Corporate Reform

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

Strategy and Transformation Services
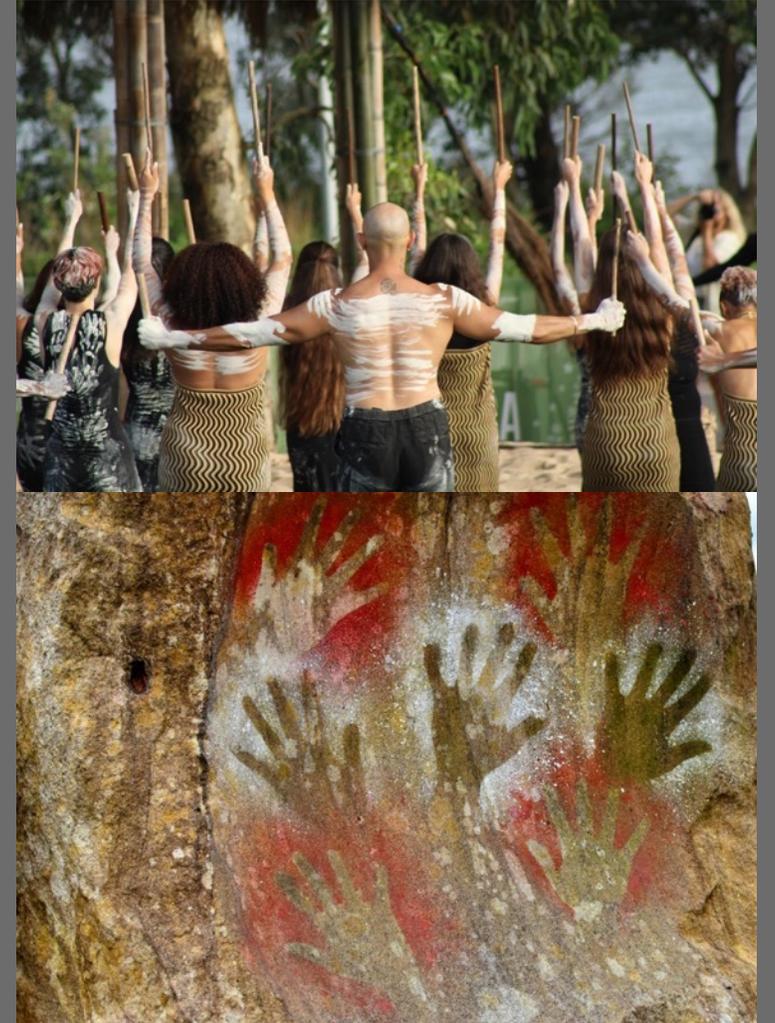
Release

Growth & Delivery Partner

November 2025

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

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 and 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 in the organisation and its culture. They design the key elements, articulate the case for change and develop the roadmap for the change.

Sustainability and 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 and 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 experiences 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 form 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

Australia's Transformation Landscape

In Australia,
70% of transformational change initiatives fail to fully meet their goals

53% ROI
Australia has a significant focus on Digital optimisation and uplift programs. However, the returns are often less than forecast

71%
Leaders expecting workforce shortages to negatively impact productivity and growth

Agility and Flexibility
Organisations see grater organisational agility & flexibility as a major challenge foe the next 3 to 5 years

Cost Pressures
Inflation driven cost controls are a significant challenge in delivering effective transformations

38%
Business leaders see the evolving regulatory process (& reporting) as a significant challenge.

Employee Sentiment
Significant rise in burnout (40%) and a decrease in overall engagement levels

Visible Leadership
A significant contributing factor to transformation success are the Business Leaders themselves

46%
Organisations see identifying and growing future market opportunities and a long-term challenge

Strategic Priorities
Organisations are focusing on productivity, cost control, digital optimisation and sustainability

Corporate Reform

Public 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.

GOVERNMENT AND PRIVATE SECTOR EXPERIENCE	SPECIALIST FRAMEWORK AND TECHNICAL WRITING TEAM	LEVERAGE EXISTING IP AND METHODOLOGIES	ADDITIONAL VALUE FOR MONEY	CONFLICT FREE AND HIGH COLLABORATION
• We have deep experience and expertise in delivering programs and projects across all levels and jurisdictions of government. • We understand Private Sector challenges about doing more with the same or less and compliance requirements particularly when dealing with governments.	• We have a specialist Frameworks team that has delivered a wide range of 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.	• 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.	• 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	• 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 is placing growing demand on aging infrastructure assets, complicated by local and global supply chain volatility.

- Rising costs and higher expectations which may be realised in a revision Pricing Frameworks requiring savings within organisations.

- Emerging environmental concern areas (PFAS, diffused pollution sources, ESG compliance), combined with need to be more sustainable.

- Increased community/customer expectations on sustainability with pressure to boost renewable assets and reduce emissions.

- The regulatory landscape is shifting leading to increased regulatory pressure, particularly for the ESG reporting and the energy and water sectors.

- Unpresented 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 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

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

Corporate Reform

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

Strategy and Transformation Services

Strategy Development

Corporate Reform

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

Transformation Design and Capability Maturity Assessment
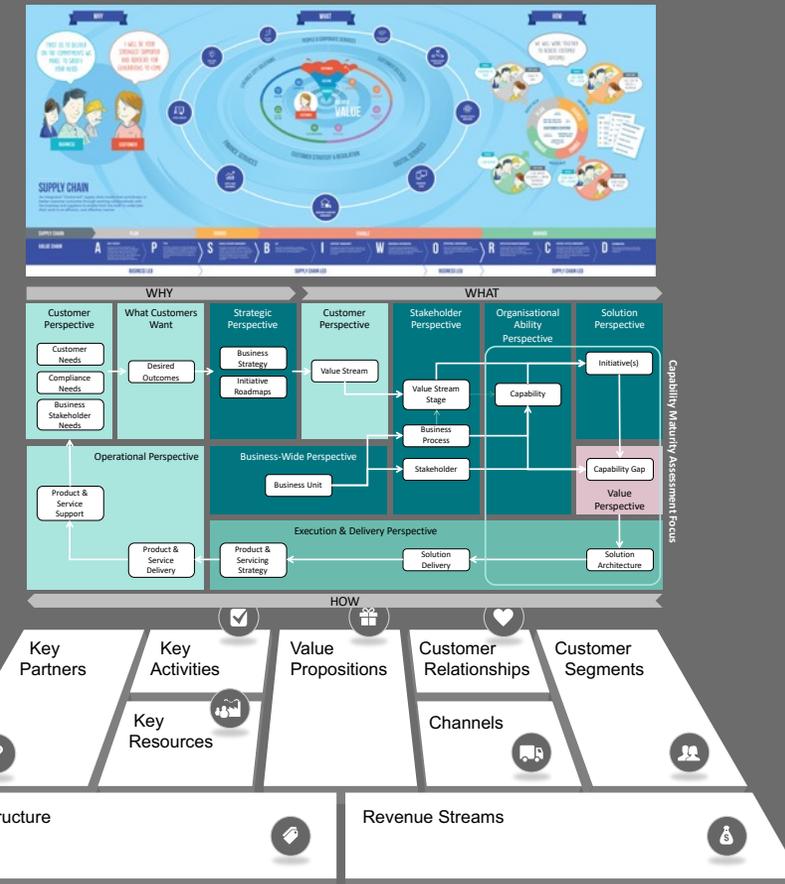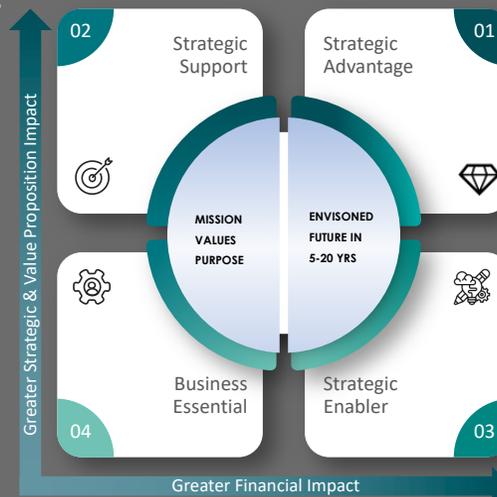
Corporate Reform

