# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Summary</td>
<td>2</td>
</tr>
<tr>
<td>Introduction</td>
<td>10</td>
</tr>
<tr>
<td>Balanced Scorecard Approach</td>
<td>12</td>
</tr>
<tr>
<td>Program Governance</td>
<td>22</td>
</tr>
<tr>
<td>Project Framework</td>
<td>26</td>
</tr>
<tr>
<td>Business Change</td>
<td>28</td>
</tr>
<tr>
<td>Communications Plan</td>
<td>30</td>
</tr>
<tr>
<td>Implementation Schedule</td>
<td>31</td>
</tr>
<tr>
<td>Reporting</td>
<td>32</td>
</tr>
<tr>
<td>Appendix 1: Master Balanced Scorecard</td>
<td>33</td>
</tr>
</tbody>
</table>
Executive Summary

This Implementation Plan outlines how the Building Management and Works (BMW) business of the Department of Treasury and Finance will implement, evaluate and report on the Works Reform program articulated in the Business Solution Plan, released by the Treasurer in June 2009.

Section 1 provides a brief introduction and background to the Works Reform program and its importance to Government.

Section 2 is the main focus of this plan and provides the detailed approach that has been taken to realising benefits for the program and the adoption of the Balanced Scorecard framework, which will be conveyed in an annual Works Reform program Benefits Realisation report.

Section 3 of the plan details the governance framework that has been adopted to oversee the program. BMW has chosen to use the Managing Successful Programs approach, developed by the Office of Government Commerce in the United Kingdom as a framework for governance of the Works Reform program.

The 55 recommendations in the Business Solution Plan have been grouped to form 26 projects, which will be overseen by four project boards. The following chart (Figure 1) provides a detailed breakdown of the governance structure, including the board membership and a matrix outlining the recommendations contained within the 26 projects and the Project manager’s allocated.

Section 4 introduces the PRINCE2 project methodology to support Project Managers in delivering and reporting on the 26 Works Reform projects.

Section 5 highlights the change management principles considered in implementing the Works Reform program. Both project management and change management will support BMW move from a current state (how things are done today), through a transition state to a desired future state (the new processes, systems, organisation structures and job roles defined by ‘the change’).

Section 6 describes the communication and engagement methods for liaising with a number of key stakeholders and outlines the strategies that will be adopted to ensure an appropriate level of consultation is maintained throughout the program.

Section 7 provides the estimated timeframes for the Works Reform program, with a commencement date of June 2009, and a projected closeout of the formal program at the end of the 2012/13 financial year.

Section 8 outlines the proposed approach to reporting progress and benefits realised from the Works Reform program.
Figure 1: Works Reform Program Governance Framework
### Project Board 1 — Strategic Asset Management framework and practice

| Recommendations | Project | Project Manager |
|-----------------|---------|-----------------|-----------------|
| 1(a): That the SAM Framework be used at all levels within government and the Treasury and BMW businesses within the DTF work together to promote and educate all Government agencies to utilise the SAM Framework. | A: Review and update SAM framework | Project Manager Treasury Philip Methven |
| 2: That the DTF reviews the Strategic Asset Management framework to help support the Works Reform program. |  | |
| 13: That BMW and Treasury ensure asset disposal options are addressed in the development of strategic asset plans and business cases for capital investment. |  | |
| 14(a): That strategic maintenance planning with a whole-of-life cycle view be strengthened and updated accordingly within the SAM framework, with agencies required to prepare a 10-year maintenance investment plan. |  | |
| 41: That a review of the Public Works Act (1902) be undertaken to clarify legislation on the procurement of works, land, goods and services. | B: Public Works Act review | Director Policy and Practice Michael Pearson |
| 44: That BMW prepares a business case for the establishment of a Land Assembly unit to facilitate land acquisition for public buildings in liaison with the Department for Planning and Infrastructure and the relevant agencies. | C: Land Assembly Business Case | Project Development Manager Peter Gillies |
| 1(b): That the SAM Framework be used at all levels within government and the Treasury and BMW businesses within the DTF work together to promote and educate all Government agencies to utilise the SAM Framework. | D: SAM procedures and implementation for non-residential buildings | Director Standards and Practice Strategic Projects Graeme Mclean |
| 3: That the SAM framework be adopted across all functions within BMW as the foundation of the Works Reform program. |  | |
| 12: That BMW develops guidelines to help integrate whole-of-life maintenance thinking into the planning stage of the procurement of new buildings. |  | |
| 48: That BMW develops greater skills in the application of the SAM framework as it applies to building assets and adopts the framework as the foundation of all policy and practice processes. |  | |
| 40: That BMW liaises with the DTF Government Procurement business to develop a common policy suite for all procurement. | E: Project management and procurement procedures for BMW | Director Policy and Practice Michael Pearson |
| 49: That BMW develops procedures and guidelines for building works procurement and project management that establishes best practice standards. |  | |
| 47: That BMW engages with the new Government Architect to develop design standards to meet the objectives of government buildings and provide advice and support for the Works Reform program. | F: Design Standards | Principal Policy Officer Melinda Payne |
# Project Board 2 — Planning, delivery and management of buildings for government

<table>
<thead>
<tr>
<th>Project Board</th>
<th>Project</th>
<th>Project Manager</th>
<th>Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Executive Sponsors</strong></td>
<td>G: Supporting agencies with Strategic Asset Plans</td>
<td>Principal Project Manager Asset Planning</td>
<td>4: That DTF works with owner agencies to help prepare their 10-year strategic asset plan, and then select potential projects for a business case.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>David Jones</td>
<td>14b: That strategic maintenance planning with a whole-of-life cycle view be strengthened and updated accordingly within the SAM Framework, with agencies required to prepare a 10-year maintenance investment plan.</td>
</tr>
<tr>
<td></td>
<td>H: Supporting Agencies with Business Cases</td>
<td>Director Standards and Practice Strategic Projects</td>
<td>5: That business cases for new buildings be prepared collaboratively between the owner agencies and BMW and the final business case jointly signed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Graeme Mclean</td>
<td>10: That BMW be given a new leadership role in supporting agencies in the development of their business cases for maintenance programs on government buildings.</td>
</tr>
<tr>
<td></td>
<td>I: Portfolio approach to Maintenance</td>
<td>Assistant Director Portfolio Planning</td>
<td>11: That BMW takes on a whole-of-government portfolio management role and provides advice to Government on how agencies are managing the maintenance of their buildings and property portfolio.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>John Gartner</td>
<td>18: That BMW develops a new approach to the planning and funding of maintenance and refurbishment programs for government buildings.</td>
</tr>
<tr>
<td></td>
<td>J: New procurement strategies</td>
<td>Director Planning and Delivery Group 2</td>
<td>8: That DTF explores new, innovative and non-traditional models of procuring new buildings.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Wayne Carter</td>
<td>15: That BMW explores new, innovative and non-traditional modes of procuring building maintenance services.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>16: BMW mandates the use of central procurement frameworks for building maintenance.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>22b: That BMW strengthens its capability in accommodation planning and procurement.</td>
</tr>
</tbody>
</table>

