

# CORPORATE REFORM

Seeing what's real, not just reflections...

## Local Government Products and Services



Release

*Growth & Delivery Partner*

November 2025

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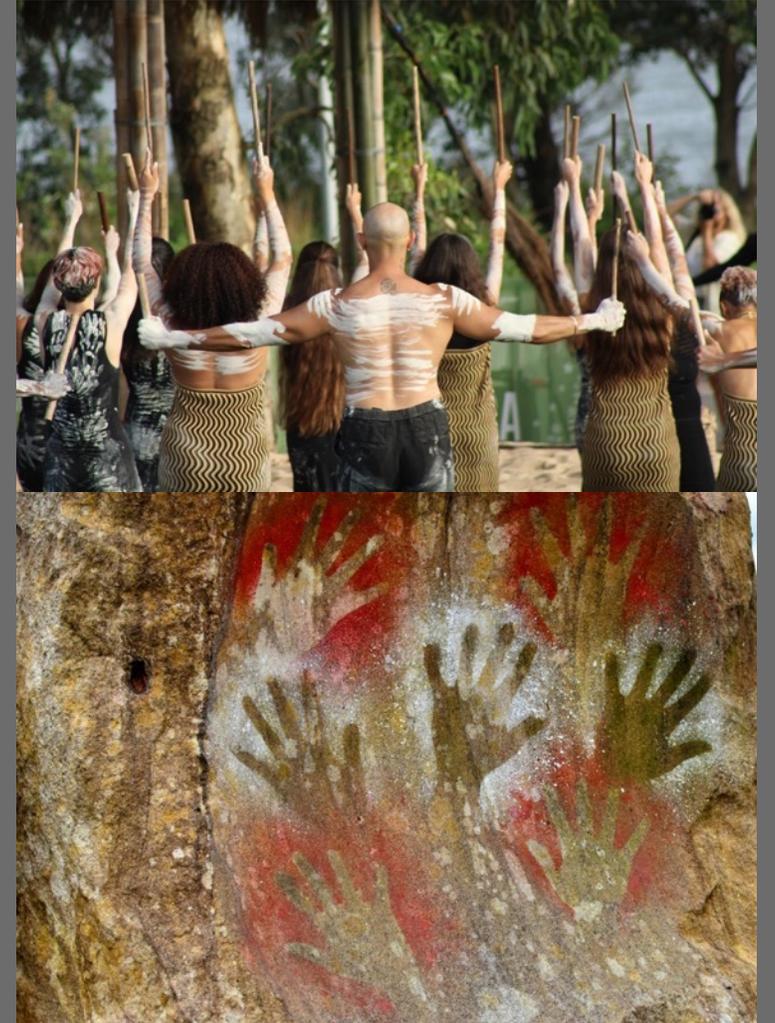
# CORPORATE REFORM

## Acknowledgement

I'd like to begin by acknowledging the Traditional Owners of the land on which we live and work. I would also like to pay my respects to Elders past, present and emerging.

In Aboriginal and Torres Strait Islander cultures, the meaning of Country is more than just ownership or connection to land, as Professor Mick Dodson explains:

*"When we talk about traditional 'Country'...we mean something beyond the dictionary definition of the word. For Aboriginal Australians...we might mean homeland, or tribal or clan area and we might mean more than just a place on the map. For us, Country is a word for all the values, places, resources, stories and cultural obligations associated with that area and its features. It describes the entirety of our ancestral domains. While they may all no longer necessarily be the title-holders to land, Aboriginal and Torres Strait Islander Australians are still connected to the Country of their ancestors and most consider themselves the custodians or caretakers of their land."*



# CORPORATE REFORM

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# CORPORATE REFORM

## About Corporate Reform



# CORPORATE REFORM

## Overview – Who we are

CORPORATE REFORM focuses on helping organisations build capability, deliver operational efficiencies and embedding the mechanisms that enable the achievement of sustainable outcomes. CORPORATE REFORM is lead by two directors who have each over 30 years experience in business in Australia and internationally.

CORPORATE REFORM'S leadership team have worked across a broad industry spectrum which includes Aerospace & Aviation; Financial Services (Banking & Insurance); FMCG; Health; Higher Education; Infrastructure; Manufacturing; Not-for-Profit; Government (Local, State & Commonwealth); and Utilities (Power & Water).

Many of the organisations Corporate Reform has worked with over the last 20 years operate in heavily regulated environments.



# CORPORATE REFORM

## Our Expertise

### STRATEGY & TRANSFORMATION

Our team is able to support, or design the high-level, long-term approaches and frameworks necessary to achieve an organisation's ambition and future direction; to achieve its goals, and maintain or build competitive advantage. Our team takes a human-centered, interdisciplinary approach that seeks to create desirable and sustainable changes in the organisation and its culture. They design the key elements, articulate the case for change and develop the roadmap for the change.

### SUSTAINABILITY & GOVERNANCE

Rapid changes in business, technology and regulatory environments result in organisations continuously challenging their sustainability and governance efforts. We work with management and Boards to develop sustainable frameworks. The impacts delivered beyond simply the financial. We are also able to support the implementation of major regulatory, legislative and accounting standard changes.

### TECHNOLOGY AND DATA

Our team is able to provide support to organisations on their digital change journey. What we are able to provide is the business' voice, thus, its perspective and needs. Our team acts as the interface between the business and the technology delivery partner. We can provide an unbiased assessment of the proposed technology solution from the business' perspective.

### PROCUREMENT & SUPPLY CHAIN

Bringing procurement and supply chain to the next frontier of purpose, partnering and performance which goes far beyond cost reduction. Corporate Reform helps clients drive and achieve value through efficiency, innovation, risk management and sustainability. This covers the end-to-end aspects of a supply chain – category management, strategic sourcing, supplier relationship management, contract lifecycle management, inventory and warehouse management and procure-to-pay.

### PROGRAM AND PORTFOLIO MANAGEMENT

Our team are all highly experienced project professionals. Our experience is biased toward asset intensive and infrastructure focused organisations. Our team is able to support projects across their lifecycle from concept, through initiation, planning and procurement through to delivery and post implementation reviews and part of the project close-out. This includes capital planning, project development, value planning and engineering, business cases, bid advisory, and project evaluations

### INFRASTRUCTURE AND ASSET MANAGEMENT

Our team is able to support throughout the infrastructure lifecycle from project business case and funding request development, procurement strategies and preferred delivery plans contract and commercial models, social and sustainability plans through to asset disposal. We are also able to support the in-life requirements through extensive procurement and supply chain experience.



# CORPORATE REFORM

Our Public and Private sector  
experience



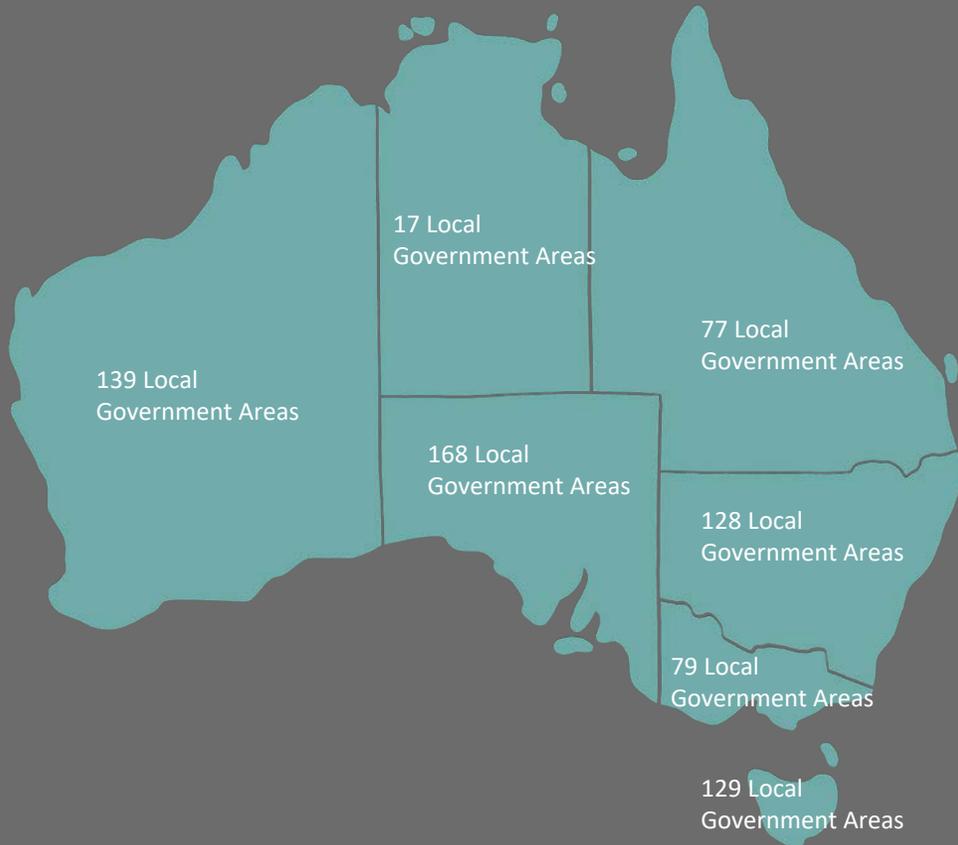
# CORPORATE REFORM

We have deep experience and expertise across Public and Private industry sectors



# CORPORATE REFORM

## Australia's Local Government Profile



74%

Water and wastewater service providers are Local Governments

\$48b

Annual expenditure. Since 1996, Grants have nearly halved as a proportion of Commonwealth taxation revenue

55%

Local Government areas are in regional, rural, or remote areas & 25% on the urban fringe

12%

Local Government proportion of the total public sector employment

Asset Management

High degree of variability in scale, age and complexity of LGA infrastructure

30%

Increased material costs over the last 12 months, with prices yet to peak

33%

Of all Australia's public infrastructure assets are held within Local Government areas

\$643B

Local Government infrastructure value (roads, buildings, facilities, airports, & utilities)

\$3.45b

2025-26 Commonwealth Grants to Local Government Areas

Local Government sector is under pressure to do more with less money and resources resulting in challenges in respect to financial sustainability, community social value, infrastructure management and environment sustainability.

# CORPORATE REFORM

## Government and Private Sector Experience

Our team has a unique blend of Public and Private Sector experience combined with to access our specialist teams that can leverage project specific IP and methodologies.



### PUBLIC SECTOR (LOCAL, STATE and COMMONWEALTH) EXPERIENCE

- We have deep experience and expertise in delivering programs and projects across all levels and jurisdictions of government.
- We understand Local Government challenges and compliance requirements particularly when dealing with shifting customer and government expectations.



### SPECIALIST FRAMEWORK AND TECHNICAL WRITING TEAM

- We have a specialist Frameworks team that has delivered similar projects
- One of our leadership team is a CIPS accredited trainer which incorporated the design and delivery
- Our team has access to State specific SMEs.



### LEVERAGE EXISTING IP AND METHODOLOGIES

- We can leverage existing frameworks designed for the Public Sector
- We have a proven methodology in assessing procurement practices and capabilities, and in designing training programs and material.



### ADDITIONAL VALUE FOR MONEY

- Partner led approach with an absolute commitment to value delivery
- Our broad sector and commercial experience is underpinned by broader skillsets that cover research; innovation; operating model design; strategy, revenue growth; transformation, business improvement, governance and change



### CONFLICT FREE AND HIGH COLLABORATION

- Providing a great client experience is equally important to us as proving a great client outcome
- We value solution and outcome-based thinking above bias ways of thinking
- We deal with project challenges positively.

# CORPORATE REFORM

## Sector Experience

Our team can help organisations respond to the domestic and global challenges facing the infrastructure and utilities sectors.

### Sector Challenges

- Growing population and increase in urban densification in regional and rural areas is placing growing demands on infrastructure assets, complicated by local and global supply chain volatility.
- Rising costs and higher expectations which may not be realised in a revision of Pricing Frameworks.
- Ongoing environmental pressures and concern areas combined with ever increasing customer and regulator expectations.
- Increased community expectations on sustainability with pressure to boost renewable assets.
- The regulator landscape is shifting leading to increased regulatory pressure, particularly in the Local Government sector.
- Unprecedented period of transformation with a focus on customer and technology.

