.00	\$0.00
<a href="#">EPLC</a>	\$14,942,792,341.68	\$14,942,792,341.68	\$0.00	\$14,942,792,341.68	\$14,942,792,341.68	\$0.00	\$0.00	\$0.00
<a href="#">EPLCADVT</a>	\$38,573,284.24	\$38,573,284.24	\$0.00	\$38,573,284.24	\$38,573,284.24	\$0.00	\$0.00	\$0.00
<a href="#">EPLMS</a>	\$1,268,323,257.86	\$1,268,323,257.86	\$0.00	\$1,268,323,257.86	\$1,268,323,257.86	\$0.00	\$0.00	\$0.00
<a href="#">ESLE</a>	\$27,387,540,812.60	\$27,387,540,812.70	-\$0.10	\$27,387,540,812.43	\$27,387,540,812.72	-\$0.29	\$0.17	-\$0.02
<a href="#">ESLECRS</a>	\$1,256,199,488.72	\$1,256,199,489.08	-\$0.36	\$1,256,199,488.56	\$1,256,199,489.09	-\$0.53	\$0.16	-\$0.01
<a href="#">JOBPAC</a>	\$12,543,637,946.40	\$12,543,637,946.40	\$0.00	\$12,559,322,735.75	\$12,559,322,735.75	\$0.00	\$0.00	\$0.00
<a href="#">XAPTCARE</a>	\$5,651,242,567.77	\$5,651,242,567.77	\$0.00	\$5,651,242,567.77	\$5,651,242,567.77	\$0.00	\$0.00	\$0.00

Database	Source System Debit	Source System Credit	Var	Datamart System Debit	Datamart System Credit	Var
<a href="#">JOBPAC</a>	\$74,436,707.91	\$90,121,497.26	-\$15,684,789.35	\$74,436,707.91	\$90,121,497.26	-\$15,684,789.35

Note: Database highlighted if variance exceeds \$1

Source Databases

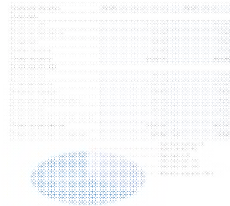
Drill Thru

# Audit Controls

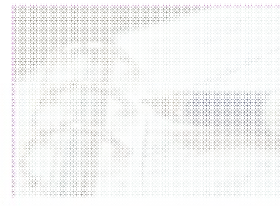
## Financial & Operational Balances



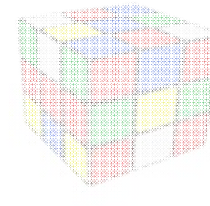
Dashboards



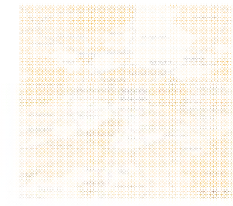
Reports



Mgmt Packs



Cubes



Geospatial

Consolidated Reporting

Legal Entity / Tax

Financial Reporting

Management Reporting

EP (Enterprise Planning)

Report Hierarchies & Structures



Actual Budget  
Forecast



Legal Entity  
Mapping

ACCOUNT  
Mapping

Consolidation  
Mapping

Right AGU  
Mapping

Audit Controls – Financial & Operational Balances

Data Warehouse

Audit Controls – ETL

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# Audit Controls

## Financial & Operational Balances

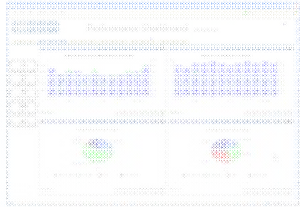


FINANCE AUDIT								
Report Period: May 2009			Updated: 2009-07-01 2:05					
FINANCE AUDIT CONTROL								
TB CONTROL	ELIM	CONSOL	AC	DEV	HO	MS	RV	CONTROL
TRIAL BALANCE	0	0	0	0	0	0	0	0
BALANCE SHEET	0	0	0	0	0	0	0	0
PROFIT CONTROL								
NET PROFIT TB (Detail)	0	12,288,253	2,566,491	1,895,334	1,028,054	0	6,798,374	12,288,253
NET PROFIT PnL	0	12,288,253	2,566,491	1,895,334	1,028,054	0	6,798,374	12,288,253
NET PROFIT BS (Inc Sum)	0	12,288,253	2,566,491	1,895,334	1,028,054	0	6,798,374	12,288,253

- **Objective:**
  - Ensure Financial Integrity
  - Control numbers Consolidation & Business Unit level.
  - Alert if errors.
- **Tricks**
  - Enterprise Mapping essential to achieve this.
  - 'I' Button; link to Information regarding this display.