---

*Works Reform Implementation Plan 2009 - 2013*
## Project Board 2 (cont’d)

<table>
<thead>
<tr>
<th>Project Board</th>
<th>Project</th>
<th>Project Manager</th>
<th>Recommendations</th>
</tr>
</thead>
</table>
| **Senior Suppliers** | K: Portfolio approach to Government Office accommodation | Manager Policy and Planning Claire Bromley | 23: That BMW reviews the governance of the Office Accommodation Advisory Committee with a view to enhancing consultation and representation.  
20b: That BMW be given a new leadership role in the development of business cases and office accommodation programs using a master planning approach.  
21: That BMW reviews existing government office accommodation policies and develops a policy suite that aligns with the total portfolio approach.  
24a: That BMW reviews the approach to non-office property leases and develops a more comprehensive database. |
| **L: Funding the BMW organisation** | Director Business Planning and Coordination Darral Haynes | 7: That BMW be given control over project management of all new building procurement through direct appropriation of that part of project budgets.  
17: That the ‘fee for service’ funding model for BMW maintenance and minor works services be replaced with direct appropriation. |
| **M: Heritage Buildings** | Assistant Director Heritage Properties Ross Smith | 45b: That BMW, develops an asset register of all government building assets with heritage values, and pursues sustainable management regimes for these buildings.  
46: That BMW prepares a business case for the future management of Fremantle Prison, including the appropriate funding model for its ongoing conservation and activation. |
| **N: Strategic Projects** | Director Standards and Practice Strategic Projects Graeme Mclean | 26: That Strategic Projects continues in its current role and grows its expertise as an integral part of the new BMW business |
## Project Board 3 — BMW Organisation

<table>
<thead>
<tr>
<th>Project Board</th>
<th>Project</th>
<th>Project Manager</th>
<th>Recommendations</th>
</tr>
</thead>
</table>
| **Executive Sponsor** | O: Regional | Director Regional Programs **Mino Intini** | 34: That DTF regional procurement staff from both BMW and Government Procurement be integrated into four regional teams, with offices located across 13 towns.  
35a: That the current regionally based facilities management role be retained and enhanced, and the building maintenance planning and procurement strategies integrated into a State-wide portfolio approach.  
36: That project management capability be strengthened in regional centres to enable more regional capital works projects to be managed locally, rather than from Perth, including temporary relocation for specific projects.  
37: That the new BMW regions take on additional responsibilities in office accommodation planning and procurement, integrated into the proposed total portfolio approach. |
| **Senior Users** | P: Organisational Structure | Director Business Planning and Coordination **Darral Haynes** | 9: That the resources within agencies that now undertake new building project management be re-badge to BMW.  
27: That BMW implements a new organisational structure that will grow its leadership and project management capabilities. |
| **Senior Suppliers** | Q: Skills & Career Paths | Training and Development Manager **Leanne Page** | 6: That BMW builds its capability in asset planning, and its expertise in business case development.  
22a: That BMW strengthens its capability in accommodation planning and procurement.  
29: That BMW grows its pool of highly skilled Project Managers, (as permanent public servants) to reduce the reliance on consultancies for major infrastructure projects.  
30: That a new career path for Project Managers be established – equivalent to the specified callings arrangements available to other professionals – to help attract and retain staff required to deliver these reforms and ensure a sustainable workforce for the delivery of buildings for Government.  
31: That BMW establishes new skills development programs for Project Managers. |
| **BMW Accommodation** | R: BMW Accommodation | Project Director **Peter Murray** | 28: That BMW accommodates all its existing metropolitan planning and project management people (apart from any re-badge employees) at one location. |
| **Support CEIID** | S: Support CEIID | Assistant Director CEIID PMO **Peter York** | 25: That the DTF continues to support the objectives of CEIID, actively participating and working cooperatively to progress its objectives, to share knowledge and deliver tangible benefits. |
| **Relationship Management** | T: Relationship Management | Business Development and Communications Manager **Vivien Willmott** | 38: That BMW establishes a strong partnership with its key client government agencies (including a Client Council).  
39: That BMW ensures effective liaison is maintained with key building industry associations. |
## Project Board 3 (cont’d)

<table>
<thead>
<tr>
<th>Project Board</th>
<th>Project</th>
<th>Project Manager</th>
<th>Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>V: Building Commission transition</td>
<td>Director Business Planning &amp; Coordination Darral Haynes</td>
<td>52: That BMW completes the transition of its Building Industry Development division to the Department of Commerce by 30 June 2009.</td>
<td></td>
</tr>
</tbody>
</table>
| W: Works Reform Business Case & Reporting | Director Review & Reform Margaret Sharpe | 53: That BMW now develops an Implementation Plan, for all the recommendations in the Works Reform Business Solution Plan.  
54: That BMW further develops the business case for the Works Reforms (including likely costs and the potential benefits) as part of the Implementation Plan.  
55: That BMW undertakes cost and benefit analyses for the four-year Works Reform program, and provides an annual report to the Treasurer. |
# Project Board 4 — ICT Systems

<table>
<thead>
<tr>
<th>Project Board</th>
<th>Project</th>
<th>Project Manager</th>
<th>Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Sponsor</td>
<td>X: BMW Transition to Shared Services</td>
<td>Assistant Director Systems Development Peter Birch</td>
<td>33: That BMW’s transition to Shared Services be advanced to 2010 (from the current planned schedule of 2012).</td>
</tr>
<tr>
<td></td>
<td>Y: Core BMW Systems</td>
<td>Project Director Peter Murray</td>
<td>32: That BMW develops a business case for systems support required for its new role and then seeks capital funds to implement the new platforms over the next four years.</td>
</tr>
<tr>
<td></td>
<td>Z: Whole-of-government asset information</td>
<td>Project Director Peter Murray</td>
<td>24b: That BMW reviews the approach to non-office property leases and develops a more comprehensive database.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>42: That BMW prepares a business case for the development of a whole-of-government asset information and management system.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>43: That BMW prepares a business case investigating the benefits and costs of linking asset management data with government’s Geographical Information Systems.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>45a: That BMW develops an asset register of all government building assets with heritage values, and pursues sustainable management regimes for these buildings.</td>
</tr>
</tbody>
</table>