### The Team has observed

- Large scale transformations becoming more dominant across the sector, with a focus on:
  - Organisational positioning and outcomes
  - Technology enablement and uplift
  - Efficiency being driven across a more integrated value chain.
- Organisations moving to more modern and collaborative infrastructure delivery methods.
- Greater focus on data and analytics, and better use of technology.
- Higher levels of requirements focused on compliance – Safety, reliability, sustainability, commercial outcomes
- Organisations being proactive to ESG & MDS requirements and maintaining ethical supply chains.
- Climate variability placing additional pressures on scarce resources

### How the team are supporting utility clients

- Infrastructure major projects, minor works programs and bid responses.
- Renewable energy infrastructure programs.
- Complex category management and sourcing projects.
- Procurement and Supply Chain transformation programs.
- Technology transformation programs.
- Procurement and Supply Chain analytics dashboards.
- Supply Chain Operation Excellence programs.
- Organisational & Functional Area Maturity Assessments, Supplier Financial Assessments, Risk Management, ESG Assessments, MDS Assessments & Initiation.

# CORPORATE REFORM

## Collaborate Procurement for Local Government

Collaborative procurement approaches for Local Government involves developing long-term, mutually beneficial arrangement between councils to solve broader sector issues and provide a more comprehensive and cohesive solutions that improve state-centric strategic alignment.

Collaborative procurement can deliver higher-quality and simpler engagements where Councils can leverage a combined and coordinated pool of skills and services to drive efficiency, innovation, and enhance value.

Undertaking a collaborate procurement approach provides benefits for the Council and their suppliers. Councils are able to leverage the buying power of the group and the suppliers have increased continuity of work. This also means that suppliers are able to invest in themselves and their regions through their employees, and subcontractors.

Collaborative procurement also extends into the engagement of suppliers through longer-term, risk-sharing partnerships that enable benefit sharing and closer ties with key suppliers. This, in turn drives:

- Best Practice Outcomes
- Enhanced Efficiency
- Stronger Relationships
- Enhanced Safety
- Capability Uplift
- Builds Trust
- Improves Agility
- Alignment of Contract Structures

Policies, Guidelines & Standardisation



Improved Compliance & Risk Management

Enhanced Supplier Negotiation



Shared Resources & Expertise

Strategic Industry & Supplier Engagement



Cost Savings through Group Purchasing

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Our Local Government Product suite

# CORPORATE REFORM

## Infrastructure Procurement Services



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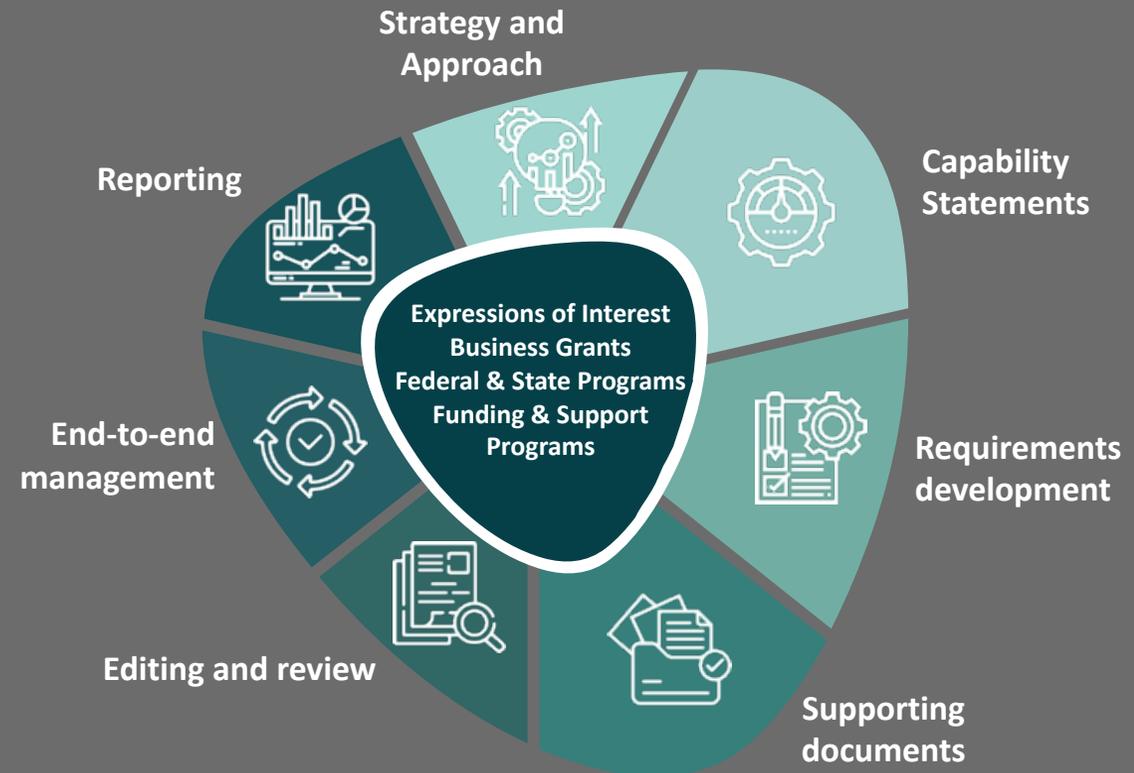
## Grant Management Services

Our team is able to support organisations through the response development process, from initial strategy and planning to submission and reporting against the grant expenditure as required.

Our framework encompasses a wide range of activities, including developing the strategic approach and/or response, analysing the grant requirements and expectations, preparing financial models, business cases, program and project plans as well as ensuring compliance. In essence, managing the complete grant lifecycle.

Our goal is to increase the chances of success by presenting the strongest possible proposal.

We are also able to conduct evaluation of grant responses to ensure completeness, accuracy, compliance, and alignment with requirements and objectives contained in the grant documentation. When conducting the evaluation, we will highlight areas for remediation as we review, then, at the conclusion, prepare a comprehensive evaluation report and supporting recommendations.



# CORPORATE REFORM

## Unlock success – Infrastructure Projects Procurement Strategy

Our Infrastructure Procurement Strategy method selects the right procurement approach to best balance time, cost, quality, and risk factors – helping you achieve your project’s aspirational full lifecycle benefits.

### 1. Understand the Infrastructure Project Requirements

Business Case

Funding

Project Requirements

Risks

Value for Money

Market and Supply Chain

### 2. Test and Select the preferred Infrastructure Procurement Strategy



**Contract “Delivery Model” Options**  
CO, D&C, DCM, ECI EPC, EPCM, PPP, MP, IPD, or CMAR



**Commercial Options**  
Cost Plus Fee, Lump Sum (Fixed Price), Guaranteed Maximum Price, Target Sum, or Hybrid.



**Procurement Options**  
RFI, EOI, RFP / RFT. One stage approach. Two stage approach, industry briefings, collaborative dialogue

### 3. Develop the Infrastructure Procurement Strategy and Delivery Plan



Infrastructure Project Procurement Strategy

**4. Procurement Strategy Delivery**  
Our team provides delivery lead or support ensuring consistency and alignment between project strategy and delivery

Infrastructure Procurement Project Delivery Plan



Selecting the right procurement strategy and delivery approach for your infrastructure project

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## Procurement and Supply Chain's value contribution the Infrastructure lifecycle

The team has extensive experience working across the entire infrastructure asset lifecycle

### 1. Plan

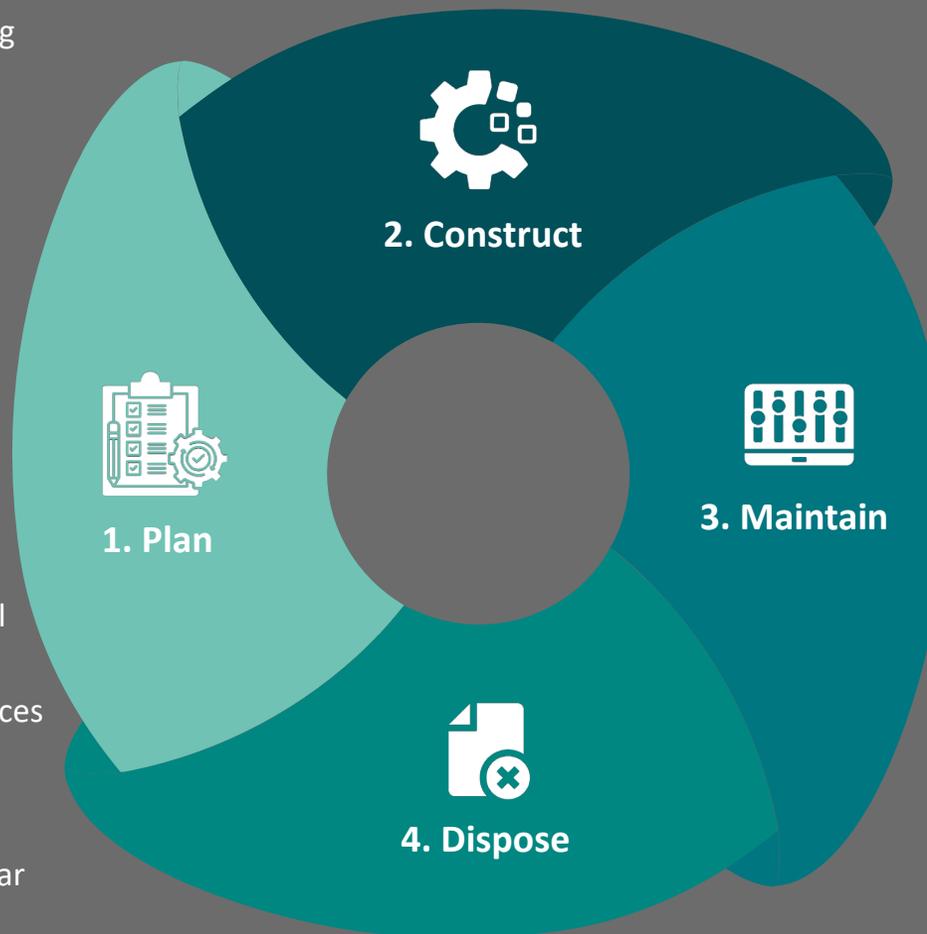
Infrastructure projects business case and funding request development, including:

- Cost Analysis and Benchmarking
- Supply Chain Market Analysis
- Social and Sustainability Opportunity Assessment
- Understand the Project Requirements
- Test and Select the preferred Infrastructure Procurement Strategy
- Develop the Infrastructure Procurement Strategy and Delivery Plan

### 4. Dispose

Infrastructure asset decommissioning & disposal services, including:

- Procurement of Asset Decommissioning Services
- Community consultation
- De-integration with wider network
- Asset Disposal Strategy that aligns with Circular Economy outcomes.



### 2. Construct

Infrastructure projects procurement and transaction services, including:

- Project Procurement Strategy.
- Preferred Delivery, Contract and Commercial Models.
- Social and Sustainability Plan
- Procurement Delivery.

### 3. Maintain

Using procurement and supply chain to improve asset life and performance

- Capital Minor Works Programs.
- Maintenance, Engineering, MRO, Property & FM, Waste Mgt, Fleet, Plant & Equipment procurement support.
- Supply Chain Operations development – Inventory and Warehouse mgt.

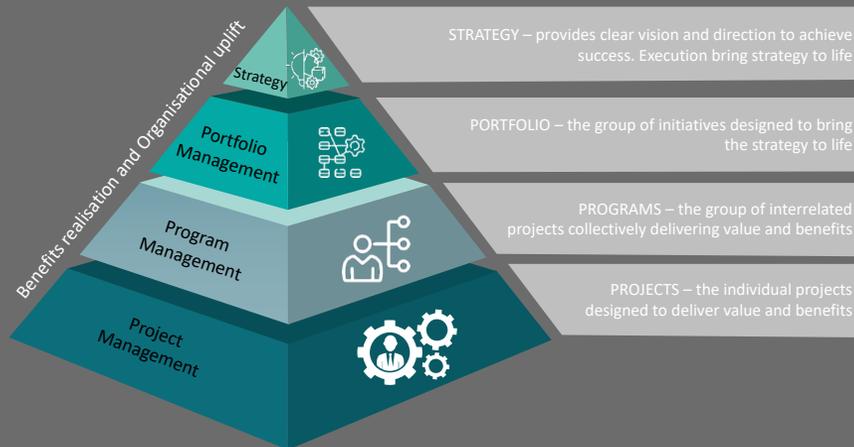
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## Program and Portfolio Management

### Capital Planning and Portfolio Management

Our team utilise a framework to ensure that projects align with the organisational and strategic goals. This framework encompasses the evaluation of proposals based on key parameters, risk reduction assessments and the prioritisation of the projects.

