

Investment Management Centre Building Services Authority

Background

The *451 Investment Management Centre* is our methodology for providing Clients a way to manage conflicting priorities between Strategic, Operational, and Performance Improvement initiatives. It culminates with the selection of an optimum portfolio of project, initiatives, and other investments and then into the production of a monthly executive dashboard to track financial and physical implementation of non-operational tasks, clearly showing which are critical at any point in time.

Process

For the Building Services Authority (BSA), the 451 Consulting approach brought together the organisation's entire agenda for change. It highlighted that the BSA was doing too many things. 451's facilitation skills helped to prioritise projects, initiatives, and other activities to create a change portfolio that is 'do-able', and will yield the strongest benefits. 451 Consulting also helped the BSA further develop their internal competencies in program and project management.



Introducing the 451 Investment Management Centre

Investment Management Centre

- Strategy to KPI Alignment
- Inventory of Change
- Initiative Definitions & Business Cases
- Business Enablement Diagram
- Prioritise & Select Draft Inv. Portfolio
- Business & IT Impact Assessment
- Confirmation of Change Portfolio & Accountabilities
- Establish Tracking Sys.
- Managing the Portfolio
- Benefits Harvesting

Version 1.0

The *451 Investment Management Centre* brings a fresh approach to organisations that need to select and deliver maximum benefits from performance improvement initiatives, business & IT projects, and traditional investments.

It provides a blueprint for translating Strategy Into Action, and restoring a balance between Strategic, Operational, and Performance Improvement activity.

Assertion

"When you think about it, an organisation's total portfolio of investments (business and IT projects, financial investments, and operational improvements) must collectively deliver your strategy and meet your KPI targets.

The Investment Management Centre provides the Strategic Plan traction"
Gerard O'Hara, Managing Director

A fresh approach to Investments Management

Many organisations build on the initial success of a Project Office by increasing scale (and cost) without adding value (A1 to A2).

A strategic blueprint is needed to build an Investment Management Centre, not more money (B).

More than a Project Office...

1. Creates a bridge between Strategy, KPI's, and Projects
2. Includes non- project Investments
3. Focuses on organisational affordability and aggregate risk
4. Includes a benefits focus
5. Brings together the disciplines of Finance, Project Management, and Change Management
6. Assists Executives make tradeoffs between competing options

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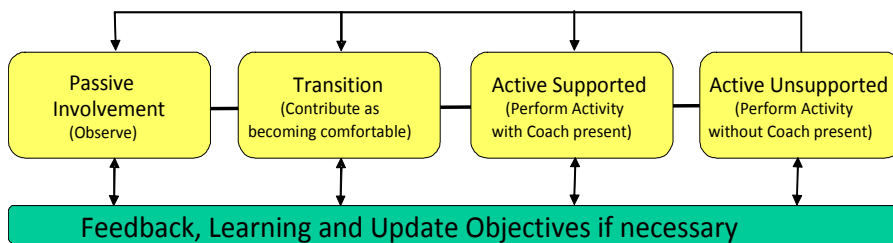
By bringing together IT projects, Continuous Improvement initiatives, Leadership Program projects, Legislative Change work and other initiatives within the organisation, the BSA was able to understand the aggregate impact that would affect staff and customers if any given set of projects were to be carried out. This is an essential step in ensuring that any Program of Work not only has real benefits but also can be taken on by staff and customers alike.

The monthly reporting delivered by the IMC provides the BSA Executive Team with a clear indication of planned workload, and allows early intervention when projects fall behind their planned schedule. By encouraging senior management involvement in the delivery of their individual portfolios of projects, risks are lowered and project staff are empowered to focus on the delivery of benefits to the organisation.

451 Consulting has a commitment to provide all Clients with Insight, Integrity, and Value. Accordingly, we encourage clients to nominate suitable internal resources to work with us to increase the value you gain from our partnership. In fact, we have a formalised Skills Transfer Program described below:

By applying these principles to the BSA assignment, 451 Consulting quickly helped the nominated internal staff to develop the skills base required to successfully take on the management of the IMC internally.

Action Learning in Skills Transfer Program



Testimonial

“The 451 approach brought together our organisation’s entire agenda for change. It highlighted that we were in danger of doing too many things. 451’s facilitation skills helped us prioritise our projects, initiatives and other activities to create a change portfolio that is ‘do-able’, and will yield the strongest benefits. They have also helped us to further develop our internal competencies in program and project management.”

Mr Ian Jennings, General Manager, Building Services Authority