### Executive Sponsor

**BMW**

*John Tondut (Chair)*

### Senior Users

- Director Regional Programs
  - *Mino Intini*
- Director Review and Reform
  - *Margaret Sharpe*

### Senior Suppliers

- Director Business Planning and Coordination
  - *Darral Haynes*
- Director Information Management
  - *James Lim*
- Project Director
  - *Peter Murray*
Introduction

This Works Reform Implementation Plan outlines the approach to implement the recommendations of the Business Solution Plan. It also proposes measures that will enable BMW to evaluate the performance of the Works Reform program over the coming four year period.

Government Policy Objectives and Outcomes

On 15 December 2008, Cabinet approved transferring the ‘works’ function of the former Department of Housing and Works to the Department of Treasury and Finance (DTF) and the commencement of the Works Reform Program. The BMW business became operational within the DTF on 1 February 2009.

An extensive review of the approach to non-residential building construction, maintenance and office accommodation commenced and on 28 April 2009 Cabinet approved a new lead role and funding model for BMW.

By the end of May, a wide range of reform initiatives had been developed – and on 3 June 2009, the Treasurer released the Works Reform Business Solution Plan.

Since then, BMW has developed a mission statement that shows its responsibilities to Government in delivering on Works Reform and highlights its commitment to this new role.

“To lead the planning, delivery and management of buildings for Government”

The key services for the BMW business have also been defined as follows:

- leads the planning and delivery of new Government buildings;
- leads the planning and delivery of Government building maintenance;
- leads the planning and delivery of Government office accommodation;
- leads the planning and delivery of high risk infrastructure projects (Strategic Projects); and
- facilitates the Centre for Excellence and Innovation in Infrastructure Delivery (CEIID).

The Business Solution Plan

The Works Reform Business Solution Plan, released in June 2009, outlines the proposed reforms to the planning and delivery of new Government buildings; building maintenance; office accommodation, and high risk projects. The plan proposes a change in the approach to planning and delivery, and will require a substantial increase in asset planning and project management capability and capacity within BMW.

BMW Mission Statement

To lead the planning, delivery and management of buildings for Government
The Works Reform program aims to address the following key problems with the procurement of building related projects and programs:

- capital works project cost and time overruns;
- poor strategic asset planning across government;
- poor business case development for capital investment;
- loss of project management skills and experience within government;
- the piecemeal approach to government office accommodation;
- the piecemeal approach to building maintenance planning and delivery; and
- the overly centralised approach to regional capital works project management.

The Works Reform Business Solution Plan expands on each of these problems and proposes 55 recommendations aimed at implementing the business solution.

The estimated cost to implement the plan is summarised in Table 1.

The savings target for the four year program as outlined in the Business Solution Plan is summarised in Table 2.

### Table 1: Indicative costs for the four-year Works Reform program

<table>
<thead>
<tr>
<th></th>
<th>2009-2010</th>
<th>2010-2011</th>
<th>2011-2012</th>
<th>2012-2013</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recurrent</td>
<td>$6m</td>
<td>$8m</td>
<td>$10m</td>
<td>$10m</td>
<td>$34m</td>
</tr>
<tr>
<td>Accommodation Fit-out</td>
<td>$6m</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$6m</td>
</tr>
<tr>
<td>Information Systems</td>
<td></td>
<td></td>
<td></td>
<td>Total of $20m over 4 years</td>
<td>$20m</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>$60m</strong></td>
</tr>
</tbody>
</table>

### Table 2: Indicative savings from the four-year Works Reform program

<table>
<thead>
<tr>
<th></th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
<th>2012-13</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-sourcing Project Management</td>
<td>$6m</td>
<td>$8m</td>
<td>$10m</td>
<td>$10m</td>
<td>$34m</td>
</tr>
<tr>
<td>New Buildings</td>
<td>$22m</td>
<td>$36m</td>
<td>$50m</td>
<td>$65m</td>
<td>$173m</td>
</tr>
<tr>
<td>Breakdown Repairs</td>
<td>$4m</td>
<td>$6m</td>
<td>$8m</td>
<td>$10m</td>
<td>$28m</td>
</tr>
<tr>
<td>Office Accommodation</td>
<td>$8m</td>
<td>$10m</td>
<td>$12m</td>
<td>$15m</td>
<td>$45m</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$40m</td>
<td>$60m</td>
<td>$80m</td>
<td>$100m</td>
<td><strong>$280m</strong></td>
</tr>
</tbody>
</table>
Balanced Scorecard Approach

Master Scorecard

To monitor and report on benefits, a Balanced Scorecard framework will be adopted, the results of which will be included in an annual Works Reform program Benefits Realisation report.

The Balanced Scorecard framework will be used over a four-year period, to enable BMW to report on the benefits on a financial year basis.

The Balanced Scorecard framework will be used over a four-year period, to enable BMW to report on the benefits on a financial year basis.

The Balanced Scorecard is a strategic planning and management system that is used extensively in business and government organisations to align business activities to the vision and strategy of the organisation, improve internal and external communications, and monitor organisation performance against strategic goals.

The Balanced Scorecard approach was successful in measuring performance of the Government's Goods and Services Procurement Reform program, and is a comprehensive framework for the measurement of both financial and non-financial outcomes.

The Balanced Scorecard approach views an organisation from four perspectives. The grouping of performance measures in perspectives helps the gathering and selection of appropriate performance indicators or measures.

The four perspectives illustrated in Figure 2 are:

**Financial:** This refers to financial outcomes, in particular savings over the four-year program. Financial measures cover both direct savings in project outcomes compared with budget, as well as indirect savings due to BMW efficiency improvements.

**Customer:** In BMW's case, its ultimate client is the Government, but effective partnerships with government agencies, who use the buildings are also essential to achieving the Works Reform program, as are relationships with industry. This customer perspective will enable BMW to consider the importance of all of its relationships.

