

INTERNAL AUDIT REPORT

26 APRIL 2016

REQUISITING AND PROCUREMENT OF CONSULTANTS

PAYMENTS FROM EXECUTIVE MEMBERS DISCRETIONARY VOTE

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- 2) Peter Gesling- extract from LinkedIn
- 3) Advanced-Dynamics- Fit for the Future- involving Peter Gesling, Susan Law and Chris Stratten
- 4) LKS Quaero- showing the involvement of Susan Law, Chris Stratten and Alan Rushbrook
- 5) Chris Stratten- extract from LinkedIn
- 6) Alan Rushbrook- extract from LinkedIn
- 7) Internal email with Susan Law's details with LKS Quaero.
- 8) Copy of request to Commonwealth to spend greater than \$50,000 and engage McArthur after significant price reduction.
- 9) Copies of paid Consultants invoices and purchase orders and relevant attachments in alphabetical order.

Author: Catherine O'Sullivan Risk & Audit Manager 26 April 2016



THE ADMINISTRATION OF NORFOLK ISLAND

IN REPLY PLEASE QUOTE:

CHIEF EXECUTIVE OFFFICER **ADMINISTRATION OFFICES** KINGSTON NORFOLK ISLAND

DATE:

26 April 2016

TO:

Jon Gibbons - CEO

FROM:

Catherine O'Sullivan - Risk & Audit Manager

RE:

REQUISITIONING AND PROCUREMENT OF CONSULTANTS

PAYMENT FROM EXECUTIVE MEMBERS DISCRETIONARY VOTE RV58560-101

Introduction:

The CEO, Mr Jon Gibbons has requested:-

A internal audit of the procurement process regarding the engagement of consultants by Administration of Norfolk Island (ANI) to ensure that ANI procurement is in accordance with the Public Monies Act 1979 and the appointment of Purchasing Officers and Requisitioning Officers as per delegation dated 25 January 2016 (Copy attached) and the Funding Agreement between the ANI and the Commonwealth of Australia.

Aims & Objects:

- 1. investigate that the key principles of the Procurement of Goods and Service APG and other APGs as listed below have been met; and
- 2. investigate any possible conflict of interests through the engagement of consultants as part of the transition process due in part to the incredible increase in procurement activity from 19 procurements on the Disclosure Register in 2014, to 96 in 2015 and already 36 or more in 2016.
- APG 2014/06 CONFLICT OF INTEREST DECLARATION OF PERSONAL AND FINANCIAL INTERESTS
- APG 2004/07 PROCUREMENT OF GOODS AND SERVICES
- APG 2014/07 FRAUD AND CORRUPTION RISK MANAGEMENT

Method:

- A. Examine all purchase orders and authorised payments to consultants engaged by the Executive Team and charged to vote RV58560-101and ensure that due process has been followed and validate that the engagement was in accordance with APG 2004/07 Procurement of Goods and Services;
- B. Undertake relevant searches to establish any associations by the Executive Team with engaged consultants; and

Telephone + 6723 22001 Fax: +6723 23177

C. Check Declarations of Personal and Financial Interests submitted by the Executive Team to determine any possible or perceived conflicts or association with engaged consultants.

Report:

A. The APG 2004/07 PROCUREMENT OF GOODS AND SERVICES has a number of key purchasing principles, namely:

Value for Money
Open and Effective Competition

Fairness and Equity in Dealings

Audit raises the question as to whether these principles were followed in the procurement processes.

The specific clauses in this APG dealing with procurement are summarised in Table 1 below. An examination of the APG and the expenditure reveals some concerns specifically as follows:

- any expenditure from \$5000.00 to \$20,000.00 the requisitioner <u>must</u> obtain three written quotations. There was no evidence of quotes received in the documentation held in accounts records or evidence to show otherwise.
- any expenditure from \$20,000 to \$50,000.00 the requisitioner <u>must</u> obtain three written quotations. There was no evidence of quotes received in the documentation held in accounts records or evidence to show otherwise.

Table 1- Summary of clauses in Procurement of Goods and Services APG

Procurement of Goods and Services APG	2.1.1	Procurement to be accountable and transparent
	2.2.1	Open and effective competition for all suppliers in procurement
	2.2.1	Framework for transparent and accountable procurement
	2.2.1	Avoid bias and favouritism
	2.2.2	Engagement of 'experts' in field
	2.2.3	Experts- ensure transparency
	2.3	Must consider conflicts of interest
	3.4.1	Use 'Requisition for Supply' form
	4.3	Procurement – 3 quotes \$5,000- \$20,000
	4.4	Procurement – 3 quotes \$20,000- \$50,000
	5.1.4	Limited procurement processes with permission
	9.0	Engaging consultants to follow procurement principles
	9.1	Engaging consultants to be evaluated in same manner as RFT/ Eol

Specific Outcomes:

The attached A3 schedule details relevant payments to consultants for the period 1st July 2015 to 18th April 2016 charged to RV58560-101 Executive Member's Discretionary vote. All requisitions and invoices were examined and details of the requisitioning officer and

persons authorising payment of invoices are shown on the relevant columns marked "Requisitions signed by" and "Invoice authorised for payment by".

In many instances, there is no record of three quotations having been received, or how the procurement was actually undertaken.

In five instances, 47F
approve payment. 47F
has authority to purchase up to \$20,000.00 (with credit card only) as per the appointment of Purchasing Officers and Requisitioning Officers as per delegation dated 25 January 2016 (Copy attached). 47F
authority from the Executive Director47F
which may be evidenced in an email but which was not attached to the batch payment papers.

A payment on 29th January 2016 to GHD Pty Ltd for \$2,695.00 – no purchase number has been allocated to this payment for additional works. The total value of the P/O 62483 is \$22450.00 and total approved spending is \$23405.00, an unauthorised overspend of \$955.00.

Two payments to Morrison Low charged to RV57621 Grant to Tourist Bureau, of \$13,068.24 on 29/1/16 and \$11,455.00 on 29/1/16 do not have a purchase order although reference is made to P/O 62466. P/O 62466 value is for \$19295.00 which covers payment of \$19295.83 made on 4/12/15.

- **B.** A variety of searches were made to ascertain any connectivity between consultants engaged and the Executive team and the findings are:-
 - 47F ANI Transition Manager is the Managing Director of the firm LKS Quaero;
 - 47F engaged as a HR consultant under the company named Quadrant
 Management Systems Pty Ltd and listed as the Director-Program Management in the firm LKS Quaero:
 - 47F engaged under the entity name of **Utintja Consulting** as a financial consultant and listed as an Associate in the firm **LKS Quaero**;
 - 47F listed as Nominated Facilitators in a NSW company called **Advanced-Dynamics**;
 - 47F s listed in LinkedIn with having sub-consultancies with Morrison Low, RedQuadrant and Griffiths Consulting;
 - 47F were engaged by the Commonwealth Department of Infrastructure and Regional Development through recruitment firm McArthur. McArthur. McArthur selected as the recruitment firm for the top 9 positions within the new Norfolk Island Regional Council according to an Approval from the Commonwealth to spend over \$50,000 dated 10 March 2016.

This *Approval* indicates that McArthur were originally the most expensive of four firms who quoted for 16 positions. The *Approval* indicates that after consideration it was decided to reduce the positions from 16 to 9 positions and the two preferred recruitment firms being LG NSW and McArthur to re-submit their quotations. McArthur reduced their quotation by \$88,000 to beat LGNSW by \$700 whose own quote only reduced by\$2,300.

The form shows that 47F approved this expenditure without holding any formal requisitioning approval from the ANI. No information is available as to how McArthur were able to reduce their price and neither does Audit have access to any engagement letters. An examination of the open/closed tenders listing on the Administration of Norfolk Island website does not list a tender having been let for the services provided; and

- Following cultural workshops and questionnaires involving ANI staff and management in December 2015 and January 2016, 47F issued an email to all staff on 21 January, 2016 that stated 'Finally, I acknowledge any concern from staff about the use of my private consultancy, Extended Lifestyle International Pty Ltd, to process the AVI's. This was done to reduce the cost of the process to ANI as I am an accredited facilitator of that tool. I have not received any financial benefit. ANI has only paid the copyright holder Minessence for the use of the intellectual property. Minessence is a not for profit international co-operative that manages the AVI instrument.'
- C. An examination of the Conflict of Interest registers has disclosed the following:-
 - 47F has declared a controlling interest and an officer in the Company called LKS Quaero Pty Ltd
 - 47F has declared a controlling interest in a company called Extended Lifestyle International Pty Ltd

Conclusions:

The APG 2014/06 CONFLICT OF INTEREST – DECLARATION OF PERSONAL AND FINANCIAL INTERESTS has a clear policy on declaring any conflict of interest or a perception of a conflict of interest and my conclusions are :-

Pty Ltd has a possible conflict or a perceived conflict of interest by engaging or arranging the engagement of 47F of Quadrant Management Systems

Pty Ltd and 47F of Utintja Consulting as consultants to the ANI without following the requirements for the procurement of goods and services for the ANI. Audit does not have access to any engagement letters and an examination of the open/closed tenders listing on the Administration of Norfolk Island website does not list a tender been let for the services provided by 47F

• 47F ANI's Executive Director through his LinkedIn page lists subconsultancies with Morrison Low and Griffiths Consulting and therefore has a possible conflict or a perceived conflict of interest by engaging or arranging the engagement of Morrison Low and Griffiths Consulting as consultants to the ANI without following the requirements for the procurement of goods and services for the ANI. Audit does not have access to any engagement letters and an examination of the open/closed tenders listing on the Administration of Norfolk Island website does not list a tender having been let for the services provided by Morrison Low and Griffith Consulting

 aving been appointed through the firm McAthur may have a conflict of interest or a perceived conflict of interest in engaging McArthur to undertake the recruitment of 9 management positions of the new Norfolk Island Regional Council.

