



CONFIDENTIAL ORDINARY COUNCIL MEETING

CONFIDENTIAL MATTERS

Staff Reports

18.1	Corporate Governance Committee - Appointment of Independent Member (Attachments).....	5
------	---	---

Released 27 July 2021

STAFF REPORTS

Released 27 July 2021

18.1 CORPORATE GOVERNANCE COMMITTEE - APPOINTMENT OF INDEPENDENT MEMBER

Contact Person: Mr Sam Green

Why is this matter confidential?

Subject to an order pursuant to Section 90 (3) (a) of the Local Government Act 1999, this matter is confidential because the information contained within the attachment relates to personal affairs of the shortlisted applicants and their referees, and the disclosure of this information would be unreasonable due to its sensitivity. It is recommended that this is not a matter for public knowledge and that the matter be considered in confidence.

A. COUNCIL/COMMITTEE TO MOVE MOTION TO GO INTO CONFIDENCE

No action – this motion passed in the open section.

B. THE BUSINESS MATTER

18.1 CORPORATE GOVERNANCE COMMITTEE - APPOINTMENT OF INDEPENDENT MEMBER

Responsible Executive Manager : Mr Sam Green

Report Author : Ms Kate Symes

Delegated Authority : Matters which cannot be delegated to a Committee or Staff.

Attachments :

1. Shortlist - Summary of Experience
2. Corporate Governance Committee Independent Member - Shortlisted Candidates CV's

PURPOSE

To appoint an Independent Member to the Corporate Governance Committee for the period expiring 31 October 2020.

STAFF RECOMMENDATION

Council appoints Mr Damian Pulgies to the Corporate Governance Committee for the term expiring 31 October 2019.

EXECUTIVE SUMMARY

Mr Andrew Andreyev's appointment to the Corporate Governance Committee expired on 31 October 2017 resulting in a vacancy for an Independent Member. An Expression of Interest (EOI) process was recently undertaken resulting in a short list of four (4) candidates being interviewed by the Chief Executive Officer and Deputy Chief Executive Officer.

The shortlisted candidates were interviewed to ascertain which candidate would be the best fit and bring complimentary skills, knowledge and experience to assist the Committee in carrying out its role and functions.

The Mayor was briefed on the interviews and concurred with the preferred candidate being put forward for Council consideration. Attachment 2 contains the CV's of the candidates interviewed. In short each shortlisted candidate had skills and/or experience to offer the Committee.

1. BACKGROUND

The Charter for the Corporate Governance Committee states that the Committee shall comprise five (5) members consisting of two Council Members (of which the Mayor is the Principal Member) and three Independent Members.

Appointments to the Committee are structured in a way that continuity of membership and knowledge is balanced with the opportunity to refresh the membership. At this point in time it is considered appropriate to offer a (2) year term which ensures ongoing continuity of the Committee knowledge base without making longer term commitments given that a new Council may wish to consider its membership early in its term. This staggering would result in one Independent position expiring on the 31 October next year and two in October 2019.

2. RELEVANCE TO STRATEGIC PLAN

1: Smart Service Delivery Program

Outcome 1.2 Improved service delivery

The purpose of an Audit Committee is to ensure effective corporate governance and legislative compliance. Effective corporate governance is an essential requirement to enable Council to achieve the objectives and strategies in the Annual Plan, Long Term Financial Plan and Council Plan.

3. PUBLIC CONSULTATION

No public consultation is required.

4. DISCUSSION

- 4.1** An Expression of Interest (EOI) process was undertaken with seventeen (17) applications being short listed to four (4) candidates that progressed to an interview with the Chief Executive Officer and Deputy Chief Executive Officer.
- 4.2** Following the interview process the preferred candidate was Mr Damian Pulgies. Mr Pulgies is currently employed as the Senior Manager, Operational Risk and Compliance at Westpac Banking Group. He is also an Independent member of the Audit, Risk and Improvement Committee with Broken Hill City Council where he is on a four (4) year term with two (2) years as Chair of the Committee, refer to attachment 2.
- 4.3** In addition to the roles mentioned above Mr Pulgies also has a Board role with Playgroup SA, previous working history with PwC and KPMG with a heavy focus on the audit and risk areas. Given the Council's current focus on the opportunities associated with commercial investment decisions it is considered that Mr Pulgies had the most relevant skillset and working experience associated with the role and is recommended accordingly.
- 4.4** The other three (3) candidates offered a range of local government, risk management, financial and audit experience, refer to attachment 1.

5. OPTIONS

Recommendation

Council appoints Mr Damian Pulgies to the Corporate Governance Committee for the term expiring 31 October 2019.

Option 2

Council appoints to the Corporate Governance Committee for a term expiring 31 October 2019.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

Option 1 would see the appointment of a strong Independent Member with demonstrated knowledge and experience which would complement the current skills and knowledge of the current Independent Member of the Corporate Governance Committee.

6.1.2 Financial Implications

There is no additional financial impact from option 1. The Committee will continue with business as usual.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

Option 2 may result in a new member offering a different level of experience and knowledge. If a new EOI is required this will extend the period of the vacancy without a guarantee of a more suitable candidate.

6.2.2 Financial Implications

Option 2 will result in additional time and costs associated with running a detailed selection process.