**Business Processes:** This refers to internal business processes. The foundation business process for BMW is the Strategic Asset Management framework. Project Management methodologies are also fundamental. Metrics based on this perspective allow the managers to know how well the business is running, and whether its products and services conform to customer requirements (the mission).

**Learning and Growth:** This includes employee corporate cultural attitudes related to both individual and corporate self-improvement, as well as measures in ease of communication, technological tools, skills development, and overall job satisfaction.
For this plan, the Balanced Scorecard has been developed with a specific purpose in mind – measuring and reporting on benefits.

Four key steps will be used to develop the Balanced Scorecard:

Step 1: Identify key goals of the Works Reform;

Step 2: Break down the goals into objectives;

Step 3: Develop a Strategy Map; and

Step 4: Measure, evaluate and report.

The results from this approach are outlined below.

**Step 1: Identify the Works Reform Goals**

A goal is the end point. It is what the Works Reform program is aiming to achieve by the end of the four-year program. A combination of BMW’s Operational Business plan and the Works Reform Business Solution Plan were used as the sources of information for identifying the six key goals of the Works Reform program, as outlined in Table 3.

<table>
<thead>
<tr>
<th>Goals</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Overruns Eliminated</td>
<td>A fundamental reason for the Works Reform program is to address the poor track record of project overruns across the non-residential building program.</td>
</tr>
<tr>
<td>Effective Relationships</td>
<td>Effective stakeholder relationships with government agencies and industry alike that support BMW’s success in strategic asset management and recognise that government is the ultimate client.</td>
</tr>
<tr>
<td>Strategic Asset Management</td>
<td>The Strategic Asset Management (SAM) framework drives BMW business practices, and enhances the planning, delivery and management of buildings for Government.</td>
</tr>
<tr>
<td>Enabling Systems and Practice</td>
<td>The development of user-friendly tools, standards and practices that enable better quality decision-making and outcomes.</td>
</tr>
<tr>
<td>Skilled People</td>
<td>BMW people are recognised for their skills, knowledge and professionalism in the areas of asset management, project management, innovative procurement and risk management.</td>
</tr>
<tr>
<td>Local Solutions</td>
<td>An enhanced capability to deliver BMW services from within the country regions.</td>
</tr>
</tbody>
</table>

Table 3: Works Reform Goals
Step 2: Develop the Works Reform Objectives

Objectives are a crucial element of the Balanced Scorecard. They can be described as the ‘building blocks’ of the six goals. An objective is established to identify what the program is setting out to achieve and expressed in measurable terms. The measures will enable reporting to ensure that all benefits are aligned to the Works Reform goals and objectives.

Under the Works Reform goals, 22 objectives were developed, as outlined in Table 4, that encompass the 55 recommendations from the Works Reform Business Solution Plan.

<table>
<thead>
<tr>
<th>Goals</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Overruns Eliminated</td>
<td>Support service delivery outcomes that deliver value for money.</td>
</tr>
<tr>
<td></td>
<td>Establish design standards and quality parameters to meet the value for money objectives for government buildings.</td>
</tr>
<tr>
<td></td>
<td>Deliver well scoped and sound budgets.</td>
</tr>
<tr>
<td></td>
<td>Deliver projects on time and within budget.</td>
</tr>
<tr>
<td>Effective Relationships</td>
<td>Treat Government as the ultimate client.</td>
</tr>
<tr>
<td></td>
<td>Become a trusted and valued partner with government agencies.</td>
</tr>
<tr>
<td></td>
<td>Establish a collaborative relationship with other DTF businesses and works agencies.</td>
</tr>
<tr>
<td></td>
<td>Maintain open and effective relationships with suppliers.</td>
</tr>
<tr>
<td></td>
<td>Foster effective liaison with local government and industry groups.</td>
</tr>
<tr>
<td>Strategic Asset Management</td>
<td>Promote and adopt the Strategic Asset Management framework.</td>
</tr>
<tr>
<td></td>
<td>Support agencies in the use of the Strategic Asset Management framework.</td>
</tr>
<tr>
<td></td>
<td>Take a leadership role in managing government’s building assets.</td>
</tr>
<tr>
<td></td>
<td>Take a whole-of-government long term view to the planning, delivery and management of buildings for government.</td>
</tr>
<tr>
<td>Enabling Systems and Practice</td>
<td>Incorporate the Strategic Asset Management framework into Building Management and Work’s standards and processes.</td>
</tr>
<tr>
<td></td>
<td>Strive for innovation in the planning, delivery and management of government buildings.</td>
</tr>
<tr>
<td></td>
<td>Develop and implement standard documents, templates and appropriate systems to support business practices.</td>
</tr>
<tr>
<td></td>
<td>Provide transparent, well-informed and timely information.</td>
</tr>
<tr>
<td>Skilled People</td>
<td>Grow BMW skills in asset management, project management, procurement, and risk management.</td>
</tr>
<tr>
<td></td>
<td>Attract and retain skilled people.</td>
</tr>
<tr>
<td></td>
<td>Enhance roles and capabilities in the country regions to deliver solutions locally.</td>
</tr>
<tr>
<td>Local Solutions</td>
<td>Align regional processes and practices to central standards.</td>
</tr>
<tr>
<td></td>
<td>Support regional development.</td>
</tr>
</tbody>
</table>

Table 4: Works Reform Objectives
Enhanced asset management, project management and procurement practices and processes lead to delivery of service needs and improved customer satisfaction.

Improved expertise and professional skills improve asset management, project management and procurement practices and processes.

Investing in the knowledge and skills of employees, attracting and retaining skilled people is the foundation for all innovation and improvement.

Improved customer satisfaction, strategic asset management and improved business processes lead to well planned projects and more efficient and effective project delivery - on time and within budget.

Figure 3: BMW Works Reform Strategy Map
Based on the model shown in Figure 3, the objectives are aligned to one of the four Balanced Scorecard perspectives.
Step 4: Benefits and Measures

A benefits realisation approach will be used. This provides the basis for measurement to ensure that the planned-for benefits are being delivered. Once the objectives are determined and an understanding obtained of the relationships between them, appropriate performance indicators for the four perspectives can be determined.

Financial Benefits

The goal for the financial perspective is ‘Project overruns eliminated’, which is central to Works Reform. Budgets on most major building projects have grown significantly after a capital works project has been approved (due to inadequate project planning, definition, costing, and project contingencies; and poor project management and control, leading to scope creep).

