

CONFIDENTIAL ITEMS 2003 – SEPTEMBER 2019

| # | Date | Item Title | Confidential Order Details | Item being kept confidential - Agenda/ Attachment/ Minutes | Reason regarding retention or recommend-action to release | Resolution Regarding Action | Last Review Date | Next Review Date | Date Released |
|-----|--------------|--|---|--|---|--|------------------|------------------|--|
| 136 | 4 March 2019 | Confidential Item: Appointment of Additional Audit and Risk Committee Member | <p>1. Pursuant to Section 90(3)(a) Pursuant to Section 90(2) of the Local Government Act 1999 the Council orders that all members of the public except (Chief Executive Officer, Chief Financial Officer, General Manager Planning and Development, General Manager Community Services, General Manager Infrastructure and the Minute Secretary) be excluded from attendance at the meeting for Agenda Item 18.1 Appointment of Additional Audit and Risk Committee Member.</p> <p>The Council is satisfied that pursuant to Section 90(3)(a) of the Act, the information to be received, discussed or considered in relation to this Agenda item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of people who expressed an interest in membership of the Audit and Risk Committee in that details included in their resumes will be discussed.</p> <p>The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of details relating to personal information of people who expressed an interest in membership of the Committee will be discussed.</p> <p>4. Pursuant to Section 91(7) That having considered Agenda Item 18.1 Appointment of Additional Audit and Risk Committee Member in confidence under 90(2) and 3(a) of the Local Government Act 1999, the Council pursuant to Section 91(7) of the Act orders that the attachments be retained in confidence until 4 March 2019 or such lesser period as may be determined by the Chief Executive Officer.</p> | Attachments be retained in confidence | The Council is satisfied that pursuant to Section 90(3)(a) of the Act, the information to be received, discussed or considered in relation to this Agenda item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of people who expressed an interest in membership of the Audit and Risk Committee in that details included in their resumes will be discussed. | Retained in confidence until 4 March 2019 or such lesser period as may be determined by the Chief Executive Officer. | 8 Oct 19 | Within 12 months | Attachment released on website 19 September 2019 |

██████████
██████████
19 January 2019

Ms Ros McDougall
Risk and Governance Officer
Mount Barker District Council

Hello Ros,

Re: Audit Committee Independent Member

I am delighted expression my interest in the position of independent member of Council's Audit and Risk Committee.

The areas of expertise I have that match those advertised are:

- Corporate governance
- Audit and risk committee and board experience
- Financial management - supported by a
- Internal audit and risk management - in the local government, banking, superannuation and insurance (general insurance and medical indemnity) sectors
- Seven (7) years in Director/General Manager roles in local government with responsibility for corporate/business services including finance, rating, governance, risk management, IT, people and culture, strategic and business planning, customer experience, internal and external audit, service reviews, process improvements, organisational performance reporting.

Relevant experience I am able to draw upon and bring to the Committee include:

- Board member and member of the governance and risk board committee (e.g. risk and governance) of a large not for profit (\$75M budget pa, employing 990 staff).
- Master of Business Administration (University of Adelaide), Degree in Applied Economics (University of SA), Graduate Diploma in Strategic Management (Macquarie University) and completing the final subject for a Graduate Diploma in Applied Corporate Governance (Governance Institute of Australia).
- Senior executive roles with responsible for corporate services including: governance, risk management, audit committee, finance, management accounting, rates for a large metro and large regional council.
- Held board positions in the superannuation, early learning and tertiary education sectors.
- Diverse, dynamic and unique combination of senior executive experience spanning the:
 - Private sector (including private health insurance, public health, multi-line insurance, medical indemnity insurance, finance sector, superannuation, water utility and compulsory 3rd insurance)
 - Federal (public health), state (treasury and finance, emergency services and justice portfolios) and local government.
 - Regulated environments (large water utility, CTP Insurance Regulator and regulated market).
- My executive position as the national risk services manager for a national medical indemnity insurance included responsibility for designing and delivering an annual risk management program to 15,000+ doctors and specialists aligned to the drivers of medical indemnity claims; liaising with the medical colleges; and managing the members with a higher risk profile than their peers.