Corporate Governance Independent Member Shortlist summary

Applicant	Relevant Experience	Board or Committee Experience	Relevant Qualifications	Current Occupation
Adity Chowdhury	Risk, BI, ICT, Compliance and internal audit. Worked in Big 4 firms	None	Business Administration	Adelaide City Council, Senior Risk, Strategy and Internal Audit Manager
Bronwyn Lindner	Extensive Business skills	Urban Development Institute of South Australia Committees	Business Management	Bronwyn Lindner Consulting, Principal Consultant
Damian Pulgies	Extensive experience in Risk, Governance Accountant	Broken Hill City Council - Independent Member, Audit, Risk and Improvement Committee	MBA, Chartered Accountant, Business and Commerce.	Westpac Banking Group, Senior Manger, Operational Risk and Compliance
Justin Commons	Extensive LG experience, & Public Sector in governance, corporate services, working with audit committees	President SALG Managers Group , LGMA Queensland Board Member	Accountant, Bachelor of Business	Director Growth, City of Adelaide

Resume

	<p>Adity Roy Chowdhury</p> <p>M E</p>
<p>Qualifications:</p> <p><i>Masters in Business Administration (MBA) University of Strathclyde, UK</i></p> <p><i>Bachelor of Electronics and Telecommunication Engineering University of Pune, India</i></p> <p><i>Six Sigma (Yellow Belt) – University of Adelaide</i></p>	<p>Summary</p> <p>I have 12 years of experience working in Big 4 firms with a range of clients (FTSE100 – Local Government) across the world helping them with risk consulting, performance improvement, business process mapping, internal audit, legislative/regulatory compliance and IT projects. I have also set up a Risk Assurance function and framework and managed operational risks at claims agents for ReturntoWorkSA. At City of Adelaide, I have set up a compliance legislative framework that is now being used as best practice across all Councils in South Australia and endorsed by the Local Government Association. I am highly skilled at project management, resourcing and delivering multiple and complex projects to clients within their timelines and budget. Having worked in various industries to solve issues for my clients, I am skilled at business process controls, improving operational efficiencies and risk management along with senior stakeholder management and team management. I have project managed and delivered some of the biggest Consulting projects within the UK and Australia office of Pricewaterhouse Coopers (PwC) with a portfolio of approx. 3.5 million AUD. I have managed and coached large cross cultural teams in fifteen different countries to deliver some of the services offered by PwC and Ernst & Young (EY). I have a proven track record for identifying new business opportunities and cost savings as well as being one of the best coaches in the team. Skilled at managing financial and cultural turnarounds with excellent soft-skills in people management.</p> <p>Relevant Experience</p> <p>City of Adelaide, Adelaide (Feb 2017- Till Date)</p> <p>Senior Risk, Strategy and Internal Audit Manager (Short-term contract)</p> <ul style="list-style-type: none"> ► Lead the annual delegations review and successfully presented to the Council. Identified various efficiencies and process gaps within the existing process and currently acting as project manager on behalf of all the 68 Local Councils to identify and scope a system/process for the Councils delegations and legislative compliance requirements. ► Created a risk based legislative compliance framework which has been recognized by all the SA councils as an advanced and sophisticated framework to manage compliance. Currently coaching and training other councils to use the framework. ► Responsible for providing day-day governance related services such as performing section 270 reviews, Freedom of Information determinations to the organization and overseeing the Internal Audit projects. ► Responsible for services reviews within the organization for improving performance and efficiencies. ► In a short period, proven to build relationships and manage stakeholders within the organization and externally. <p>Ernst & Young, Adelaide (April 2016- Feb 2017)</p> <p>Senior Manager- Risk Advisory</p> <ul style="list-style-type: none"> ► Being the lead project manager responsible to deliver the trial for Naplan Online Training for the Department of Child and Education Development (DECD). The project was run over 55 sessions within two months for approximately 1000 delegates from SA schools. I was responsible for planning, budgeting, and overseeing delivery of the project and stakeholder management. ► Being the lead manager for SA Health to deliver project assurance for SA Health Transformation. Key responsibilities included stake holder management, project management, and review of SA Health Transformation projects and reporting to the Board, CEO and Finance Director. ► Lead the Internal Audit (IA) planning and risk assessment for NT Health- Darwin and was responsible for

- creation of the IA plan. This included detailed risk workshops with senior management teams and delivery of the IA plan.
- Responsible for business development and mentoring and performance management of all junior staff within the team.

ReturntoWorkSA, Adelaide (Jan 2015 - April 2016)

Manager- Risk and Contract

As the Manager of Risk and Contract, my main responsibility lied in managing third party risks for RTWSA arising from our service providers as well as setting up the Risk Assurance division in our organisation. I led a team of three individuals to facilitate effective Claims Agent risk and compliance practices, operational controls and quality systems. My day-day responsibility included:

- Review and evaluate how service quality measures are used to drive continuous improvement and implement new processes
- Review quality management processes, tools and initiatives in terms of their value to enable high quality services to injured workers
- Perform and/or oversee control reviews of Claims Agents operational processes to test compliance to key financial and technical obligations in the RTW Act 2014 and Claims Agent Agreement
- Proactively maintain and apply knowledge about the Scheme's strategic objectives and the operational priorities of the Corporation
- In consultation with Claims Agents, develop, recommend and monitor corrective and preventive actions
- Integrate assurance requirements for the RTWSA business units and articulate risk exposure through reporting and analysis
- Coach and develop my team of Risk and Quality Assurance Officers

PricewaterhouseCoopers, Adelaide (Jan 2012-Dec 2014)

Manager- Management Consulting

Manager at PwC Adelaide Australia, providing technical and risk consulting services to a variety of clients.