The objectives established to measure the success or failure of the reform in delivering financial benefits are to:

- support service delivery outcomes that deliver value for money;
- establish design standards and quality parameters to meet the value for money objectives for government buildings;
- deliver well scoped and sound budgets; and
- deliver projects on time and within budget.

The following measures have been selected to evaluate BMW’s realisation of financial benefits:

- proportion of projects delivered within budget;
  - current works program; and
  - completed projects.
- the unit cost of works (for different types of projects);
- planned maintenance expenditure compared with breakdown repair costs;
- unit cost of Government Office Accommodation;
- implementation costs of Works Reform program; and
- net benefit of Works Reform program.

Figure 5 above illustrates how the measures for the financial perspective are interconnected to the objectives and goals, which will enable the overall evaluation of the program.
Customer Benefits

The goals for the customer perspective are ‘Effective Relationships’ and ‘Local Solutions’. The Works Reform program will impact general government sector agencies that use buildings, suppliers, industry, and, ultimately, the whole community.

As outlined, the objectives established to measure the success or failure of the reform in delivering customer benefits for ‘Effective Relationships’ are to:

- treat Government as the ultimate client;
- become a trusted and valued partner with government agencies;
- establish a collaborative relationship with other DTF businesses and works agencies;
- maintain open and effective relationships with suppliers; and
- foster effective liaison with local government and industry groups.

The objectives for ‘Local Solutions’ are to:

- support regional development; and
- align regional processes and practices to central standards.

The following measures have been selected to evaluate BMWs realisation of customer benefits:

The measures for ‘Effective Relationships’ include:

- Government support for the Works Reform program;
- agency satisfaction with BMW services;
- satisfaction with the CEIID Initiatives;
- liaison with industry; and
- liaison with local government.

The measures for ‘Local Solutions’ include:

- proportion of regional works program managed from the regions; and
- proportion of regional works program undertaken by regional based suppliers.

Figure 6 above illustrates how the measures for the customer perspective are interconnected to the objectives and goals, which will enable the overall evaluation of the program.
Business Process Benefits

The goals for the process perspective are ‘Strategic Asset Management’ and ‘Enabling Systems and Practices’.

As outlined, the objectives established to measure the success or failure of the reform in delivering process benefits for ‘Strategic Asset Management’ are to:

- promote and adopt the SAM framework;
- support agencies in the use of the SAM framework;
- take a leadership role in managing government’s buildings assets; and
- take a whole-of-government long-term view to the planning, delivery and management of buildings for government.

The objectives for ‘Enabling Systems and Practices’ are to:

- incorporate the SAM framework into BMW’s standards and processes;
- strive for innovation in the planning, delivery and management of government buildings;
- develop and implement standard documents, templates and appropriate systems to support business practices; and
- provide transparent, well informed and timely information.

The following measures have been developed to evaluate BMW’s realisation of these benefits.

The measures for ‘Strategic Asset Management’ include:

- adoption of the SAM framework;
- adoption of a portfolio approach;
- agency satisfaction with BMW support for SAM; and
- timeliness.

The measures for ‘Enabling Systems and Practices’ include:

- satisfaction with systems and practice, including:
  - system alignment with SAM;
  - works policies and processes;
  - works Information systems; and
  - knowledge management.
- growth in the use of different procurement models; and
- adoption of new business processes.

Figure 7 above illustrates how the measures for the process perspective are interconnected to the objectives and goals, which will enable the overall evaluation of the program.
Learning and Growth Benefits

The goal for the learning and growth perspective is ‘Skilled People’. These are key to developing a more consistent and professional approach across BMW.

The Balanced Scorecard outlines that employee skills and knowledge are the foundation for innovation and improvement across all the dimensions of the Works Reform program.

As outlined, the objectives established to measure the success or failure of the reform in delivering learning and growth benefits for ‘Skilled People’ are to:

- grow BMW skills in asset management, project management, procurement and risk management;
- attract and retain skilled people in BMW; and
- enhance roles and capabilities in the regions to deliver solutions locally.

The following measures have been developed to evaluate BMW's realisation of these benefits.

- BMW employee satisfaction with:
  - overall job;
  - opportunities to use skills and abilities;
  - feedback and recognition;
  - BMW as a great place to work;

- training and professional development; and
- level of knowledge sharing.

- growth of BMW skills in:
  - project management;
  - asset management;
  - procurement; and
  - leadership and management.

- workforce recruitment – FTE's (levels and age profiles), recruitment, appointments, and attrition;

- growth of BMW resources based in regional offices; and

- regional staff participation in development programs.

Figure 8 above illustrates how the measures for the learning and growth perspective are interconnected to the objectives and goals, which will enable the overall evaluation of the program.

The Master Balanced Scorecard, as illustrated in Figure 2, can be now be developed as a result of defining the six goals and 22 objectives and measures, which will be adopted to assess the success of the Works Reform program. A summary of the benefits, goals, objectives and measures proposed to determine the benefits of the Works Reform program is appended at the end of this plan.
BMW Prime Services’ Scorecards

The prime services of BMW can be grouped into the following categories:
- New Buildings program;
- Building Maintenance;
- Office Accommodation;
- Strategic Projects;
- Centre for Excellence and Innovation in Infrastructure Delivery; and
- Regional Programs.

Figure 9 illustrates how against each of these service categories, a series of Balanced Scorecards will be developed that roll up at a program level into the Master Balanced Scorecard to be reported annually in a Benefits Realisation report.

The final step will be to ensure the benefits being measured at the service level continue to be aligned with the overarching Works Reform goals and objectives.
This section outlines the high level governance structures for all parties in the Works Reform program, how the different responsibilities fit together and how everyone involved will understand their roles. The term ‘governance’ is defined here as the functions, processes, procedures and responsibilities that define how the program is to be setup, managed and controlled. Program governance provides the backdrop for all activities of managing the program and achieving the program’s outcomes. BMW has chosen to use the Managing Successful Programs approach as a framework for governance of the Works Reform program.

Figure 10 illustrates the governance structure for the Works Reform program.

Sponsors

The Sponsors of the program provide investment decisions and top-level endorsement of the rationale and objectives for the program. The Sponsors for the Works Reform program are the Treasurer and Under Treasurer.