STRUCTURE CONTROL
Updated: 2009-06-30 07:00:36
Aged Care <a href="#">Structure Match</a>
Corporate <a href="#">Structure Match</a>
Development <a href="#">Structure Match</a>
Retirement Villages <b><a href="#">Structure Difference</a></b>
Mapping Duplicates

# Enterprise Mapping



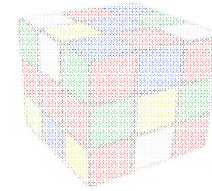
Dashboards



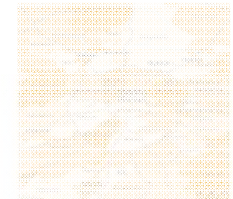
Reports



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(Enterprise Planning)

## Report Hierarchies & Structures



Actual Budget  
Forecast



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Audit Controls – Financial & Operational Balances

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# Enterprise Mapping Components



Lend Lease Primelife

Hierarchies

Financial Entities

Eliminations

Dimensional Management

Roll-ups

Consolidation

Structures

Reference Data

Cross References

Management Packs

Report Formats

# Enterprise Mapping Consolidation & Roll Ups



- **Objective:**
  - Caters for multi-level Consolidation & roll-ups.for example:
    - *Business Division*
      - *Business Group*
  - Integrates directly to:
    - Report prompts
    - Cube dimensions
    - Management Packs
    - EP Models
- **Tricks:**
  - Roll-ups managed centrally within Enterprise Mapping.

Monthly Income &

Previous Selections: >> AGED CARE >> May 2009 >> NO

Select Rollup Group:

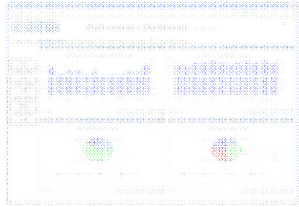
Prompt_Description
ALL
AC Console
AC Budget
AC Conform Console
AC Conform Console For PnL
AC Console Ex Conform
Pure Aged Care

Each roll up group comprises a selected range of entities.

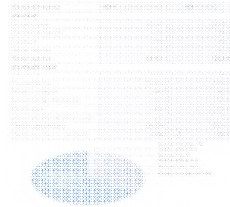
< Back   Next >   Finish   Click NEXT for further sele



# Enterprise Mapping Report Hierarchies



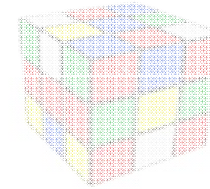
Dashboards



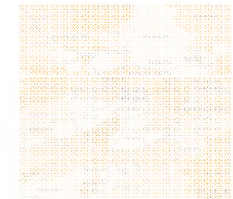
Reports



Mgmt Packs



Cubes



Geospatial

## Consolidated Reporting

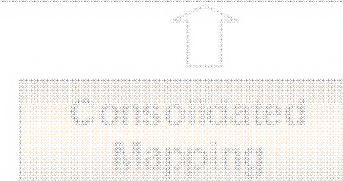
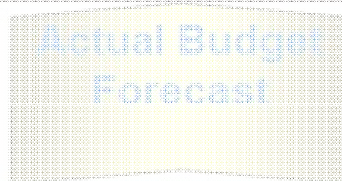
Legal Entity / Tax

Financial Reporting

Management Reporting

EP (Enterprise Planning)

## Report Hierarchies & Structures



Audit Controls – Financial & Operational Balances

## Data Warehouse

Audit Controls – ETL



# Enterprise Mapping

## Report Hierarchies



- **Objective:**
  - Centralises all Report Structures.
  - Managed within the Warehouse.
  - Consumed/Used by:
    - Reports / Dashboards
    - EP Models
    - Cubes
    - Audit Controls.
    - ETL
  - Any reports can prompt for a structure (i.e. PnL, Balance Sheet, Cash Flow Summary)
  - Reports can select any row, i.e. EBITDA, NET PROFIT, TOTAL ASSETS.
- **Tricks:**
  - Having ONE structure for each report:
    - Reduces balancing errors.
    - Simplifies maintenance.
    - Ragged Structure.
    - Aligns all Reports & EP Models.