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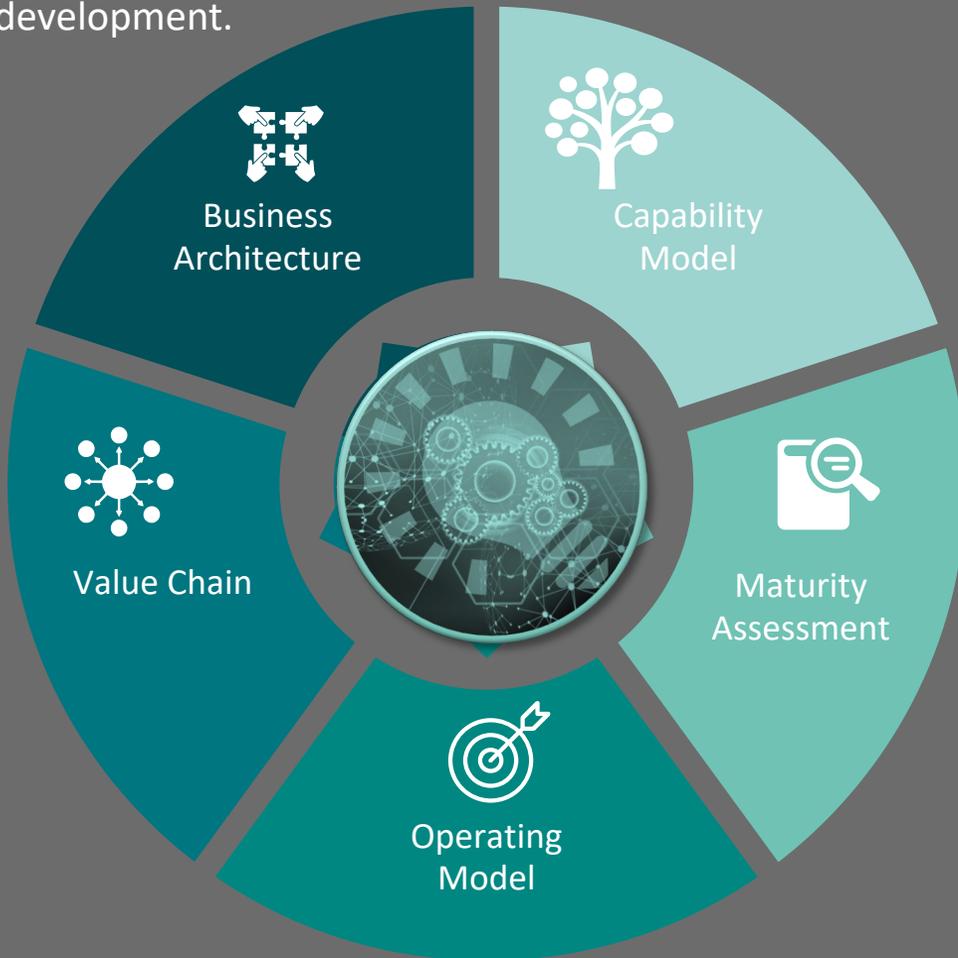
Business Architecture
The what why and how that defines the future-state organisation.

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

Value Chain
Definition of contextualised functional or organisational representations describing what they do

Business Architecture as a Frame of Reference

Utilising a business architecture frame of reference provides greater precision in initiative/project prioritisation and sequencing through alignment with the strategic roadmap and customer key performance indicators.

It supports Informed business decisions through the identification of capability gaps/overlaps, misalignments between value propositions and delivery channels

A business architecture frame of reference provides improved definition of business cases through aligning customer/stakeholder needs and capabilities
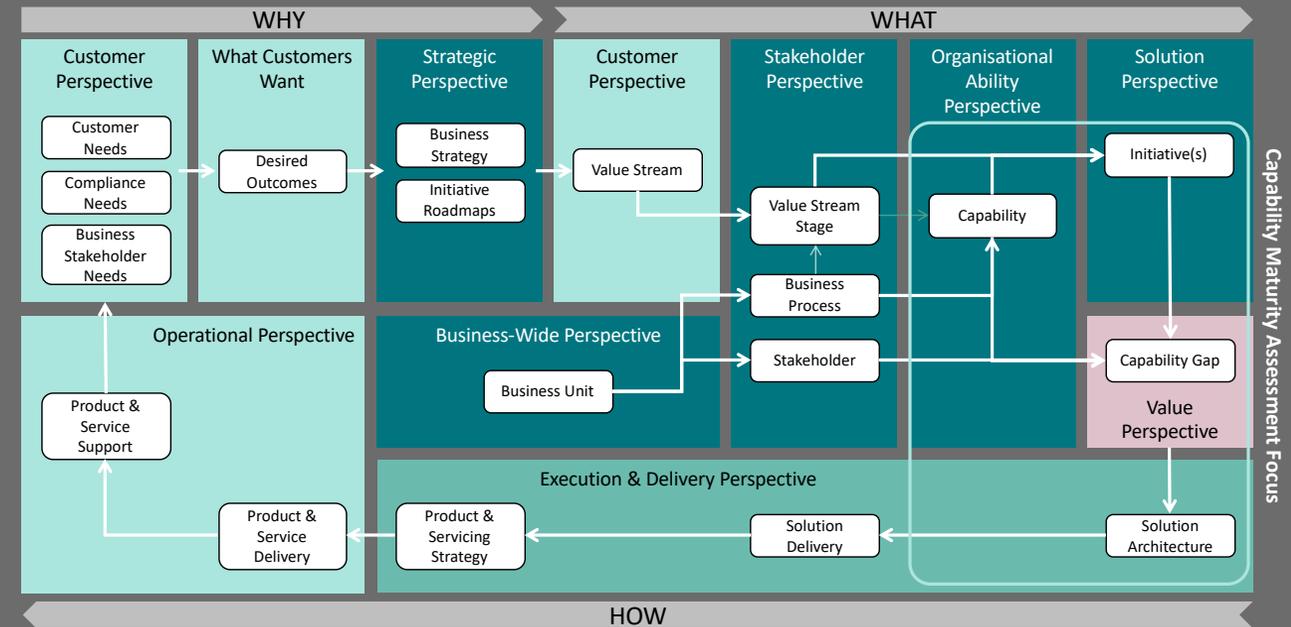
This framework approach is very effective for the identification of business functions requiring the same or similar capabilities for reuse.

An ability to provide accurate, consumable business requirements that define intended business objectives through a language understood by both the business and IT

Business Architecture provides a consistent framework for aligning what customers want against what the organisation provides as well as driving continuous improvement in value delivery by closely defining value and capability gaps

Corporate Reform

Capability Models or Capability Landscapes

Capabilities define what an organisation needs to be able to do to execute its business strategy.

Capabilities are:

- Stable & Unique
- Abstracted from the organisational model
- Provide a business-centric view of an organisation
- Defined once for an organisation
- Capabilities can have constituent elements - sub-capabilities

Capabilities describe and define **what** the business does and represent the basic building blocks of the organisation. These building blocks inform the organisation's people, process, and technology requirements.

Capabilities do not communicate or expose the Where, Why, or How, something is done and do not represent the skills and competencies of people.

An automated capability is still a business capability - not an IT capability

Level 1 Capability model examples –
A Utility organisation and a Finance and Corporate Services business unit

Customer
- Customer Intelligence
- Customer Experience & Interaction
- Customer Value Proposition

Strategy

Direction Setting

Customer Strategy	Corporate Strategy	Brand Strategy
Asset Strategy & Policy	Product & Services Strategy & Policy	Information Strategy
Knowledge Standards & Strategy	Data Strategy & Governance	Corporate Governance
Organisational Risk Management	Technical Standards & Legislation	Environmental Management
Safety Management	Business Planning	Performance Management
Business Architecture	Product & Services Strategy & Policy	Portfolio Management
Investment Decision-making	Change Management	Business Entity Management

Market Influence & Regulatory Management

Stakeholder & investor Relations	Corporate Social Responsibility	Corporate Environmental Responsibility
City Shaping	Public Affairs & Communication	Market & Commercial Intelligence
Partnerships & Alliance Development	Policy & Regulatory Management	Legal & Regulatory

Infrastructure Management
- Asset Management Planning
- Property & Interests Management
- Product & Services Planning
- Design & Build Service Infrastructure
- Operational Readiness
- Program & Project Management

Operations

Customer Servicing

Customer Relationship Management	Customer Acquisition	Quality Control & Assurance
Customer Accounts Management	Operations & Maintenance Decision-making	Incident Management
Asset Operations	Service Fault Resolution	Business Continuity Management
Remote Monitoring & Control	Maintenance Delivery	

Supply Chain

Supply Chain Policy & Strategy	Category Management	Contract Lifecycle Management
Supply Chain Planning	Strategic Sourcing	Inventory Management
Supply Chain Governance	Supplier Relationship Management	Warehouse Management
Network Design	Resource Management	

Support & Enablement

Digital

Analytics & Insights	Data Management	Digital Enablement
Digital Customer Experience	Digitally Enabled Workforce	Incident Management

Innovation & Improvement

Rapid Innovation	Innovation incubation	Continuous Improvement

Shared Services

Information Systems	IT Service Management	Data Security & Service Management
Metering	Customer Billing	Financial Accounting

Business Partnering

Business Partnering & Support	Learning & Development	Organisational Support
Workforce		Human Capital Management
		Management Accounting

Strategic

Strategy Management	Customer Management
Communication Management	Investment Decision-making
Business Entity Management	Investment Management
Market Management	Business Plan Management
Policy & Regulatory Strategy	Governance, Risk & Control
Brand Management	Business Partner Management

Finance Operations

Customer Impact

Policy & Regulatory Management	Financial Instrument Management	Inquiry Management
Product & Service Management	Contract Management	Information Management
Asset Management	Government Relations Management	Finance Management
Collateral Management		

Operational Support

Data Governance & Management	Channel Management	Analytics & Insights

Support & Enablement

Order Management	Research Management
Location Management	Work Management
Facility Management	Incident Management
Program Management	Job Management
Human Resources Management	

Corporate Reform

An example of an end-to-end Supply Chain level 2 Operating Model (Supply Chain)

Level 1

Strategic Partners and Suppliers

Internal business partners

1.1 Vision & Strategy	1.2 Organisational Alignment

2.1 Demand Planning	2.2 Supply Planning	2.3 Inventory (spares, P&E, rotables) Planning

3.1 Supplier Relationship Management	4.1 Category Management	5.1 Contract Pre Award
3.2 Supplier Performance Management	4.2 Strategic Sourcing	5.2 Contract Delivery
		5.3 Contract Compliance and Close

6.1 Requisition to Receive	6.2 Invoice to Payment

7.1 Warehousing Operations	7.2 Inventory (spares, P&E, rotables) Management	7.3 Decommissioning & Waste Management

8.1 Policy & Governance	8.2 Process Management	8.3 People Management	8.4 Performance Management	8.5 Change Management & Communications

9.1 Data & Information Management	9.2 Knowledge Management	9.3 Source to Pay Technology	9.4 Warehouse & Inventory Management Technology

Level 1 diagram labels:
- 1. Strategy
- 2. Integrated Planning
- 3. Supplier Relationship Management (SRM)
- 4. Category Management & Strategic Sourcing
- 5. Contract Lifecycle Management (CLM)
- 6. Buy (R2P)
- 7. Inventory Management
- 8. Governance
- 9. Digital Landscape - Analytics & Reporting
- Strategic Partners and Suppliers
- Internal business partners

Corporate Reform

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.