- Manager on projects to clients such as Hills Holdings, Shared Services SA, WorkCover SA, and University of Adelaide, Beyond Bank, BT Financials and AGD. Key responsibilities included scoping, resourcing, budgeting, overseeing fieldwork, review of deliverables, writing draft report, stakeholder management and team development as well as value adding to the projects by scoping areas of operational improvements and providing recommendations.
- Managing a project assurance work for WorkCover SA. My role was to scope the work with senior executives, resource plan, budget, oversee the fieldwork performed by my team and draft the final report as the key deliverable for the client. My responsibilities also included stakeholder management both from client and internally as well as providing status update reports.
- Identifying opportunities to enhance PwC revenue stream for other audit clients via delivery of IT controls projects under COSO and ITIL framework. I have managed approximately 40 small IT projects (approx. \$500k) with a team of ten individuals.
- Being coach and mentor for ten junior staff to support and enhance their careers.
- Working with the National Workforce Optimisation team to identify opportunities to work with our shared service centres globally and offshore certain activities to enhance our margins and bring efficiency to the work delivered to our clients.

PricewaterhouseCoopers, London (Jan 2005-Jan 2012)

Manager- Risk Assurance Services

- Being the project manager on IA reviews around business process controls and SAP data and managing the assignment for various overseas territories of a large international media client (Time Warner Pictures) covering ten major countries including UK, Spain, France, Japan, India and Australia over a span of 36 months. Key responsibilities were planning, scoping, resourcing, creation of budget, overseeing the execution of the project, delivery of the final report and team management of a large cross cultural team. I also created status update reports for the client and internal Partners and managed all the key stakeholders. The project also included SOX review over effectiveness of Warner Bros. Financial controls.
- Managing a large SOX assignment for Coors Brewers for a couple of years. The role involved leading the assignment from UK along with a separate piece of work to manage the third party service providers of the client in India. I was responsible for managing relationships with senior members of the finance division, Head of Internal audit and reporting to the US SOX team and UK and ensuring that a high quality deliverables (SOX compliant) were submitted on a timely basis. I also managed a team of 22 staff

	<p>members.</p> <ul style="list-style-type: none">▶ Creation and publication of a SAS70 report, for a large French logistics firm (Norbert Dentressangle) who provides warehouse management to their clients.▶ Project manager for delivering the Internal Audit plan for National Express. I was responsible to ensure that all the sub projects were being delivered by the teams on a timely basis and all issues were being captured and resolved efficiently.▶ Being on a secondment in a major construction and facilities management organisation (Carillion PLC) reporting to the Group Financial Controller to improve information gathering process for Parent Company Guarantees. The role involved liaising with very senior members of the organisation within UK and overseas and put together a policy document to determine the total exposure of the company and manage the risks accordingly.▶ Involved in another secondment with Rolls Royce plc as an Internal Audit Manager where I carried out consulting reviews on hedging and risks of precious elements and data privacy within the global HR shared service centre. I also added value to the internal audit team by helping them to identify a tool that fit the requirement of the team to help them perform their reviews electronically as well as identify the need for SAP training for the IA team and involve PwC specialists to train them.▶ Delivered multiple IT audits including pre and post implementation reviews over a wide range of ERP systems such as SAP and JDE for clients such as Meggitt Aerospace, Ford and Peugeot.▶ Lead the London Metal Exchange (LME) IA for hedging and management of precious metals in three countries Korea, Malaysia and Singapore.▶ Part of a retail project for Tesco and Marks and Spencers for increasing sales by redesign of floor plan.▶ Seconded Leader for three years supporting and coaching new international employees seconded to PwC UK to align to the UK work culture
--	---

PERSONAL DETAILS

Name: Justin Brian Commons

Address: [REDACTED]

Mobile: [REDACTED]

Email: [REDACTED]

Linked In: [linkedin.com/in/justin-commons-93479940](https://www.linkedin.com/in/justin-commons-93479940)

Interests: Family, travel, sport, music, good food & wine

Education:

Graduate Certificate Disaster Management, James Cook University (2016 Partial)
Fellow Certified Practicing Accountant, CPA Australia 2008
Certified Practicing Accountant, Australian Society of Certified Practicing Accountants 1994
Bachelor of Business (Accountancy), South Australian College of Advanced Education 1989

KEY COMPETENCIES

- **Innovative Leader and Strategic Thinker** – anticipates and plans for future opportunities and risks, creates vision and encourages innovation.
- **Strong and Influential Communicator** – negotiates and influences with sound political acumen and emotional intelligence.
- **Skilled Negotiator** – able to assimilate broad and divergent points of view and deliver an outcome adopted by all.
- **Change and Project Management** – results focused, leads and influences change, problem solver.
- **Relationship Specialist** – builds effective working relationships, networks and cross sector partnerships to maximise 'collective impact'.
- **Business Excellence** – sets high personal and organisational standards, drives organisational performance and builds capability.
- **Customer Centric** – strong focus on putting the customer experience centre of everything.
- **People Manager** – demonstrates courage, energy, optimism, humility and empathy. Leads and develops people, fosters 'future leaders not followers'.