(It is noted that ^{47F} was appointed by the Commonwealth/ His Honour the Administrator following recruitment by McArthur. ^{47F} was subsequently appointed by Commonwealth/ His Honour the Administrator once been appointed following recruitment by McArthur).

 The specific clauses in this APG dealing with conflict of interest are summarised in Table 2 below. An examination of the APG and the expenditure reveals some concerns specifically as follows:

Table 2 summary of clauses in the *Conflict of Interest- Declaration of Personal and Financial Interests APG*

Conflict of Interest- Declaration of Personal and Financial Interests APG	3.0	Responsibility of employees that their interest do not create a conflict of interest or a perceived conflict of interest
	3.0	If unsure, declare it
	3.0	Consider the view of an outsider, act as if a conflict does exist
	4.0	A conflict of interest arises from the interests of persons or entities
	4.0	Avoid private interest that could conflict, pecuniary or otherwise
	4.0	Declare the interests of associated entities
	4.0	Avoid using information for pecuniary advantage
	4.0	Not allow pursuit of private interests to interfere with proper discharge of duties
	5.1	An example of a financial conflict when an employee owns a private business with decisions resulting in benefits for that business
	5.4	Fair and ethical practices in all procurement practices
	5.4	Should not approve orders that are payable to an associated entity
	6.4	Responsibility to inform a change of circumstances on the declaration form
	9.0	Breaches
	11.0	The Risk and Audit Manager (Disclosure Officer) can require disclosure with conditions/ actions to be set
	Schedule 1	Declaration on form for other personal and financial interests

Important information:

The following summary of clauses from the APG 2014/07 FRAUD AND CORRUPTION RISK MANAGEMENT is issued below in Table 3:

Table 3- Summary of clauses in the Fraud and Corruption Risk Management APG

Fraud and Corruption Risk Management APG	2.0	Definition of corruption
	2.0	Definition of Fraud
	2.0	Definition of Maladministration
	2.0	Definition of Official Misconduct
	4.0	Responsibilities for ethical conduct
	4.0	Protecting ANI assets and reputation
	4.0	Provide for the reporting of breaches
	4.0	Ensure that all suspected corruption etc dealt with

	appropriately
6.2	CEO needs to be committed to pro-active
	prevention
6.2	CEO to notify
6.5	Roles of Deputy CEO to investigate allegations
7.0	Protection for whistle-blowers
7.0	Referral to NIPF

Recommendations:

- 1. 47F provide copies of all correspondence, diary notes, meeting notes or other material regarding the engagement of consultants/consultancy firms which they have engaged or procured for ANI to enable the Chief Executive Officer to assess a possible conflict of interest;
- 2. 47F declare any financial gain or benefit received by the engagement of these or any other consultants;
- 3. All members of the **Executive Team** to declare any interest in the procurement of goods and services to the ANI:
- 4. All members of the **Executive Team** and **required staff** of the ANI to update their conflict of interest declarations- CEO to issue a memo accordingly;
- 5. The 47F to provide a copy of all documents identifying approval to procure and pay those payments referenced in A above;
- 6. A copy of this **memorandum** with supporting documents to be provided to the Commonwealth Finance Officer, 47F and
- 7. All future procurement to be undertaken in compliance with the APGs of the ANI and if required the current list of approved purchasing officers and requisitioners be reviewed and updated.

47F

Catherine O'Sullivan Risk and Audit Manager

Attachments:

- A3 schedule details relevant payments to consultants for the period 1st July 2015 to 18th April 2016 charged to RV58560-101 Executive Member's Discretionary vote.
- Peter Gesling- extract from LinkedIn
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									Invoice	
Date	In	Description	Debits	Total Payments	O/N	Value	Signed by	Batch payment No	authorised for payment by:	Comments
29/01/2016	PR	ACIL ALLEN RPI UPDATE TO DEC '15	47G		33793	17G	47F	JK5462		ОК
5/01/2016	PR	BROADCAST PROGRAMMING & RESEARCH REPORT ON BROADCAST - INCIDENTALS			62593			JK5417		ОК
5/01/2016	PR	BROADCAST PROGRAMMING & RESEARCH REPORT ON BROADCASTING AS CNTRACTED			62593			JK5417		approval exceeds authority
29/01/2016	PR	GHD PTY LTD ADDITIONAL WORKS VARIATION			-			JK5462		No O/N
29/01/2016		GHD PTY LTD ASBESTOS SURVEY NICS & NIHE			62483			JK5462	†	OK
29/01/2016	PR	GHD PTY LTD STRUCTURAL SURVEY NICS & NIHE			62483			JK5462		OK
19/02/2016	PR	GRIFFITH CONSULTING GROUP HIGH PERFORMANCE LEADING CULTURE P1			62711			JK5498		Requisition approved by E/D Payment approved by BT or
24/03/2016	PR	GRIFFITH CONSULTING GROUP HIGH PERFORMANCE LEADING CULTURE P1			62711			JK5572		OK
29/01/2016		MINESSENCE GROUP AVI FULL REPORT & WORKBOOK						JK5462		
18/01/2016		MINESSENCE GROUP AVI OVERVIEW			62599			JK5444		OK
/03/2016		MINESSENCE GROUP AVI OVERVIEW - REPORT			62814			JK5572	į	OK
8/04/2016		MONAGHAN STRATEGIC PTY LTD NI CONSULTATION PROJECT CSP			62849			JK5596		OK
24/03/2016		MORRISON LOW CONSULTANTS P/L MULTI COMPANY STRUCTURE			62821			JK5572	-	OK
6/01/2016	PR	NEXIS ACCOUNTANTS & BUSINESS ADVISORS BAS STATEMENTS GST REFUND 60%			62598			JK5422		approval exceeds authority
19/02/2016	PR	PREMIER BIOMEDICAL ENGINEERING LTD LIFE SPAN OF MEDICAL EQUIPMENT NIHE			62710			JK5498		OK
8/04/2016		REGIONAL PROCUREMENT FACILITATE GAMING AUDIT TENDER			62805			JK5596		OK
17/03/2016	PR	REGIONAL PROCUREMENT TENDER ELECTION SERVICES			62800			JK5562		OK
14/04/2016	PR	ROUND PROJECT MANAGEMENT FINAL REPORT DRAFT FINAL REPORT			62880			JK5606	-	OK
14/04/2016		ROUND PROJECT MANAGEMENT LOCATION REPORT COMPLETION OF SITE LOCATION REPORT			62880			JK5606		OK
		ROUND PROJECT MANAGEMENT REPORTS PROJECT DESIGN 2			62709			JK5498		OK
		ROUND PROJECT MANAGEMENT SITE INVESTIGA PROJECT DESIGN 1 ROUND PROJECT MANAGEMENT TO DATE PROJECT DESIGN 3			62709 62709			JK5498 JK5498	-	OK
2/2016	PR	THE CULTURE DOCTOR CONSULTANCY W/SHOP PROGRAM			62539			JK5466		OK
17/02/2016		UTINTJA CONSULTING BUSINESS CASE A/FARE & INCIDENTALS			62658			JK5492	-	OK
17/02/2016	PR	UTINTJA CONSULTING BUSINESS CASE SCOPE			62658			JK5492	-	approval exceeds authority
									-	
		Relevant invoices from suppliers sampled. Accommodation, Airfares and local accounts were not included in the Audit enquiry								
							-			
		evenue Fund - Tourism - Grant to Tourist Bureau - Grants & Subsidies 6 - Account Statement								
4/12/2015		FUNDS TRANSFER MORRISON LOW CONSULTANTS - INV 12574 ASSTFINMGR	47G					JK5375		Payment Approval exceeds authority
9/01/2016	PR	MORRISON LOW CONSULTANTS P/L PHASE 1 TRAVEL EXPENSES 27-30 OCT						JK5462		O/N 62466 Value for this O is \$19295.00 and does no provide for payment of
29/01/2016	PR	MORRISON LOW CONSULTANTS P/L GOVERNANCE FRAMEWORK DISCUSSIONS				47G		JK5462		\$13068.24 & \$11455.00 with the ANI Smartstream system