Foundational	Emergent	Established	Dynamic	Strategic
Fragmented or No Awareness: No formal capability exists although specific competencies may exist in the organisation	**Isolated Capability**: Capability exists, are present in pockets within the organisation. This is not restricted to specific organisational areas, or the primary domain area.	**Accessible Capability**: Integration of the isolated capabilities with the organisation begins with established service management of the capability	**Differentiating Capability**: The relationship between the capability and how the capability contributes to strategy and the development and delivery of organisational product and services	**Strategic Support Capability**: The executive explicitly references the capability to support decision making and strategic planning processes

Strategic:
Governance, Risk & Control

What does it include
- Legal & Regulatory Compliance
- Business Continuity Management
- Organisational Risk Management
- Audit and Assurance

Impact on Customer
High

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

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
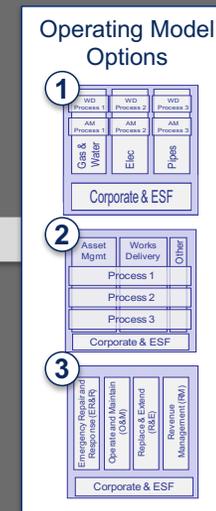- We understand the recovery plans and the direct and indirect financial impacts

What stops us or holds us back

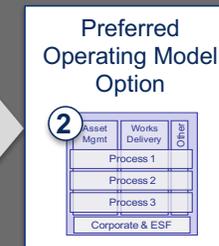| People Enablers — Medium	Process — Medium	Technology & Data — Medium	Assets / Business Infrastructure — Medium
- No engagement from the business to assist with risk identification or controls. - No involvement of finance in the development of Business Continuity Plans - Lack of role clarity for the finance team - No workload capacity - Limited understanding of the information within the business continuity plans	- Manual processes within the business lead to data entry errors - No consistent approach between all business units - Lack of governance for change approval (e.g. prices in LinenWeb)	- No visibility of business data - Business systems not integrated with Finance system - Poor categorization of data as financial data or operational data - No definition about the business data that is provided. - Limited understanding of the information within the business continuity plans	- Network issues - No information about operational system upgrades - No engagement when considering upgrades for the Finance system

Inputs

Design Principles & Implications

Operating Model Options

Decision Criteria

Preferred Operating Model Option

Corporate Reform

Capability Maturity Assessment

Strategic

Strategy Management	Customer Management
Communication Management	Investment Decision-making
Business Entity Management	Investment Management
Market Management	Business Plan Management
Policy & Regulatory Strategy	Governance, Risk & Control
Brand Management	Business Partner Management

Finance Operations

Customer Impact

Policy & Regulatory Management	Financial Instrument Management	Inquiry Management
Product & Service Management	Contract Management	Information Management
Asset Management	Government Relations Management	Finance Management
Collateral Management		

Operational Support

Data Governance & Management	Channel Management	Analytics & Insights

Support & Enablement

Order Management	Research Management
Location Management	Work Management
Facility Management	Incident Management
Program Management	Job Management
Human Resources Management	

A Finance and Corporate Services business unit Capability Model/Landscape – Maturity Representation

November 2025

Corporate Reform

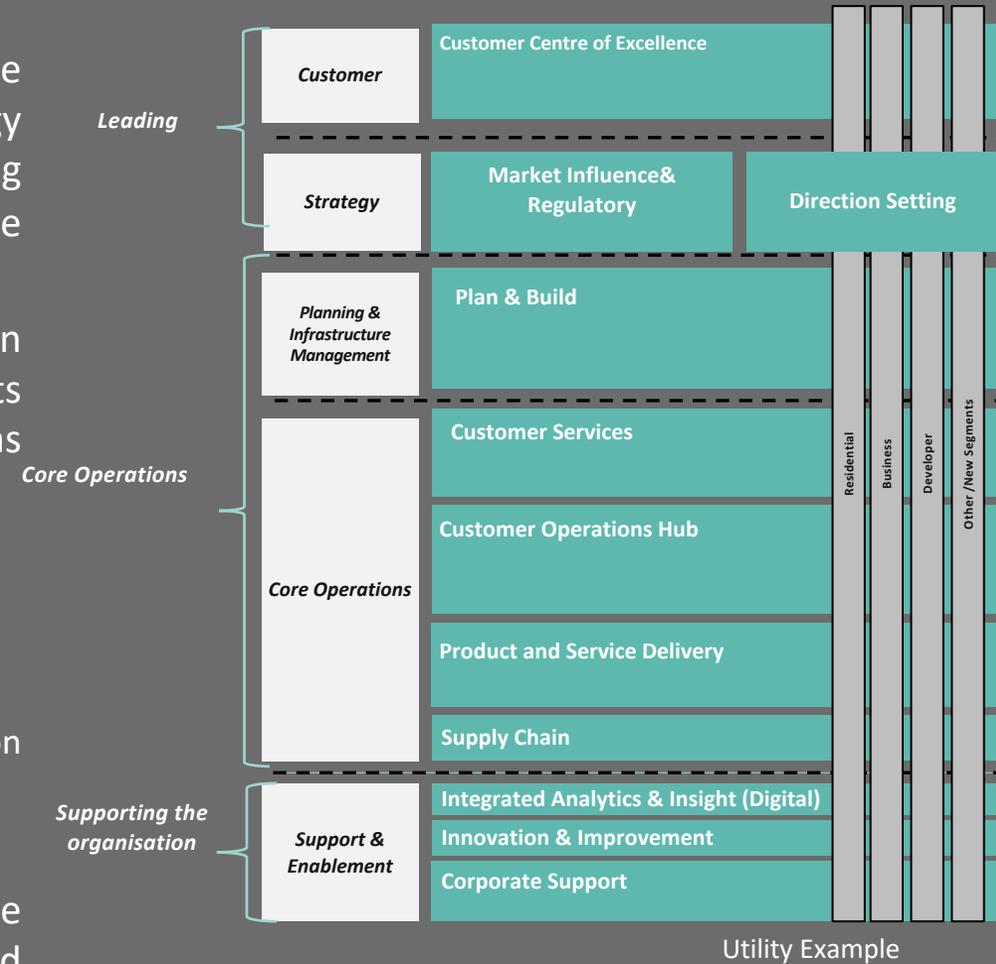## Operating Model Design

Corporate Reform

Operating Model Design

An operating model is a blueprint of the organisation vision and should not 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.

Leading
- Customer — Customer Centre of Excellence
- Strategy — Market Influence & Regulatory | Direction Setting

Core Operations
- Planning & Infrastructure Management — Plan & Build
- Core Operations — Customer Services; Customer Operations Hub; Product and Service Delivery; Supply Chain

Supporting the organisation
- Support & Enablement — Integrated Analytics & Insight (Digital); Innovation & Improvement; Corporate Support

Segments: Residential | Business | Developer | Other /New Segments

Utility Example

Corporate Reform

Future-State operating model design principles (example)

Compliant to CPRs and the PGPA Act

Designed for volume and spend profile
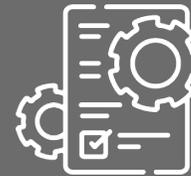
More proactive than reactive

Standardised approaches – source to contract

The exception is the "Exception" not the norm

Technology enabled change

Increased transparency and reporting

Built on category management principles delivered through contract management

Integrated and aligned planning

Procurement enables business self-serve

CR

Corporate Reform

Operating Model Design Options

Each option aims to embed a functional area awareness, understanding and connection into the business a different (Procurement example)

Centralised Model

Business: Vision & Strategy | Planning | Business Engagement & Alignment | Governance
Core Operations: Category Management | Sourcing | Supplier Relationship Management (SRM) | Contract Lifecycle Management (CLM)
Analytics & Reporting
Support & Enable: Buy (R2P) | Inventory Management