Additionally, to ensure strategic alignment we can also undertake the management of the apportionment of resources (capital and human) monitor performance and organisational integration.



### Project Development, Business Cases and Project Evaluations

Our team are all highly experienced project professionals. Our experience is biased toward asset intensive and infrastructure focused organisations. Our team is able to support across the project lifecycle from concept, through initiation, planning and procurement through to delivery and post implementation reviews and part of the project close-out.



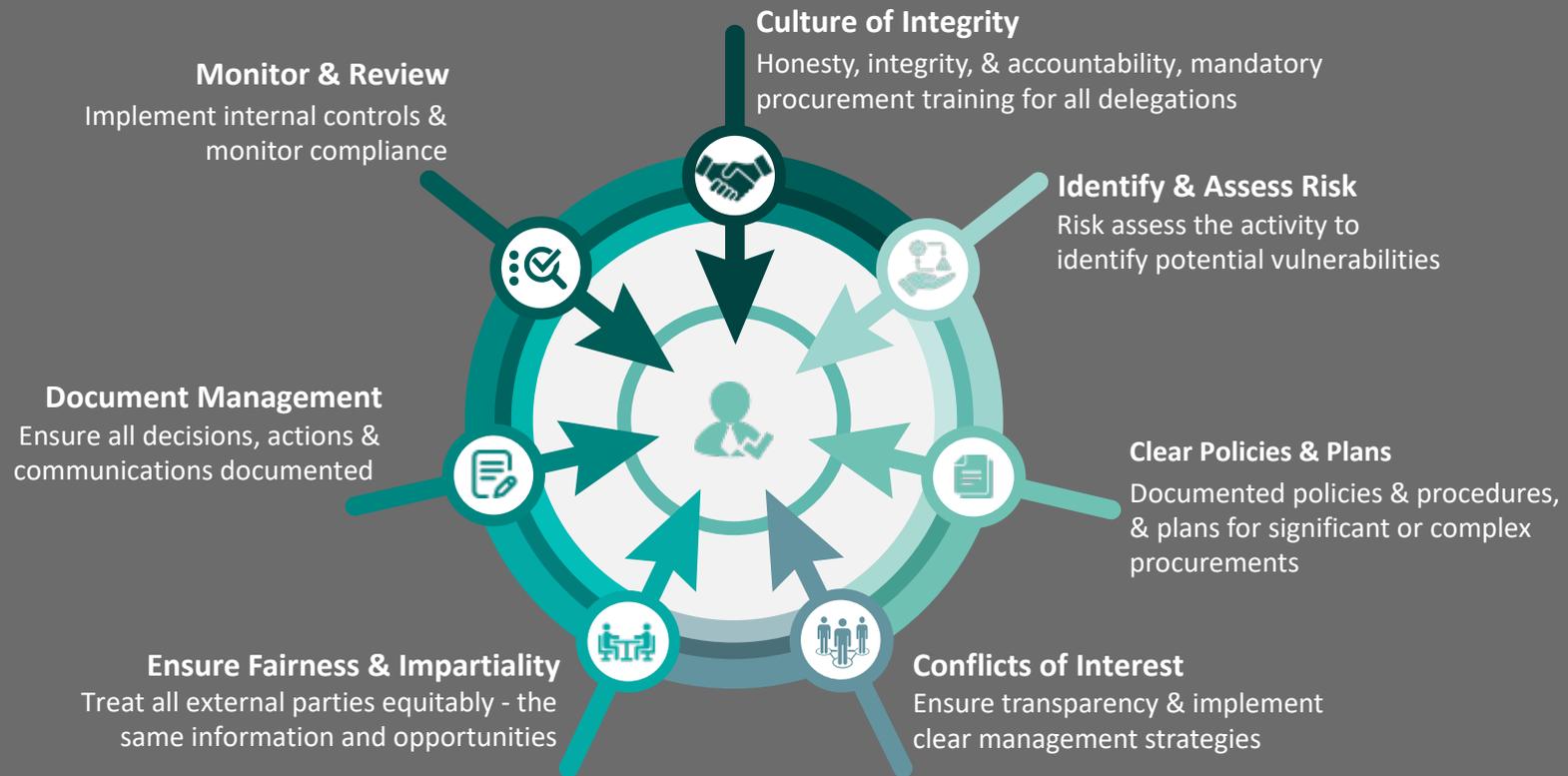
# CORPORATE REFORM

## Probity Services

Probity is a fundamental part of every procurement project and activity. As probity issues can arise at any stage of a procurement activity, probity needs to be anticipated as early as possible when planning a procurement (pre-procurement) and must be considered throughout the entire procurement lifecycle including category management, early market engagement, market analysis, sourcing and the entire contract phase.

Effective probity ensures organisational and community confidence in the integrity and accountability of procurement processes. It reinforces and suppliers to work together on the basis of mutual trust and respect

Our team has extensive experience in probity across the public and private sectors and backgrounds that includes: accounting, corporate governance, law, business, commerce, procurement and supply chain.

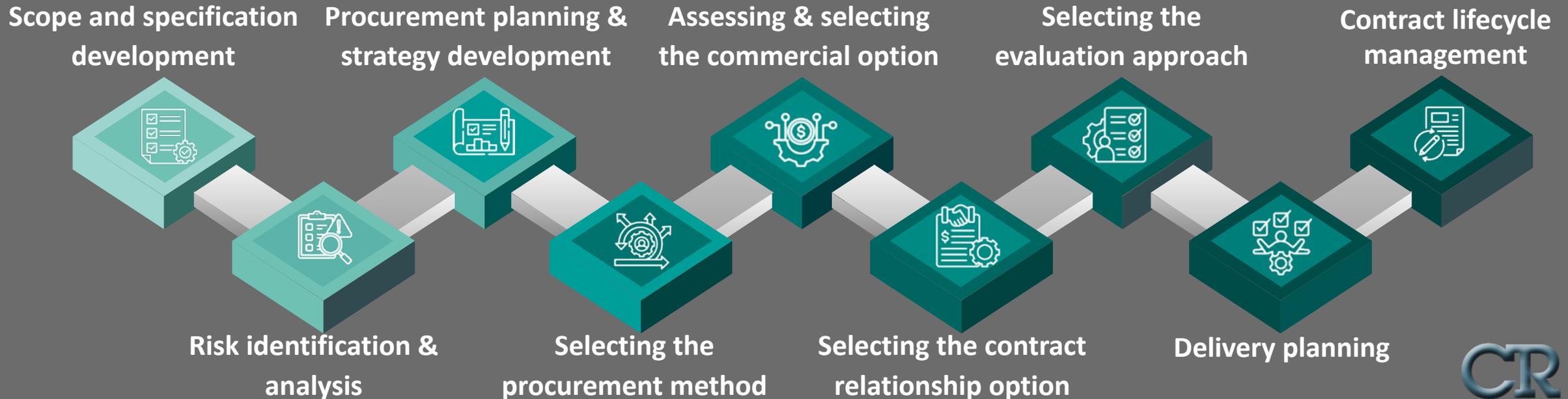


# CORPORATE REFORM

## Infrastructure Procurement Training

Our team is able to provide training to uplift all aspects of the process to acquire and deliver assets. This spans from developing better scope statements and specific requirements to better inform both the process and the potential suppliers of the intent. We can take your team(s) through the detailed development of the procurement strategy and all of the necessary information requirements. We often focus on the approach to market options, as well as the commercial and contract options that can be utilised dependent on the specific program, project and organisational requirements.

Our approach doesn't just stop at the issue of the Tender, we can also support the skills development for evaluation approaches and techniques, negotiation, delivery planning and contract lifecycle management.



# CORPORATE REFORM

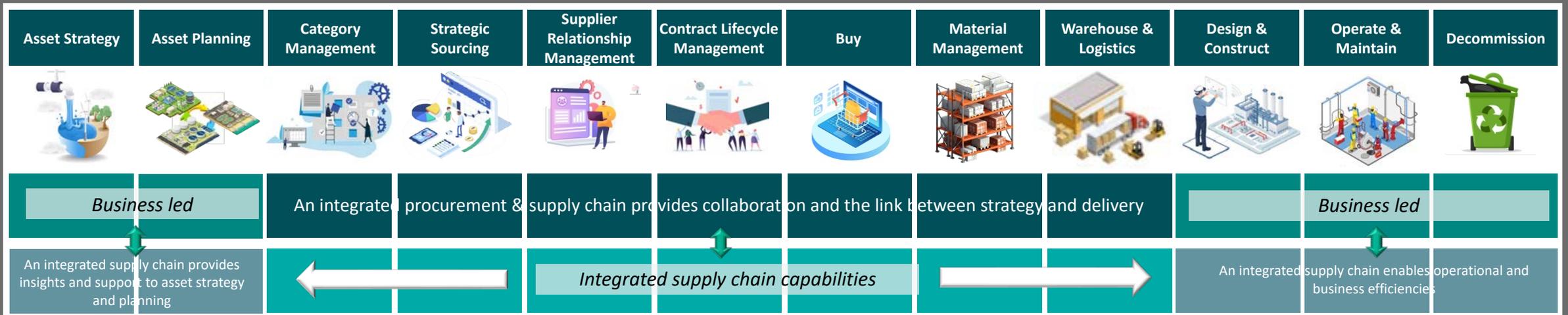
## Enterprise Asset Management



# CORPORATE REFORM

## Integrated Planning Outcomes

Integrated planning for Local Government connects their communities with the wider spheres of regional, state and federal planning. This provides the mechanisms for an information flow between each level of Government, ultimately, each informing the others. Our team are all highly experienced in supporting asset heavy organisations in optimising their integrated planning, with particular focus on converting planning requirements into delivery, and in uplifting operations and maintenance approaches.



Water utility example

A key aspect for Local Government is connecting local aspirations with outcomes. This starts with asset strategy transitioning through asset planning into procurement and supply chain. As part of the operationalisation of the asset strategy, it informs the design and construction of new assets and supports the operation and maintenance of existing assets. Finally, the strategy informs the staging and potential approaches for the decommissioning and renewal of assets. Ultimately, a Value Chain Approach.

# CORPORATE REFORM

## Asset Management Maturity

Asset management maturity focuses on the effectiveness of the application of organisational capabilities, processes, data and systems effectively manage its assets throughout their lifecycle to deliver value, meet stakeholder needs, and achieve strategic outcomes.

### Level 1 (Reactive/Ad-hoc):

Unplanned, firefighting approach, focused on immediate fixes.

### Level 2 (Managed/Defined):

Basic processes, plans, and standards start to be implemented, often driven by compliance.

### Level 3 (Integrated/Systematic):

Formal systems, documented processes, and integrated data across functions.

### Level 4 (Optimized/Proactive):

Performance is continuously monitored, risks are proactively managed, and data-driven decisions optimise asset performance.

### Level 5 (Strategic/Intelligent):

Asset management is a strategic business enabler, anticipating future needs and driving innovation.