KEY CAREER ACHIEVEMENTS

Throughout my 20+ year career in the local government and public health sectors, I have had the privilege of influencing the evolution of organisations; effecting significant change; leading award winning teams to deliver iconic projects; actively engaging in stakeholder relationships; shaping communities; building the capability, capacity and resilience of council; and working with inspiring people. Adept at managing multiple teams, strategies and projects concurrently, I have occupied executive and leadership roles for many years, with the following highlights:-

- Provided leadership and strategic change management during the formation of the 'new' Livingstone Shire Council (LSC) post de-amalgamation with the Rockhampton Regional Council. This included comprehensive planning, co-ordination and leadership to establish Council's strategic and operational plans, policies and systems (many from 'scratch'), as well as shaping the organisational culture of the new entity.
- Managed the LSC disaster response and recovery activities following the devastating impact of Category 5 Tropical Cyclone Marcia in February 2015, and contributed to LSC's external funding procurement activities that yielded more than \$65 million in funding within 2 years.
- Project managed the planning, design and construction of three award winning City of Prospect (CoP) Master Plan Projects concurrently, being the Churchill Road Streetscape Upgrade, Prospect Road 'Village Heart' Streetscape Upgrade and the Prospect Oval Grandstand conversion.
- Winner of the 2012 LGMA (SA) Award for "Leadership and Management Excellence – Metro Councils" for Master Plan implementation.
- Built and commissioned 'Australia's best Digital Hub' as declared by Senator Stephen Conroy, Minister for Communications.
- Won the largest pool of National and State awards in City of Prospect's history for Master Plans including LGMA (Leadership and Management), IPWEA (Public Works), PIA (Planning), Janet Brash (Traffic Management), MainStreet SA (Public Realm and Urban Design) and Civic Trust Awards.
- Negotiated implementation of a Managed Service Agreement for the provision of Information Technology (IT) services from City of Tea Tree Gully to City of Prospect, including the first deployment of cloud computing technology.
- Contributed to City of Prospect being named by the New York Broadband Think Tank, the Intelligent Cities Forum (ICF), as one of the world's top 21 Smart Cities in 2012, 2013 and 2014, through implementation of new technologies and NBN related Digital Economy projects.
- Led the disaster recovery post Civic Centre Fire in January 2006 - Following an arson attack on Council's Civic Centre on the evening of Saturday 6 January 2006, a major recovery process was put in place. Despite the fire, Council was open to the public for business on Monday 8 January.
- As President of the South Australian Local Government Finance Managers Group (SALGFMG) for the three years following the release of the Financial Sustainability Review Board's Inquiry into the financial sustainability of local government within South Australia (2005), I led significant reform in relation to financial and asset management practices and the sustainability of councils within South Australia.
- Project managed the \$3.5m Upgrade of Council's Civic Centre.
- Effected the amalgamation of The Queen Elizabeth Hospital and Lyell McEwin Health Service finance and payroll functions, including integrating in excess of 50 finance staff and rationalisation and upgrade of financial and payroll systems over an 18-month period.

CAREER PROFILE

June 2016 – July 2017:

Director Growth, City of Adelaide

City of Adelaide is the capital city in South Australia, and is the heart of the State's civic, cultural and commercial life. The city has a current residential population of 23,065 (which is expected to grow to 38,959 by 2036), 262,000 daily city users, 151,000 workers, 5,000 businesses, 86,000 students, and a strong visitor economy.

The City of Adelaide Council has a staffing compliment of 791 Full Time Equivalent Staff; Total Operating Revenue and Expenditure of \$189 M and \$188 M respectively; Capital Expenditure of \$41 M; and Total Assets as at June 2015 of \$1.3 Billion.

For more information:- www.cityofadelaide.com.au

As Director Growth, I was responsible for the city's Economic Development and Tourism, Sustainability, Marketing and Communications and Property Leasing and Property Development functions. As a member of the relatively new Executive Leadership Team, I contributed to significant improvement in the corporate governance and management of the Council, including the fostering of improved relations between the Council and key stakeholders.

Key Projects include: -

- Adelaide Central Market Arcade Site Redevelopment
- International relations strategy and inbound and outbound trade and cultural missions
- Carbon Neutral Adelaide Action Plan and Partnerships Program
- Electric vehicle charging stations and associated smart technology
- Curation of "Smart City" Demonstration Studio and Entrepreneur Centre initiative
- Case management approach to investment attraction and property development
- Destination marketing & place branding (including development of a 'City Brand' for Adelaide)
- Contributed to development of \$700+ million City Deal proposal that is to be submitted by the South Australian State Government and City of Adelaide to the Federal Government.
- Assisting with preparation of SATC Major Events bid for the 2020 ICC World 2020 Cricket
- Capital City Committee considerations regarding incentives to stimulate population growth

June 2014 – May 2016:

Chief Executive Officer, Livingstone Shire Council (Acting for period June – Aug 2014)

Livingstone Shire is a medium sized rural council area with a fast-growing population. The current population of 35,505 as at 30 June 2013 is expected to grow to 62,226 by 2036. The Shire covers 11,776.3 Square km and has multiple localities and a diverse economy.

The CEO is responsible for Council's staffing compliment of 370 Full Time Equivalent Staff; Total Operating Revenue and Expenditure of \$89.7 M and \$85.5 M respectively; Capital Expenditure of \$59.9 M; and Total Assets as at June 2016 of \$906 M.

For more information, refer : www.livingstone.qld.gov.au

As CEO, I was responsible for providing strategic leadership for the organisation; supporting the Mayor and Councillors with strategic planning and decision making; oversight of the operational delivery of Council's strategic plans, policies and services; managing code of conduct complaints; performance management of Executive Leadership team and staff; economic development initiatives; grant procurement; stakeholder relations and media management.

Major Achievements:-

- Established the 'new' Livingstone Shire Council post de-amalgamation
- Disaster Response and Recovery co-ordination post Category 5 Tropical Cyclone Marcia
- Development of The Gateway Business and Industry Precinct
- Securing in excess of \$65M in external funding for major projects within first 2 years.

April 2014 – June 2014:

Director Corporate Services/Deputy Chief Executive Officer, Livingstone Shire Council

Responsible for leading approximately 64 staff within the Finance, Information Systems, Customer Service, Marketing and Engagement, Human Resources and Business Improvement teams, and also oversight of Council's economic development and strategic projects activities. Core deliverables included development of Corporate and Operational Plans and budget, preparation of commercial land for development/sale, formulation and implementation of new policy, procedures and system post de-amalgamation.