Home > Consol Dimension Mgr > Hierarchy Manager

Search | Search Structure | New Structure | Copy Structure | Edit

Structure : Consolidated Profit And Loss

Description:

Code:

Is Summary Level: <No Selection>

- [-] Consolidated Profit And Loss
  - [+] [-] **Net Profit**
    - [-] [-] Profit before Tax & Minority Interest
      - [-] [-] EBIT
        - [+] [-] EBITDA
        - [+] [-] Amortisation & Depreciation
      - [-] [-] Interest Revenue
        - [+] [-] (66008) INTEREST EARNED: OTHER
        - [+] [-] (66009) INTEREST EARNED: RELATED PARTY
        - [+] [-] (66006) INTEREST EARNED: VENDOR LOAN
        - [+] [-] (66005) INTEREST EARNED: BANK
        - [+] [-] (66007) INTEREST EARNED: INTERNAL
      - [-] [-] Borrowing Costs
        - [+] [-] (88025) BORROWING COSTS
      - [-] [-] Finance Cost
        - [+] [-] (88040) INTEREST - RELATED PARTIES
        - [+] [-] (88030) INTEREST - LEASE / HP
        - [+] [-] (88035) INTEREST - INTERNAL CHARGE
        - [+] [-] (88005) INTEREST - COMMERCIAL BILLS
        - [+] [-] (88020) INTEREST - LOANS
        - [+] [-] (87500) FOREIGN EXCHANGE GAIN/LOSS
        - [+] [-] (88015) INTEREST - EXTERNAL
    - [-] [-] Income Tax

# Delivery



**Dashboards**



**Reports**



**Mgmt Packs**



**Cubes**



**Geospatial**

## Consolidated Reporting

Legal Entity / Tax

Financial Reporting

Management Reporting

EP (Enterprise Planning)

Report Hierarchies & Structures

Actual Budget  
Forecast

Legal Entities  
Mapping

Account  
Mapping

Consolidated  
Mapping

Mgmt Acc  
Mapping

Audit Controls – Financial & Operational Balances

## Data Warehouse

Audit Controls – ETL

EPICOR

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# Delivery Dashboards



- **Objective:**
  - Comprises many concise mini-reports on a Portal page.
  - Provide a 'now' view.
  - Used for Audit controls.
  - Driven by Reporting Hierarchies.
- **Tricks:**
  - Cached for performance.
  - Common PROC feeds all data.
  - Able to 'cherry pick' rows from Financial Reports.

CURRENT MONTH			DIVISION	YEAR TO DATE			FULL YEAR		
Actual	Budget	%		Actual	Budget	%	Forecast	Budget	%
493,703	471,658	104.7%	AGED CARE	498,334	439,955	113.3%	511,441	286,764	178.3%
(156,309)	(153,601)	101.8%	CORPORATE	(3,290,362)	(3,369,760)	97.6%	(3,501,105)	(3,748,253)	93.4%
10,824	43,507	24.9%	DEVELOPMENT	(6,319,182)	(6,198,232)	102.0%	(5,861,873)	(6,142,265)	95.4%
0	(9,200)	0.0%	MANAGEMENT SERVICES	0	(110,640)	0.0%	(8,550)	(119,704)	7.1%
255,832	244,098	104.8%	RETIREMENT VILLAGES	(6,640,313)	(3,716,904)	178.7%	(4,889,607)	(267,480)	1,828.0%
<b>604,050</b>	<b>596,462</b>	<b>101.3%</b>		<b>(15,751,522)</b>	<b>(12,955,581)</b>	<b>121.6%</b>	<b>(13,749,694)</b>	<b>(9,990,939)</b>	<b>137.6%</b>

# Delivery Reports



## Agedcare- Monthly Income & Expenditure (PnL)

### Report Criteria:

March 2009 Report Period for AGEDCARE-Profit And Loss Structure Used. Amounts shown in whole dollars. Budget for Facility Managers. ALL XXXXXXXXXX = [199923-130].