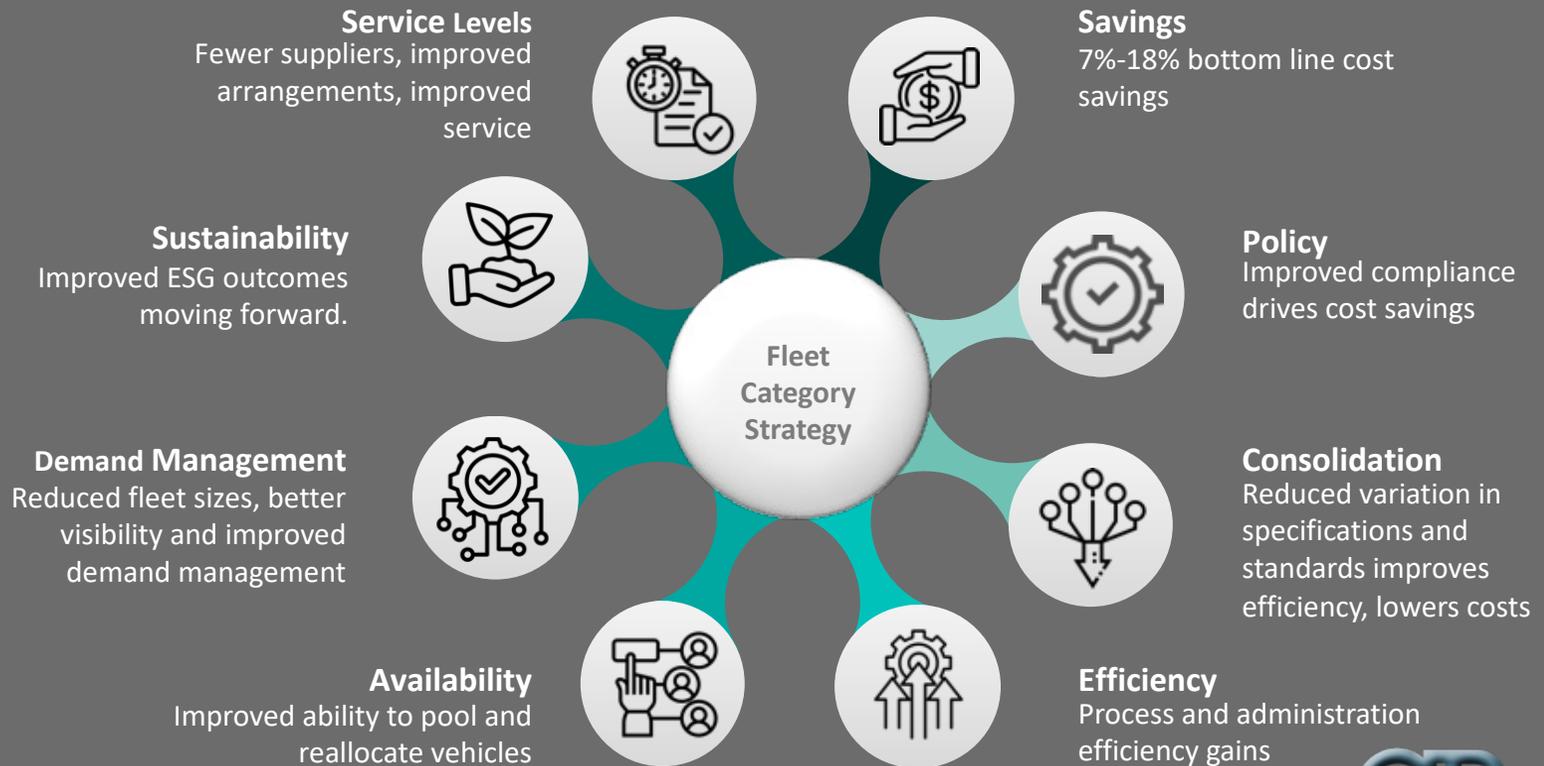


# CORPORATE REFORM

## Asset Category Strategies - Fleet Management

Fleet management is a key asset management category for Local Governments. Many local Government have to manage large geographic areas or high-maintenance or rapid response asset configurations which place additional burdens on light and heavy vehicle as well as plant and equipment. This is compounded by variable utilisation rates and environmental conditions.

Developing an effective fleet asset strategy will reduce cost, consolidate the number of suppliers, it can simplify and standardise acquisition and maintenance, reduce risk and fleet management process and administration burdens, all while improving policy compliance.



# CORPORATE REFORM

## Asset Lifecycle Management

Asset lifecycle management is the strategic approach to managing physical assets throughout their entire lifespan, from initial identification and acquisition, through strategy development to management, and final disposal or replacement. The goal is to maximize an asset's value while minimizing costs, waste, and risks by using a data-driven process to make informed decisions at each stage.

### Identification and Planning :

Identifying needs, defining requirements,

### Assessment:

Selecting the right asset type, features and fit with current portfolio.

### Acquisition/Procurement:

Research, vendor selection, purchasing, financing, and initial setup.

### Asset Strategy:

The approaches developed to maximise the utility of the acquired asset throughout its operational life to maintain or improve potential returns at disposal.

### Asset Management:

Integrating the asset, training users, and running it efficiently, monitoring, and managing availability and performance.

### Disposal or Retirement:

Decommissioning, sale, or replacing the asset when it reaches the end of its identified life.



# CORPORATE REFORM

## Broader Procurement & Supply Chain Services

- Procurement and Supply Chain Functional Assessments
- Procurement and Supply Chain Frameworks
- Procurement & Supply Chain and Lean Six Sigma integration
- Social Procurement
- Complex procurement strategies for projects (e.g. Infrastructure, IT, Assets, Acquisitions)
- Category Schema development
- Category Management Pilots and Benefit Identification
- Supply Chain Network Design
- Inventory Optimisation
- Master Data Management
- Probity and Compliance
- Training

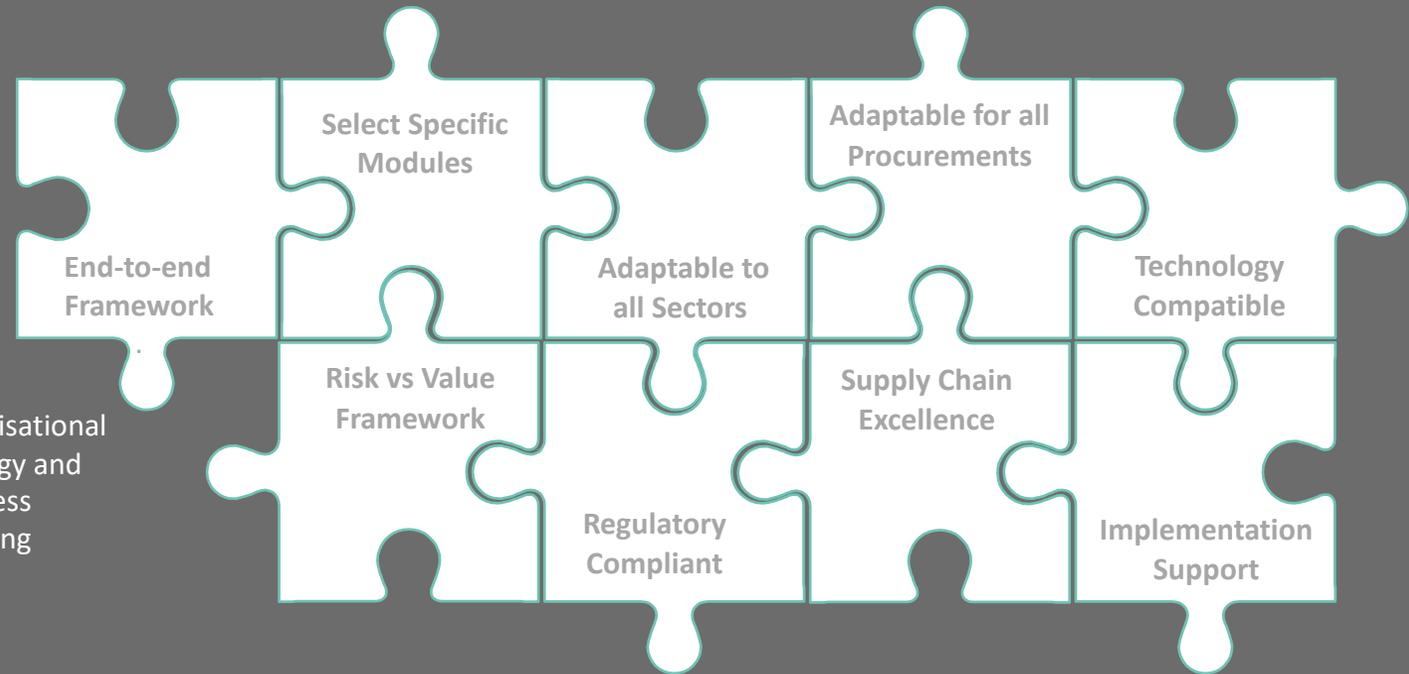




# CORPORATE REFORM

## End to End Procurement & Supply Chain Frameworks

Our procurement and supply chain framework coordinates and integrates several capabilities to identify, capture and realise value



**End-to-end Framework**  
Adopted as an end-to-end framework to enable whole of value chain outcomes

**Select Specific Modules**  
Select specific modules to introduce new capabilities or address current capability gaps.

**Adaptable to all Sectors**  
Tailored and scaled to public and private sector, and all industries

**Adaptable for all Procurements**  
Outcome-based design for Infrastructure, Goods & Services and ICT Procurement.

**Technology Compatible**  
Framework can be solutionised and enabled in ERP and Procurement technology solutions.

**Risk vs Value Framework**  
Risk vs Value practical approach to align with project needs to ensure the right project outcome is achieved.

**Regulatory Compliant**  
For public sector clients – exceeds Government accreditation and probity requirements.

**Supply Chain Excellence**  
Inventory and Warehouse Management that can be tailored to MRO or S&OP supply chain operations.

**Implementation Support**  
Framework is available with contextualised implementation, program and change support.

# CORPORATE REFORM

## Modern Slavery High Risk Focus Areas

In undertaking any Modern Slavery assessment, the organisation must, as needs, look inward to understand its own behaviours, particularly for the high-risk areas.

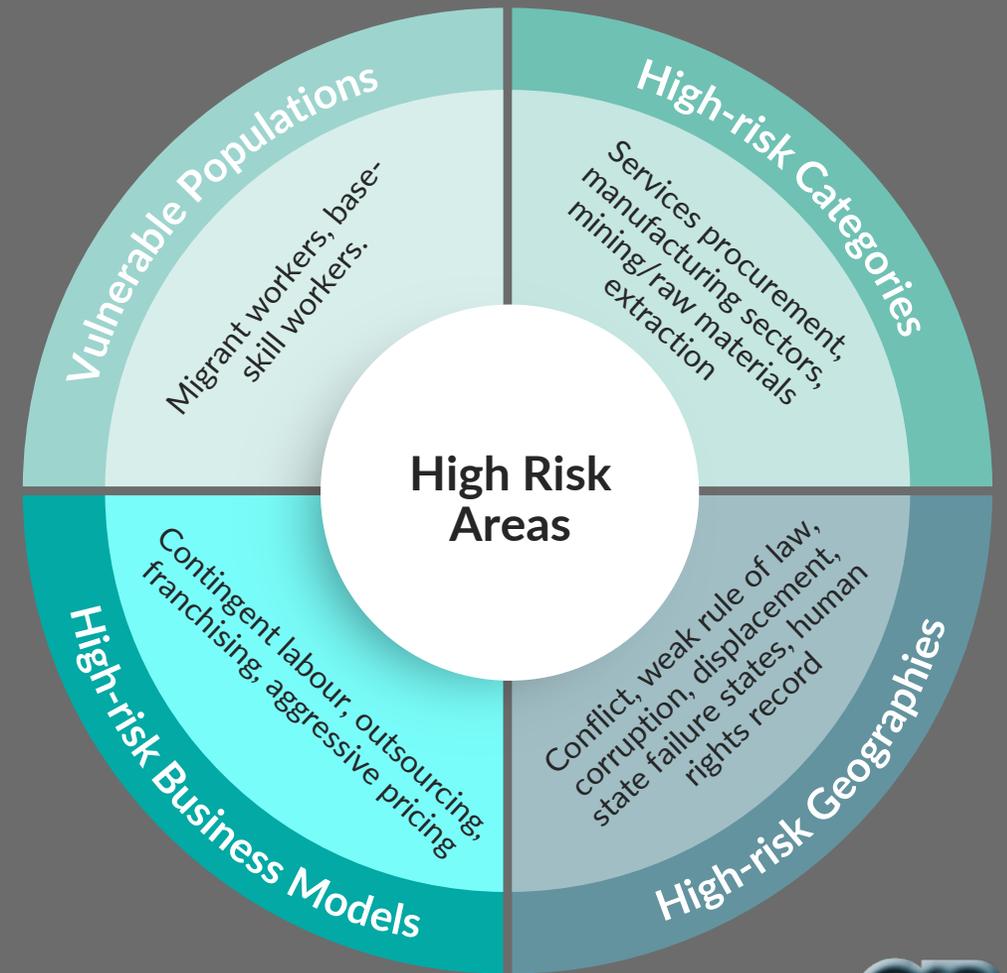
Despite the relevant protections enshrined in Australian law, many of these high-risk areas are still prevalent across multiple industry areas

It is how the organisation responds to these risk areas that will determine the success of the journey.