I am genuinely interested in the opportunity to contribute as an independent member of the Council's Audit and Risk Committee particularly given it is in the local government sector which I understand and appreciate including the valuable contribution the sector makes to their communities. I thoroughly enjoy adding value through reviewing, challenging, inquiring, evaluating and robust conversations in a constructive, collaborative and positive approach.

Accompanying this expression of interest is my Board CV. I welcome any questions you may have of me and thank you in advance for the opportunity to be considered for the position on the Committee.

Yours sincerely,

Pamela Lee

Pamela Lee

About

Pamela has a unique, diverse and dynamic combination of board and senior executive experience in the commercial sector, federal, state and local government sectors, regulated environments, disability services and tertiary education sectors. She adds value to: strategy formulation, oversight, evaluation; governance; enterprise risk; innovation, leadership and strategic and systems thinking.

Professional, politically aware and an experienced board member and executive with strong business acumen, Pamela is passionate and experienced in aligning strategy, structure and people to the organisation's vision, values, strategic direction and priorities. She is strategic, resilient and authentic with high integrity. Her leadership style is values based, collaborative and constructive. She genuinely enhances insight, value, accountability, optimises performance and outcomes. Pamela is committed to realising the best in people, organisational, board and committee performance and exceptional customer, employee and stakeholder experience.

Pamela's experience includes: leading and managing multi disciplined, multi functional portfolios and successfully overseeing and implementing significant change (involving people, culture, structure, systems) in complex, ambiguous, disruptive and challenging environments; leadership, capability and capacity building; governance and risk management; audit; communications; and stakeholder engagement.

Complementing her experience in the banking, finance, medical indemnity and risk education, private and public health, insurance and superannuation industries, a large water utility and all three levels of government are tertiary qualifications, international accreditation in change management and AICD, AHRI and Governance Institute professional membership. Pamela is committed to life-long learning and professional development.

Contact Details



Memberships

- Australian institute of Company Directors - Fellow
- Governance Institute of Australia - Affiliate
- Australian Human Resource Institute - Certified Professional
- Governors Leadership Foundation - Alumni
- University of Adelaide Alumni - Fellow Alumni

Qualifications & Accreditations

- MBA (Advanced), University of Adelaide
- B. App. Economics, University of South Aust.
- Australian Institute of Company Director Diploma
- Grad. Dip. Strategic Management, Graduate School of Business, Macquarie University
- Grad. Dip. of Applied Corporate Governance
- Prosci Change Management Accredited
- Freedom of Information Officer accreditation
- Mental Health First Aid accredited.

Areas of Expertise & Knowledge

- Corporate governance
- Strategic planning, oversight and monitoring
- Enterprise risk management
- Corporate policy evaluation
- Critical analysis and questioning
- Customer and stakeholder engagement
- Roles, responsibilities and fiduciary obligations of the Director and ability to separate from those of management
- Change management (big step) and continuous improvement (small step).

Current & Past Positions

- Board member of CARA and member of the Governance and Risk Committees - current
- General Manager, Business Services, City of Mount Gambier - current
- Transition and Implementation Project Manager, CTP Regulator's Office/ Dept. Treasury and Finance
- Program Director, Emergency Services
- Director Business Support and Strategy, City of Tea Tree Gully
- National Manager, Risk Management, MIGA
- Manager Strategy and Planning, SA Water
- GM Allied Health, Health Insurance Commission
- Manager Strategy and Planning, insurance sector
- Manager Audit and Risk, insurance sector.

From: [Jennifer Buckler](#)
To: [Mount Barker District Council](#)
Subject: Application for: Audit and Risk Committee Independent Member
Date: Friday, 1 February 2019 11:14:38 AM
Attachments: [Resume 2019.pdf](#)

Attention: Ros McDougall

I write to express my interest in joining the Mount Barker District Council Audit and Risk Committee as an independent member.

I have well developed leadership and governance skills that have been established through managing operations, leading and developing multi-disciplinary teams, and delivering client services over several years in State government. I am interested in expanding my professional experience and I believe I have the skills and knowledge to be an effective member of the committee.

I am currently responsible for overseeing all aspects of a 24 hour residential care service for young people under guardianship. I manage a workforce of more than 70.0FTE, 14 facilities dispersed across metropolitan Adelaide, and am responsible for the associated budget. One aspect of my role relates to performing risk assessments, monitoring internal control systems, and ensuring regular compliance reporting is completed in a timely manner. I also believe my attention to detail, capacity to manage tight deadlines, and an ability to think analytically and objectively would make a significant contribution to the audit processes undertaken by the council.