Program Board

The Program Board members will be responsible for leading the Works Reform program, and supporting the Senior Responsible Owner in directing the overall success of the program. The Program Board consists of the Senior Responsible Owner, the Executive Sponsors (chairperson) of the Project Boards, the Program Manager and the Business Change Manager.

Senior Responsible Owner

The Senior Responsible Owner (SRO) is the individual responsible for ensuring that a project or program of change meets its objectives and delivers the projected benefits. The SRO is the owner of the overall business change that is being supported by the projects. The SRO should ensure that the change maintains its business focus, has clear authority and that the context, including risks, is actively managed. The SRO is recognised as the owner of the Works Reform program and appoints the Project Boards.

The SRO for the Works Reform program is the Executive Director BMW.
The Project Board Chairs

The chairs (Executive Sponsors) of the four project boards are on the Program Board. On behalf of the SRO, they are responsible for ensuring their project board works effectively as a team in following the agreed project management methodology, and (for their set of projects) supporting and guiding the project managers in the overall success of the program and realisation of benefits.

The Program Manager

On behalf of the SRO, the Program Manager is responsible for the overall integrity and coherence of the program, and develops and maintains the program environment to support each individual project within it – typically through the Program Management Office (PMO) function. For the Works Reform, the Program Manager is the Director Review and Reform, who directs the PMO.

The responsibilities of the Program Manager include:
- ensuring that the interests of the sponsoring group are met by the program;
- directing the PMO;
- quality assurance and overall integrity of the program;
- managing both the dependencies and the interfaces between projects;
- managing risks to the program’s successful outcome;
- monitoring and reporting progress of the program at regular intervals to the Sponsoring Group;
- establishing and implementing the mechanisms by which benefits can be delivered and measured; and
- identifying, defining and tracking the benefits and outcomes required of the program.

The Business Change Manager

The Business Change Manager is responsible for supporting the BMW divisional heads and project managers in managing the transition and will need to work closely with the Program Manager to embed change within the organisation.

For the Works Reform program, the Business Change Manager is the Assistant Director Organisational Development. The Business Change Manager is responsible for strategically overseeing and facilitating the requirements of the people change aspects for the Reform projects. The Business Change Manager is accountable for the following roles, including:
- working with the Program Manager to ensure that the reform program, including the scope of each project, covers the necessary people change aspects;
- working with the PMO and Project Managers to help them identify problems and potential solutions, to consider alternative behaviors and solutions;
- influencing the direction of the transition, including cultural change; and
- supporting the divisional heads on transition management; focussing on business as usual during the transition and that the changes are effectively integrated into the business.

Project Assurance and Reform Facilitators

The Works Reform Program Management Office (PMO) has been formed to undertake a program assurance and support role.

A Works Reform facilitator has been allocated to each Project Board and will take on a role of facilitating, guiding, supporting and assisting board members and the Project Managers to deliver on the Works Reform program.
The project support and assurance role will be provided by the PMO with the overall assurance of the project being the responsibility of the Project Board.

Assurance is about checking that the project remains viable in terms of costs and benefits (business assurance), checking that the users’ requirements are being met (user assurance), and that the project is delivering a suitable solution (specialist or technical assurance).

As discussed, the PMO will adopt the Managing Successful Programs (MSP) approach, which focuses on benefits realisation, and a scaled version of the PRINCE2 project methodology. There is a close link between MSP and PRINCE2.

The purpose of the PMO is:

“To lead and facilitate the Works Reform program in BMW to meet the objectives of Government.”

The Works Reform PMO’s Mission is to

- work collaboratively;
- realise and report benefits;
- provide and promote project management templates, tools and techniques;
- manage and monitor progress; and
- offer advice and facilitate outcomes.

**Project Boards**

Four Project Boards have been established around the following key themes found within the Business Solution Plan:

- Strategic Asset Management;
- planning, delivery and management of buildings;
- BMW organisation; and
- Information Systems.

Following the PRINCE2 governance structure the Project Boards will be made up of three distinct roles:

- **The Executive Sponsor (or Customer)**

  The Executive Sponsor (or Customer) is the person who owns the business case. The Customer for the Works Reform program is the Executive Director BMW.

  Due to the scale of the reform program, the executive Director BMW has (in some project boards) delegated this role to other members of the executive team to champion a particular set of reform projects.

- **A Senior User**

  A Senior User is a person who is going to use the results or outcome of a project, or who will be impacted by the outcome of a project. On some projects, the customer and user may be the same person.

- **A Senior Supplier (or Specialist)**

  A Senior Supplier (or Specialist) is a person who provides the expertise to do the actual work on the project (i.e. will be designing and building the outcome). This person will organise and co-ordinate the delivery of required outcomes within budget, on time, and to the appropriate quality.

The key processes the Project Boards are responsible for break into four main areas as defined in PRINCE2:

- initiation (starting the project off on the right foot);
- stage boundaries (reviewing results and resource allocations);
- ad hoc direction (monitoring progress, providing advice and guidance, removing road blocks, reacting to exception situations); and
- approving project closure (confirming the project outcome and controlled close).
The Project Board has overall authority for the project, provides leadership and strategic direction, and is responsible for providing the Project Manager with the necessary decisions for the project to proceed and to overcome any problems.

**Project Managers**

Every project will have an appointed Project Manager who will be responsible for delivering the project on time, within cost, and to an identified quality.

The Project Manager will be responsible for planning the project, managing the delivery of the project (time, cost and quality) including preparing management products.

The key roles for the Project Manager will include:
- develop the project plan and gantt chart;
- manage scope – balancing time, cost, quality;
- engage relevant stakeholders;
- lead change;
- provide regular reporting;
- manage by exception;
- use PRINCE2 methodology and standard tools as developed by the PMO; and
- facilitate outcomes.

**Project Teams**

The project team will be established by the Project Manager and allocated activities.

All activities, resources and timelines will be developed in the Project Plan and Gantt chart. This will enable negotiation and sign off of resources by the Project Board.
Project Framework

As previously described, the 26 projects have been allocated to one of the four Project Boards. The detail on the deliverables of these projects and the activities required to achieve them will be updated regularly throughout the implementation of the Works Reform program. This section focuses on the project methodology that has been adopted by BMW to deliver the projects.

PRINCE 2 Methodology

BMW has adopted the PRINCE2 project methodology, scaled to suit the purposes of managing the 26 Works Reform projects. PRINCE stands for Projects in a Controlled Environment and is described as a structured method for effective project management for all types of projects.