Examples include:

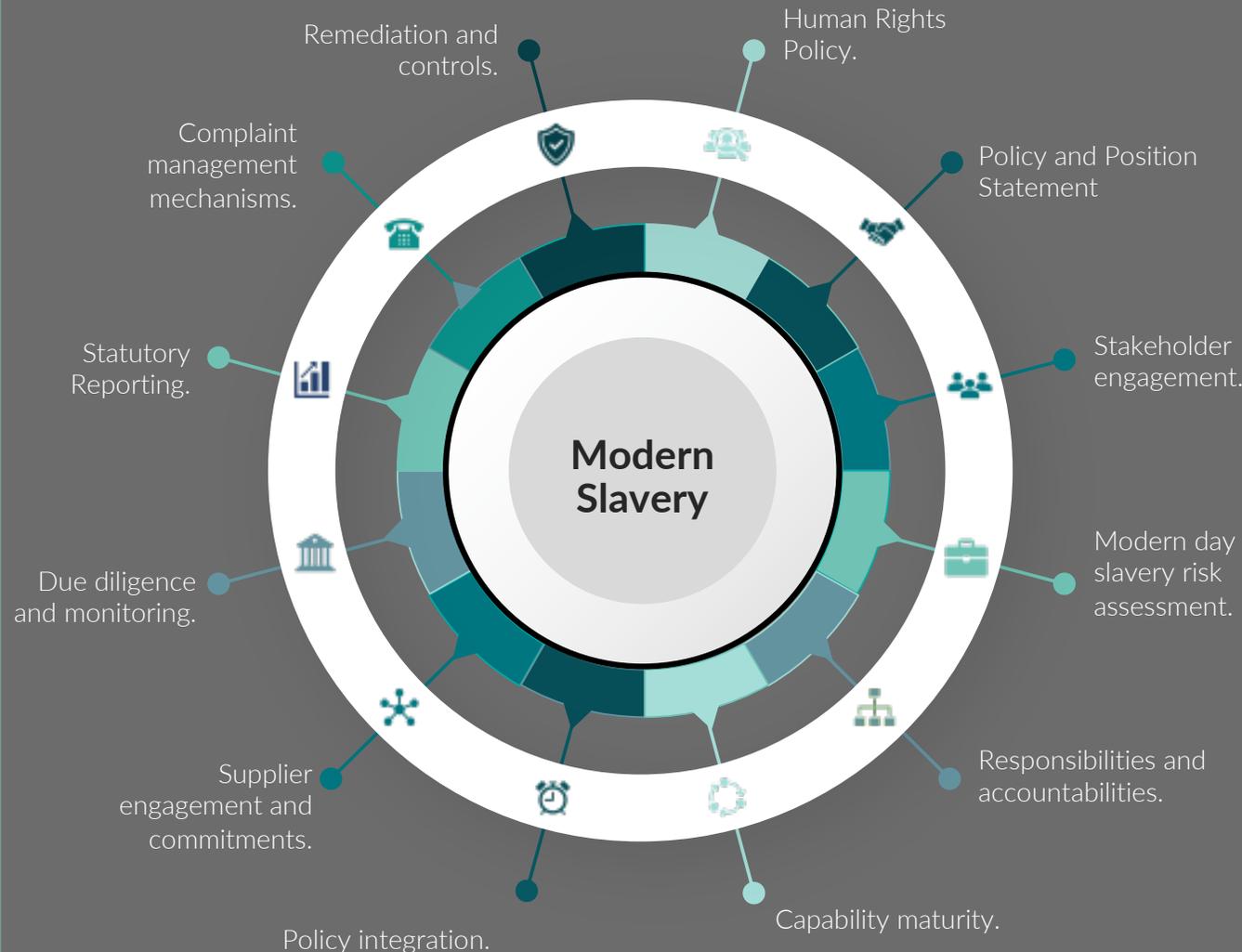
**Vulnerable Populations** – Australia has a number of migrant worker programs which have been known to be abused in the search for higher profits. Often, these workers are forced to live in substandard accommodations, have their movement highly controlled, and are not paid accordingly or are subject to unrealistic charges resulting in little or no real income.

**High-risk Business Models** - Contingent labour is common choice across multiple Australian sectors. These models often drive uncertainty, low rates of pay and unrealistic expectations of the individuals in regards of hours works or location of work.



# CORPORATE REFORM

## Modern Slavery Assessment - Building a Positions Statement & Response Protocol



### Samples of Data Requirements

Enterprise Level	Business Areas
<ul style="list-style-type: none"> <li>Organisational Strategy</li> <li>Operating Model &amp; Business Model</li> <li>Mission &amp; Vision Statements</li> <li>Asset Creation Strategy</li> <li>Asset Strategy(s)</li> <li>Procurement Policy &amp; Strategy &amp;/or Supply Chain Policy &amp; Strategy</li> <li>Leadership Structure</li> <li>Governance &amp; Risk Management Policy &amp; Procedure</li> <li>Enterprise risk register Audit Reports</li> </ul>	<ul style="list-style-type: none"> <li>Mission &amp; Vision Statements</li> <li>Governance Policy(s) &amp; Procedure(s)</li> <li>Organisational Structure</li> <li>Position descriptions</li> <li>Operational cost breakdown</li> <li>Technology landscape</li> <li>Measurement system</li> </ul>
Data & Examples	Frameworks & Guides
<ul style="list-style-type: none"> <li>Performance data</li> <li>Spend data</li> <li>Category schema</li> <li>Category plans</li> <li>Procurement strategies</li> <li>Social &amp; Sustainable Procurement outcomes</li> <li>Contracts &amp; contract management plans</li> <li>RFx documents</li> <li>Current (active) Suppliers - (Local, National &amp; International)</li> <li>Country of origin data</li> <li>Country of manufacture data</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Sourcing</li> <li>Category Management</li> <li>Supplier Management</li> <li>Contract Management</li> <li>Social &amp; Sustainable Procurement</li> <li>Supply Chain Planning</li> <li>Disposals</li> <li>Risk Management</li> <li>Performance Management</li> <li>Data Governance</li> <li>Benefits Management</li> <li>Sustainability</li> <li>Finance</li> <li>Asset Management</li> <li>Fleet management</li> </ul>

# CORPORATE REFORM

## Social and Sustainable Procurement

Social Impact should be a standard assessment criteria (Capability, Capacity, Price and Risk) assists the considerations as part of value for money

In considering Social Impact those procuring on behalf of their constituent communities should consider their own policy considerations as well as those of their State or Territory for the following:

- Australian Disability Enterprise
- Indigenous Business
- Gender equality
- Small to Medium Enterprise (SME)
- Sustainability and Governance
- Innovation and Competitiveness.

Procurement templates and guidance needs to reflect and include Social Impact as part of the approach to market and evaluation stages.



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## Strategy Development



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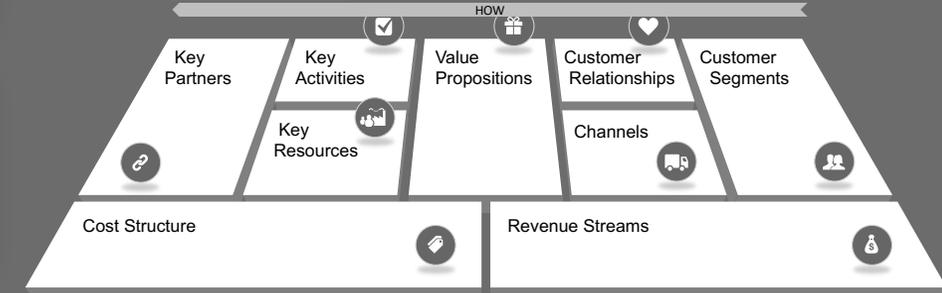
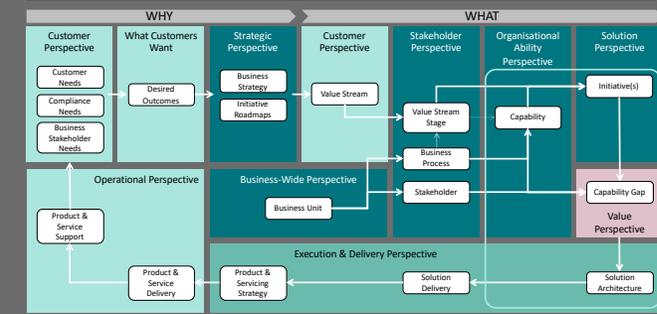
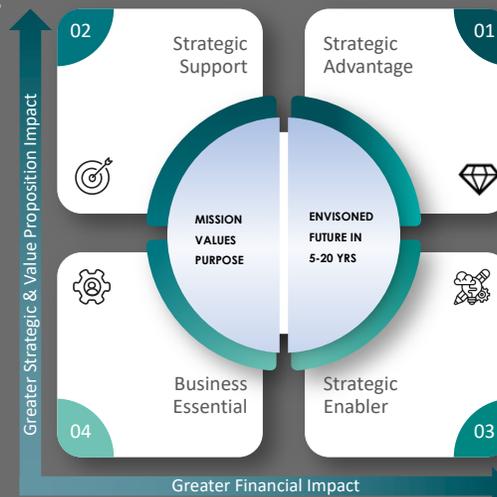
## Corporate and Business Area Strategy

Our team is able to support, or design the high-level, long-term approaches and frameworks necessary to achieve an organisation's ambition and future direction; to achieve its goals, and maintain or build competitive advantage.

It involves making key decisions about markets to enter or exit, how to allocate resources, how to manage current aspects and functions of the organisation, and what needs to be added to the organisation to achieve the required outcomes. Importantly, it is about creating value across the entire organisation.

Some of the components include:

- Vision and mission
- Growth and competitive strategies
- Resource allocation
- Business portfolio management
- Risk management
- Prioritisation/strategic trade-offs
- Business Models



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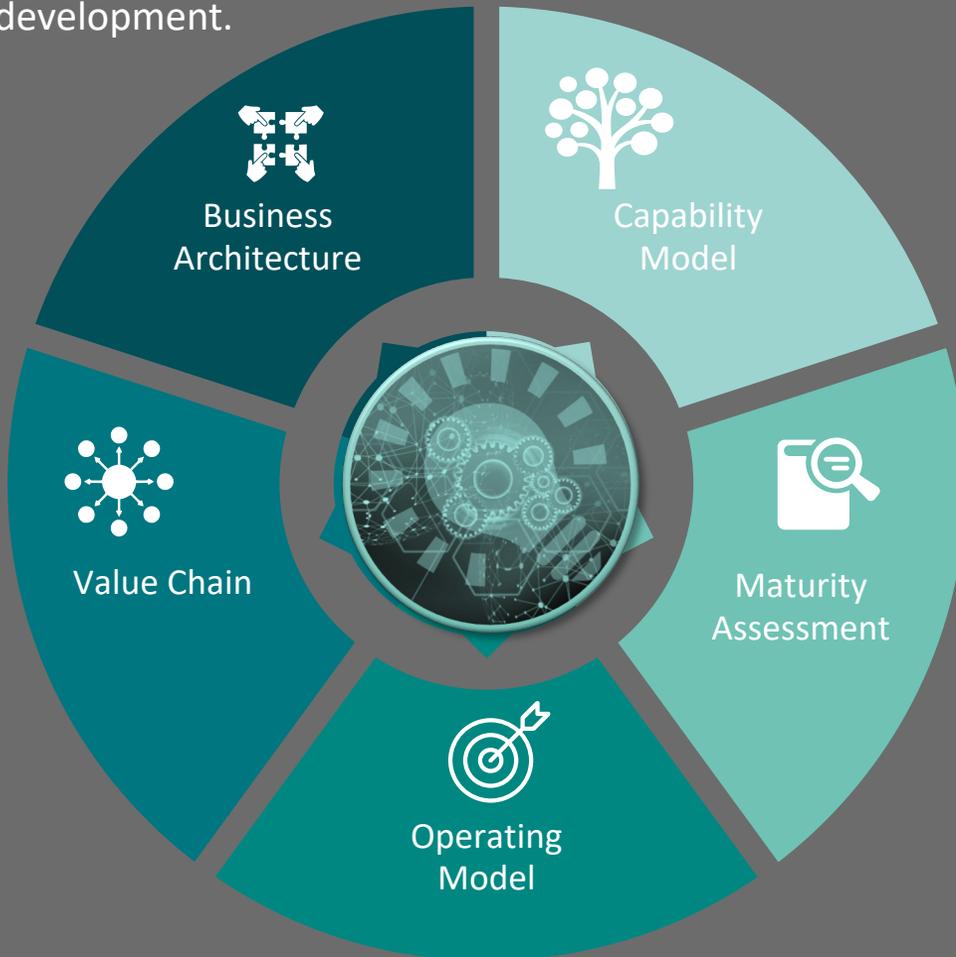
## Transformation Design and Capability Maturity Assessment



# CORPORATE REFORM

## Transformation Design and Capability Maturity Assessment

Our team takes a human-centered, interdisciplinary approach that seeks to create desirable and sustainable changes in in the organisation and its culture. The design of the key elements, articulate the case for change and support the roadmap for change development.



### Business Architecture

The what why and how that defines the future-state organisation.