March 2013 – March 2014:

Director Business & Economic Development, City of Prospect

City of Prospect is a small inner rim metropolitan Council just north of Adelaide's CBD. The city has a population of 21,000 across its 7 Square km, and is one of Adelaide's only council areas to have NBN fibre to the premises (FTTP).

City of Prospect has a staffing compliment of 74 Full Time Equivalent Staff; Total Operating Revenue and Expenditure of \$22 M respectively; Capital Expenditure of \$4.1 M; and Total Assets as at June 2016 of \$172 M.

For more information, refer : www.prospect.sa.gov.au

In this position I was responsible for Strategic Economic Development and Planning, Eastside Business Enterprise Centre, Business Relations, External funding procurement, Market and Economic Research, Corporate and Marketing Communications, Social Media, Traditional Media and Public Relations, Website Development and Maintenance, National Broadband Network roll out, Prospect Business Leaders Group, and Innovation and Investment attraction.

Major Achievements: -

- Achieved Intelligent Cities Forum recognition as one of the world's top 21 Smart Cities/communities for the third year in a row. Only Australian city to achieve this feat in recent history.

November 2011 – March 2013:

Director Corporate Services & Major Projects, City of Prospect

The purpose of this role was to provide responsible, efficient and effective management and financial and administrative services for the Council's operations, which helped to achieve the delivery of Council's Strategic Directions. It also included the provision of governance support to the Elected Members and administrative support to all other Council's service departments.

Major Achievements:-

- Winner of the 2012 LGMA (SA) Award for "Leadership and Management Excellence – Metro Councils" for Master Plan implementation.
- Built and commissioned 'Australia's best Digital Hub' as declared by Senator Stephen Conroy MP.
- Won the largest pool of National and State awards in Council's history for Master Plans including LGMA (Leadership and Management), IPWEA (Public Works), PIA (Planning), Janet Brash (Traffic Management), MainStreet SA (Public Realm and Urban Design) and Civic Trust Awards.

June 2010 – November 2011

Director Major Projects, City of Prospect

Major Achievements:-

- During this period, I was responsible for managing the construction phases for three concurrent Master Plans, being the Churchill Road Streetscape Upgrade, Prospect Road Streetscape Upgrade and the Prospect Oval Grandstand conversion. Each of these projects were unique with their own diverse issues and stakeholders. These three projects were of strategic significance to the City of Prospect and will continue to deliver benefits to the prospect community for decades to come. To successfully complete these three projects in the same year was personally and professionally rewarding.
- During this period, I also initiated a shared service initiative with the City of Tea Tree Gully in relation to the provision of Information Technology (IT) services.

February 2008 – June 2010:

Director Corporate Services, City of Prospect

Following an efficiency and economy audit and a change in CEO, the structure at the City of Prospect was returned to five (5) Directors. I continued to be responsible for Corporate Services and was also responsible for implementing Local Area Traffic Management reviews across the city.

Major Achievements:-

- Electoral Representation Review, that resulted in the abolition of wards and a reduction of elected members from 11 to 9 following an extremely political process.
- LATM precinct reviews and implementation of traffic calming across 1/3 of the city.
- Consultation with the community regarding the Prospect Road, Churchill Road and Prospect Oval and Memorial Gardens Master Plans, both at Master Plan and also Design and Documentation stages.

October 2005 – February 2008

General Manager Infrastructure & Corporate Services, City of Prospect

As the General Manager Infrastructure & Corporate Services (GMICS) I was accountable to the CEO for the effective management and leadership of the Infrastructure and Corporate Services Departments. This position was one of two General Manager positions at the City of Prospect at this time. In this role, I was responsible for the following functions:-

Infrastructure Services	Corporate Services
<ul style="list-style-type: none"> • Infrastructure Services • Contract Management & Procurement • Fleet Management • Asset Management • City Cleaning 	<ul style="list-style-type: none"> • Financial Services • Information Management (Information Technology and Records Management) • Corporate Governance & Risk Management • Community Safety • Employee Relations

Major Achievements:-

1. Disaster Recovery post Civic Centre Fire in January 2006

Following an arson attack on Council's Civic Centre on the evening of Saturday 6 January 2006, a major recovery process was put in place. Despite the fire, Council was open to the public for business on Monday 8 January. Council's administration operated from temporary accommodation during the 12 months it took to salvage what could be saved post fire and the subsequent rebuild of the Civic Centre.

2. Change Management associated with Executive Restructure

The executive restructure in 2005 saw two General Managers replace four Directors. The restructure represented a significant challenge for me as I became responsible for a portfolio twice as large as my existing responsibilities, with many of the new responsibilities being in fields outside my technical expertise.

In addition to managing my own transition to the new arrangements, I also coached and mentored a number of third level managers into the new arrangements and to assume a higher level of responsibility for operations.

3. Asset Management and Stormwater Management Planning

Development of Infrastructure and Asset Management Plans for Council's main infrastructure assets and a strategic stormwater management action plan, both linked to Council's Long Term Financial Plan.

4. Financial Sustainability Reform

During this period, I was also the President of the South Australian Local Government Finance Managers Group (SALGFMG). Following the release of the Financial Sustainability Review

Board's Inquiry into the financial sustainability of local government within South Australia, there was a period of significant reform in relation to financial and asset management practices and the sustainability of councils. I made a significant investment to this reform process in my role as President of this peak professional group.