Data Warehouse Last Updated :

Jul 1, 2009 1:41:29 PM

Last Closed May 2009

CURRENT MONTH			DETAILS	YEAR TO DATE			FULL YEAR			FORECAST	
Actual	Budget	Last Year		Actual	Budget	Last Year	Forecast	Budget	Last Year	Month	Variance
			<u>OPERATING INCOME</u>								
<u>15,098</u>	14,587	132,669	<u>Government Funding</u>	116,708	121,762	119,654	168,366	165,729	150,137	168,866	0
<u>7,832</u>	8,357	76,157	<u>Service Fees</u>	69,034	73,421	66,754	91,958	98,375	88,925	91,958	0
<u>1,319</u>	1,294	12,163	<u>Bond Retentions</u>	11,502	11,603	11,721	15,175	15,424	14,829	15,618	0
<u>242</u>	9,483	8,030	<u>Sundry Income</u>	7,421	4,726	5,503	11,374	7,827	9,167	10,374	0
<u>24,491</u>	33,720	229,019	<u>OPERATING INCOME</u>	204,664	211,512	203,632	286,872	287,355	263,056	286,815	0
			<u>OPERATING EXPENSES</u>								

### ■ Objective:

- A report is created for each column format (not by column & rows)
- Rows controlled by Mapping, Report Hierarchies.
- Reports can prompt for Reporting Hierarchy (i.e. PnL, Bal. Sheet, Cash Flow Summary)
- Relies on a common Staging Table and SQL PROC for all data feeds

### ■ Tricks:

- Common SQL PROC provides:
  - Simplified data feeds.
  - Stunning performance.

# Delivery Reporting Pack



**Table of Contents**

1	CAMBERWELL GREEN	4
1.1	PROFIT AND LOSS	5
1.2	BALANCE SHEET	6
2	CUMBERLAND VIEW RETIREMENT VILLAGE	7
2.1	3.1 PROFIT AND LOSS	
2.2	3.2 BALANCE SHEET	
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10		
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11		
11.1		
11.2		
12		

**Statement of Financial Position**  
**VS RETIREMENT VILLAGE = [312218-300]**  
 For the period ending: March 2002

Description	\$
<b>ASSETS</b>	
Cash at bank - Operating	73,660
Cash at Bank Imprest	0
Cash at Bank Investment	57,292
Petty Cash	500
Accounts Receivable	17,948
Sundry Debtors	0
Prepayments	8,719
<b>Total Assets</b>	<b>158,119</b>
<b>LIABILITIES</b>	
Accounts Payable	18,914
Sundry Creditors	1,092
Accrued Expenses	17,651
Payroll Liabilities	40,689
GST Clearing	0
Provision for Annual Leave	6,579
Provision for Long Service Leave	385
Provision for Long Term Maintenance Fund	57,292
<b>Total Liabilities</b>	<b>142,601</b>
<b>NET ASSETS</b>	<b>15,518</b>
<b>RESIDENT FUNDS</b>	
Retained Surplus/(Deficit)	24,487
Current Year Surplus/(Deficit)	(8,969)
<b>Resident Funds</b>	<b>15,518</b>

## Objective:

- 3 Step process:
  - Update comments.
  - Process the Pack.
  - View the Output.
- Output to PDF.
- Blends:
  - Reports/Graphs
  - Dashboard controls
  - MS Word for comments
- Managed by Users.