Centre-Led Model

Business: Vision & Strategy | Governance | Business Engagement & Alignment | Business Partnering | Business Partnering | Business Partnering | Business Partnering | Planning
Core Operations: Category Management | Sourcing | Supplier Relationship Management (SRM) | Contract Lifecycle Management (CLM)
Analytics & Reporting
Support & Enable: Buy (R2P) | Inventory Management

Embedded Model

Business: Vision & Strategy | Governance | Business Partnering | Sourcing | CLM | Planning
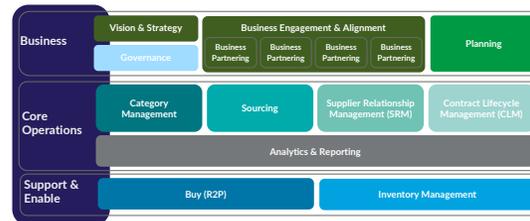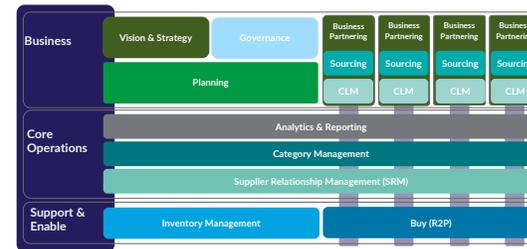Core Operations: Analytics & Reporting | Category Management | Supplier Relationship Management (SRM)
Support & Enable: Inventory Management | Buy (R2P)

Matrix Model

Business: Vision & Strategy | Governance | Business Partnering | Sourcing | CLM | Planning
Core Operations: Analytics & Reporting | Category Management | Supplier Relationship Management (SRM)
Support & Enable: Inventory Management | Buy (R2P)

Focused Business Experience	Differentiated Business Experience	Collaboration & Integration	Collaboration, Integration & Innovation
• **Position:** All Procurement capabilities are owned and enacted within Procurement	• **Position:** All Procurement capabilities are owned by Procurement. The "Strategic Support" & "Advantage" capabilities enacted within & the focus of Procurement	• **Position:** All Procurement capabilities are owned by Procurement. The capabilities are embedded across the organisation	• **Position:** All Procurement capabilities are owned by Procurement. The capabilities are embedded across the organisation
• **High level Implication:** All Procurement processes and activities are conducted solely within Procurement	• **High level Implication:** Procurement focuses on the "value-add" processes and capabilities to uplift the organisation	• **High-level Implication:** Procurement focuses on ensuring strategic outcomes. Tactical & Operational outcomes are managed within the businesses	• **High-level Implication:** Procurement focuses on ensuring strategic outcomes. Tactical & Operational outcomes are managed within the businesses
• **Rationale:** The level of Procurement Capability Maturity is generally "Foundational" or "Emerging" across the organisation	• **Rationale:** The level of Procurement Capability Maturity is "Emerging" to "Established" across the organisation. The nature of the organisation requires some decentralisation	• **Rationale:** The level of Procurement Capability Maturity is "Dynamic" across the organisation. The organisational culture enables the outcome.	• **Rationale:** The level of Procurement Capability Maturity is "Strategic" across the organisation. The organisational culture enables the outcome.
• **Outcome:** Everything is centralised until maturity levels have reached at least "Established". Process and operational excellence	• **Outcome:** The emergence of the internal consultant. "Business Necessity" and "Essential" (where applicable) capabilities are "outsourced" under Procurement governance	• **Outcome:** The embedding of the internal consultant. Procurement plays a governance role with a focus on strategic outcomes. Procurement is connected vertically and horizontally to the Business. Reporting is solely to Procurement	• **Outcome:** The embedding of the internal consultant. Procurement plays a governance role with a focus on strategic outcomes. Procurement is connected directly to the Business with resources accountable to the Business and Procurement.

The key differences are the level of centralisation, culture, governance, reporting lines and the delivery mechanisms

Value Chain Definition

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

Asset Strategy	Asset Planning	Category Management	Strategic Sourcing	Supplier Relationship Management	Contract Lifecycle Management	Buy	Material Management	Warehouse & Logistics	Design & Construct	Operate & Maintain	Decommission

- Business led
- An integrated procurement & supply chain provides collaboration and the link between strategy and delivery
- Business led
- 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

- Provides the best outcome for customers
- Embraces diversity, forward thinking & enables our people to deliver value
- Operates as a lean and efficient business that is looking for growth opportunities
- Builds trusting relationships
- Delivers sustainable shareholder outcomes
- Manages assets to deliver safe and reliable services

(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

Water Utility Value Chain

Asset Strategy	Asset Planning	Category Management	Strategic Sourcing	Supplier Relationship Management	Contract Lifecycle Management	Buy	Material Management	Warehouse & Logistics	Design & Construct	Operate & Maintain	Decommission
Business led		An integrated procurement & supply chain provides collaboration and the link between strategy and delivery								Business led	
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		

Government Health Value Chain

Strategy	Operational Planning	Category Management	Strategic Sourcing	Supplier Relationship Management	Contract Lifecycle Management	Buy	Inventory Management	Health Operations	Health Service Delivery	Decommission / Disposal
Business led		An integrated procurement & supply chain provides collaboration and the link between strategy and delivery							Business led	
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		

Manufacturing Value Chain

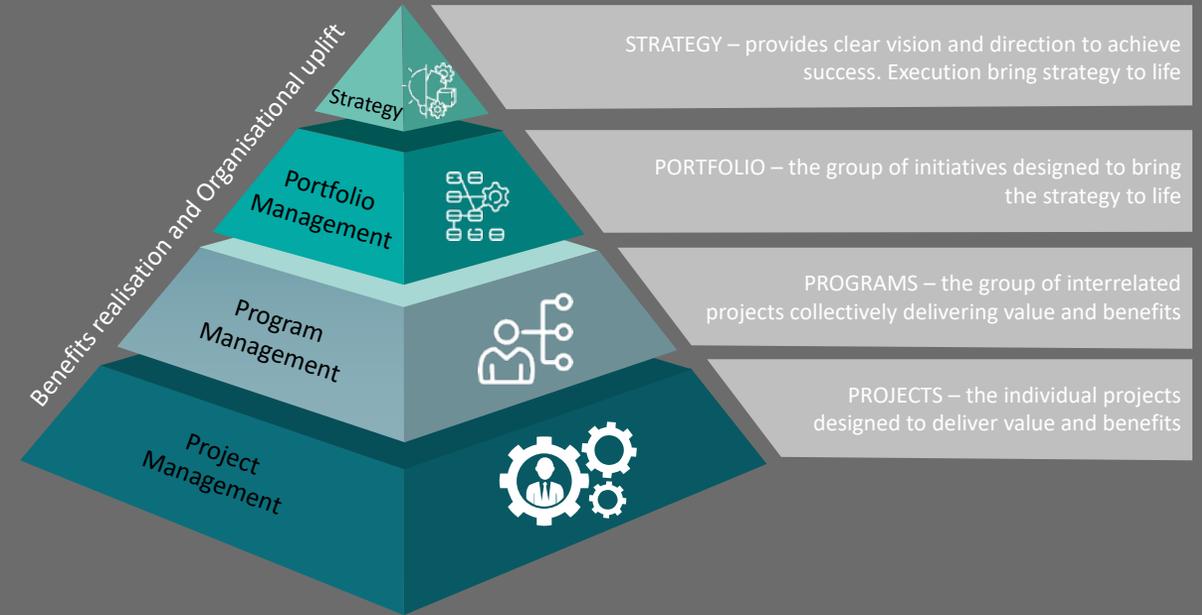| Strategy	Product Design	Sales & Operational Planning	Category Management	Strategic Sourcing	Supplier Relationship Management	Contract Lifecycle Management	Buy	Inventory Management	Sales	Production Planning	Manufacture	Warehouse & Distribution
	Business led		An integrated procurement & supply chain provides collaboration and the link between strategy and delivery						Business led			
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

Commercial Services

Program and Portfolio Management

Capital Planning and Portfolio Management

Our team utilise a framework to ensure that the identified bodies of work align with the organisational and strategic goals. This framework encompasses the evaluation of initial scopes based on key parameters, risk reduction assessments and the prioritisation of the proposed programs or projects.

Additionally, to ensure strategic alignment we can also undertake the review and development of the scope and/or specification statements, identification and management of the apportionment of resources (capital and human) at the portfolio and /or program level, establishing the performance monitoring parameters and organisational integration.

Often portfolio and program bodies of work underpin capital expenditure, our team is able to support with the development of the strategic-level business case as well as the end-to-end procurement of the proposed asset(s).

Benefits realisation and Organisational uplift

- Strategy
- Portfolio Management
- Program Management
- Project Management

STRATEGY – provides clear vision and direction to achieve success. Execution bring strategy to life

PORTFOLIO – the group of initiatives designed to bring the strategy to life

PROGRAMS – the group of interrelated projects collectively delivering value and benefits

PROJECTS – the individual projects designed to deliver value and benefits

Corporate Reform

Program and Portfolio Management

Project Development, Business Cases and Project Evaluations

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

Our team is able to take the initial concepts and convert them into a set of coherent and tangible deliverables. We are able to develop the timing and resource requirements based on the pro-forma delivery timeframes. Our team can then take these outputs to the next lifecycle stage and develop a business case.