November 2001 - October 2005:-

Director of Financial & Administrative Services, City of Prospect

Major Achievements:-

1. Civic Centre Upgrade

In addition to my substantive duties, I was the Project Manager for the \$3.5m Upgrade of Council's Civic Centre. This upgrade, whilst presenting many challenges, was delivered within budget and with minimal disruption to services to the public.

2. "LGMA Young Male Local Government Manager of the Year 2004" Award

This award was received for my project management of the Civic Centre Upgrade at the same time as effecting significant improvements to Council's financial and governance arrangements.

December 2000 - November 2001:-

Acting Executive Director, Corporate Services, Lyell McEwin Health Service

As a result of further organisational changes at North Western Adelaide Health Service (NWAHS), particularly the re-establishment of site-specific management structures and accountability arrangements, I was seconded to the Lyell McEwin Health Service (LMHS) to assume, in an acting capacity, the responsibilities of the newly created Executive Director, Corporate Services. This position was responsible for:-

- Financial Services
- Human Resources and Support Services
- Engineering and Building Services
- Information Technology and Telecommunications Services
- Materials Management

The primary focus of this position was initially to identify and develop a management plan to address factors contributing to the Hospital's significant budget overrun and to establish the budget processes for the 2001/02 year.

March 1996 - December 2000:-

Manager Accounting Services, North Western Adelaide Health Service (NWAHS)

Major Achievements:-

1. The amalgamation of TQEH and LMHS finance departments

In excess of 50 finance staff were appointed to the NWAHS Financial Services positions within a relatively short period of time with minimal disruption. This required extensive consultation

with staff and unions and the application of appropriate human resources management practices and principles.

2. *The rationalisation of financial systems across TQEH and LMHS sites and the implementation of upgraded financial systems and accrual accounting.*

NWAHS rationalised the many disparate systems to have only one Payroll/HR system, general ledger and creditor system, sundry debtor system and diagnostic billing (private practice) system. A number of these systems were established to facilitate multi-entity and accrual based financial reporting.

3. *Rationalisation of Pay Arrangements*

I was responsible for a major service improvement initiative to rationalise and standardise the pay arrangements of all (approx. 4300) NWAHS employees. This required extensive negotiation with union and employees; the systematic changeover of employees to different pay arrangements; transition arrangements for many work groups; changes to rostering and payroll systems; and correspondence to financial institutions/ATO/Super Office etc.

REFEREES

REFEREE 1

[Redacted]

REFEREE 2

[Redacted]



Application for Independent Member City of Playford Corporate Governance Committee

1. Personal Details

Name:	Justin Commons
Address:	[REDACTED]
Mobile Phone:	[REDACTED]
Email address:	[REDACTED]
Occupation:	General Management
Qualifications:	FCPA
Professional memberships:	CPA, EDA, LG Professionals (SA

2. Please indicate your reasons for wanting to join the City of Playford Corporate Governance Committee as an Independent Member and the personal skills you would bring to the position.

- I am interested in seeing how a large metropolitan council manages the delivery of services, and to further develop my knowledge and skills through active participation in this role.
- I have a wealth of experience in Local Government, both within metropolitan Adelaide and also a regional council in Queensland, and from previous Auditor-General and Public Health Sector roles, that I believe City of Playford would benefit from.
- Ultimately, I seek to be able to contribute (via the Corporate Governance Committee) to the overall performance of the Council and therefore better services and outcomes for the Playford community.
- The personal skills/competencies I bring to the position are outlined in my Curriculum Vitae (attached).



3. Please provide details of any involvement or experience you have with other Boards, professional associations or community committees that you believe will contribute.

- South Australian Local Government Finance Managers Group (SALGFMG) – As President for the three years following the release of the LGA's independent Financial Sustainability Inquiry in 2007, I provided leadership and contributed significantly to the reform in financial and asset management practices and sustainability of councils across the Local Government sector triggered by this Inquiry.
- LGMA Queensland Board Member – Appointed in 2015, I held the Representation and Advocacy Portfolio and contributed more broadly to the professional development of managers/professionals in Queensland Local government sector.
- Regional collaboration through the Eastern Region Alliance (ERA) and Central Queensland Region of Councils (CQROC) and numerous LGA Reference Groups and working parties.

4. Please provide an overview of your relevant executive experience in areas such as audit committees, corporate governance, risk management, business / professional sector expertise, project and asset management governance, academia or public sector ethics.

- I have 20+ years operating in executive positions within the local government sector (SA and QLD) and the public health sector (SA). These positions include CEO of a Qld regional council (Livingstone Shire Council), Director Corporate Services (City of Prospect), Director of Growth (City of Adelaide), and Chief Finance Officer role at the North Western Adelaide Health Service (including TQEH and Lyell McEwin Health Service).
- In many of these roles I provided executive support to the Audit and Risk Committees and had primary responsibility for the Corporate Governance functions.
- I have extensive project management experience having managed many large and complex projects from inception to completion (eg City of Prospect concurrent masterplans (including Prospect Road 'Village Heart' upgrade, Churchill Road upgrade and Prospect Oval grandstand conversion).
- I have an audit background (Auditor-General's) and a strong corporate services experience within local government.
- I had primary responsibility at both Prospect and Livingstone for the governance functions of Council including statutory requirements, internal control environment, elected member support, Internal and External Audit, Risk Management, etc.