I welcome the opportunity to meet with you to discuss my skills and experience further. Please do not hesitate to contact me if you have any questions.

Kind regards

Jennifer Buckler

JENNIFER BUCKLER

PERSONAL SUMMARY

A forward thinking, hardworking and dynamic leader who strives to optimize operational performance and improve service quality. Looking for an executive leadership position where I can learn, thrive, and reach my full potential.

AREAS OF EXCELLENCE

Strategic leadership ♦ Change management ♦ Performance management
Risk management ♦ Policy development ♦ Conflict resolution and negotiation

WORK HISTORY

October 2013 – Present

Department for Child Protection

Manager Residential Care

Responsible for the operational management and strategic direction of 14 residential care facilities geographically dispersed across metropolitan Adelaide.

- Developing and implementing outcome focused service delivery models for children under Guardianship of the Chief Executive.
- Building partnerships with internal and external stakeholders to work toward a collaborative and holistic out of home care service.
- Strategic planning and reporting, practice development and policy implementation, and preparation of ministerial responses.
- Management of financial, physical and human resources.
- Responsibility for overseeing the supervision, training, performance management and improvement for more than 70.0FTE.
- Identifying risk and implementing effective systems and controls.
- Leading processes relating to managing misconduct, including participating in the investigative process of more serious matters.

July 2016 – October 2016

Department for Education and Child Development, Families SA

A/Assistant Director Residential Care

- High level strategic leadership and operational management of residential care facilities and workforce.
- Contributing to specialist advice and knowledge in out of home care.
- Assisting the Director Residential Care in operational and strategic decision-making.
- Supporting the implementation of a culture of performance management, improving levels of formal supervision, and continuously improving

September 2012 – October 2013

Department for Education and Child Development, Families SA

Manager Guardianship Services

- Strategic leadership and management of Guardianship Services, which included School Retention, Mentoring Program, ByteBack, Volunteer Program, and Youth Support Service.
 - Oversaw the development and management of policy relating to education and transition into independence for young people in care.
-

- Executed cost effective changes by restructuring each service, including the abolition of an underperforming service.

January 2012 – March 2012**Department for Communities and Social Inclusion,
Disability SA***A/Regional Manager (Country South)*

- Managed regional financial budget and brokerage expenditure, reviewed and evaluated regional services, provided regional leadership and staff support, prepared responses to

January 2011 – April 2011**Andersons Solicitors**

- Managed multiple files, drafted letters of advice, and prepared briefs for counsel in the area of criminal law and family law.
- Appearances before the Magistrates Court of South Australia.
- Drafted legal memoranda and undertook research on legal issues.

July 2009 – October 2009**Department for Families and Communities, ICT***Business Analyst*

- Collated statistical information regarding the business operation of Disability SA.
- Identified the business needs and prepared a business case for a Client Management system.

October 2006 – September 2012**Department for Communities and Social Inclusion,
Disability SA***Team Manager*

- Managed a multidisciplinary team responsible for the delivery of services to people with disability in the Murray Mallee region, including supervision and performance development.
- Contributed to regional planning, promoted best practice in performance and service delivery, and established links with local partners and community groups.
- Collaborated with other government agencies to provide services to the Ngarrindjeri people living with disability in the Raukkan community and greater Murray Mallee region.

March 2005 – October 2006**Department for Families and Communities,
Disability Services***Service Coordinator*

- Assisted individuals with a disability and their families through a developmental case management approach, including conducting Needs Assessments, developing Support Plans, co-ordinating the provision of individual services and family support, and preparing Developmental Profiles to drive interventions.
- Contributed to the ongoing planning and development of community based services.

February 2004 – October 2004**Offenders Aid and Rehabilitation Services of SA***Drug Counsellor*

- Undertook psychosocial assessment, therapeutic counselling, and treatment service among the offender population within correctional facilities and outreach locations with Adelaide and the Murray Mallee.
- Contributed to the planning, policy development, and future direction of the Illicit Drug Intervention Program.
- Maintained a strong working relationship with relevant government and non-government agencies, networks and other service providers to facilitate client advocacy and the promotion of the service.