PRINCE2:

- PRINCE was developed as a UK Government standard for information systems (IT) project management in 1989;
- is now recognised as a world-class international standard methodology for project management;
- embodies many years of good practice in project management (PRINCE2, revision from 1996); and
- is now a flexible and adaptable approach to suit all projects (not just IT).

PRINCE2 has a series of processes which cover all the activities needed on a project from starting up to closing down. The PRINCE2 methodology says that a project should have an:

- organised and controlled start: organise and plan things properly before leaping in;
- organised and controlled middle: when the project has started, make sure it continues to be organised and controlled; and
- organised and controlled end: when you’ve got what you want and the project has finished, tidy up the loose ends.

Figure 11: PRINCE2 Project Lifecycle
Management Products

The PRINCE2 processes and documents to be delivered during the project have been scaled for the BMW Works Reform program. The management products developed as standard templates to be used during the project lifecycle include:

► Project Initiation Document

The purpose of this document is for the Project Board to define the project, to form the basis for its management and the assessment of overall success. It is the contract between the Project Board and Senior Responsible Owner.

► Project Plan

The Project Plan is a mandatory plan that provides a statement of how and when a project’s objectives are to be achieved, by outlining the scope, activities and resources required on the project. The Project Plan further defines the PID with planned project costs and identifies the management stages and other major control points. It is used by the Project Board and Project Manager as a baseline against which to monitor project progress and cost, stage by stage. Where relevant, the project plan includes a Communication and Engagement plan; Financial Resources plan; and a Risk and Issues logs. The project plan is a contract between the Project Manager and the Project Board.

► Highlight Report

The purpose of this report is to provide the Project Board with a summary of the status at intervals defined by them. The PMO uses the report in their monthly consolidation reporting. The Project Manager also uses it to formally advise the project board of any potential problems or concerns where the Project Board could help bring the project back on track.

► Change Request

This document is used when there is a change to project scope. It forms the formal record of agreed changes and is signed off by the Project Board.

► Lessons Learned Log

The purpose of this document is to be a repository of any lessons learned during the project that can be usefully applied to other projects. At the close of the project it is written up formally by the PMO in an overarching Lessons Learned Register.

► End Project Report

This document is used to pass details of unfinished work or potential product modifications to the group charged with future support of the final product in its operational life.

Management by Exception

In addition to progress reports, the Project Board should be notified when there is a significant deviation from planned results. Following the endorsement of the Project Initiation Document and Project Plan, the Project Board and the Project Team expect the great majority of the plan to go well without participation from the board.

The Project Manager will complete Highlight reports on a monthly basis. One of the key responsibilities of the Project Board is to become involved when the Project Manager calls upon the Board to resolve an issue or road block.
Integrating Project Management and Change Management for Works Reform

Any change to processes, systems, organisation structures, and job roles will have a ‘technical’ side and a ‘people’ side that must be managed. Project management and change management have evolved as disciplines to provide both the structure and the tools needed to realise change successfully on the technical and people side.

As shown in Figure 12, both project management and change management will support BMW’s move from a current state (how things are done today), through a transition state to a desired future state (the new processes, systems, organisation structures or job roles defined by ‘the change’).

The goal of project management is to effectively deploy resources in a structured manner to develop and implement the solution, in terms of what needs to be done to processes, systems, the organisation’s structure, and job roles.

The goal of change management is to help individuals impacted by the proposed change to make a successful transition; involving and helping individuals impacted by the change to develop and adopt the change and to do their work in the new way. Change management and project management will be integrated throughout the Works Reform program. The steps and activities move in unison as teams work with BMW staff and stakeholders to move from the current state to a desired future state.

Figure 12: Organisational Change
The Works Reform program will have a significant impact on the people and the culture of BMW. To understand its impact, the Business Change Manager, the Organisational Development branch, the Program Manager and the PMO will work closely with the divisional heads, the Project Managers and Project Teams to devise the best approach to change management, as well as develop activities, strategies, methods and actions suitable for the project, which will be incorporated into the Project Plan.

Project Managers, their teams and the PMO will work extensively with people likely to be affected by change to ensure that they are involved in the identification of the desired future state, and to ensure that those who are affected by the transition are also consulted and involved. Where this approach of consultation and engagement with BMW staff and stakeholders is undertaken successfully it is anticipated that the change will be much more likely to gain the support of those implementing the change and those impacted by the change, greatly reducing the need for additional change management plans.

For BMW to reform successfully and achieve the large scale change that is outlined in the Business Solutions plan, it is vital that the whole organisation embraces the Works Reform program. This buy-in to the change, which will ultimately determine the Reform’s effectiveness, can only be achieved by the engagement and involvement of all staff and stakeholders affected by the Reform process.

In order to underpin this change management process successfully, BMW has implemented a number of change initiatives to pave the way for the Reform process. These include:

- an employee opinion survey to identify the current BMW culture and to develop behaviours that will support the Works Reform program;
- development of the leadership skills required for the Reform to be successful;
- a strong focus on developing teams and team work;
- development of processes to involve all staff in planning and decision making;
- the implementation of a process of individual planning and performance management; and
- the development of skills such as project management, procurement and asset management that will be required in the post reform world.

These approaches to change will support the organisation in discovering new ways of thinking and behaving to improve the organisation and its ability to adapt to changing conditions.
Communications Plan

A Communications strategy has been developed to provide the framework for communications relating to the State Government’s Works Reform program and its major areas of focus. The broad aim is to both inform stakeholders of the developments and requirements associated with the reform agenda, and to promote the benefits of reform and thereby encourage participation and support.

Individual reform projects, especially those with tangible deliverables, will have a project specific Consultation Plan developed and implemented. The Consultation Plan will identify stakeholders who will be involved in, affected by, and who can influence the outcome. The plan will also include the delivery tools used to communicate key messages and the frequency of contact with these respective stakeholders.

The desired outcomes are to have:

- informed stakeholders;
- on-going information dissemination and consultation processes;
- increased awareness and understanding of the reform agenda; and
- wider recognition of reform achievements.