## Tricks:

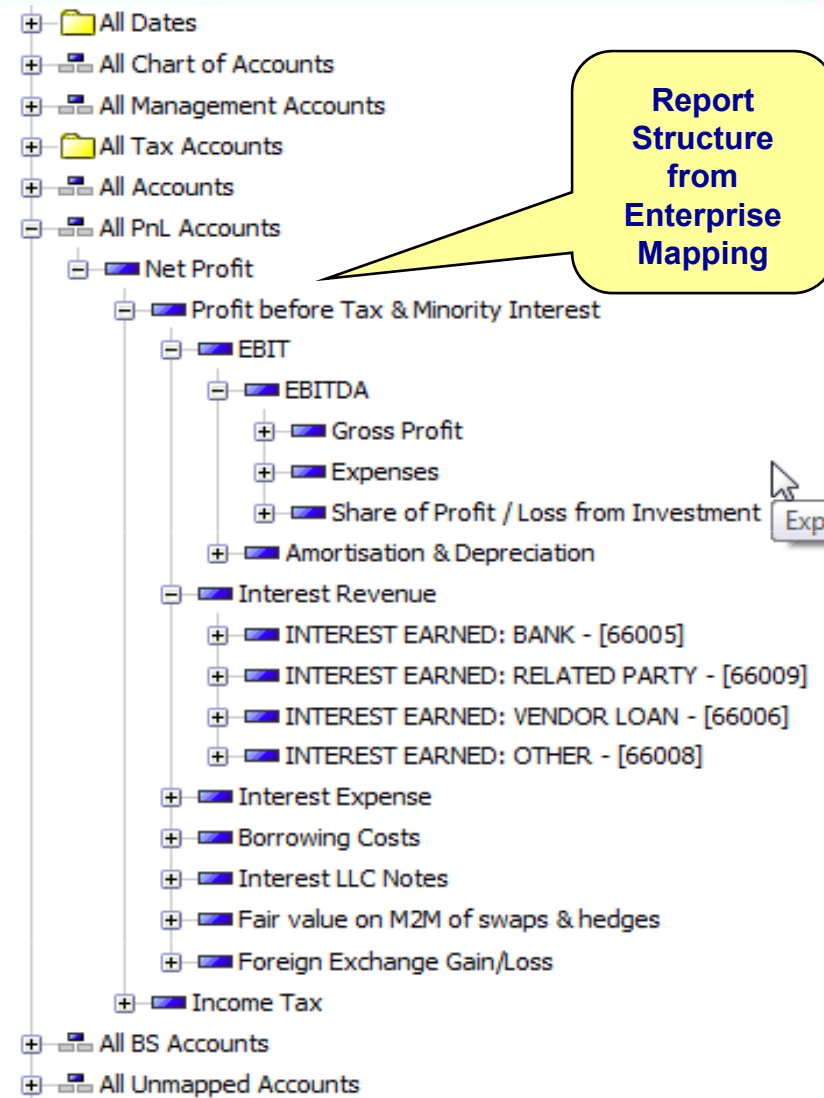
- Accuracy enforced via central mapping from the Warehouse
- Delivered via the Cognos Portal.

# Delivery Cubes



## Objective:

- Mapping Controls Dimensionality.
- Report Hierarchies may be Dimensions.
- Supports ragged hierarchies.
- Cube build updates all Dimensions.



# Delivery

## Prompts, a common approach



**Monthly Income & Expenditure (PnL) - BBC Corporate**

This report uses the Corporate PNL format to provide the PNL as at a particular period within the financial year.

**Select Reporting Period:**

- \* May 2009
- April 2009
- March 2009
- February 2009
- January 2009
- December 2008
- November 2008
- October 2008
- September 2008
- August 2008
- July 2008

**Select Reporting Structure:**

- \* Payroll Profit And Loss Accounts
- PROCUREMENT : Supplier Category
- Profit And Loss Aged Care
- Profit And Loss Aged Care Temp
- \* Profit And Loss Consolidated
- Profit And Loss Corporate
- Profit And Loss Development
- Profit And Loss Retirement Villages
- Profit And Loss RV Operations

**Show Detail (To Account Level):**

YES  
 NO

[Deselect](#)

**Select The Division:**

- \* CONSOLIDATED
- AGED CARE
- RETIRMENT VILLAGES
- CORPORATE
- DEVELOPMENT
- MANAGEMENT SERVICES

**Sample Report**

Account	May 2009	April 2009	March 2009	February 2009	January 2009	December 2008	November 2008	October 2008	September 2008	August 2008	July 2008
...	...	...	...	...	...	...	...	...	...	...	...