Prior Work Experience (Pre-2004)

Positions held within United States and Australia

- Information available on request

EDUCATION

2011 Flinders University of South Australia

- Bachelor of Laws and Legal Practice (Honours)

2003 Flinders University of South Australia

- Bachelor of Psychology (Honours)

KEY ACHIEVEMENTS AND PRIZES

| | |
|-------------|--|
| 2010 | Fisher Jeffries Prize in Civil Litigation |
|-------------|--|

2009 State Ombudsman Prize for Administrative Law (Interviewing)

2007 **Edmund Barton Chambers Prize for Lawyering**

2003 Psychology Thesis

- “Predictors of well-being and quality of life in caregivers of individuals requiring palliative care: A comparison of rural and metropolitan caregivers.”

INTERESTS

- Photography, illustration, writing, geocaching, hiking, socializing, reading, travelling, spending quality time with family, and camping.

PROFESSIONAL MEMBERSHIP

- Law Society of South Australia

REFEREES

-
- | Category | Percentage |
|---|------------|
| U.S. should take action | 71% |
| U.S. should not take action | 27% |
| U.S. should take action, but only if other countries do | 2% |





21 January 2018

Ms Ros McDougall
Risk and Governance Officer
Mount Barker District Council

BY EMAIL: council@mountbarker.sa.gov.au

Dear Madam

Re: Audit and Risk Committee Independent Member

I refer to the advertisement in the Courier newspaper and **attach** my Resume for your consideration.

I retired from full-time employment on 31 December 2018 and upon returning from a family holiday saw your notice seeking a fourth member for the Audit and Risk Committee.

I have considered the Terms of Reference and reviewed previous Agenda and Minutes of the Audit and Risk Committee and am confident that I possess the expertise required to undertake such a role.

You will see from my Resume that I am more than competent in financial administration, auditing, risk management and other key areas. I would relish the opportunity to contribute my knowledge and experience to the committee and to the Mount Barker Council.

Thank you for considering my application and I look forward to hearing from you.

Regards

R Goulter

Ray Goulter

RESUME

RAY GOULTER



SKILLS:

- Proficient in all areas of administration, financial reporting and auditing.
- Strong leadership, organisational and interpersonal skills.
- Capable of leading both small and large groups in a formal or informal manner to create an efficient and professional team-working environment.
- Communicate in an articulate, convincing and readily understandable manner.
- Competent public speaker.
- Research, investigate and analyse information with thoroughness and efficiency, with an eye for detail.
- Understand and digest information concerning a diverse range of subjects.
- Resourceful and able to adapt to new environments quickly and efficiently.

Ray Goulter

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EMPLOYMENT HISTORY

SPOTLESS GROUP

Finance Manager – B&I Aust. Divisional Support

Financial administration of retail contracts at the new Royal Adelaide Hospital (NRAH). Accounting and financial reporting, review of income and expenditure, including troubleshooting and risk management in relation to expenditure, wastage and overall profitability. This position was later expanded to include other Business & Industry contracts.

Finance Manager – Government Contracts

Managing ten Government Contracts, encompassing financial administration and development duties as well as *ad hoc* issues.

For a period of three months I was also seconded to Head Office in Melbourne as acting Victorian Finance Manager for various business and industry contracts.

Mobilisation Administrator – Mining and Defence contracts

During my employment with Spotless I have been involved with the mobilisation of numerous mining and Defence facility contracts throughout Australia. My responsibilities included setting up computer and administration systems and training on-site staff.

Business & Compliance Manager – Albury/Wodonga Military Area, RAAF Wagga Wagga & Kapooka Military Area Barracks

My role as Business & Compliance Manager in the Riverina District involved financial and administration management. Added to that was involvement with Defence personnel to facilitate a closer working relationship between the contractor and Defence.

ACT/NSW Accountant – Defence & Resources, Canberra

As Defence and Resources Accountant in ACT/NSW I controlled the financial management of facilities under contract to Spotless, including the Australian Institute of Sport, Australian Defence Force Academy, Singleton Army Base, RAAF Williamtown, Albury-Wodonga Military Area, RAAF Wagga Wagga and Goulburn Police Academy

Administration Manager – Defence GSS, incorporating RAAF Edinburgh, Keswick Barracks, Woodside Barracks and Port Wakefield Military Area.