A number of key stakeholders have been identified including:

- Directors General, Chief Executive Officers and agency Executive for general government sector agencies with building asset portfolios;
- Executive Client Council – represented by the top five key agencies with building requirements;
- Building Asset Management Leadership Group – asset managers in the top 10 to 12 agencies;
- Building Management and Works staff;
- building works procurement, asset maintenance and project management staff across the sector;
- agencies and their relevant staff;
- peak bodies and professional associations including:
  - Australian Council of Built Environment Design Professionals (BEDP) representing Association of Consulting Architects, Engineers Australia, and the Australian Institute of Landscape Architects;
  - Master Builders Association;
  - Construction Contractors Association; and
  - Property Council of Australia.
- private sector suppliers to government including project managers, designers and builders;
- local government; and
- relevant trade unions (Unions WA, CPSU/CSA).
Timeline

The timelines for the Works Reform program are shown in Figure 13. On release of this Implementation plan the PMO will shift their focus to executing, monitoring and reporting on the Works Reform program.

Risk Management

The Works Reform PMO will be responsible for the effective management of risk with regard to the delivery of the Works Reform program. A realistic assessment of risks has been completed and will be managed by the PMO.

Figure 13: Timeline for the Works Reform program
Reporting

Evaluation and formal reporting will focus on performance of the Works Reform program to ensure the expectations of Government are being met over the four year period. The following section outlines how and when monitoring and evaluation of the Works Reform program will occur.

Works Reform Benefits Realisation Report

The annual Benefits Realisation report will provide an assessment of the performance and outcomes of the Works Reform program. The benefits will be presented from the four Balanced Scorecard perspectives: financial, customer, business process, and learning and growth. It is planned to produce this report annually every October (in 2010, 2011, 2012, and 2013).

Managing a reform program successfully involves effectively engaging with stakeholders, especially obtaining the views of end-users, a clear understanding of their needs and the outcomes to be achieved, and consulting and communicating about key decisions. Benefits Realisation reports will assist with this engagement and in identifying the outcomes and benefits realised as a result of investing in the Works Reform program.

Works Reform Annual Progress Report

This report will provide an overview of progress made across the 55 recommendations in the reform program. It is a narrative of progress made to date. This report will be prepared annually in February (in 2010, 2011, 2012, and 2013).

Stakeholder Survey Summary Report

This report will focus on stakeholder feedback in respect of reforms to the planning, delivery and management of buildings for Government. The views and suggestions from stakeholders are an essential and valued input in the development and implementation of the Works Reform program. This report will be released annually in June (in 2010, 2011, 2012, and 2013).

The key stakeholders identified include:
- Directors General/Chief Executive Officers;
- Asset leaders;
- Building Occupiers and End Users;
- BMW Employees;
- Industry; and
- Suppliers.
### Appendix 1: Works Reform Master Balanced Scorecard

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Goal</th>
<th>Objectives</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial Benefits</strong></td>
<td><strong>Project Overruns Eliminated</strong></td>
<td>• support service delivery outcomes that deliver value for money;</td>
<td>• proportion of projects delivered within budget;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• establish design standards and quality parameters to meet the value for money objectives for government buildings;</td>
<td>• current works program;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• deliver well scoped and sound budgets; and</td>
<td>• completed projects.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• deliver projects on time and within budget.</td>
<td>• the unit cost of works for different types of projects;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• planned maintenance expenditure compared with breakdown repair costs;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• unit cost of Government Office Accommodation;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• implementation costs of Works Reform program; and</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• net benefit of Works Reform program.</td>
</tr>
<tr>
<td><strong>Customer Benefits</strong></td>
<td><strong>Effective Relationships</strong></td>
<td>• treat Government as ultimate client;</td>
<td>• government support for the Works Reform program;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• become a trusted and valued partner with government agencies;</td>
<td>• agency satisfaction with BMW services;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• maintain open and effective relationships with our suppliers;</td>
<td>• satisfaction with the CEID Initiatives;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• establish a collaborative relationship with other DTF businesses and works agencies; and</td>
<td>• liaison with industry;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• foster effective liaison with local government and industry groups.</td>
<td>• liaison with local government.</td>
</tr>
<tr>
<td><strong>Local Solutions</strong></td>
<td></td>
<td>• support regional development; and</td>
<td>• proportion of regional works program managed from the regions; and</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• align regional processes and practices to central standards.</td>
<td>• proportion of regional works program undertaken by regional based suppliers.</td>
</tr>
<tr>
<td><strong>Business Process Benefits</strong></td>
<td><strong>Strategic Asset Management</strong></td>
<td>• promote and adopt the Strategic Asset Management framework;</td>
<td>• adoption of the SAM framework;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• support agencies in the use of the Strategic Asset Management framework;</td>
<td>• adoption of portfolio approach;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• take a leadership role in managing government’s building assets; and</td>
<td>• agency satisfaction with BMW support for SAM; and</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• take a whole-of-government long term view to the planning, delivery and management of buildings for government.</td>
<td>• timeliness.</td>
</tr>
<tr>
<td></td>
<td><strong>Enabling Systems and Practice</strong></td>
<td>• incorporate the Strategic Asset Management framework into Building Management and Work's standards and processes;</td>
<td>• satisfaction with systems and practice, including:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• strive for innovation in the planning, delivery and management of government buildings;</td>
<td>• system alignment with SAM;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• develop and implement standard documents, templates and appropriate systems to support business practices; and</td>
<td>• works policies and processes;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• provide transparent, well-informed and timely information.</td>
<td>• works Information systems; and</td>
</tr>
<tr>
<td><strong>Learning and Growth Benefits</strong></td>
<td><strong>Skilled People</strong></td>
<td>• grow BMW's skills in planning, procurement, asset management, project management and relationship management;</td>
<td>• knowledge management.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• attract and retain skilled people; and</td>
<td>• growth in the use of different procurement models; and</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• enhance roles and capabilities in the regions to deliver solutions locally.</td>
<td>• adoption of new business processes.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>BMW employee satisfaction with:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• overall job;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• opportunities to use skills and abilities;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• feedback and recognition;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• BMW as a great place to work;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• training and professional development; and</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• level of knowledge sharing.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• growth of BMW skills in:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• project management;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• asset management;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• procurement; and</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• leadership and management.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• workforce recruitment - FTE’s (levels and age profiles), recruitment, appointments, and attrition;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• growth of BMW resources based in regional offices; and</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• regional staff participation in development programs.</td>
</tr>
</tbody>
</table>
The Works Reform Implementation Plan has been prepared by the Building Management and Works business within the Department of Treasury and Finance.