RV:/*410	:122 :	: Revenue Fund - Removal & Recruitment - Human Resources 2016 - Account Statement							
naircial Y	'ear :	2016 - Account Statement							
4/03/2016	PR	McARTHUR RECRUITMENT SERVICES RECRUIT 9 EXECS. INSTALL 1	47G			17F	JK5572	47F	Payment Approval exceeds authority
						l _i			
					47F				
(
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Advanced











Peter Gesling

Company Director

Newcastle, Australia | Professional Training & Coaching

Current Newcastle Airport Pty Ltd Previous Port Stephens Council Education Charles Sturt University

Send Peter InMail

500+

https://au.linkedin.com/in/peter-gesling-563bb710

Background



Summary

Currently holds appointments as Chair, Newcastle Airport Pty Ltd and Deputy Chair, Hunter Region Botanic Gardens.

Accredited Trainer with RedR Australia and Springboard Consultancy (Navigator Program) Accredited Facilitor for the AVI (A Values Index), CHC (Cultural Health Check) and finalising accreditation with EEA (Enterprise Excellence Australia)

Currently have sub-consultancies with Morrison Lowe, RedQuadrant and Griffiths Consulting Trading as Extended Lifestyle Int. Pty Ltd, ACN: 0822317940



Experience

Chair

Newcastle Airport Pty Ltd

December 2014 - Present (1 year 5 months) | Williamtown, NSW Australia

Newcastle Airport is a Pty Ltd Company owned by Port Stephens and Newcastle City Councils. It operates the civil airport based at Williamtown RAAF base in Port Stephens, NSW Australia. The Company is led by a skill based Board with a range of professional experiences. Currently the Airport is completing a capital expansion project that will make it capable of accepting international flights to supplement existing jet services to Brisbane, Gold Coast and Melbourne. Smaller aircraft service Sydney and a range of NSW towns.

CEO

Port Stephens Council

January 1998 - July 2014 (16 years 7 months)

Director of Engineering Services

Port Stephens Council

July 1993 - January 1998 (4 years 7 months) | Newcastle, Australia







Skills

Top Skills

Stakeholder Engagement

Local Government



People Similar to Peter







Catherine Baldwin Company Director Connect

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Ray Bowen Manager Property & Assets at Catholic Diocese - Maitland Newcastle



Kirsten Molloy CEO at HVCCC



Ashley Kilroy Independent Aviation & Aerospace Professional

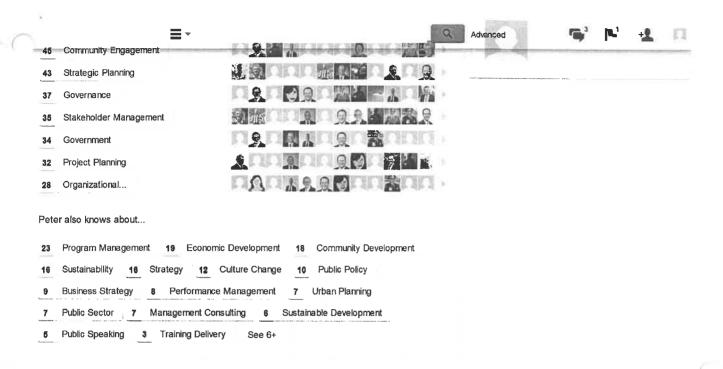


Jude Munro Director at SunCentral Maroochydore



David Nye MAICD Director - Allevon Pacific Aviation Consulting

Kirby Clark





Charles Sturt University

Master's Degree, Business Administration and Management, General 1992 – 1995



▼ 1 recommendation

Stephen Sykes LM

Managing Director - Sykes Peer Review

Peter is skilled at facilitating helping people go where they ought to go. He is a considered and intelligent strategist. View

Charles Sturt University

Associate's Degree, Town Planning 1980 – 1984

University of Sydney

Bachelor's Degree, Civil Engineering

1974 - 1978

Recommendations

Given (2)



Carolyn Dean

Practice Leader for Australia, New Zealand and India

Carolyn is an experienced facilitator and coach who uses authentic conversation and dialogue to engage with individuals, small teams and large groups. The transformation achieved is still evident after several years

October 29, 2009, Peter was Carolyn's client



Peter Bice

Business Excellence Partner

■ Peter is an active contributor to his organisation and to our broader industry network. He is focused, creative and willing to seek improvement in all areas business. He contributes leadership to the team and promotes teamwork with his colleagues furthering the conversation at all times.

April 1, 2009, Peter was with another company when working with Peter at City of Marion

Groups

×



POST STEPHENS

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Schools



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FIT FOR THE FUTURE FACILITATORS

This guide provides an overview of the Panel of expert Facilitators who will assist, at the request of councils, in bringing councils together to discuss structural change.

The Panel has been appointed by the Office of Local Government (OLG), following a competitive shortlisting process. Panel members have demonstrated their capacity to undertake complex facilitation processes and have a detailed understanding of the challenges facing NSW councils.

Councils requesting facilitation will be asked to nominate two preferred Facilitators from the Panel, based on which the OLG will undertake targeted procurement. The OLG will enter into an agreement with the Facilitator and meet 100% of the cost.

The Facilitator Panel will be active until 30 June 2015, to enable councils to access facilitation services throughout the Fit for the Future process.

WHY USE A FACILITATOR?

The Fit for the Future process requires councils to prepare a roadmap for becoming Fit for the Future, taking account of their community's needs and future outlook.

Consideration of scale and capacity will be the starting point, based on the Independent Panel's recommendations for your council. Councils may submit proposals for scale and capacity that are different to the recommendations made by the Panel, so long as they are broadly consistent with the Panel's recommendations.

To assist councils to prepare a structural change proposal by 30 June 2015, the Government is providing support to councils to discuss the options with each other, with the help of a skilled facilitator. Facilitation can help with initiating conversations in a neutral way, in understanding the issues and challenges and in building consensus on the approach to change.

Fit for the Future Facilitation support guide

October 2014

3

OFFICE OF LOCAL GOVERNMENT ONE STOP SHOP

Facilitation is one of a number of services coordinated through the OLG One Stop Shop, to assist councils to develop their Fit for the Future roadmaps.

Further information about other OLG One Stop Shop services will be made available in separate guides in the near future.

Information about Fit for the Future is available at:

www.fitforthefuture.nsw.gov.au.



OVERVIEW OF THE FACILITATION PROCESS

Facilitators will play two key roles in the Fit for the Future process:

- 1. To assist groups of councils explore the potential of merging and
- 2. To assist councils who have undertaken a Merger Business Case to assess its findings and chart a way forward.

Facilitators will develop tailored facilitation plans to suit the needs and local circumstances of each group of councils. This could include the following:

- one-to-one session(s) with each council in a group to develop an understanding of each council's current state and views, and
- group workshop(s) with all councils in the group to explore and discuss opportunities, and identify and resolve obstacles to merging.

The OLG will regularly check-in with the Facilitator and councils over the course of the facilitation. Facilitators will be required to respect the confidentiality of each council in relation to any information passed on to the OLG and other councils.

Fit for the Future Facilitation support guide

October 2014

4

ACCESSING A FACILITATOR

Contact OLG to request Facilitator Where 2 or more councils are interested in considering a merger* Step 1 Note: Councils are encouraged to contact their OLG Relationship Manager to discuss the request process. The OLG will process requests received on the Facilitator request form. OLG will procure a facilitator in consultation with the group of councils Step 2 OLG will issue a Request for Quote to the two Panel members nominated by councils in the request form. In preparing their response, Panel members will liaise with the councils regarding the proposed methodology and mix of facilitators. Note: May take up to 2 weeks from receipt of request form due to procurement requirements. Facilitator undertakes facilitation process Step 3 OLG will liaise with the Facilitator and councils to assess progress Councils should contact OLG Relationship Manager ASAP if facilitation is to cease due to lack of agreement** Councils resolve to take the next step Step 4 This may include preparation of a merger business case or submitting a merger proposal by 30 June 2015.