- I was the author of Prospect's Corporate Governance Framework – one of the first in South Australia local government and also initiated, through the SA LGA Governance Group, the development of a centralized Delegations System to facilitate delegations across councils in line with current legislation.
- As CEO at LSC, I had responsibility for managing code of conduct complaints against staff and elected members; grievances with council services including Ombudsman inquiries, many associated with the regulatory functions of council (e.g. Planning, Building Inspections).
- At LSC, I contributed to the development of Council's corporate governance framework, integrity framework, fraud and corruption prevention policy, and internal control environment.
- I have a very strong working knowledge of the Local Government Act and Regulation in South Australia and Queensland and a sound knowledge of other acts affecting Local Government in these two states. I have had primary responsibility for providing support and guidance to councillors and staff in the interpretation and application of legislation for many years.
- Ethical conduct is essential as part of the corporate governance and culture of an organisation. Working in Queensland for two years increased my awareness and focus on ethical conduct, given that Queensland has been operating for some years with a Crime and Corruption Commission, has legislative requirements regarding material personal interests, conflict of interest, and as Queensland local government is more autonomous (with much less prescription via Acts/Regulations) and is more entrepreneurial in their activities compared with South Australia.

5. Please provide a brief outline of what you believe the role of an Independent Member would involve.

- Providing independent review and advice regarding the operations of Council
- Providing councillors and the community a level of comfort through independent review that the organization is operating efficiently and effectively and that the appropriate balance is being maintained in terms of risk and opportunity.
- Working collaboratively with other committee members, management and staff to enable Council to meet its governance and oversight responsibilities in relation to a number of areas including, financial reporting, internal control systems, risk management, legal and regulatory compliance and audit functions.

Signature:

Date: 27 September, 2017

Damian Pulgies

Adelaide, Australia

Personal Profile

I am a senior business advisor, an MBA graduate, Chartered Accountant, qualified risk manager and experienced in governance.

I have leadership ability in helping organisations make well-informed decisions, delivering strategic vision, together with a strong understanding of the principles of financial management, risk management, governance and control.

I have spent over 22 years working with organisations from their boardrooms to their back offices, delivering business solutions to help them to protect and strengthen every aspect of their business.

Skills

- Strategic planning
- Governance
- Financial management
- Risk management
- Budgeting, planning and forecasting
- Business advisory
- Business continuity management
- Risk advisory services
- Management reporting
- Budget negotiation
- Assurance services
- Leading organisational change
- Project management
- Business process improvement
- Stakeholder management
- Issue & incident management
- Communication planning
- Business development
- Organisational wide business reviews
- Performance management
- Mentoring and talent development
- Team leadership

Education

- **MBA** – University of Adelaide (2006 – 2012)
- **Chartered Accountant** – Chartered Accountants Australia & New Zealand (1999)
- **Bachelor of Business (Management Info Systems)** – University of SA (2002)
- **Bachelor of Commerce** – Flinders University of SA (1997)
- **Fellow**, Financial Services Institute of Australasia – **Finsia** (2011)
- **Certified Information Systems Auditor** – ISACA (2002)
- **Certified in Risk and Information Systems Control** – ISACA (2011)
- **Matriculation** – Sacred Heart College, Brighton, SA (1991)

Personal characteristics

- Exceptional communication skills.
- Able to undertake an influencing role that is inclusive and makes people think.
- Work efficiently and effectively in a team and on individual goals.
- Able to lead robust and challenging discussions.
- Highly organised, diligent, determined and self motivated.
- Adaptable to changing organisational needs in line with changes in business and regulatory environments, sustainability criteria and technology.
- Able to deliver insights and early warning of potentially troublesome matters.
- Cooperative, courteous, reliable and calm during stressful situations.

Professional Experience

Broken Hill City Council (Broken Hill, Sept 2016 to present)

Broken Hill is a vibrant, prosperous and culturally rich heritage city shared with visitors from around the world.

Independent Member, Audit, Risk and Improvement Committee

On a 4 year term with 2 years as Chair of Committee.

In this role I have provided independent advice and assistance to the Council on financial management, risk management, business continuity planning, internal control and external accountability responsibilities.

The Committee must keep under review the following aspects of the Council's operations.

- Compliance
- Risk management
- Fraud control
- Financial management
- Governance
- Implementation of the strategic plan, delivery program and strategies
- Service reviews
- Collection of performance measurement data by the council.

Westpac Banking Group, (Adelaide, Feb 2012 to present)

Senior Manager, Operational Risk and Compliance

I am responsible for all aspects of the management and delivery of risk monitoring services and provision of performance improvement. This role involves engaging and influencing senior stakeholders in complex environments and contributing to enhancements in risk and governance frameworks. I regularly report on risk management, assurance and performance improvement to governance bodies in the Westpac Group, including Board Risk Committee and Management Risk Committees.

Playgroup SA Inc, An association committed to providing quality services to young children and families (Adelaide, May 2014 to present)

Board member, Treasurer, Audit, Risk & Compliance and Public Fund sub-committees

In these roles I have improved the quality of the finance function, streamlined audit, reviewed finance and operational policy, strengthened risk framework, reviewed Board constitution, oversaw transparency of the use public funds, improved the tender process, oversaw budget processes and reviewed strategic business plans.

PwC, (London, Sydney & Adelaide, Mar 2003 – Feb 2012)

Senior Manager, Risk & Control Solutions, Risk Advisory, Assurance

I was part of leadership team growing the Internal Audit and Consulting proposition in Australia & UK. This role involved directing large internal audit arrangements and complex individual engagements, including reviews over risk management frameworks, projects, compliance and various financial, performance & operational processes. I had active involvement with business development, marketing and networking. I delivered assurance services to many of Adelaide's and London's leading businesses. This is included regular reporting to those responsible for governance at board level on internal audit, the adequacy and effectiveness of internal controls and the progress of risk management practices and maturity. I was part of the CBA Head Office external audit team undertaking integrated audit coordination, client economics and other audit work. I contributed to the operations and governance of a number of community centric organisation through professional work and volunteering.