01 Concept

Requirements **02**

03 Design & Planning

Business Case **04**

05 Procurement

Delivery **06**

07 Review

A business case must be seen as a decision-making tool to gain stakeholder/stakeholder approvals and funds apportionment by providing an evidence-based argument for the initiative, ensuring it aligns with strategic and regulatory requirements.

We are also able to provide an unbiased evaluation prior to launch or at the closure of a specific project and provide specific actionable recommendations in a comprehensive report.

Corporate Reform

Commercial Transaction and Franchising Support

Our team can provide commercial transaction and franchising support services that can support organisations with the legal and operational aspects of franchising whether entering, operating or exiting. the types of support can include independent advice on franchise agreements, assistance with regulatory compliance for the new ACCC Code of Practice, and operational guidance.

Some of the key areas include:

- Initial setup
- Ongoing operations
- Dispute resolution
- Due diligence
- Negotiation
- Compliance
- Financial planning
- Operational training

Ongoing operations

Initial setup

Compliance

Due diligence
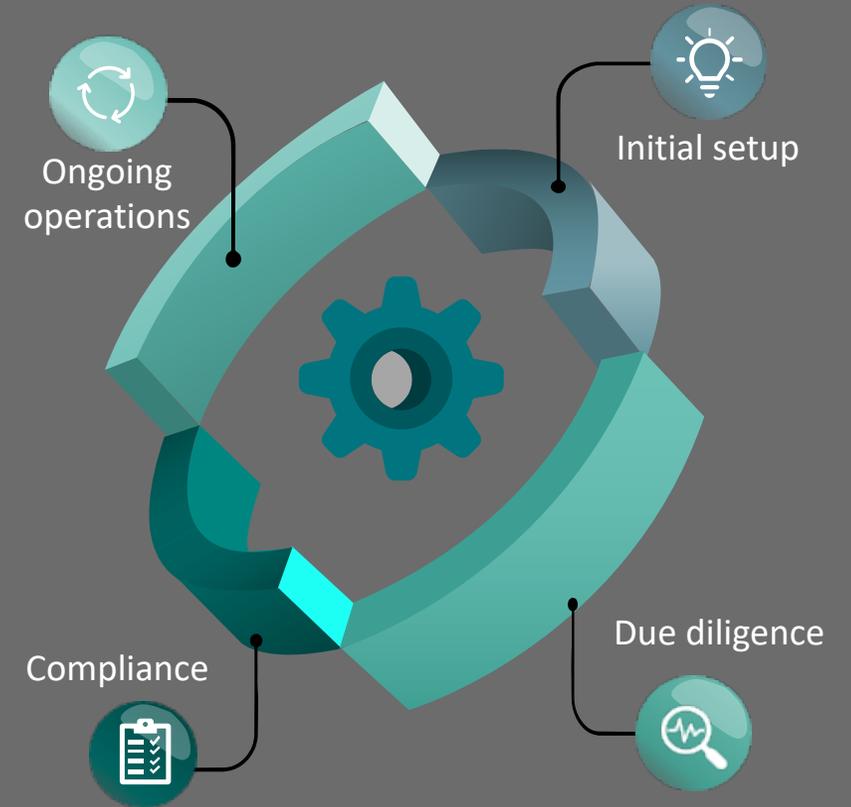
Our Partnering Approach

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

November 2025

Corporate Reform

Our Leadership Team

Corporate Reform

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

MICHEAL MALLON

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

SHANE LAMONT

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

DR SALLY-ANN JOSEPH

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

CHRIS GOULD

November 2025

Corporate Reform

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

Our Broader Product suite

Corporate Reform
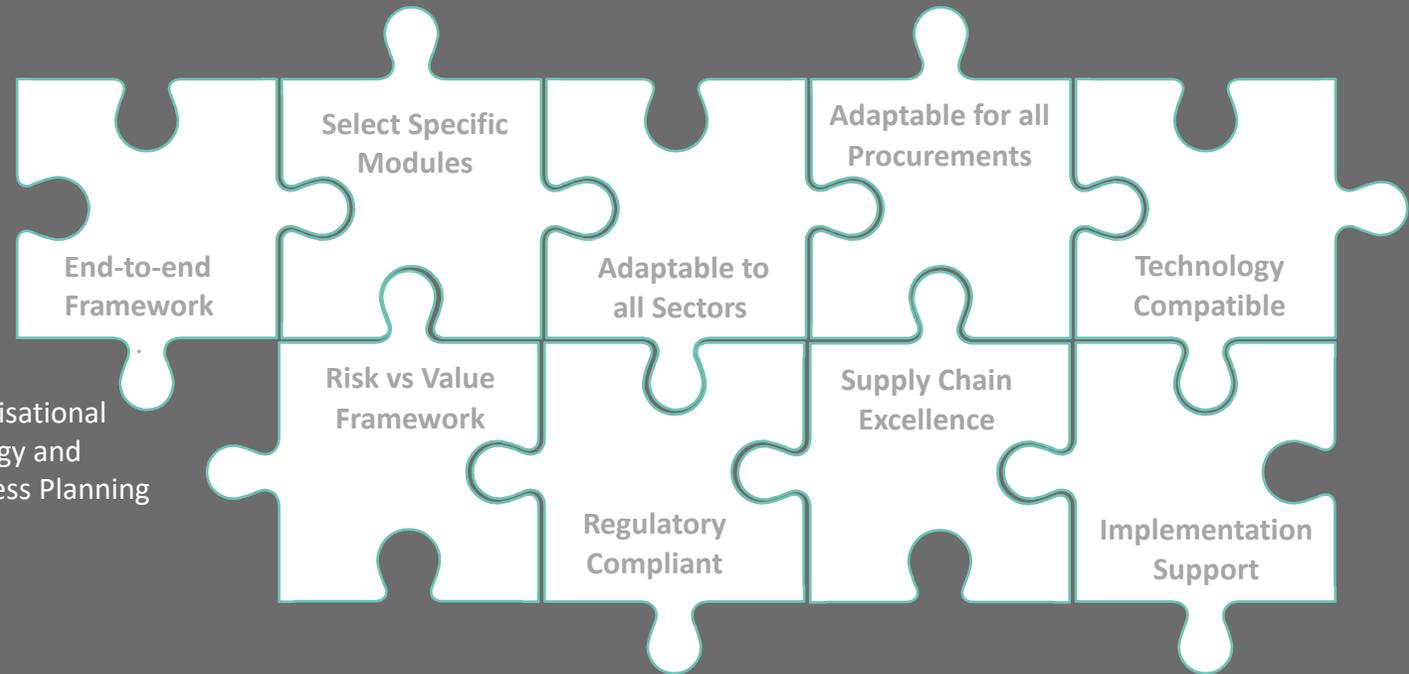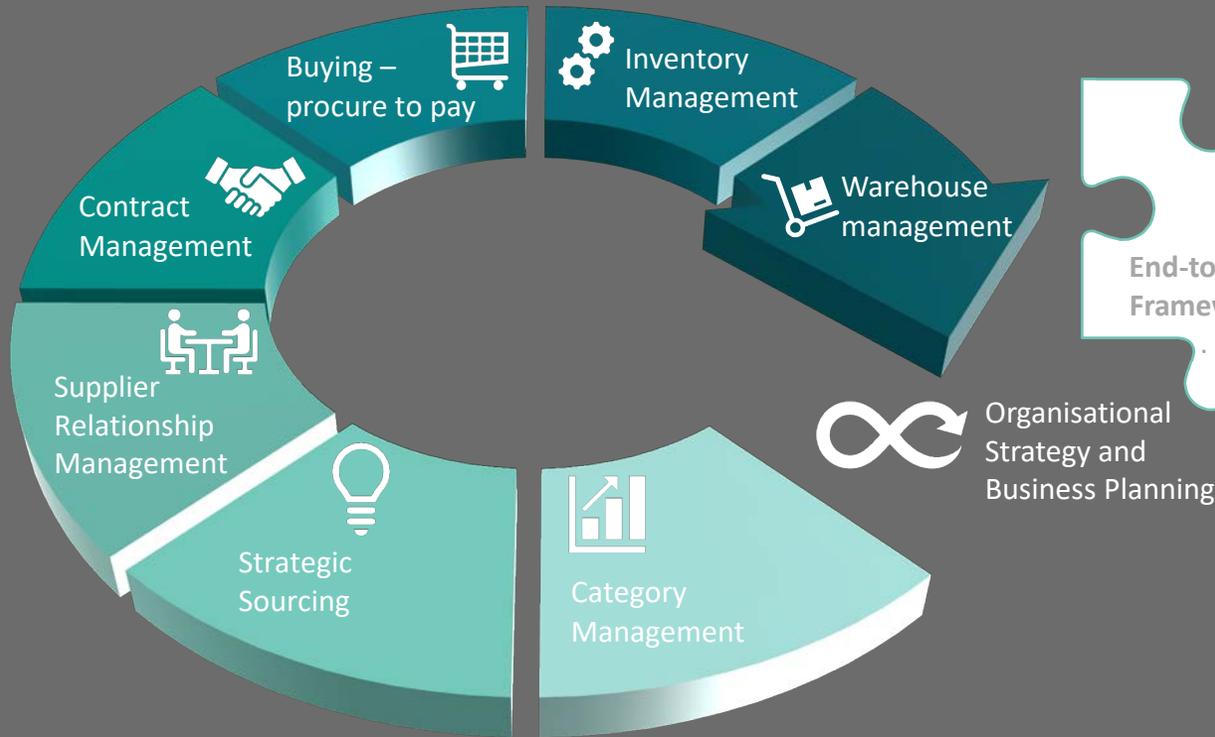
Procurement & Supply Chain

- Procurement and Supply Chain Functional Assessments
- Procurement and Supply Chain Frameworks
- Procurement & Supply Chain and Lean Six Sigma integration
- 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

Buying – procure to pay

Inventory Management

Contract Management

Warehouse management

Supplier Relationship Management

Strategic Sourcing

Category Management

Organisational Strategy and Business Planning

End-to-end Framework

Select Specific Modules

Adaptable for all Procurements

Adaptable to all Sectors

Technology Compatible

Risk vs Value Framework

Supply Chain Excellence

Regulatory Compliant

Implementation Support

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

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.