**Choice of Report Hierarchies**

**Consolidation / Roll-up**

**Objective:**

- One common approach to all Reports
- Common IU
- Prompts may comprise Structures from Mapping

Cancel    Next >    Click NEXT for further selections



# Delivery Geospatial



http://vicgrs01/SalesMap/default.aspx

**Lend Lease Primelife**

Select Start Period: 24/06/2008  
Select End Period: 24/06/2009  
Select Facility: ALL FACILITIES  
Facility Postcode: [ ]  
Measure: [ ]  
Legend: [ ]  
Layers: [ ]  
Views: [ ]  
Apply Filter

**Choice of measures blends finance and operational measures.**

**Postcodes colour coded based on measure chosen**

Total Queries Outstanding By State

State	Qty
WA	2
NT	1
SA	3
VIC	17
NSW	21

Map showing various postcodes and call counts, such as Brighton on Bay Retirement Living (6 Calls), Waterford Park Retirement Living (201 Calls), and Woodlands Park (235 Calls).

Local intranet

### ■ Objective:

- Use Cognos EP for all Financial Modeling.
- Models are Centrally Manage:
  - Consolidation & Roll-ups (via Mapping)
  - Business structures (i.e. PnL, Balance Sheet, Cash Flow) (via Mapping).
- All data flows (in & out) via the Data warehouse.

### ■ Tricks:

- Reports & Models utilise the common structures.
- Mapping provides single point maintenance.

## Financial Models

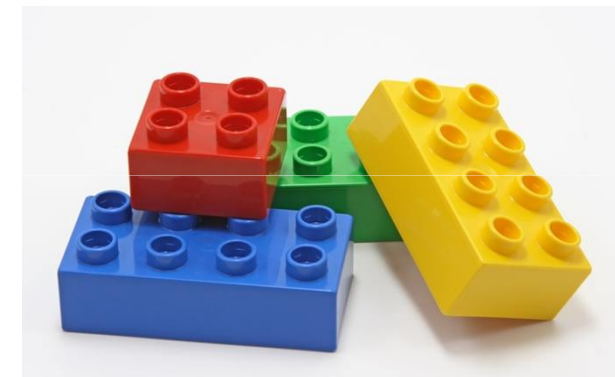
ACFI (Funding)

Cash Flow

Fund Models (40 yr)

Budgets & Forecasts

Resource Planning



# Summary Process View



**Dashboards**

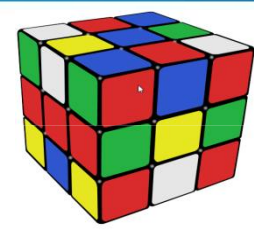
General Income	2008 estimated (000s)	2007 (000s)
<b>INCOME</b>		
Support office	(3,091)	(2,801)
General donations	4,780	4,990
Leasehold	6820	6821
Other income	1,008	1,464
<b>Total income</b>	<b>44,817</b>	<b>44,458</b>
<b>EXPENDITURE</b>		
Facilities	6851	6910
Event/education	(2,610)	(2,630)
Equipment	8989	8989
Education support	6912	6901
Refinement	4494	4477
Administration & other costs	681	430
<b>Total expenditure</b>	<b>(5,013)</b>	<b>(4,771)</b>
Less: 10% from IT reserves	(490)	(428)
Administration & other costs 2%		
Education & information etc.		
Refinement 10%		
Education support 18%		