Defence GSS was a new Defence contract mobilisation that required establishing all administrative, accounting and financial reporting systems. I was also responsible for company and sub-contractor security vetting as FSO (Facility Services Officer).

Ray Goulter

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- **Accountant – Adelaide Festival Centre, Catering division**
 - **Administration Manager – Australian Formula One Grand Prix, Corporate & Public Catering division**
 - **Systems Development – Sydney Sports Ground / Sydney Cricket Ground**
 - **Area Accountant – Moomba Gas Fields**
 - **Assistant Site Manager / Accountant – various sites**
 - **Accountant – Western Australian Division**

My duties and responsibilities for each of the above facilities were each of a similar nature, however the diversity of the locations and contracts enabled me to develop and implement strategies that resulted in increased revenue and overall improvement in the administration of each facility. In particular, I was seconded to the position of catering administration manager at the Grand Prix for a period of three to four months each year for five years. This was a very hands-on role requiring substantial pre-planning along with set-up, bump out and the event itself. I managed all administrative aspects of the food and beverage operations, with the emphasis on client satisfaction whilst maintaining profitability.

Experience Summary – Spotless Group

- ♦ Monthly preparation and analysis of results for government contracts across Australia
- ♦ Report results to senior management
- ♦ Balance sheet reconciliations on a monthly basis
- ♦ Monthly P&L review, including comparison to budget and re-forecasts. Preparation and posting journals as required
- ♦ Regular review of debtor accounts to ensure compliance with contractual obligations by clients
- ♦ Weekly review of cash flow forecast
- ♦ Regular liaison with Contract Managers to discuss individual contracts and identify key issues requiring resolution
- ♦ Preparation and distribution of budget templates to Contract Managers and review of budgets through to completion
- ♦ Weekly review of payroll for all contracts to monitor overtime
- ♦ Monitoring all contract escalations in accordance with CPI movements.
- ♦ Updating computer data in accordance with escalations.
- ♦ Development and subsequent updates of various financial spreadsheets, incorporating extensive use of formulae
- ♦ Computer system development and control
- ♦ Liquor Licence records, reconciliation and Liquor Licence Returns.
- ♦ Overseeing Payroll & PAYG.
- ♦ Liquor and catering stock control
- ♦ Credit card system reconciliation
- ♦ Set-up and implementation of computer systems
- ♦ Bar / Wet Canteen operations and financial management
- ♦ Staff supervision & training

Ray Goulter

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NU-STEEL ENGINEERING LONSDALE**Managing Director / Administration Manager**

Established and implemented all systems and administrative procedures for a new franchise and managed a small team of administration and marketing staff. I developed the business for two years before selling my interest in the company.

Experience Summary

- ♦ Develop and maintain business, sales and marketing procedures
- ♦ Staff training
- ♦ Profit and Loss and Balance Sheet
- ♦ Payroll & PAYG requirements

MOTORCYCLING AUSTRALIA**General Secretary/Treasurer**

This position required management of office staff and overseeing all administrative, accounting and budgeting tasks. In addition I was Secretary of the Meeting for several Bathurst Easter Motorcycle race meetings. I was also appointed as one of two NSW delegates to the Australian motorcycle sport governing body that determined the rules for racing competitions and was involved in the establishment of Moto GP in Australia. I was awarded the Queens Silver Jubilee Medal for services to motorcycle sport.

Experience Summary

- ♦ Accounts to Balance Sheet
- ♦ Report & Budget preparation
- ♦ Payroll control and reconciliation
- ♦ General administrative procedures
- ♦ Meeting Minutes
- ♦ Tax reconciliation
- ♦ Liaison with Local and State Government departments
- ♦ Public speaking

K S BLACK & CO CHARTERED ACCOUNTANTS**Junior Audit Clerk to Senior Auditor**

I began as a junior Audit Clerk and when I left the company I had progressed to Senior Auditor.