Environmental Sustainability
Reduce the adverse environmental, social and economic lifecycle impacts of products and services.

Industry Sustainability
Strengthen the economy and ensure its financial and environmental sustainability.

Social Inclusion
Promote openness and equal opportunity for community groups, building social capital

Employment and Training
Develop practical training to build long-term employment opportunities.

Diversity and Equality
Ensure opportunities, a diverse & vibrant market, access to SMEs, ADEs & Indigenous business.

Developing Innovation
Foster a new social economy, pilot joint ventures, build skills and connections, develop new capabilities.

Corporate Reform

Modern Slavery Assessment and Position Statement development

Our team recognise that there is always a possibility of modern slavery risk in a supply chain given the diversity of regions we, and our suppliers procure from, and the wide range of products sourced. The review of publicly available information such as; Walk free – Global Slavery index, suggests the following modern-day slavery risk factors may be present in a supply chain.

MODERN-DAY SLAVERY POSITION STATEMENT - 2024

MODERN-DAY SLAVERY SUPPLIER SELF-ASSESSMENT QUESTIONNAIRE – IDENTIFYING MODERN-DAY SLAVERY RISKS

Position Statements and Supplier Questionnaires

Forced, Bonded and/or indentured Labour	Deceptive Recruitment	Child Labour	Low Skilled Labour	Dangerous Conditions	Absence of Grievance Mechanisms
Exploitation of Migrant Workers	Wage Underpayment	Excessive Hours	Complex Supply Chains	Withholding of Identity Documents	Excessive Sub-contracting

Modern Slavery Risk Factors

It is more important to directly understand as accurately as possible your level 1 supply chain – where your suppliers are, and where your suppliers source their products and services – your level 2 supply chain.

In an ideal world, being able to identify information on the level 3 supply chain, the potential originator of the product or service (if applicable), can be a significant step towards combatting Modern Slavery.

Corporate Reform

Infrastructure Procurement & Asset Lifecycle Management

- Infrastructure projects business cases
- Funding request development
- Value Engineering
- Infrastructure projects procurement and transaction services
- Asset life and performance improvement
- Infrastructure asset decommissioning and disposal services
- Asset Lifecycle Management Frameworks

Corporate Reform

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.
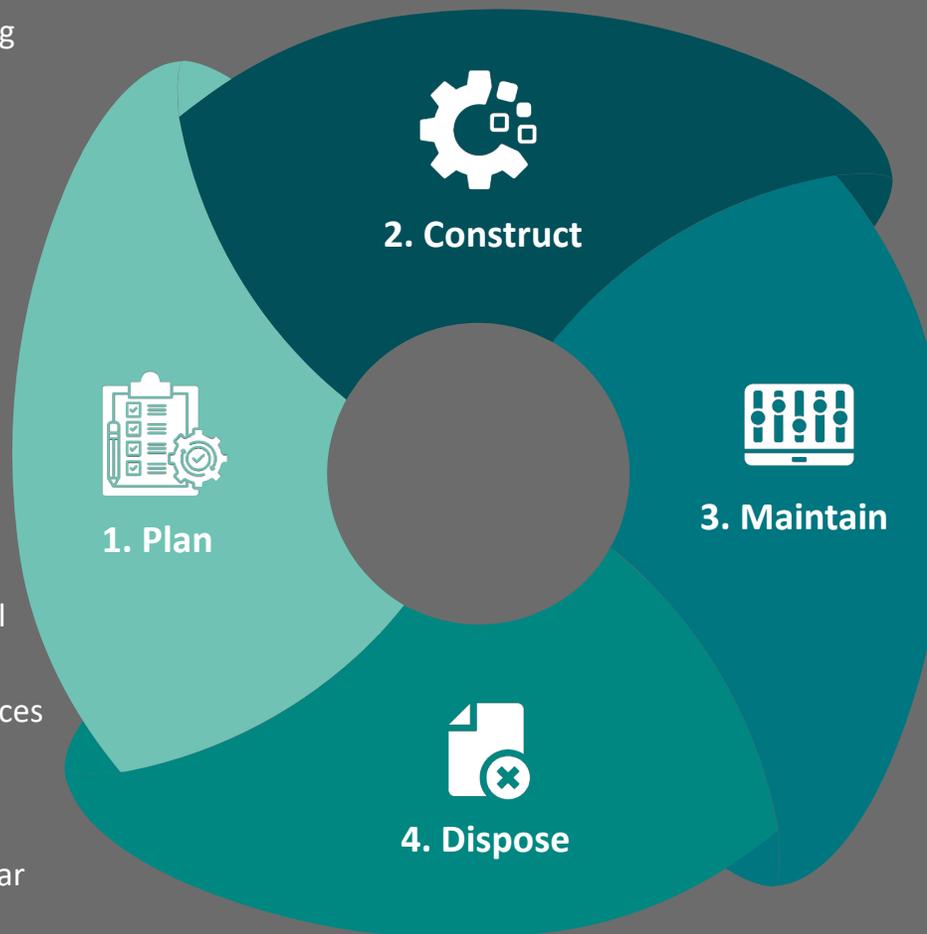
2. Construct

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.

November 2025

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	2. Test and Select the preferred Infrastructure Procurement Strategy	3. Develop the Infrastructure Procurement Strategy and Delivery Plan

Business Case

Funding

Contract "Delivery Model" Options
CO, D&C. DCM, ECI EPC, EPCM, PPP, MP, IPD, or CMAR

Infrastructure Project Procurement Strategy

Project Requirements

Risks

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

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

Value for Money

Market and Supply Chain

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

Infrastructure Procurement Project Delivery Plan

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

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.

Identify Asset · Acquire Asset · Manage Asset · Assess Asset · Asset Strategy · Asset Disposal

Corporate Reform

Bid Advisory Services

- Bid strategy and approach
- Capability statements
- Proposal writing
- Supporting document development
- Market assessment – preliminary commodity sourcing
- Editing and Review
- End-to-end management
- Negotiations

Grant Management Services

- Grant response strategy and approach
- Capability statements
- Requirements development
- Supporting document development
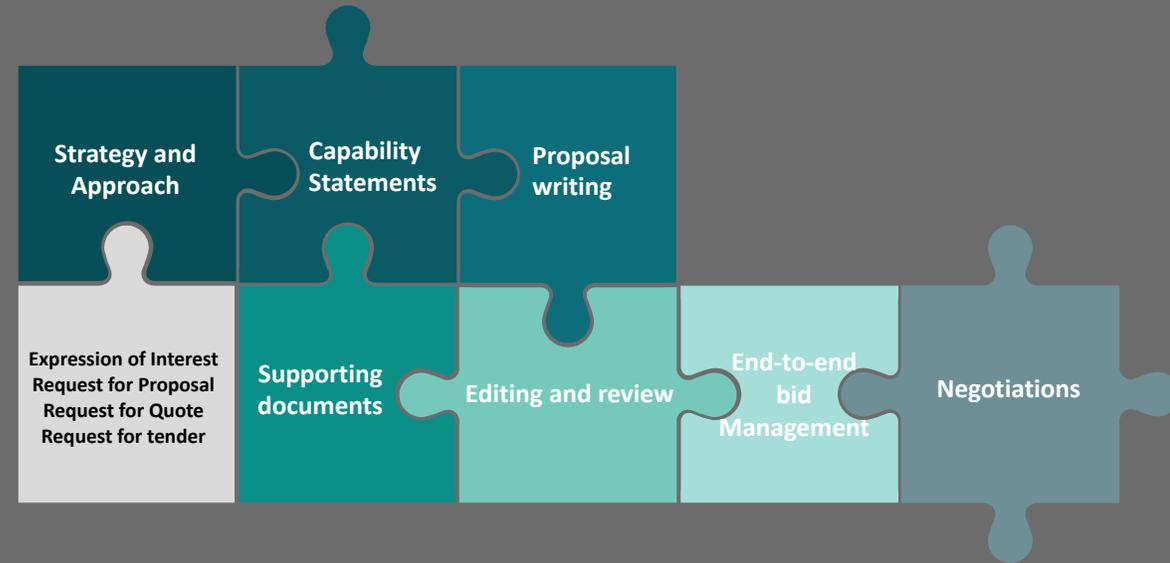- Editing and Review
- End-to-end management
- Reporting

Corporate Reform

Bid Advisory Services

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

Our framework encompasses a wide range of activities, including developing the response or bid approach, analysing client needs, wants and requirements, undertaking market assessments (preliminary commodity sourcing), preparing financial models, and ensuring compliance. In essence, managing the complete bid lifecycle.