Councils contact OLG to obtain access to Business Case Panel

Councils do not resolve to take the next step

Councils consider other structural reform consistent with the Panel recommendations and prepare their Fit for the Future roadmap

- * A similar process will apply for councils requesting access to a Facilitator in the post-Merger Business Case phase. For further information contact an OLG Relationship Manager by email at onestopshop@fitforthefuture.nsw.gov.au.
- ** A decision may be made by the OLG to cease the facilitation if it is clear there will be no agreement reached.

FACILITATOR PANEL

Advanced Dynamics Advanced Dynamics is a New South Wales based company but our experience has been gained in New Zealand, the United Kingdom, South Africa and Australia, over nearly two decades.

Advanced **Dynamics**



www.advanceddynamics.com.au

Contact:

Susan Law Managing Director

P: 0405 313 836 E: susan.law@LKSQuaero. com

We are no-nonsense people who know how to help local government through really challenging times of change. We've helped Councils in the NSW, WA, NZ and the UK achieve real results - from merging leadership teams and administrations to making cash savings from changing the way they work.

Our experienced facilitators have worked with public sector organisations as well as the private sector to resolve tough and complex issues. Our approach is to help people to look at issues from fresh angles while applying our knowledge of the environments in which these organisations operate.

Advanced Dynamics' facilitators come from varied backgrounds. We have those who can bring objectivity from outside the local government sector as well as those who have the deep knowledge of having been part of the sector at both an elected and appointed capacity.

We understand the multi-layered 'community-elected member-administration' dynamic. Recently we have been very involved in many different capacities with the local government reform programs of Western Australia, South Australia and New South Wales.

Nominated facilitators

- Peter Cooper
- Alison Dalziel
- **Andrew Betts**
- Susan Law
- Mark Potter
- Peter Gesling
- David Gourlay
- Greg Mackie
- Benjamin Taylor
- Chris Stratten

Elton Consulting



www.elton.com.au

Contact: Kim Anson

P: (02) 9387 2600 E: kima@elton.com.au Elton Consulting has been a trusted advisor to local government across NSW and Australia for over 25 years. We have worked regularly with both executive management and elected Councillors in individual councils and ROCS.

Our services to councils include: strategic and business planning, organisational and service improvement, facilitation of complex processes, and designing and supporting structural change.

Our senior staff understand the governance, business and operations of local government and the roles of State and local government. Many have previously held executive roles in councils and State agencies.

Our nominated facilitators are expert consensus builders, facilitators and mediators. We have assisted many sensitive, multi-party discussions through to successful outcomes. We are skilled at helping to navigate complexity, build consensus and identify practical, contemporary

We worked with the Division of Local Government and key local government stakeholders in 2011 to deliver the Destination 2036 workshop in Dubbo, including the discussion paper, design and facilitation of workshops and the outcomes report, including a draft Action Plan.

We have supported councils and ROCS to consider reform directions over the last three years. Our independent and trusted facilitation combines with our deep knowledge of local government to add value to the process of identifying strategic directions and practical solutions

Nominated facilitators

- Brian Elton Managing Director
- Brendan Blakelev Associate Director
- Kim Anson General Manager
- Robert Mellor Associate

Ernst & Young



www.ey.com/Government and Public Sector

Contact:

Adrian Renouf Lead Partner, NSW Government and Public Sector T: 02 8295 6117 M: 0408 251 398

Kathy Jones and

E: adrian.renouf@au.ey.com

Associates (KJA)



www.kjassoc.com.au

Contact:

Natalie Boyd – Communications Director T: 02 9936 5104 M: 0408 626 407 E: n.boyd@kjassoc.com.au EY has been advising government clients in Australia and overseas for many years to review, restructure and improve their services, operations, performance, assets and infrastructure.

We are highly experienced in facilitating complex stakeholder consultations and negotiations to achieve positive outcomes, and are renowned for our independence, responsiveness and professionalism.

Our approach to each engagement is tailored to the needs and expectations of the clients and stakeholders involved, rather than imposing any pre-conceived views or process. This is possible because we have the ability to draw from a proven national network of highly experienced facilitators with an understanding of the key issues, challenges and drivers facing the local government sector in NSW and other Australian jurisdictions

With recent experience in WA facilitating merger discussions between local councils, EY has a strong independent brand and market presence to support and facilitate Councils' discussions in regards to the Fit for the Future process.

Naminated facilitators

- Adrian Renouf
- Larni de Courtenav
- Peter Rohan
- Liam O'Connell
- Andrew Ozga
- Ben J Holland

We are pleased to present Kathy Jones (Principal, KJA) and Ian Colley (Facilitation Specialist) as project facilitators. Both are senior practitioners with impeccable reputations and experience in strategic stakeholder engagement, facilitated processes, issues management and relationship development for government and the private sector.

Kathy and lan understand the dynamics of engaging with high level stakeholders and know how to manage issues-based engagements. They have the ability to confidently lead and direct conversations ensuring each workshop process results in a positive and engaging experience.

Kathy Jones is one of Australia's leading stakeholder engagement strategists. She has over 20 years of experience in facilitation for both private industry and the public sector. She is one of three founding directors of newDemocracy and is passionate about effective local government.

Kathy has guided General Managers, CEOs, boards, executive teams and senior management during crises, policy change and transformation. With extensive experience in Local, State and Federal government agencies, Kathy has designed and facilitated successful consultation processes for some of the nation's major projects and organisations including Barangaroo, Transport for NSW, WestConnex, AGL, Transgrid and Orica.

lan Colley has facilitated hundreds of projects in business, government and community settings and also teaches facilitation at the University of Technology, Sydney. His focus is on building common ground between multiple stakeholders, solving difficult problems and creating clarity about uncertain futures.

lan's career is based on a rich background in senior public policy roles, along with hands-on experience in ambitious practical reforms. With high profile clients such as American Express, UTS and IBM, and numerous NSW councils, he has a unique depth of experience to deal with 'tricky issues' through strong leadership and strategic communication skills.

Nominated facilitators

- Kathy Jones
- lan Colley

Morrison Low



www.morrisonlow.com

Contact: Dan Bonifant Director P: 02 9211 2991 or 0427 111 884 d.bonifant@morrisonlow.com

Local government is our main focus. Our expertise has been relied on by local government for almost fifteen years. With a team of people who have worked in virtually every aspect of local government, both across Australasia and internationally, we take a collegiate, integrated approach towards developing valuable, strategic and practical solutions. We specialise in assisting organisations improve their performance through examining and aligning strategies, structures, processes, systems and resources.

Morrison Low is an Australasian management consulting firm. We are market specialists in

local government and pride ourselves on building long-term relationships with our clients.

Morrison Low has significant recent experience in structural reform across multiple jurisdictions (QLD, WA, NSW and NZ) which means we understand and have helped councils identify and address the issues that typically arise around local government structural reform. In addition, we have facilitated councils through structural reform from the very beginning of the idea for mergers, through to the applications process, and finally the planning and implementation of successful mergers.

Our facilitator team is based around a core of experienced, well regarded local government professionals. Many of the nominated facilitators have personally been involved in/affected by amalgamations previously. They genuinely do understand the impacts on staff and councils. Importantly, our facilitators are supported by experts in infrastructure, finance and strategic planning who will provide valuable analysis and support to the Facilitators

Nominated facilitators

- Bruce Nicholson
- Greg Wright
- Martin Bass

- Coreen Adamson
- Stephen Bunting
- Ian Reynolds

Third Horizon

www.thirdhorizon.com.au

Contact:

Robert Kelly Director P:+61 414 568 233 or +61 2 9333 6000 E: robert kelly@thirdhorizon. com.au

We are a firm that focuses on working with clients to implement major reform across government and the private sector. For this project we have assembled a team of facilitators who represent an intentional mix of deep local government experience and those who are TIIRD-ORIZON-completely independent from any local government entity. Those with deep local government experience know the business of local government in NSW intimately and have worked with over 80 Councils across the State - two of our facilitators were key members of the Local Government Acts Taskforce. We are also aware that in some instances it will be important to have a facilitator who is completely independent and impartial

> Our facilitators have proven experience achieving positive outcomes in complex, politically charged and challenging stakeholder engagements. Our track record of implementing large change initiatives across the public and private sectors attests to our ability to collaboratively engage with senior leaders to build practical and long-lasting solutions that respond to the organisation's needs.

> We have helped most of the State's departments and its agencies, including many Federal departments. We have extensive experience working with clients to facilitate and enable effective integration from identifying and realising merger synergies to identifying and managing the associated risks. Our facilitators are adept at asking the right questions to ensure successful outcomes. Our experience includes helping government departments with business and financial planning, managing business improvement services and identifying technology improvements.

> Our understanding of government at all levels gives us insight into what is required to provide quality outcomes in a timely and collaborative manner with Councils.

> We look forward to the opportunity of partnering with you to help achieve successful outcomes.