Experience Summary

Bookkeeping and auditing
Company consolidated accounting
Company Law
Accounting to Balance Sheet
Common Law
Auditing
Minutes of Meetings
Staff supervision

Ray Goulter

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TERTIARY EDUCATION

Metropolitan Accountancy College, Sydney – Chartered Accounting
South Australian University – Bachelor of Commerce

COMPUTER LITERACY

Windows & Microsoft Office Professional
MYOB (professional and personal accounting)
In-house accounting packages such as SAP and RS6000
Comprehensive experience in macro development

VOLUNTARY POSITIONS

Treasurer (current) Velocette Owners Club Annual Rally Committee
Treasurer (current) & Past President - Blackwood Photographic Club of SA Incorporated
Deputy Chief Fire Warden / Communications Officer – Spotless (until Dec. 2018)
Past President and Treasurer- South Australian Photographic Federation Incorporated
Past Director – Interphot International Photographic Exhibition
Past Treasurer - Australian Photographic Society Conventions
Past Committee member - Snowy Mountains Motorcycle Safety & Risk Management, NSW
Past President & volunteer fire fighter - NSW Rural Fire Service
Past President – Tumbafest Music Festival, Tumbarumba NSW
Past Treasurer – Tumbarumba Show Committee, NSW

HOBBIES & OTHER INTERESTS

Photography
Snow skiing
Walking
Cards (Bridge, Euchre and 500)
Golf
Guitar
Motorcycling
MG sports car
Australian History
Quiz nights
Family holidays
Socialising with friends

MARRIED**NON-SMOKER**

Ray Goulter

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REFEREES

[REDACTED]
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RELEASED


7 February 2019

Ms Ros McDougall
Risk and Governance Officer
Mount Barker District Council
PO 54 Mount Barker SA 5251

Dear Ms McDougall

Expression of Interest – Audit and Risk Committee Independent Member

As discussed recently with you, I would like to advise my interest in appointment as an independent member of the Mount Barker District Council Audit and Risk Committee.

I am an independent consultant with contemporary local government audit committee expertise and a former senior executive in SA and Commonwealth Government business and policy agencies. I have recently returned to live in Adelaide after working in Canberra and Far North Queensland.

I am presently Independent Chair of the Townsville City Council Audit Committee and Deputy Chair of the Cairns Regional Council Audit Committee. Both committees are directed towards improving organisational accountability and performance and ensure a strategic approach is taken towards meeting committee responsibilities.

I bring a strong corporate governance background with high order professional knowledge and expertise regarding financial reporting, financial sustainability, risk management, internal control systems and asset management together with the internal and external audit functions. I encourage innovation, collaboration and effective communications and am committed to achieving high quality outcomes. I understand well the close relationship between strong organisational performance and a robust, “fit for purpose” governance framework and have successfully applied that relationship to influence and improve performance in a range of entities.

I have worked with company boards, high level committees, senior management, staff and stakeholders over many years and am able to communicate well, cultivate productive working relationships and manage those relationships to the highest standard. I engage comfortably with internal and external stakeholders and work to build trust through transparency in all my dealings.

I believe my Audit Committee background, both as a member and Chair, together with my professional knowledge and interpersonal skills will enable me to work well with the Audit and Risk Committee Chair and members to provide quality advice and assurance to the Mount Barker District Council and Chief Executive.

I have attached a resume setting out my career in more detail and look forward to discussing my interest with you. I am happy to provide referees on request.

Yours sincerely,

Geoff Habermeld, FCPA GAICD



Geoff Haberfeld

Principal, Minton East and Associates

Independent consultant specialising in finance, governance and risk. Extensive experience as a senior corporate executive in Commonwealth and SA Government business enterprises and service delivery agencies. Strong organisational reform background.

A leader who values people and is committed to building a performance by developing engaged, effective, and collaborative teams. A good communicator with proven ability to advise and influence boards of directors, high level committees, senior management and key stakeholders.

Appreciates the complexity of change with a demonstrated capacity to achieve significant reform through taking a risk based approach to the improvement process. Strong project management skills, achieving results within tight time frames with an ongoing stakeholder focus. Held senior roles in a variety of organisations during times of significant change.

Good knowledge and appreciation of the challenge facing each tier of Government in aligning service delivery priorities with changing stakeholder expectations and statutory obligations in an environment of constrained funding.

Well experienced in contemporary audit committee processes and practice. Chair of Townsville City Council Audit Committee and Deputy Chair of Cairns Regional Council Audit Committee.