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

We are also able to conduct evaluation of proposals to ensure completeness, accuracy, compliance, and alignment with requirements and objectives contained in the organisation's market approach. 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.

Strategy and Approach

Capability Statements

Proposal writing

Expression of Interest Request for Proposal Request for Quote Request for tender

Supporting documents

Editing and review

End-to-end bid Management
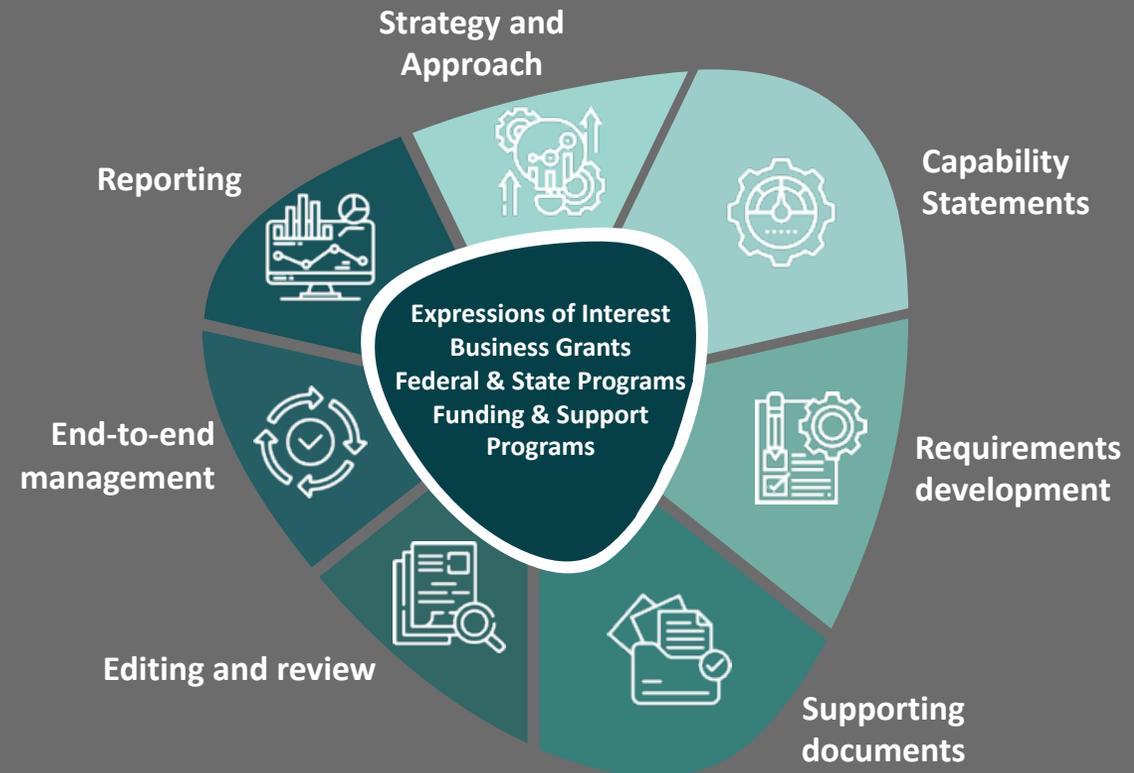
Negotiations

Corporate Reform

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.

Strategy and Approach

Capability Statements

Reporting

Expressions of Interest
Business Grants
Federal & State Programs
Funding & Support Programs

Requirements development

End-to-end management

Editing and review

Supporting documents

Corporate Reform

Sustainability and Governance

- ESG Maturity Model Assessment
- Procurement and Supply Chain integration
- ESG Compliance improvement
- Corporate and procedural governance
- Legislative and regulatory governance

Modern Slavery Assessment

- Modern Slavery Maturity Assessment
- Modern Slavery Position Statement development
- Modern Slavery Response Protocol development
- Modern Slavery Risk Factors
- Procurement due diligence and supply chain assurance

Management Operating Systems

- Management Operating System Design
- Management Operating System Maturity Assessment
- Management Operating System Scope development

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.
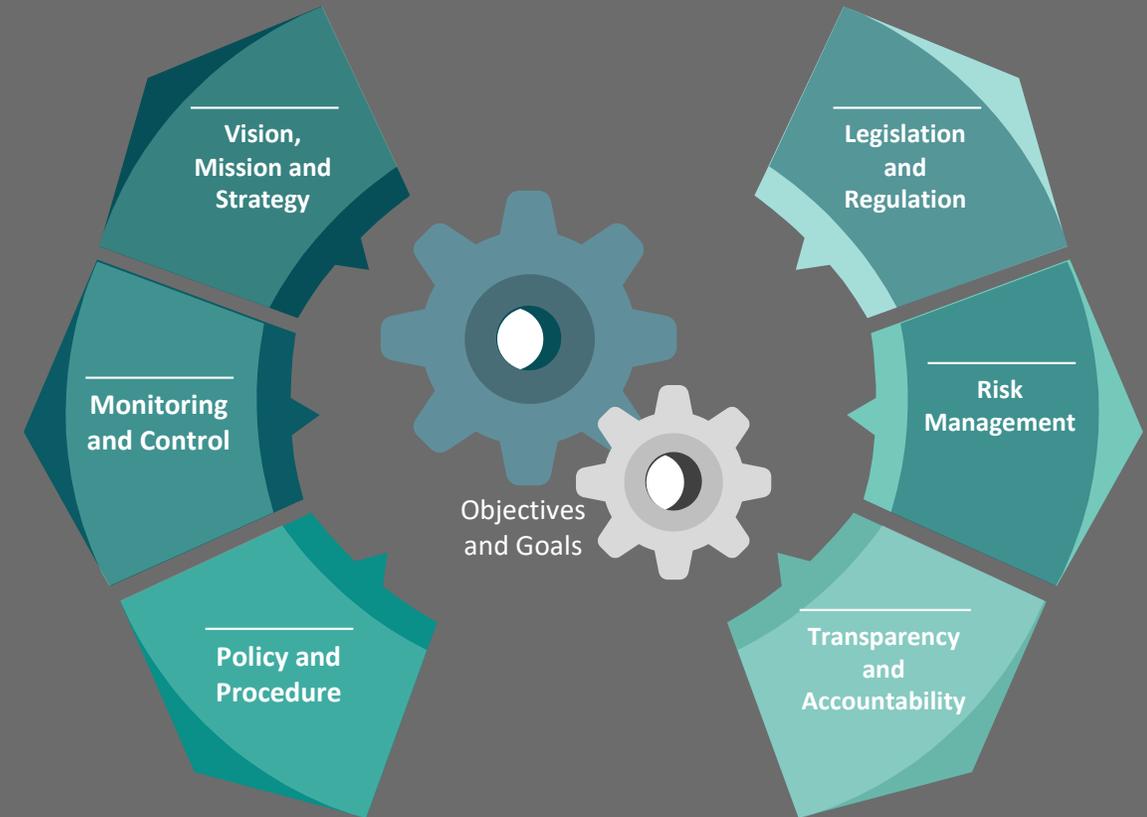

1. Governance
2. Strategy
3. Risk Management
4. Metrics, Goals & Targets
5. Policy & Frameworks
6. People, Culture & Training
7. Spend Management & Supplier Integration
8. Technology
9. Carbon Position
10. Data & Reporting

Corporate Reform

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.

Vision, Mission and Strategy

Monitoring and Control

Policy and Procedure

Objectives and Goals

Legislation and Regulation

Risk Management

Transparency and Accountability

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 or 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

Strategy

Forecasting — Ensure transparency of business priorities and performance.

Drive towards stabilisation and predictability of performance

Establish the foundation for future initiatives.

Planning — Focus on clear and expected outcomes

Review & Adapt

Facilitate integration.

Decisions & Execution — Establishing effective communication norms within work groups and teams

Effectively support cascading and alignment with timely outcomes.

