



# Centre for Excellence & Innovation in Infrastructure Delivery



As part of the Government's commitment to the Procurement Reform program, the Major Government Projects Taskforce (MGPT) has recently created the Centre for Excellence and Innovation in Infrastructure Delivery (CEIID).

MGPT is chaired by the Minister for Works, and includes the Minister for Planning and Infrastructure and the Treasurer. At its meeting in April 2007 the MGPT endorsed the governance structure and functions of CEIID.

The key objectives of CEIID are to establish practices which promote formal collaboration between works agencies on infrastructure related issues, including improved strategic asset management and delivery of major infrastructure.

In addition to enhanced knowledge sharing, CEIID will also assist with the development of best practice and the adoption of a more consistent approach across works agencies systems, processes and standards.

The benefits of this approach will be cost minimisation through a focus on better planning and project management.

The ultimate aim is for more reliable project timetables, and more projects delivered on time and on budget.

*"CEIID will be driven by a culture of innovation, teamwork and sharing of best practice"*

- Michelle Roberts, Minister for Works

If you are interested in finding out more about CEIID please go to [www.ogp.wa.gov.au](http://www.ogp.wa.gov.au)

# Share knowledge, develop best practice and drive innovation...

## Deliverables include:

- a mechanism for sharing experience across works agencies, particularly with respect to project delivery mechanisms, packaging of projects, contracting strategies and risk sharing
- a mechanism for sharing market knowledge and intelligence
- a comprehensive approach to industry liaison
- a consistent suite of project management methodologies across the works agencies
- a project development process based on staged approvals for major projects (the Gateway Review Process)
- sector wide approach to contractor performance monitoring and management
- improved strategic asset management
- new training programs and career paths in works project management and procurement
- design documents and functional performance specifications that comply with industry best practice
- robust contract development and management systems across the works agencies
- tailored solutions for regional works procurement

The Government has provided funding (\$16 million in total) in the 2007-08 budget to support this initiative. It comprises \$3 million per annum recurrent funds over four years, plus a \$4 million capital fund for technology related projects.

A Program Management Office is being created within the Department of Treasury and Finance to lead and facilitate the reform program.

The CEIID will be steered by a team of senior managers from across Government and will be chaired by DTF.

## Current membership is:

- **John Tondut**, Chair and Acting Executive Director, Office of Government Procurement  
Department of Treasury and Finance
- **Anthony Kannis**, Executive Director  
Agency Resources  
Department of Treasury and Finance
- **John Coles**, Deputy Director General  
Works  
Department of Housing and Works
- **Geoff Zimmer**, Assistant Director General  
Strategic Corporate Support  
Department of Planning and Infrastructure
- **Peter Woronzow**, Executive Director  
Finance and Commercial Service  
Main Roads Western Australia
- **Hugh Smith**, General Manager  
Network and Infrastructure  
Public Transport Authority
- **Peter King**, Executive Director  
Finance and Contracts  
Public Transport Authority

The Steering Committee also includes a project co-ordinator from each of the agencies

- **Name (to be determined)**, Director  
CEIID Program Management Office  
Department of Treasury and Finance
- **Michael Court**, Director  
Asset Planning and Management  
Department of Treasury and Finance
- **Wayne Carter**, Manager  
Procurement and Construction Policy  
Department of Housing and Works
- **Bruce Cunningham**, Manager  
Contract Performance  
Main Roads Western Australia
- **Martin Baird**, Acting Manager  
New Coastal Assets  
Department of Planning and Infrastructure
- **Michael Somerville-Brown**, Manager  
Infrastructure Assets  
Public Transport Authority



*"Over the next four years, the Government's Capital Works Program is an unprecedented \$21.6 billion. We need to ensure taxpayers get maximum value for each dollar"*

The Hon Eric Ripper  
Deputy Premier;  
Treasurer



*"CEIID has the potential to build on the reforms already achieved in general procurement activities and to deliver similar improved outcomes for the Capital Works Program"*

Timothy Marney  
Under Treasurer  
Treasury and Finance



*"I envisage the benefits of reform through the Works Centre of Expertise will primarily be cost minimisation through a focus on better planning and project management"*

The Hon Michelle Roberts  
Minister for Works



*"CEIID will strengthen the skill sets within Government so we can embrace and effectively manage a suite of procurement models, ensuring we get value for money and timely delivery for our projects"*

The Hon Alannah MacTiernan  
Minister for Planning and Infrastructure

*... and a more consistent approach across works agencies' systems, processes, standards and management practices*



*"CEIID has the capacity to reduce duplication and deliver some very desirable improvements to management practices and systems used by the works agencies"*

Bob Mitchell  
Director General  
Housing and Works



*"CEIID will help create a Knowledge Network which will share and develop innovative solutions for the delivery of major infrastructure projects across the Public Sector"*

Menno Henneveld  
Commissioner  
Main Roads Western  
Australia



*"CEIID has the opportunity to foster the development of new skills and training programs that would benefit all the works agencies"*

Reece Waldock  
Chief Executive Officer  
Public Transport Authority  
Australia



*"I believe CEIID can develop consistent approaches to project management that will make it easier for our people to do their job - no matter where they work in Government"*

Greg Martin  
Former Director General  
Planning and Infrastructure

# What will CEIID focus on?

The CEOs of all the CEIID agencies met in May 2007 and agreed on the priority areas for reform in the first 6 to 12 months.

There was strong support for a range of initiatives that will impact the front end planning around major projects, as well as the way infrastructure projects are approved and managed.

This will lead to improved project definition and better costing and budgeting.

The following initiatives are now underway.

## Project Management Methodology

To develop a suite of project management methodologies for projects of varying size that will support a consistent approach to staff training and the development of support systems.

## Project Management Systems

To provide a common software system to support a consistent approach to project management methodologies and training programs.

## Project Costing

To define best practice in the way the cost of a project is defined during its life cycle, as well as support a consistent approach to project costing across the works agencies.

## Knowledge Network

To encourage subject matter specialists from both government and the private sector to share best practice, (eg. on delivery mechanisms, packaging of projects, contracting strategies, risk sharing and reward) to increase the skills and knowledge of all works project managers and procurement staff.

## Project Delivery Alternatives

To document and share alternative project delivery approaches (such as alliance contracting, design and construction, and facilities management) to encourage more innovative approaches and improved risk management for major infrastructure projects.

## Gateway

To implement a project assurance process based on the UK Government's Gateway Review model. This involves structured reviews at key decision points by a team of experienced people independent of the project team. Each review provides assurance that the project can progress to the next stage. This will create stronger focus on project scoping, budgeting, and risk management, as well as strengthened project management on major infrastructure projects.

## Contracting Systems

To provide a more robust contract development and management system across the works agencies. This is expected to be integrated with other business systems eg. project costing and billing systems.