Capabilities

- Financial management frameworks
- Business systems and internal controls
- Planning and performance
- Risk management
- Corporate governance
- Organisational Change and Reform
- Asset investment and management
- Project evaluation and management

Sector experience

- Commonwealth Government
- State Government
- Local Government
- Water
- Housing

Highlights

- Local Government: Established the financial strategy and arrangements supporting the successful de-amalgamation of the Cairns Regional Council and the Douglas Shire Council.
- Local Government: Provided specialist finance, risk and business improvement advice to the Queensland Government and South Australian councils.
- Governance: Strengthened the National Blood Authority governance framework, by aligning with Australian Government good practice and matching assurance activity with business risk.
- Organisational Reform: Designed a contemporary business process architecture for the National Blood Authority, providing a framework to better integrate strategy, delivery processes and business targets with performance and assurance.
- Governance: Established the Board policy and process framework supporting establishment of the Murray Darling Basin Authority.
- Strategic Planning: Led development of an innovative strategic plan for the Murray Darling Basin Commission, involving the active participation of six governments and attracting new Commonwealth capital funding of \$500m for .
- Financial Management: Reshaped Murray Darling Basin Commission forward financial plans to match the long-term funding capability of the six basin states.
- Governance: Developed a contemporary compliance framework for the Murray Darling Basin Commission.
- Risk: Established good practice assurance arrangements for Murray Darling Basin Commission and SA Water, including independently chaired Audit Committee and contracted internal audit function.
- Risk: Developed comprehensive risk management frameworks for the Murray Darling Basin Commission and SA Water, embedding risk in corporate culture by ensuring it was addressed in all business and project plans.
- Organisation Reform: Led the development of the financial accountability, performance and compliance arrangements necessary to establish of SA Water as a SA Government owned corporation. Financial governance arrangements were supported through

implementation of integrated financial software across the organisation.

- Major Contracts: Led the economic and financial elements of major SA Government initiative that achieved significant economic benefits by contracting the operations and maintenance of metropolitan Adelaide's water and wastewater systems to an international consortium, at a cost of \$1.5bn over 15 years.
- Capital Investment: Improved the return on capital invested by SA Water, by ranking infrastructure proposals based on strategic fit, economics and risk and integrating infrastructure planning with strategic planning.
- Treasury: Negotiated innovative restructure of debt portfolio of \$1bn with SA Treasury and contracted debt management to two global investment banks, improving governance and reducing interest costs.
- Financial Management: Developed a contemporary business planning process for SA Water, translating strategy to business unit plans and targets, with supporting budgets and performance indicators.
- Shared Service: Established a contemporary shared services centre for SA Water to improve customer service, operating efficiency, and staff skills.
- Organisational Reform: Led a major transformation project for SA Water achieving ongoing improvement of around \$25m per annum by reforming key business processes, developing a 'value add' culture and growing 'non-core' business revenues.
- Financial Strategy: Negotiated a commercial dividend framework between SA Water and the SA Government to better align returns to the Government with the long-term financial capacity and profitability of the business.
- Organisational Reform: Key leadership role in the successful "start-up" and ongoing operations of four major Government sector organisations.

Career History

- *Minton East and Associates*
Principal - October 2012 to Present
- *National Blood Authority*
Deputy General Manager Corporate (interim executive)
August 2011 to September 2012
- *Murray Darling Basin Authority*
Board Secretary and Head of Stakeholder Engagement
December 2008 to April 2011
- *Murray Darling Basin Commission*
General Manager Corporate
November 2003 to December 2008
- *SA Water Corporation*
Chief Financial Officer
July 1995 to March 2003
- *SA Engineering & Water Supply Department*
General Manager Finance
December 1993 to June 1995
- *Electricity Trust of SA*
General Manager Finance and Planning
April 1993 to December 1993
- *SA Engineering & Water Supply Department*
Director Business Services
Sept 1988 to April 1993

Memberships and Qualifications

- Fellow of the Australian Society of CPA's (FCPA)
- Graduate Member of the Australian Institute of Company Directors (GAICD)
- Institute of Public Administration (QILD)
- Company Directors Course, Australian Institute of Company Directors
- Treasury Risk Management, Melbourne University
- CPA's Professional Program, University of New England
- Bachelor of Arts (Economics), University of Western Australia