Corporate Reform

Technology Interface & Enablement

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

Data, Analytics & Dashboards

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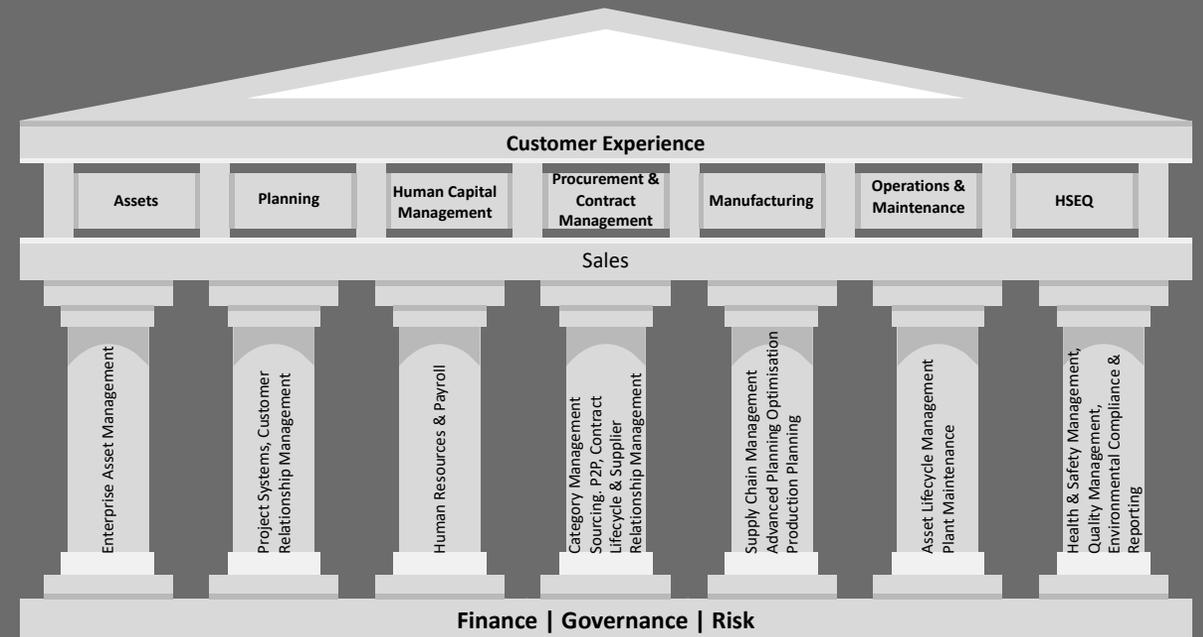- Decision Support and business case inputs

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

Temple diagram:

Customer Experience

| Assets | Planning | Human Capital Management | Procurement & Contract Management | Manufacturing | Operations & Maintenance | HSEQ |

Sales

Pillars:
- Enterprise Asset Management
- Project Systems, Customer Relationship Management
- Human Resources & Payroll
- Category Management Sourcing, P2P, Contract Lifecycle & Supplier Relationship Management
- Supply Chain Management Advanced Planning Optimisation Production Planning
- Asset Lifecycle Management Plant Maintenance
- Health & Safety Management, Quality Management, Environmental Compliance & Reporting

Finance | Governance | 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
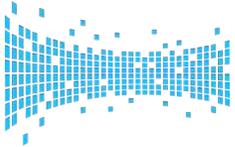- Active management of currency and quality
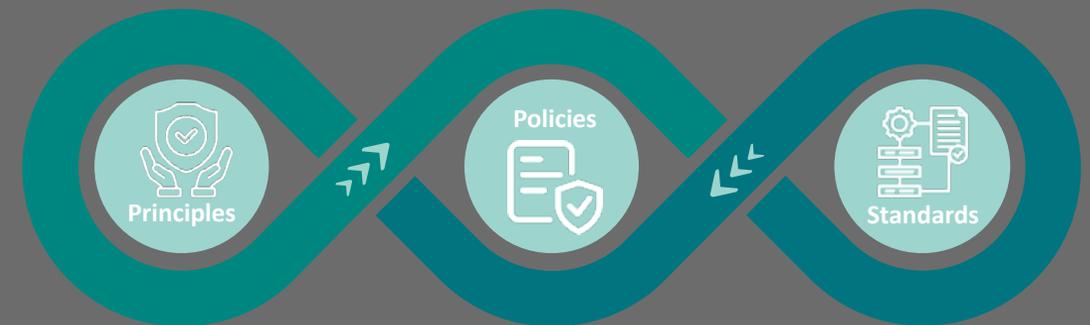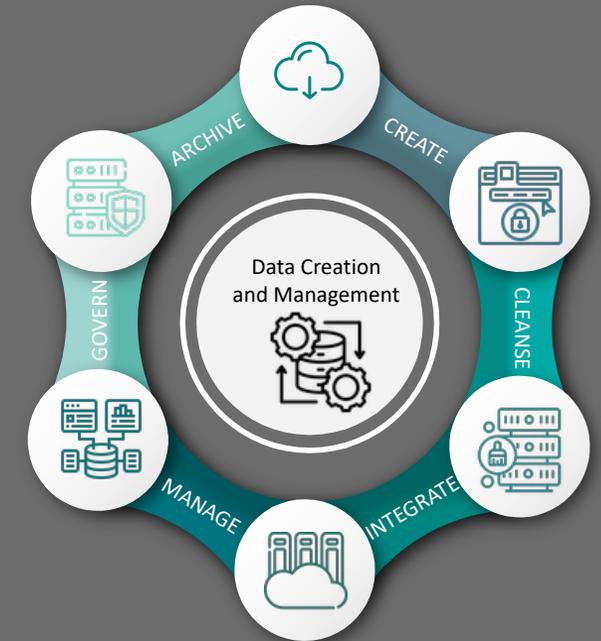
AI Assessment Model

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
At Risk or Limited Awareness: 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	**Isolated Capability:** 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.	**Accessible Capability:** 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	**Differentiating Capability:** 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.	**Strategic Support Capability:** The executive explicitly utilise AI to support decision making and strategic planning processes. AI now underpins innovation, automation and refinement of the business model

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.
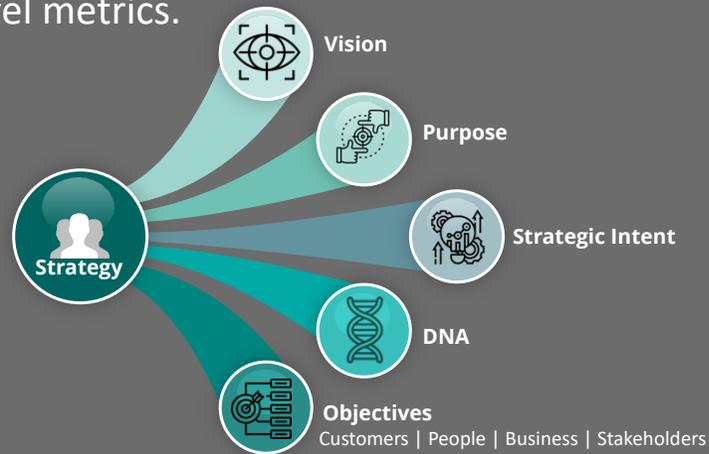
Data & Infrastructure · Information Security · Integration · Process · From Readiness to Maturity · Value & Risk Management · Frameworks & Training · Operating & Business Models · Policy & Strategy · Governance · Organisation & Culture

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.

Strategy → Vision, Purpose, Strategic Intent, DNA, Objectives

Objectives: Customers | People | Business | Stakeholders

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).

PLAN — MANAGE — MODEL — REPORT — MONITOR — ANALYSE

STRATEGY — EXECUTION
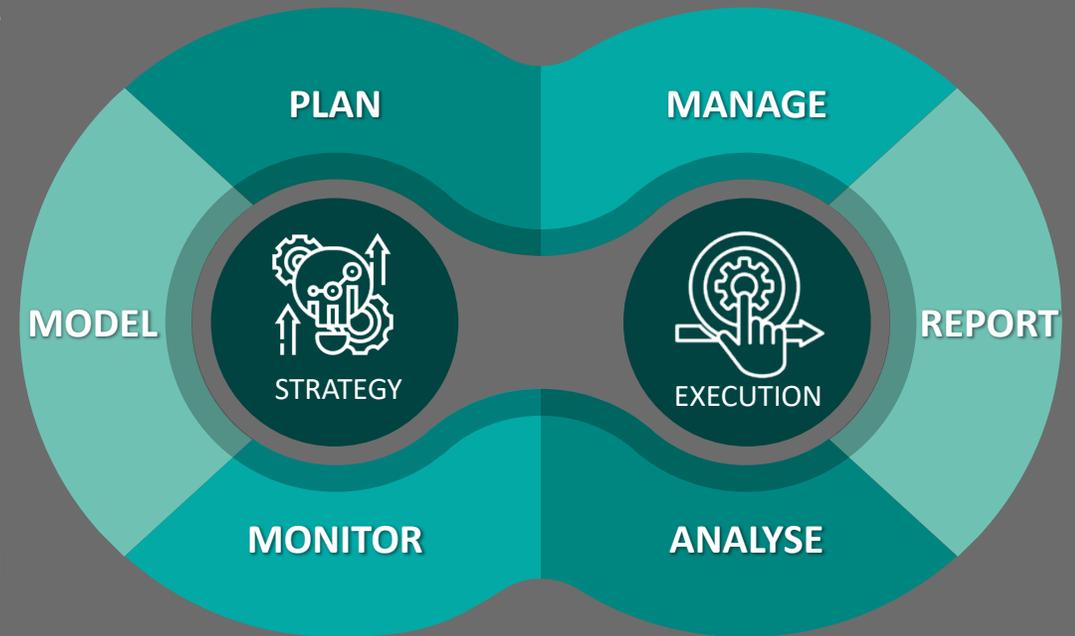
Corporate Reform

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

Micheal Mallon
Director, Strategy &Transformation
mike@corporatereform.com
0414262177

Shane Lamont
Growth and Delivery Partner
shanel.release@gmail.com
0455175163

November 2025

CR
CIS