Nominated facilitators

- Steven Beattie
- Michael Johnson David Jones
- Dr Ian Tiley

- Stephen Blackadder Lyndal Hughes
- Stephen Timm
- Steven Metzmacher Robert Kelly
- Julie Vincent

FACILITATOR REQUEST FORM

- The OLG will process requests that are received on this request form (an editable version of this form is available at www.fitforthefuture.nsw.gov.au).
- It is assumed that the Mayors and General Managers of all of the councils listed below have agreed to submit the Facilitator Request Form.
- The form can be submitted by any of the listed councils. However, councils are asked to ensure that only one copy of the form is submitted.

Please send the completed form to: onestopshop@fitforthefuture.nsw.gov.au

Details of requesting	ng councils (provide details of all councils/contacts in facilitation grouping)
Council #1	
Contact: (eg: General Manager)	
Council #2	
Contact:	
Council #3	
Contact:	
Council #4	
Contact:	
Council #5	
Contact:	
Council #6	
Contact:	

Preferred Facilitator (nominate 2	? from Facilitator Pa	nel)
Approved Facilitator name	Preference no. (1 or 2)	Reason (max 100 words) This may include preference for an individual facilitator, although this cannot be guaranteed.
Advanced Dynamics (Australia) Pty Ltd		
Elton Consulting Group Pty Ltd		
Ernst & Young		
Kathy Jones and Associates (KJA)		
Morrison Low Consultants Pty Ltd		
Third Horizon Consulting Pty Ltd		

Fit for the Future Facilitation support guide

October 2014

9

Provide an overview of the level of	
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progress in current merger discussions	
between these councils	
Prior merger discussions	
Prior merger discussions Provide an overview of any previous	III [#050175 00 722] S 576 E [=300]]] [HE =
Provide an overview of any previous	
Prior merger discussions Provide an overview of any previous merger discussions that have taken place between these councils, or councils	

Provide the details of (and links to) any research or studies relevant to this merger discussion (eg: options report, scoping study, business case etc)

FURTHER INFORMATION

Enquiries about the Facilitator application process should be directed to Office of Local Government Relationship Managers via email to onestopshop@fitforthefuture.nsw.gov.au.

If you wish to speak to a Relationship Manager, please call 02 4428 4100.



Select Page

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Specialist offsite CFO providing advise and assurance on all financial issues.

Business Improvement

Helping business owners sleep at night and get what they want from their business.

Financial Governance Specialist

Specialist Local Government CFO providing strategic financial services.

u.tin.tja - v, to make clear, learn, understand

m: +61 402 409 352 e: alan@utintja.com.au

Testimonials for Alan Rushbrook, Director Utintja Consulting



I found his management style to be innovative and refreshing, always reflecting balance in judgements. He earned respect from employees, peers and associates, and demonstrated a strong work ethic. I felt privileged to work with him, and learn from his leadership by example.

Trevor Bishop



As a strategic thinker,
Alan is always open to
discuss product and
process developments in
line with the continuous
improvement process.

Andrew Scott



In summary, I would describe Alan as being very caring, of high integrity, a leader, a constructive facilitator, passionate and professional. Indeed, I would place Alan in the top 4 of the leaders that I have been privileged to work for in my career spanning more than 35 years!

Stephen Birch



I have interacted with
Alan both in a
professional capacity
and within the
community. Alan can
always be relied upon to
provide insightful and
positive contributions,
and often from a larger
picture perspective.

Wendy Ault

Services

Offsite CFO

Business Improvement

Financial Governance Specialist

Alan provides tailored financial advisory services to Local Governments through a mixture of offsite and onsite services to ensure accounting staff are properly supported and organisations' financial governance and strategic financial expertly managed. Through this service we are able to give the Council, Audit Committee and CEO assurance regarding the financial health of the Council.

This service ensures the existing staff are able to dedicate themselves to the tasks they are most suited to while knowing that they have the immediate support of an experienced financial specialist.

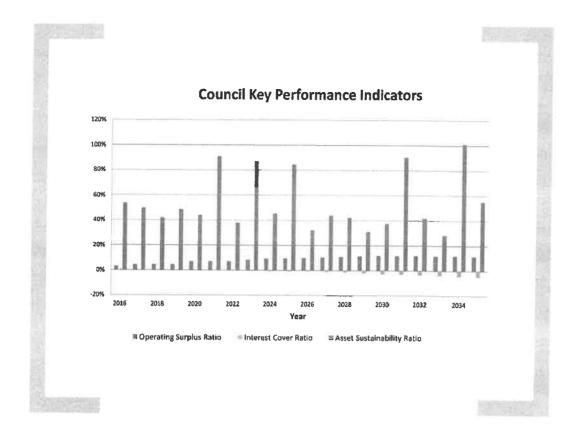
These services are tailored to each client. They can include:

- Review and oversight of financial governance, including review of financial internal controls
- Development and maintenance of Council's strategic financial framework
- Support of Audit Committee
- Support of financial staff
- Internal Audit

What are the benefits Councils get when they have this service?

- Assurance about the integrity of their financial systems and processes
- Improved financial management
- · Improved strategic planning
- Access to highly skilled and experienced financial manager
- Onsite staff free to attend to their responsibilities

Recent projects



Recent Projects

Assist Council to identify revenue raising opportunities

Draft Infrastructure and Asset Management Plans
Implementation of Risk Management Framework

Develop comprehensive set of Service Levels for a Council

Prudential Review for Cultural Centre redevelopment

Modelling of proposed financial structure of 3 councils

Development of Long Term Financial Plan

Assist in the implementation of new corporate financial system

Negotiate changes to financial structure of an organisation

Oversee financial management and operations of a council

Develop comparative performance project for industry sector

Undertake review of small regional business

Contact details

Director: Alan Rushbrook

m: 0402 409 352

e: alan@utintja.com.au

linkedin: au.linkedin.com/in.alanrushbrook

Contact form

April 10 constitution	leased to t		equired)		
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Why w	ould you li	ke me to	contact	: you? (re	quired)
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Bushos improvement

You spend all your time looking after customers and staff. Your days are spent keeping the business going. When do you get a chance to step back and see if it doing who you really want it to do? Wouldn't you benefit from seeing your business from another perspective?

We provide a thorough review of small businesses which gives business owners a chance take a step back and see how their business operating. Is it meeting all the regulatory requirements, are your systems efficient, is your pricing competitive? Using a series of templates we review the core operations and functions of your business and provide you with detailed feedback and a structured report with clear recommendation on how you can take your business forward.

The review can focus on areas you are most concerned about, be it strategic planning, regulatory compliance or administrative efficiency. However, typically the review would look at:

- Business Planning,
- Human Resources,
- Operations,
- Marketing,
- Technology,
- Business Performance, and
- Risk Management.

Francia Crowden Anci Specialist

With over 25 years of financial experience Alan offers an array of specialist financial skills to his clients, including

- Establishment of Internal Control systems
- Prudential Management Report
- Policy Development
- Complex financial modelling
- Financial systems selection and implementation
- Development of strategic management plans
- Benchmarking



Meet the people who work with you to deliver results

We pride ourselves in being not merely consultants, but also practitioners. We understand the complexity of relationships that exist within an organisation – from governing bodies to the customers. We are also acutely aware that leading an organisation is about a complex web of relationships and stakeholders that need to be managed. We know these things because we have all been there and have the scars as well as the badges.

Australia



(/wp-content/uploads/2015/10/susan-law.jpg)Susan Law - Managing Director

Susan is a highly experienced former local government and public sector CEO with over 25 years' experience in Australia, New Zealand, South Africa, and the UK. She has led large local governments in both Australia and the UK, has worked for the World Bank in South Africa, and is a former director of Rockpools, an international executive search group. Susan is also a Former Chair of the Board of Directors of TransAdelaide and the Adelaide Entertainment Centre, Linkedin Profile (https://au.linkedin.com/in/susan-law-a25b25b)



(/wp-content/uploads/2015/10/Screen-Shot-2015-11-08-at-3.49.20-pm.png)Graeme Cotton – Director of Development

An executive with extensive community leadership experience, Graeme has over twenty years' experience covering sectors including sport, recreation, and community development. Graeme is passionate about developing innovative organisations that illustrate strong cultural and social value. His end goal is to realise collaborative partnerships that build creativity and community wealth. Linkedin Profile (https://au.linkedin.com/in/graemecotton)



(/wp-content/uploads/2015/10/Sam_Robinson1.jpg)Sam RobinsonDirector Leadership and Culture

A leadership and culture specialist, Sam helps leaders succeed by connecting people, relationships, systems, and structures. He has worked across the public, private, and not-for-profit sectors, implementing and guiding organisational transformation programs. A former lawyer, he brings a breadth of expertise, including internal organisational system design, risk management, and compliance as well as individual development and leadership potential. Linkedin Profile (https://au.linkedin.com/in/scjrobinson)



(/wp-content/uploads/2015/11/Chris-Stratten.jpg)Chris Stratten - Organisational Development

Specialising in project management, organisational development, change management, employee and industrial relations support, and conduct reviews. Chris has an extensive background in Operational and Human Resource management positions in both the public and private sectors. Including management roles with an international manufacturing company, responsible for manufacturing facilities in a number of our major cities. Linkedin Profile (https://www.linkedin.com/in/chris-stratten-7ba7b444)

(/wp-content/uploads/2015/11/alan-2.jpg)Alan Rushbrook - Financial Analyst

Alan has extensive experience in local government, working in large city Councils and small country Councils. He brings a strong reputation for leading teams and providing robust policy advice. His varied experience in local government, both in senior management roles and as a consultant has provided



him with many skills, particularly in the financial management, corporate support and community services functional areas.