### Capability Models

Definition of what the organisation does, and will need to do in the future to achieve its ambition.

### Maturity Assessments

The assessment of how well the organisational or functional area capabilities are enacted

### Operating Model

The higher order structure of the future-state identifying the key areas and functional elements

Customer	Customer Centre of Expertise		Residential	Business	Developer	Other/New Segments
Strategy	Market Influence & Regulatory	Direction Setting				
Planning and Infrastructure Management	Plan & Build					
Core Operations	Customer Support					
	Customer Operations Hub					
	Product and Service Delivery					
Support & Enablement	Supply Chain					
	Integrated Analytics & Insight (Digital)					
	Innovation & Improvement					
	Business Partnering / Shared Services					

### Value Chain

Definition of contextualised functional or organisational representations describing what they do

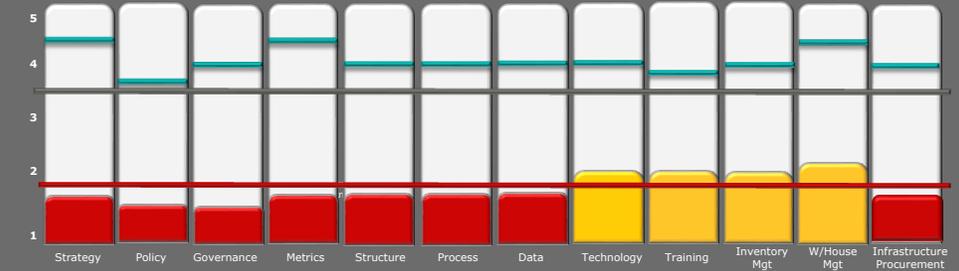
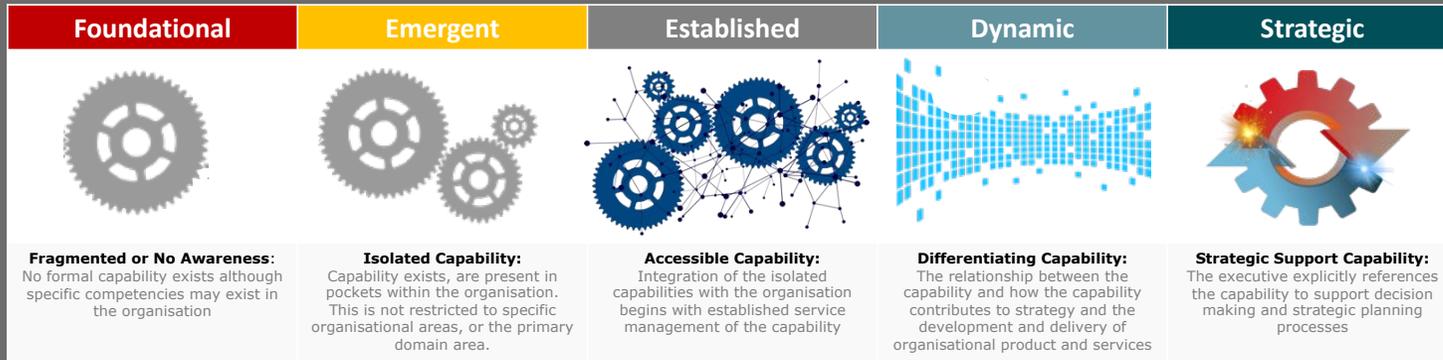
Asset Strategy	Asset Planning	Category Management	Strategic Sourcing	Supplier Relationship Management	Contract Lifecycle Management	Buy	Material Management	Warehouse & Logistics	Design & Construct	Operate & Maintain	Decommission
<i>Business led</i>		An integrated procurement & supply chain provides collaboration and the link between strategy and delivery							<i>Business led</i>		
An integrated supply chain provides insights and support to asset strategy and planning		Integrated supply chain capabilities							An integrated supply chain enables operational and business efficiencies		



# CORPORATE REFORM

## Transformation Design and Capability Maturity Assessment

The approach to deliver the options and final preferred approach combines multiple perspectives and attributes whether at the whole of organisation level or at the functional level.



### Strategic: Governance, Risk & Control

**What does it mean**  
Ability to develop rules for the organisation to follow to ensure value generation, performance and accountability.

**What does it include**

- Legal & Regulatory Compliance
- Business Continuity Management
- Organisational Risk Management
- Audit and Assurance

**Impact on Customer**  
High

**What if we get this right**

- We are continually engaged early to identify and manage the financial risks and validate financial impacts of Business continuity plans

**Why are we here now?**

- There is a high dependency on the business telling us what the business risks are and things are slipping through the cracks
- We do not get involved with the business risk management plan

**Where do we want to be – what does it look like**

- We are addressing risks earlier, not fixing after something has gone wrong
- We understand the recovery plans and the direct and indirect financial impacts

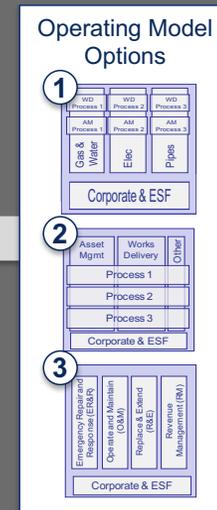
**What stops us or holds us back**

People Enablers	Process	Technology & Data	Assets / Business Infrastructure
<ul style="list-style-type: none"> <li>No engagement from the business to assist with risk identification or controls.</li> <li>No involvement of finance in the development of Business Continuity Plans</li> <li>Lack of role clarity for the finance team</li> <li>No workload capacity</li> <li>Limited understanding of the information within the business continuity plans</li> </ul>	<ul style="list-style-type: none"> <li>Manual processes within the business lead to data entry errors</li> <li>No consistent approach between all business units</li> <li>Lack of governance for change approval (e.g. prices in LinenWeb)</li> </ul>	<ul style="list-style-type: none"> <li>No visibility of business data</li> <li>Business systems not integrated with Finance system</li> <li>Poor categorization of data as financial data or operational data</li> <li>No definition about the business data that is provided.</li> <li>Limited understanding of the information within the business continuity plans</li> </ul>	<ul style="list-style-type: none"> <li>Network issues</li> <li>No information about operational system upgrades</li> <li>No engagement when considering upgrades for the Finance system</li> </ul>

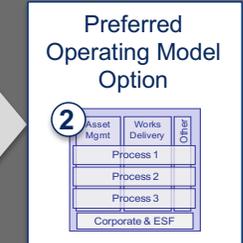


### Design Principles & Implications

**Alignment of Design Principles**  
The alignment of the design principles to the strategic objectives of support the realisation of current and future operating model options.



### Decision Criteria



# CORPORATE REFORM

## Operating Model Design

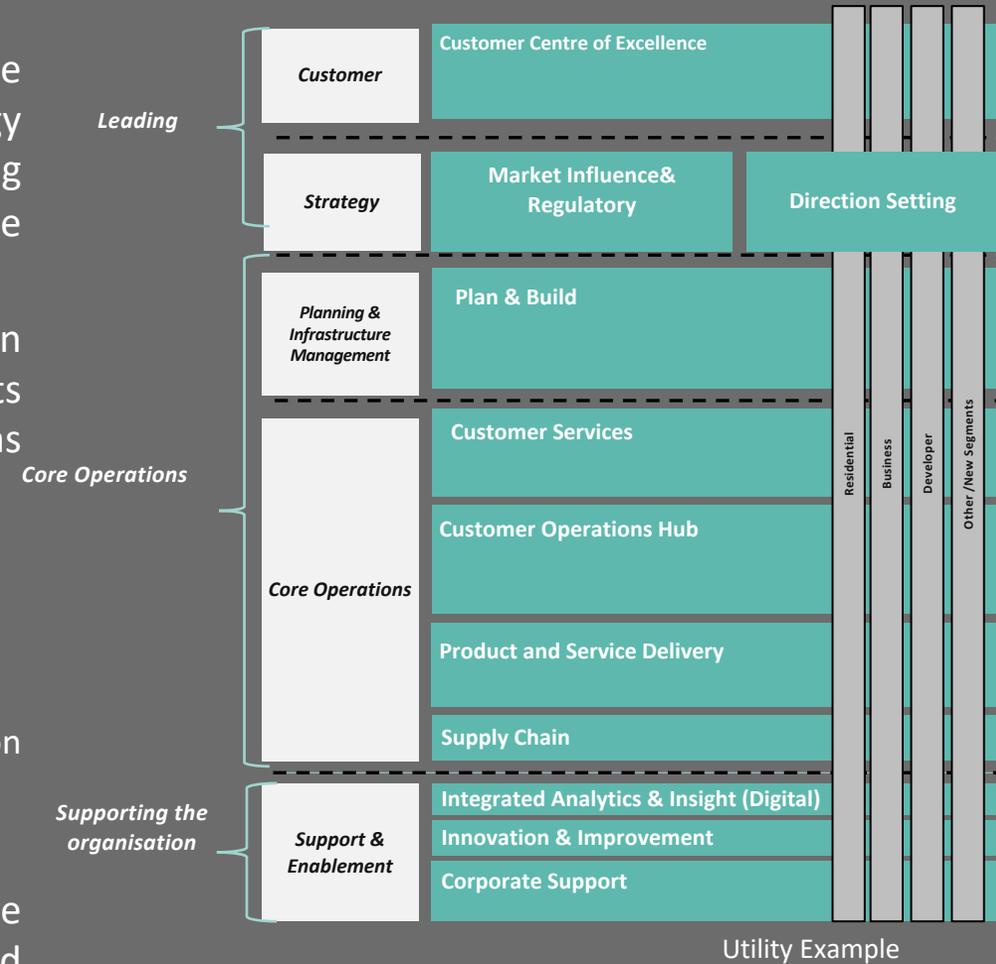
An operating model is a blueprint of the organisation vision and should not be visible from the outside of the organisation. An operating model works to deliver strategy goals by detailing the integration of people, processes, technology, and aligning operating capacities and strategic objectives through its product and/or service offering to create and deliver customer value.

An operating model has four key dimensions that are integral to the design process – strategic focus; organisational cultural; the business structures; and its functional capacity. Informing these are the design principles, and the implications and considerations.

For each of these dimensions there exist a range of options.

- Strategic focus – from product or operations centric through to customer centric
- Organisational Culture – from compliance driven through to innovation driven
- Business structures – from asset or product aligned through to capability or function aligned
- Functional capacity – from distributed or embedded through to shared and centralised

Where an organisation places itself in each of these dimensions, will help define the type of operating model necessary to achieve the strategic intent and customer outcomes.



# CORPORATE REFORM

## Value chain definition, aligning the business and strategy

Porter’s original value chain works focused on value being added largely in the delivery of the product and increased value driven by internal performance and sometimes by innovation.

This, however, creates an internal focus on value chain performance and incremental differentiation rather than on customer needs and outcomes.

Often the original “Porter Value Chain” is too rigid. As a result, many organisations have focused on defining organisational-specific sets of core processes. These are often divided along a combination of customer, product/service and channel



(Energy Utility example)

Our approach focuses on the incremental value creation through the value chain and we usually design these from right to left. From the organisational customer back to organisational strategy. Our aim is to provide, a common baseline for envisioning how to deliver high visibility value, prioritising and focusing how to achieve value, enabling the delivery of near-, mid-, and long-term value. This approach also can provide new and/or unique ways to envision internal and customer engagement and it enables the prioritisation and a managed deployment of business capabilities.

# CORPORATE REFORM

## AI Readiness Assessment

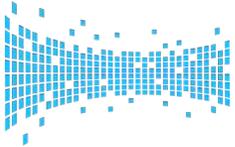


# CORPORATE REFORM

## AI Assessment Model

AI is becoming a critical driver of efficiency, and competitive advantage as well as a support structure for innovation. Successful adoption is not just technology – it requires focused strategy, organisational alignment, and the appropriate governance and security structures.

Our team takes a human-centered, interdisciplinary approach that seeks to create desirable and sustainable changes in in the organisation and its culture. The design of the key elements, articulate the case for change and support the roadmap for change development.