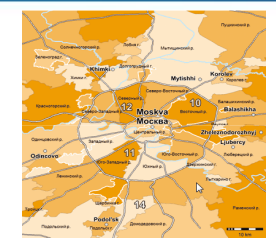
**Reports**



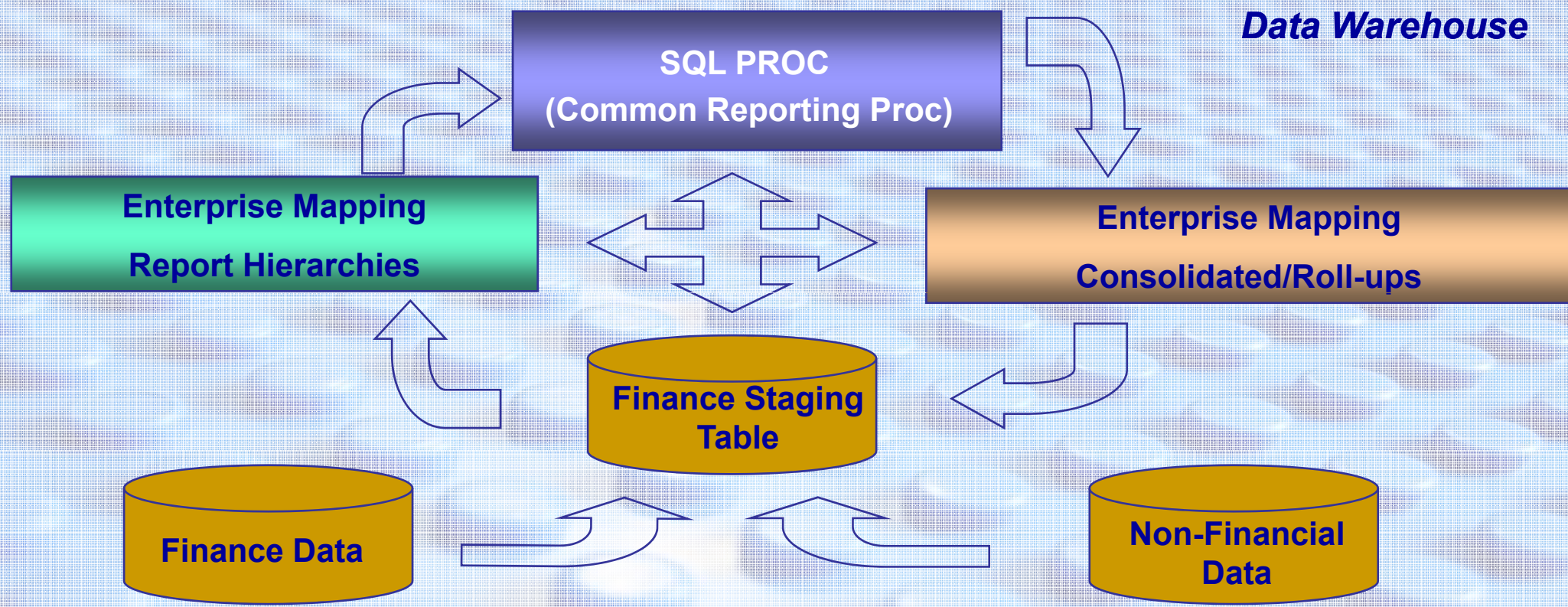
**Mgmt Packs**

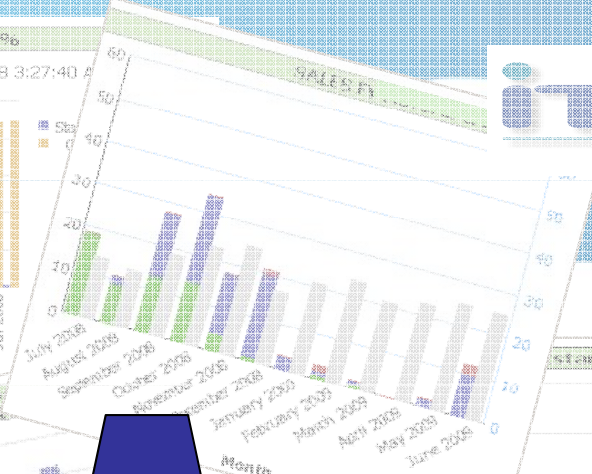
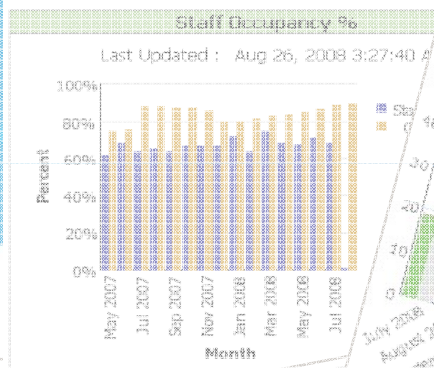
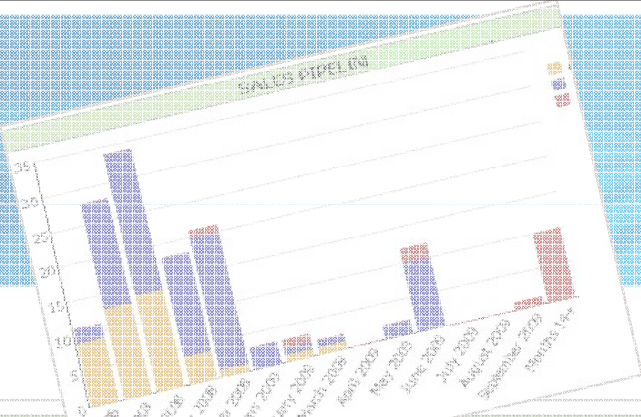