Alan is skilled at bringing people together to work productively, develop policy, initiate and complete projects. As a qualified accountant with over 30 years professional experience. Alan also has an array of specialist financial skills. Alan is CPA qualified and a Fellow of the Australian Society of CPAs. Linkedin Profile



(/wp-content/uploads/2015/11/Viv-May-2.jpg)Viv May - Governance

With 43 years of experience at Mosman Council, including 27 years as General Manager, Viv provides a holistic view of Council operations. He has deep and extensive knowledge and networks within local government. Viv is known for not just getting the right results, but also for getting them in the right way. His governance, ethics, and probity expertise have long been widely acknowledged in local government. His special interests include waste management and sustainability, international strategies for local government, service delivery reform, and effective stakeholder engagement. In 1999, he was awarded the Public Service Medal by the Australian Government for his service to the Mosman community in the Australia Day Honours List.

Linkedin Profile (https://au.linkedin.com/in/viv-may-1b5007105)



(http://i1.wp.com/lksquaero.com/wp-content/uploads/2015/11/03ad993.png)Peter White – Leadership and Culture

Peter is an experienced organisational leader with demonstrated leadership ability and a proven track record in developing employees and creating a constructive culture where working productively and continuous improvement is a way of life. Peter has an electrical engineering background, specialising in large and medium heavy industry environments. Linkedin Profile (https://au.linkedin.com/in/peter-white-57bga467)



(/wp-content/uploads/2015/11/Chaelly.jpg)Chally Kacelnik – Consultant Analyst

Chally has worked on organisational transformation programs for public sector organisations around Australia, with experience ranging from structural design to workshop facilitation to business process re-engineering. She has both academic and professional backgrounds in systemic analysis and communications for the public sector, including international public policy and NSW government initiatives.

United Kingdom



(/wp-content/uploads/2015/11/Chris.jpg)Hamish Davidson - Director

Hamish is Chairman, Senior Partner and Founder of Davidson & Partners. He was formerly Chairman and Senior Partner, Rockpools; Chairman of Veredus; and UK Partner, Executive Resourcing for Pricewaterhouse Coopers. Hamish's distinguished track record in senior appointments across private, public, and not for profit sectors is extensive, as is his track record of undertaking public appointments, which spans several decades. Hamish's success in these sectors is based not just on thorough knowledge of them, but also on thought challenge and leadership. Outside of his day job, Hamish is also Chairman of Entrepreneurs in Action, which seeks to encourage entrepreneurial skills in young people. Linkedin Profile

(https://uk.linkedin.com/in/hamishdavidson)

(/wp-content/uploads/2015/10/Aiden_Rave.jpg)Aidan Rave - Director

Aidan is an experienced strategist who works with clients to challenge and stretch their outlook and their thinking, before applying that to practical and



deliverable outcomes. He brings a "whole organisation" approach and has the insight and academic rigour to enable strategic thinking that is neither impractical nor too timid. His background is an unusual mix of policy, practice, and politics; he has served as a senior executive, elected member, and non-executive government appointee over the last twenty years. Linkedin Profile (https://uk.linkedin.com/in/aidan-rave-a614015)



(/wp-content/uploads/2015/10/David_Gourlay2.jpg)David Gourlay – Director, People and Culture

David is a specialist in leadership development. He has worked extensively with organisation leaders in the public and private sectors in the UK and Australia. He holds a Master's Degree in Psychology and is a qualified member of the British Psychological Association. Linkedin Profile (https://uk.linkedin.com/in/davidgourlay)

Australia Office
Level 26, Bligh Street,
Sydney, NSW 2000, Australia
4 +61 2 8226 8695

England Office 33 Queen Street, London

EC4R 1AP, United Kingdom 44 (0) 20 7183 0363

Scotland Office 163 Bath Street, Glasgow, G2 4SQ 9th Customer Exp. Summit - Hear from Westpac, Service NSW, Bupa, CBA, IAG, Volkswagen, Optus and more | Read More »



Chris Stratten

Human Resources & Organisational Development Specialist

Toronto, New South Wales, Australia Human Resources

Current LKS Quaero Pty Ltd. Quadrant Mgt Systems P/L
Previous Coffs Harbour City Council, CHCC Human Resources,

Quadrant Mgt Systems P/L

Education Poole Technical College

Connect Send Chris InMail

158 connections

2nd

https://au.linkedin.com/in/chris-stratten-7ba7b444

Background



Experience

Director Program Management

LKS Quaero Pty Ltd

The coordination of a team of highly experienced business consultants and systems leadership experts.

Director

Quadrant Mgt Systems P/L

July 2014 - Present (1 year 10 months) | Newcastle & Hunter Valley

Consulting in Human Resources & Organisational Development with specialist knowledge in:

- Business Transformation
- Conduct review and Workplace Investigations
- Workplace/Industrial relations, conflict resolution
- Establishment of consultative arrangements and development of Enterprise Agreements.
- WHS & Workers Compensation Strategies

Human Resources & Organisational Development

Coffs Harbour City Council

2009 - July 2014 (5 years)

Employee and Industrial Relations, Workplace Health & Safety Management & Workers Compensation Management

A/Manager Human Resources & OD

CHCC Human Resources

2009 - 2014 (5 years)

A/Manager Human Resources & OD

CHCC Human Resources 2009 – 2014 (5 years)

Director

Quadrant Mgt Systems P/L

October 1998 – November 2008 (10 years 2 months) | Coffs Harbour, Australia

Consulting in Human Resource, Quality Assurance and OH&S Management Systems, specialising in Meat Safety Quality Assurance for the Australian Meat Industry

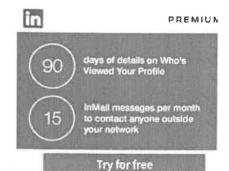
Technical Services Manager

Mitsubishi Midco Meat Company

June 1994 - September 1998 (4 years 4 months) | Macksville

Responsible for Human Resources, Engineering, Microbiological Laboratory and Quality Assurance departments.

> 2 projects



People Also Viewed



Sam Robinson Director, Leadership and Culture at LKS Quaero

Nicole Beattie HR Coordinator at Byron Shire Council

Melinda Campbell
Organisational Development
Consultant/ Facilitator/ Coach

Graeme Cotton
Director of Development at LKS
Quaero Pty Ltd

Susan Law Managing Director at LKS Quaero

Bonnie Fitzpatrick Human Resources Manager

Carol Daniels
Registered Nurse at Banner Health

Alan Rushbrook Financial Goverance Specialist

Viv May Associate at LKS Quaero Pty Ltd

Rob Laughner Independent Oil & Energy Professiona

How You're Connected

You

Gary Woodman

and 7 more connections in common Get introduced >

Chris Stratten

.1

Advanced

My Network

Education Interests

Home Management of several consultants and trainers specialising in the implementation of safety management systems for a wide variety of industries throughout NSW

Manufacturing Manager

Profile

Sandvik Australia

1987 - 1990 (3 years) | Newcastle, Australia

Responsible for tungsten carbide manufacturing & related products in Newcastle & tooling centres in

Personnel Manager

Sandvik Australia

1982 - 1987 (5 years) | Newcastle, Australia

Responsible for all human resource activities for the tungsten carbide & mining product facilities.

Maintenance Supervisor

Hamworthy Engineering 1977 - 1982 (5 years)

Supervisor the installation and maintenance of NC & CNC machine tools



Volunteer Experience & Causes

Unit Commander

Marine Rescue NSW 2007 - 2014 (7 years)

In Addition to my experience as Unit Commander in Marine Rescue NSW I am also a rescue skipper. I find it very rewarding to be able to contribute to the safety of those at sea as sailing has been my pastime for 45 years.