Exploring	Experimenting	Operational	Systemic	Transformative
				
<p><b>At Risk or Limited Awareness:</b> No formal capability exists although specific competencies may exist through small concepts and ad-hoc projects. Limited or no governance increases risk of over-early reliance and over-hyped or adverse outcomes</p>	<p><b>Isolated Capability:</b> Capability exists; it may be present in pockets within the organisation with stand-alone tools. It may not be restricted to specific areas, or solely within the primary data domain area.</p>	<p><b>Accessible Capability:</b> Integration of the isolated capabilities with the organisation begins. AI now capable of creating value with data and process governance now established. AI now presents a positive ROI</p>	<p><b>Differentiating Capability:</b> The relationship between AI and how the AI contributes to strategy and the development and delivery of customer services and internal workflows. Governance, risk management and continuous improvement are key attributes.</p>	<p><b>Strategic Support Capability:</b> The executive explicitly utilise AI to support decision making and strategic planning processes. AI now underpins innovation, automation and refinement of the business model</p>

Readiness is the foundational stage for determining if an organisation has the prerequisites (strategy, data, skills, governance, security) to commence the AI journey, then move towards an embedded and scalable, approach that drives operating model adaptations, business model revision, and presents organisational and customer value through its integration.



# CORPORATE REFORM

## AI Capability Maturity

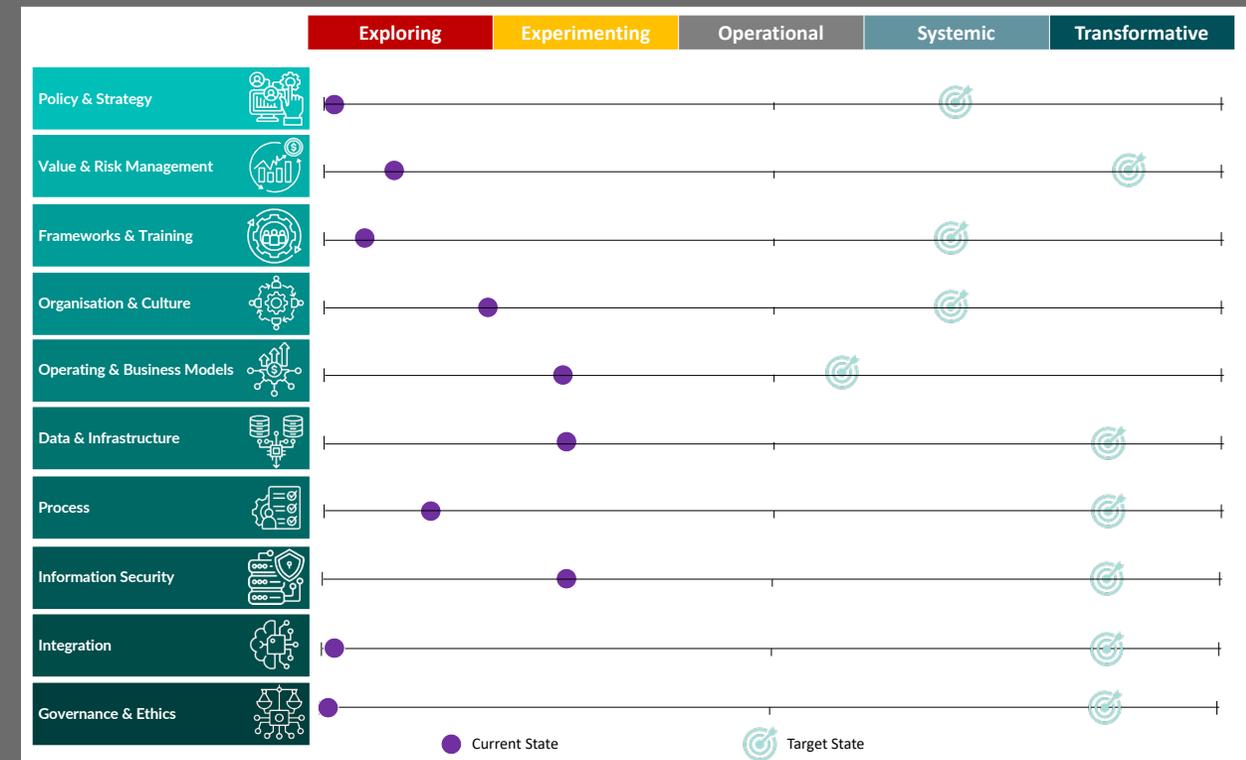
Our readiness assessments provide an unbiased perspective on organisational capability and its ability to effectively adopt AI and deploy. They provide the insights that enable moving from initial awareness, to the operationalisation of AI, then to leverage its potential transformative applications. Our approach combines multiple perspectives and attributes to identify gaps and create roadmaps for successful, scalable AI implementation.

From the outcomes of the readiness assessment, we are able to explore the potential for AI (in your organisation) through proof-of-concepts; to small-scale projects and pilots; through to scaling and embedding workflows; and facilitate the growth and maturity to where AI presents as a core capability. One that can support strategy, growth and innovation for the organisation.

Our approach ensures alignment to the organisational strategic direction and supports the integration across the value chain where wider-scale deployments are required.

### Readiness Assessment:

- **Avoids Wasted Investment:** Prevents implementing advanced approaches on ill-equipped foundations.
- **Creates Roadmaps:** Identifies gaps and prioritises actions for strategic advancement.
- **Drives Sustainable Value:** Moves beyond the hype to achieve real world, contextualised outcomes.



# CORPORATE REFORM

## Governance Services



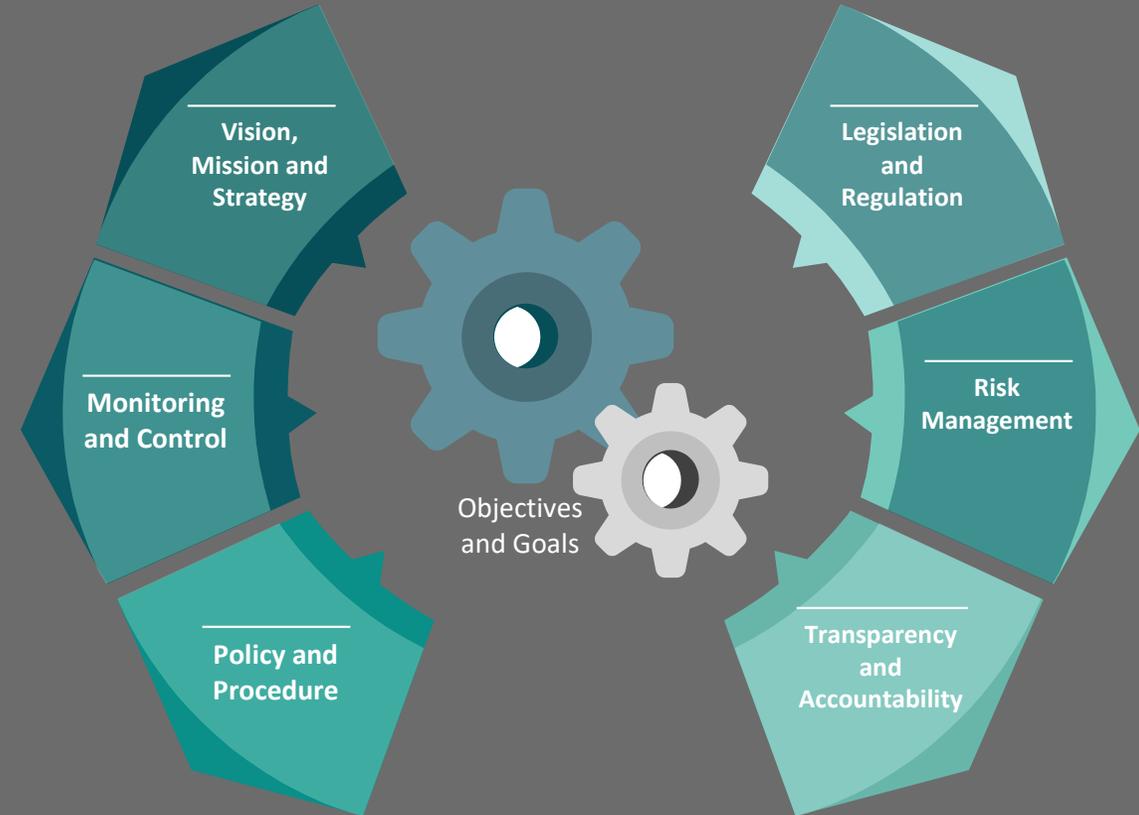
# CORPORATE REFORM

## Our Core Governance Services

Our team is able to support organisations through their governance landscape - Corporate, Procedural, Legislative and Regulatory through the development and/or review of vision, mission and strategy as well as enterprise risk, policy and procedural requirements.

Our leadership team has extensive experience working with and in, heavily regulated environments such as aviation, financial services, and utilities.

Appropriate levels of governance are essential for an organisation's long-term success, sustainability, and their ability to deliver effectively and maintain the trust of customers, shareholders and stakeholders.



# CORPORATE REFORM

## ESG Maturity Assessment Services

Our team is able to support organisations through their ESG journey, particularly those at the beginning of that journey. Our primary service is the provision maturity assessments and roadmaps. These are designed to help deliver your aspirations rather than merely getting a compliance audit and report.

Our framework encompasses a wide range of activities, including developing the response to your ESG requirements and your ability to comply with standards and legislation.

Our goal is to support your journey, rather than simply telling you what you are not doing “right”. It is more important to understand ‘where you are’ so you are able to start the journey and, importantly, to develop at a pace your organisation is able to sustain, then excel.



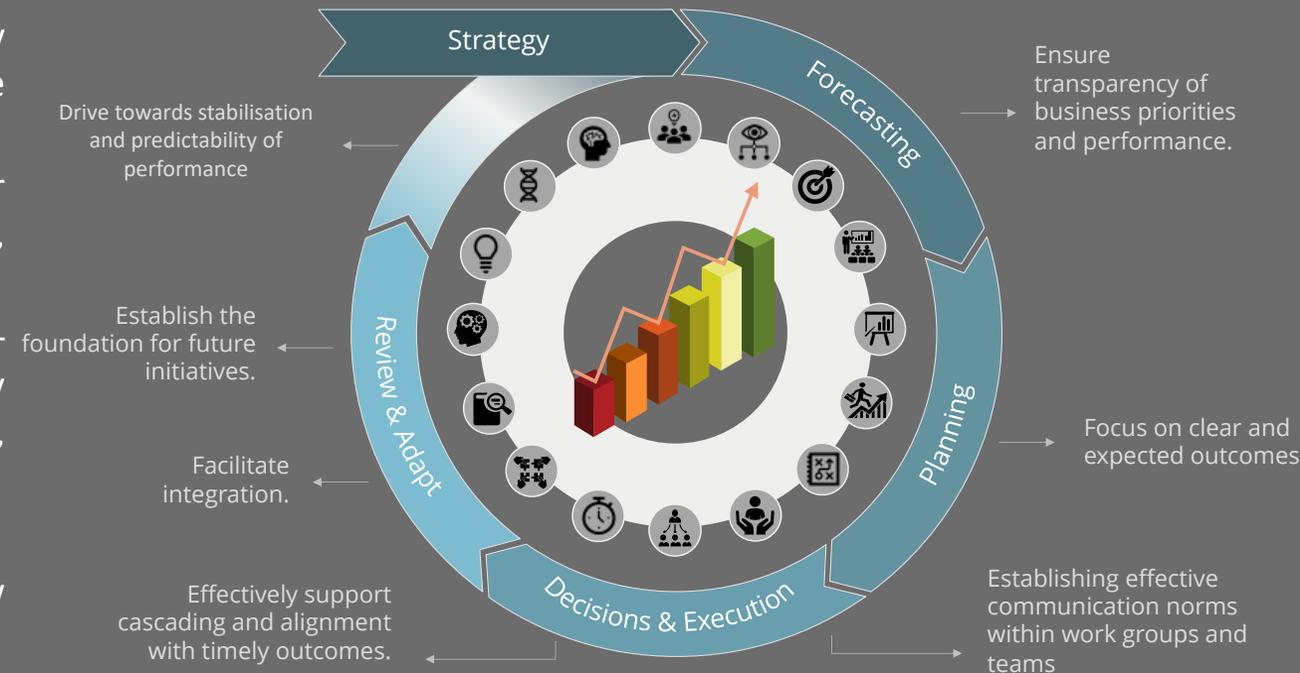
# CORPORATE REFORM

## Management Operating Systems

A Management Operating System (MOS) is a structured framework of tools, processes, meetings, and behaviours that align daily activities with strategic goals, ensuring consistent execution, performance measurement, and continuous improvement, delivering efficiently, reliably, and productively.