**Cubes**



**Geospatial**

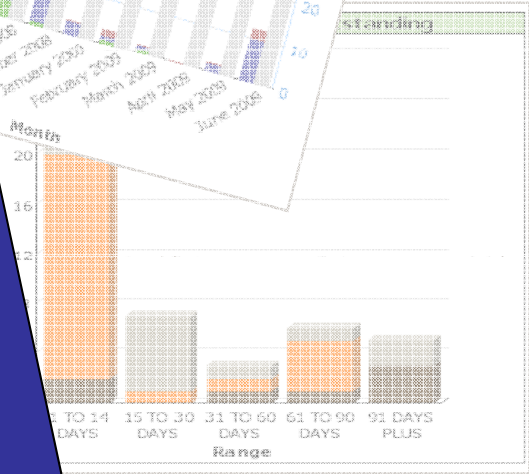
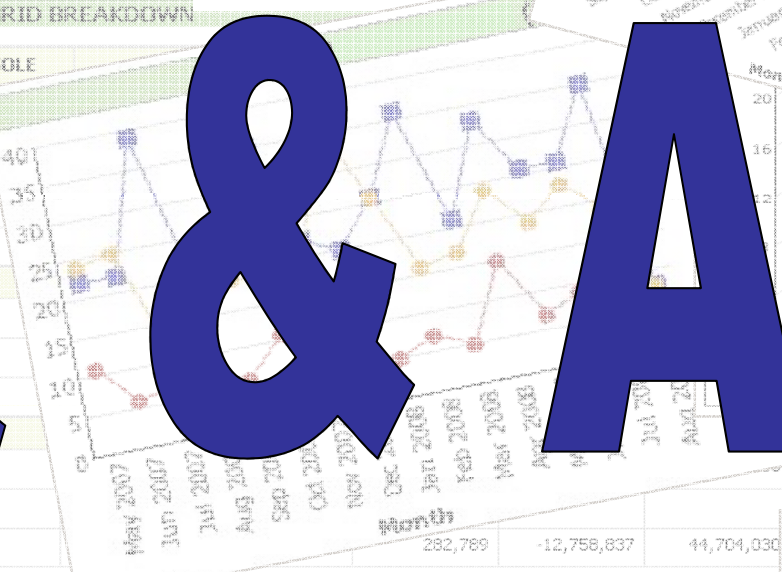




Report Period: Jul 2007

Category	Value
EBITDA	-11
RE - ALLOCATIONS	
MANAGEMENT SERVICES	
CORPORATE CHARGES	
EBITDA Per MGMT PACKS	-11
AMORTISATION/IMPAIRMENT	
DEPRECIATION	
EBIT	-9
INTEREST	
NPBIT	
INCOME TAX	
NET PROFIT	

# Q & A



- Enterprise Mapping
- Consolidated PNL
- Consolidated Grid
- Financial Summary
- TB by Bus Unit Group
- Total Balance by Entity
- Total Balance Audit Log

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Actual vs Budget	TUE 19/8	WED 20/8	THU 21/8	FRI 22/8	SAT 23/8	SUN 24/8	MON 25/8	TUE 26/8	WED 27/8	THU 28/8	FRI 29/8	SAT 30/8
98%					98%			98%	100%	97%	98%	97%
AGENCY (Hours)	179	138	170	15	14							