Opportunities Chris is looking for:

· Joining a nonprofit board

Causes Chris cares about:

- Education
- · Human Rights
- · Disaster and Humanitarian Relief



Projects

Meat Industry Export Quality Assurance Standards

Starting 1997

Represented the Australian Meat Industry producers in discussion with DG3 in Brussels to establish meat safety quality standards.

Meat Safety Quality Assurance

Industry representative in setting the quality standards for the export of meat products.



Skills

Top Skills

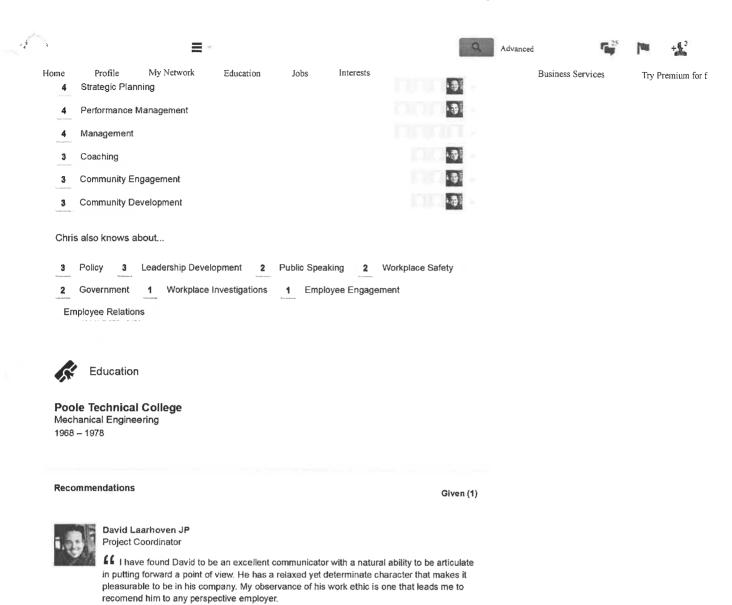
Change Management

Organizational...



Business Services Try Premium for f Skills & Expertise

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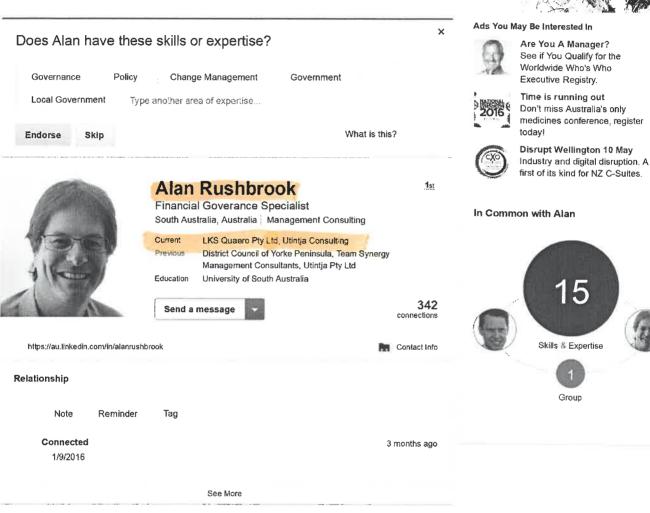
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March 29, 2013, Chris worked with David at Coffs Harbour City Council

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The Referral Starter Kit - Not sure where to begin with referral marketing? Download the starter kit. | Read More »



Background



Experience

Associate LKS Quaero Pty Ltd

March 2013 - Present (3 years 2 months)

Alan provides financial advice and financial modelling as an integral part of a small team specialising in reforms of the public and third sectors.

Projects have included assisting teams through challenging change processes, undertaking complex financial modelling to assess organisational financial sustainability and structural change options and the development of costing models.

Consultant

Utintja Consulting

August 2012 - Present (3 years 9 months) | Adelaide, Australia

Utintja Consultings principle consultant is Alan Rushbrook.

Alan has extensive experience in local government, working in large city Councils, small country Councils











Home

Profile

My Networ

Education

Jobs

Interests

Business Services

Try Premium for f

As an experienced facilitator Alan has successfully managed a number of successful industry- wide collaborative ventures, including benchmarking programs, system procurement and implementation and business case development.

Alan is skilled at bringing people together to work productively, develop policy, initiate and complete projects. As a qualified accountant with over 30 years professional experience Alan offers an array of specialist financial skills to his clients.

Director Corporate & Community Services

District Council of Yorke Peninsula

January 2006 - August 2012 (6 years 8 months)

Lead the Corporate and Community Service department in providing financial, corporate support services, tourism and community services.

Achievements include:

Chaired regional committee which developed regional tourism strategic plan, and as deputy chair of a regional tourism body actively assisted in negotiating new constitution, structure and funding agreement

Development of staff and teams through introduction of specific training programs, including Building Potential Group, Covey Signature program (with other agencies) and FisHI Program.

Managed the completion of Stage II of Broabanding Yorke Peninsula, including negotiation of land tenure contracts (with financial benefits exceeding \$50,000 per year) and extensive lobbying for funding. This project saw the realisation of many years commitment and work by Council and others which has resulted in an economic benefit to the area independently estimated to be \$25m per year.

Implementation of technical improvements including: introduction of virtualised server technology to improve server performance and information security; improved financial reporting through new chart of accounts; introduction of Electronic Funds Transfer, executive information system for financial reporting and new web page software.

Substantially improved the return to Council from the caravan parks and commercial leases.

Contributed to the financial sustainability of Council through the education of elected members and the development of numerous policy updates, preparation of Long Term Financial Plan integrating Infrastructure Asset Management Plans.

▼ 5 recommendations, including:

Trevor Bishop

Team Leader Information Technology at ...

Alan was my manager and mentor for 14 months at District Council of Yorke Peninsula. I had previously worked for corporate,... View

Stephen Birch

Career Coach at Regional Development ...

I was privileged to work closely with Alan at DCYP. Alan worked at a high level of professionalism, taking pride in... View

3 more recommendations

Director

Team Synergy Management Consultants 2001 – 2004 (3 years)

Project outcomes included

Measurable improvement in customer service for more than 40 South Australian Councils with the introduction of a centralised after hours call service. This resulted from consultancies undertaken by myself to firstly develop the business case and secondly to undertake a competitive tendering process. At the time it was described as the most successful collaborative project in SA Local Government since the establishment of the Mutual Liability Scheme

Facilitation of process to select new software for community service function, working with 19 Councils.

Facilitation of service improvements program with G6 Councils, focusing on customer service and governance functions.

Team and personal development programs using the Myers Briggs Type Indicator.

Provided a variety of projects and professional and technical research services to South Australia's peak Local Government body, the Local Government Association of SA and the State Government Office of State / Local Government Relations.

Joint development of highly innovative quality service framework for the local government sector.

Drove the implementation of risk management programs for four metropolitan Councils by providing a framework, delivering training and developing systems for each Council.

Detailed review of customer service operations for a large metropolitan Council

Advanced







Home

Profile

My Network Education

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Johs

Interests

Business Services

Try Premium for f

Development of provision of executive feedback and organisation culture reporting systems.

Detailed plans for new library development and a business case for a new, and what has become a very successful, expansion of an aged care facility.

Strategic plan for a metropolitan cemetery, new By-Laws, numerous successful funding submissions and a review of asset accounting policies of South Australian Councils.

▼ 3 recommendations, including:

Justin Commons

Chief Executive Officer at Livingstone S...

Nick Day

Manager Community and Customer Ser...

Alan did an important benchmaking exercise for a number of eastern region councils. Alan worked well with each council to... View

Alans work has been consistent and reliable and importantly delivers on time and budget. View

1 more recommendation

Director

Utintja Pty Ltd

January 2000 - 2002 (2 years)

Manager Community Services

City of Charles Sturt

January 1999 - December 1999 (1 year)

Finance Manager

City of Charles Sturt

November 1997 - February 1999 (1 year 4 months)

Accountant

City of Campbelltown

September 1995 - November 1997 (2 years 3 months)

Management Accountant

City of Unley

November 1991 - September 1995 (3 years 11 months)

Community Development Worker

Diocese of Carpentaria

November 1988 - October 1991 (3 years) | Kowanyama, Queensland

co funded project with World Vision Australia

Audit Manager

Bentleys Chartered Accountants

January 1987 - October 1988 (1 year 10 months)

Administrator / Trainer

Nganampa Health Services

January 1986 - December 1986 (1 year) | Ernabella, South Australia

Accountant / Trainer

Pukatja Aboriginal Council

April 1984 - December 1985 (1 year 9 months) | Ernabella, South Australia

Audit Clerk

Hungerford Hancock & Offner

January 1982 - March 1984 (2 years 3 months)



Volunteer Experience & Causes

Chair

Yorke Peninsula Tourism



Associate CPA Australia, Accounting 1985 – 1988

University of Adelaide Bachelor's degree, Economics 1979 – 1981

Recommendations

Received (8) - Given (5)



Jon, would you like to recommend Alan? Recommend Alan











Home

Profile My Network revor Bisnop

Education

Jobs

Interests

Business Services

Premium for f

Team Leader Information Technology at Rural City of Murray Bridge

Alan was my manager and mentor for 14 months at District Council of Yorke Peninsula. I had previously worked for corporate, private and education sector organisations and Alan provided valuable guidance, wisdom and enthusiasm for my learning curve into the realm of Local Government. I found his management style to be innovative and refreshing, always reflecting balance in... more

November 19, 2012, Trevor reported to Alan at District Council of Yorke Peninsula



Stephen Birch

Career Coach at Regional Development Australia Barossa

44 I was privileged to work closely with Alan at DCYP. Alan worked at a high level of professionalism, taking pride in generating work of high standard.