A MOS focuses on how work gets done through:

- **Structured Practices:** Standardised ways of working, underpinned by a continuous improvement ethos to complete tasks and manage workflows.
- **Communication & Alignment:** Ensuring everyone understands their role in the organisation, their connection to the customer, organisational and team goals and expectations
- **Meeting Cadences:** At the various levels of the organisation – Executive, Management, Teams and Frontline employees (Daily huddles, weekly reviews, shift handovers) for communication, commitment and feedback
- **Performance Measurement:** KRO and KPIs to monitor outcomes
- **Data & Tools:** Using data for decision-making and workflow automation.
- **People Development:** Coaching and mentoring to build competencies and skills



# CORPORATE REFORM

## Our Partnering Approach



# CORPORATE REFORM

## Our Three-Tier partnering model

No matter the challenge, requirement or complexity our Three Tier Partnering model provides organisations maximum flexibility as well as several engagement options.

### Tier 1 – Consultancy

Major  
Infrastructure  
Projects

Technology  
Enablement

Capability  
Development

Transformation

### Tier 2 – Managed Service Provider (MSP)

Dedicated  
Outsourced  
Programs of  
Work

### Tier 3 – Project Contracting

Contracted Resources

### Tier 1 – Consultancy

- Infrastructure Projects
- Transformation Programs
- Capability Development
- Technology Enablement

### Tier 2 – MSP

- Outsource option for:
  - Minor Works Programs
  - Category Programs & Pilots
  - SRM Programs
  - Commercial Services
  - Global and Low-cost Country Sourcing
  - Dashboards and Analytics

### Tier 3 – Project Contracting

- Fixed or long-term resources
  - Projects
  - Programs
  - Internal Roles – BAU

# CORPORATE REFORM

## Our Leadership Team



# CORPORATE REFORM



**MICHEAL MALLON**

## **DIRECTOR**

Micheal leads the strategy and transformation practice. He is transformation & business improvement executive with a functional operational excellence focus. Micheal has over 30 years' experience in leadership roles within SME, corporate and public sector organisations.

Micheal's experience has encompassed : Aerospace & Defence, Utilities (Power & Water), Manufacturing, Infrastructure; Government; FMGC; Design & Construction; & Facilities Management



 **SHANE LAMONT**

## **GROWTH & DELIVERY PARTNER**

Shane is part of the broader Corporate Reform team. Shane is a former CPO / Head of Supply Chain at Sydney Water and has extensive experience commercial leadership experience across multiple asset-heavy industry sectors including manufacturing, rail, petrochemical & mining.

Shane's experience has encompassed: Renewable Energy; Utilities (Power & Water); Rail; Oil & Gas; Government; Infrastructure; and Heavy Manufacturing



**DR SALLY-ANN JOSEPH**

## **DIRECTOR**

Sally leads governance and sustainability practice within Corporate Reform. Sally focus is ensuring regulatory and legislative compliance as well as lead in the ESG offerings.

For nearly 20 years Sally has focused on the implementation of major regulatory, legislative and accounting standard and governance changes. Sally's experience covers Financial Services (Banling Insurance & Superannuation), Petrochemical & Higher education



**CHRIS GOULD**

## **DELIVERY PARTNER**

Chris is part of the broader Corporate Reform team. Chris is a former Chief Commercial Officer at Sydney Water and seasoned strategy and infrastructure executive with over 20 years of experience across 25 countries, blending global insight with local expertise.

His focus spans consulting (Strategy & Transformation), utilities (Power & Water), transport (Rail & Aviation) and multiple government agencies

# CORPORATE REFORM

Seeing what's real, not just reflections...

## Additional Products

# CORPORATE REFORM

## Technology Interface & Enablement

- Blueprint assessment
- Voice of the business
- Business requirements
- Scope definition or re-design
- Case for change
- Program delivery oversight

## Data, Analytics & Dashboards

- Data and analytics management
- Performance framework design
- Decision Support and business case inputs

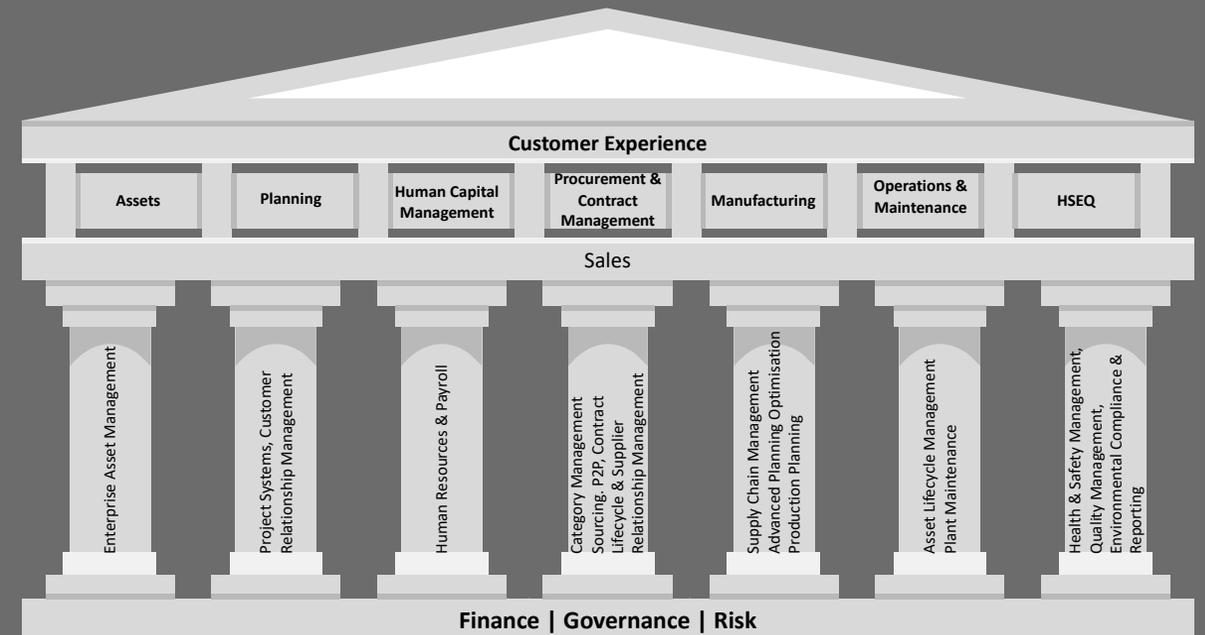


# CORPORATE REFORM

## Alignment of technology to the Value Chain

Creating alignment through the value chain through and integrated technology platform enables:

- Presentation of the organisation in an end-to-end perspective;
- Enables streamlined collaboration
- Improves the availability of information
- Increases visibility of, and connection to your strategy
- Provides the vehicle to harmonise process
- Provides the standardised data
- Improves planning and scheduling activities.
- Aids in embedding or improving sustainability;
- Improved management of contractor workforce and assets;
- Enables better management or minimisation of risk



# CORPORATE REFORM

## Data Governance and Management

Data Governance is described as a system of decision rights and accountabilities. Its focus is information-related processes, that need to be executed according to agreed-upon models. These models describe who can take what actions with what information, and when, under what circumstances, using what methods.

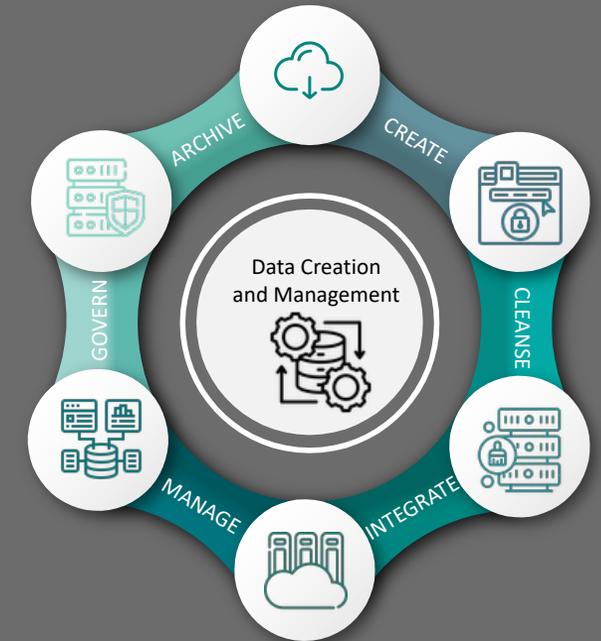
Its aim is ensuring “One Single Source of Truth” – Data quality, transparency, consistency and currency.

The Principles of Data Governance include:

- Rules & Standards
- Roles & Responsibilities
- Controls
- Risk Management
- Quality
- Infrastructure
- Training
- Communication
- Security
- Consolidation

Key to enabling effective data governance are:

- Ownership and accountability of data and its sources
- Roles and responsibilities associated with all aspects of the data
- Segregation of duties – create, change, view and review
- Active management of currency and quality

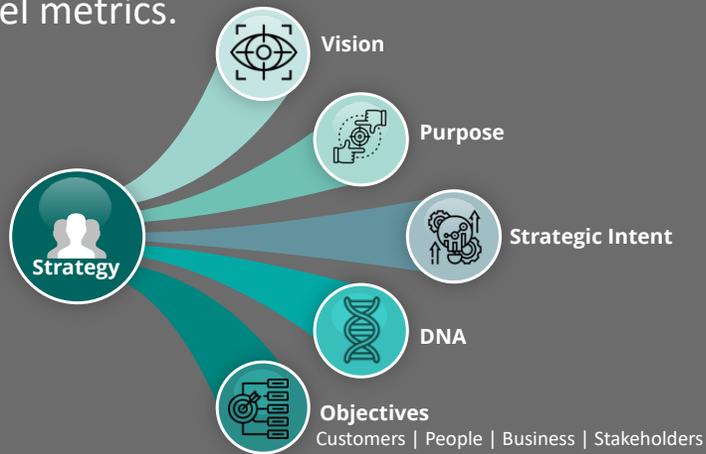


# CORPORATE REFORM

## Performance Framework Design

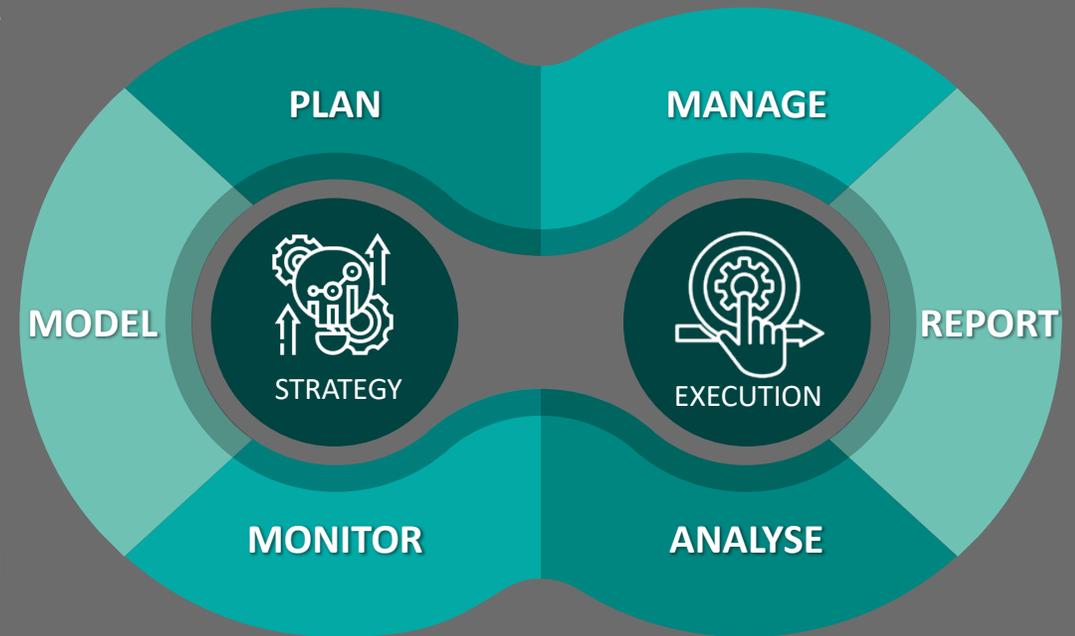
Any performance management framework begins with the measurement of the achievement of the strategic objectives or perspectives.

Key metrics must be defined against these objectives. What needs to be measured, how does it get measured and its significance against the other organisational level metrics.



For each key organisational functional area, objectives, measures and targets must be defined and linked to, and aligned with, the organisational-level (strategic) objectives.

These measures can be presented as key result areas, key metrics (top line performance) and key performance indicators (maturity and/or achievement of functional objectives).



# CORPORATE REFORM

Seeing what's real, not just reflections...



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