But, more important than that, Alan was extremely interested in his staff and encouraged them to excel. One of Alan's initiatives involved implementing a leadership program for his senior staff - into which he poured an... more

November 1, 2012, Stephen reported to Alan at District Council of Yorke Peninsula



Rick Harley Partner at Hunt & Hunt

ff My firm , Hunt & Hunt , was a provider of legal services to DC Yorke Pensinsula for the time Alan was with the Council as the Director of Corporate and Community Services.In that capacity Alan instructed me in a number of matters generally involving the management of Council infrastructure .He always had a clear understanding of the interests of Council which required... more

October 31, 2012, Rick was Alan's client



Wendy Ault

Personal Banker, Police Credit Union

I have interacted with Alan both in a professional capacity and within the community. Alan's can always be relied upon to provide insightful and positive contributions, and often from a larger picture perspective.

October 31, 2012, Wendy worked directly with Alan at District Council of Yorke Peninsula



Andrew DM Scott

Small Business Owner

44 As a strategic thinker, Alan is always open to discuss product and process developments in line with the continuous improvement process.

November 10, 2010, Andrew DM was a consultant or contractor to Alan at District Council of Yorke Peninsula

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47F

Sent:

Friday, 18 December 2015 6:24 PM

To:

47

Cc:

Subject:

RE: structure

Follow Up Flag:

Follow up

Flag Status:

Completed

Yes, thanks. I have incorporated it into the Memo.

Cheers

47F

From: 47F dmin.gov.nf]
Sent: Friday, 18 December 2015 12:16 PM

To: 47F Padmin.gov.nf>

Cc: 47F admin.gov.nf>

Subject: RE: structure

Hi Susan, I subsequently spoke to Peter about this and he has suggested that initially this position be included and we can continue to review as the structure takes shape, regards Jon

47F

Chief Executive Officer

The Administration of Norfolk Island

Kingston

Norfolk Island 2899

South Donific

7/1

47F

http://www.norfolkisland.gov.nf





IMPORTANT NOTICE REGARDING CONTENT

The views expressed in this e-mail are not necessarily those of the Administration unless otherwise stated. The Administration does not warrant that this message is free from viruses or any other defect or error.

APPROVAL FROM COMMONWEALTH TO SPEND PUBLIC MONEY GREATER THAN \$50,000

The Funding Agreement between the Administration of Norfolk Island and the Commonwealth of Australia provides for Commonwealth oversight of spending proposals that would commit more than \$50,000 of public money of the Administration or money of a Territory Authority. Before an arrangement to commit more than \$50,000 can be entered, approval must be obtained from the Executive Director Local Government and Territories, as informed through the Commonwealth

This form must be completed and submitted to the Commonwealth Financial Officer for approval at least 5 business days before entering into the agreement with the supplier.

Contact person:

Susan Law

Position:

Transition Manager

Email:

In,vog.nimt

Telephone:

Identified business need: (Enter the business justification for this procurement)

The Organisational Chart for levels 1 - 4 for the new Norfolk Island Regional Council identifies 9 new positions that require recruitment. These are leadership roles and critical to the success of the Regional Council and it is important that there is a wide search both on and off Norfolk Island undertaken. It is likely that candidates will need to be sought and the positions marketed well. The specialist capability to undertake the executive search - position marketing, access to relevant databases and networks are not available in the ANI and nor does it have the physical and logistical capability.

First Quotations received (when 16 new positions were anticipated): (Please attach all quotes to this form)

	Supplier's Name	Quoted Price (\$)
Supplier 1	Hays	47G
Supplier 2	Watermark	
Supplier 3	McArthur	
Supplier 4	Local Government NSW (LG NSW)	

After careful consideration of the Organisational Structure, it has since been determined that 9 new leadership positions require recruitment. As McArthur and LG NSW were the preferred supplier after assessment of the above four quotations, these two suppliers were requested to provide the revised quote.

Second Quotations received (based on 10 new positions required): (Please attach all quotes to this form)

Supplier's Name

Quoted Price (\$)

47G

Supplier 1

McArthur

1htu

Supplier 2

Local Government NSW (LG NSW)

Justification for supplier selection: (Enter the business justification for the selection of the preferred supplier e.g. quote represented value for money).

The preferred supplier is McArthur. No public EOI or Tender was undertaken as they have been prequalitied. As Hays, Watermark and LG NSW were obtained from the NSW C100 (the State Government's procurement panel for management consulting and executive search) and McArthur are on the LGP808-2 HR Temporary Placements and Associated Services LGP808-2 supplier list which has the contract scope of: Type of placements; Personnel; Recruitment Services; and Human Resource Services. They are also on the 1410/0618 Recruitment, Training & Associated Services list with Procurement Australia - http://www.procurementaustralia.com.au/.

Four suppliers were selected to provide quotes for the anticipated 16 positions, the four supplier quotations were assessed and the top two preferred suppliers from that process (McArthur & LG NSW) were requested to provide reviewed quotations based on a reduction of 9 positions requiring recruitment.

LG NSW and McArthur have provided identical quotation prices in the second round. Some of the new roles being recruited, not only have an obvious local government aspect, but also a commercial focus. McArthur, has a larger and more extensive client base to cater for this need, whilst LG NSW concentrates on Local Government recruitment.

McArthur has a proven and successful track record in sourcing candidates for Norfolk Island and extensive demonstrated previous positive outcomes with Local Government recruitment. McArthur also provided an understanding of the need to operate within a geographically isolated environment and they know the challenges in searching and attracting candidates to work on Norfolk Island.

Our assessment is that the roles on Norfolk Island will need to be actively sought by a 1:1 approach utilizing both marketing and search based techniques as it is essential that every effort is taken to ensure that Norfolk Island secures the very best candidates possible to allow the new Regional Council structure to succeed from day one. McArthur has an extensive database with the ability to recruit both nationally and internationally by utilizing NPA, a worldwide recruiting network of over 350 firms internationally. Nationally, McArthur will brief their five state offices on the specifications of the Norfolk Island roles.

McArthur offers the highest level of guarantee of all the suppliers. McArthur will provide a 12 month guarantee for each appointed Level 1 & 2 role and a 6 month guarantee for any Level 3 & 4 appointed roles. Under this agreement they undertake to make a suitable replacement in the event that the appointed candidate, for any reason, leaves the position within the guarantee period or is deemed to be performing unsatisfactority, without further charge other than advertising expenses and other disbursements that may be incurred (subject to the Administrations approval) in the replacement process.

Budget:

Yes No

X

Are there funds available within the vote of the business area for the procurement?

Is approval required under Order 40?

(Norfolk Island Minister for Finance's written agreement for arrangements not supported by sufficient

X

ls approval required under Order 41?

(Responsible Commonwealth Minister must be notified of all spending proposals greater than \$1 million).

X

Proposed date to enter into the arrangement with the supplier?

As soon as practicable.

Transition Manager's Approval:

I support and authorise the business case for this spending proposal as an efficient, effective and ethical use of Norfolk Island Government resources that is consistent with the Commonwealth Finance Minister's (Norfolk-Island) Orders 2011.

Signature:

Name:

"SUS AN LAW

Date:

08/03/16

Commonwealth Financial Officer's Approval:

I support and authorise the business case for this spending proposal as an efficient, effective and ethical use of Norfolk Island Government resources that is consistent with the Commonwealth Finance Minister's (Norfolk Island) Orders 2011.

Signature:

" RWHARD HAY Name:

Date:

10/3/16

Executive Director Local Government and Territories Approval:

I support and authorise the business case for this spending proposal as an efficient, effective and ethical use of Norfolk Island Government resources that is consistent with the Commonwealth Finance Minister's (Norfolk Island) Orders 2011.

Signature:

Essimelt roll Name:

Date:

10.03.16