ISACA A global association who advocates for professionals involved in information security, assurance, risk management and governance (2004 – 2007)

Director, Adelaide Chapter (Membership Director)

In this role I raised awareness of our services and expanded our membership base and contributed to the overall governance of the organisation.

KPMG (Adelaide, Aug 1999 – Feb 2003)

Assistant Manager, Assurance & Risk Advisory Services

In this role I continued to build expertise as a business advisor, risk manager and developed my commercial acumen helping my clients achieve success. Clients included not for profit organisations, community based organisation, all forms of government and large organisations across a broad cross section of industries.

Nelson Wheeler Chartered Accountants Now merged with Edwards Marshall (Adelaide, Nov 1994 – Jul 1999)

Business Services Accountant, Systems Administrator, IT Specialist

My clients included owner managed businesses, high net worth individuals and large national businesses. In this role I built expertise as a business advisor and developed my commercial acumen helping my clients achieve success.

Involvement with other professional associations

Commonwealth Bank Not-for-Profit Treasurers' Award 2016.

Member, Golden Key International Honours Society.

Previous Memberships with:

- Institute of Internal Auditors - UK and Ireland
- Information Technology Chapter Specialist, Institute of Chartered Accountants in Australia
- Risk Management Institute of Australia.
- Institute of Internal Auditors Australia.

Contact details for referees available upon request.

I believe I have the credentials, successful experience and personal qualities to be a valuable Independent Member of the City of Playford Corporate Governance Committee. I am more than happy to expand on any aspect of my application in an interview.

Damian Pulgies

27 September 2016

The Chief Executive Officer
City of Playford
12 Bishopstone Road
Daveron Park SA 5113

Dear Dr Hemmerling

I am very interested in the role of Independent Member, Corporate Governance Committee at the City Of Playford Council, as advertised on www.playford.sa.gov.au/employment. I enclose my CV which notes the aspects of my career which I believe are particularly relevant to this position.

My practical achievements in governance, risk management, audit, business improvement and stakeholder management are evidenced in my CV but 5 key points deserve reinforcement:

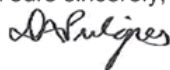
- I have leadership ability in helping organisations make well-informed decisions, delivering strategic vision, together with a strong understanding of the principles of financial management, risk management, governance and control.
- My 22 years professional experience in internal audit, risk and compliance management, business improvement, systems risk management and assurance is highly relevant to the position.
- The mix of governance, financial, commercial, audit and risk management experience I hold is rare and sought after at the Board Committee level.
- I am focused on the things that matter to help ensure that deliverables are provided on time, on budget and to a high quality.
- My valuable risk and controls experience, best practice internal audit, business skills and challenging mindset have been refined over 12 years of Big 4 professional services experience in Adelaide, Sydney and London, at board governance level at the City of Broken Hill Council, and through almost 6 years in the Risk function of the Westpac Group.

My motivation for undertaking this role is to fulfil my desire to furthering and broadening my experience at the Board Committee level. I am committed to helping communities so that the people who live in those communities can prosper and grow and support their family in all endeavours.

I would welcome the opportunity to contribute to the successful governance of the City of Playford Council and I am sure I can demonstrate my passion and the skills you require.

If you have questions or would like to schedule an interview, please contact me by phone at [REDACTED] or by email at [REDACTED]. I look forward to hearing from you.

Yours sincerely,



Damian Pulgies

Application for Independent Member City of Playford Corporate Governance Committee

1. Personal Details

Name:	Damian Pulgies
Address:	[REDACTED]
Telephone:	-
Mobile Phone:	[REDACTED]
Email address:	[REDACTED]
Occupation:	Senior Manager, Operational Risk and Compliance, Westpac Banking Group. Independent Member, Broken Hill City Council Audit, Risk and Improvement Committee.
Qualifications:	Bachelor of Commerce, Major in Accounting, Minor in Business Law (Flinders University) Chartered Accountant (Chartered Accountants Australia and New Zealand) Bachelor of Business (Management Information Systems) (University of SA) Certified Information System Auditor (ISACA) Certified in Risk and Information Systems Control (ISACA) Six Sigma, Green Belt certification (Adelaide University) Master of Business Administration (Adelaide University) (subjects included Business Law, Performance Improvement, Operations Management and Strategic Management).
Professional memberships:	Chartered Accountant – Chartered Accountants Australia & New Zealand (1999). Member (Platinum), ISACA (2002). Member, Golden Key International Honours Society. Member, Adelaide MBA Alumni Group.



	<p>Previous Memberships:</p> <ul style="list-style-type: none"> • Fellow, Financial Services Institute of Australasia – Finsia (2011). • Institute of Internal Auditors - UK and Ireland. • Information Technology Chapter Specialist, Institute of Chartered Accountants in Australia. • Risk Management Institute of Australia. • Institute of Internal Auditors Australia.
--	--

2. Please indicate your reasons for wanting to join the City of Playford Corporate Governance Committee as an Independent Member and the personal skills you would bring to the position.

<p>My motivation for undertaking this role is to fulfil my desire to furthering and broadening my experience at the Board Committee level. I am committed to helping communities so that the people who live in those communities can prosper and grow and support their family in all endeavours.</p>	
<p>Skills I would bring to the position include:</p> <ul style="list-style-type: none"> • Strategic planning • Governance • Financial management • Risk management • Business advisory • Business continuity management Risk advisory services • Management reporting • Assurance services 	<ul style="list-style-type: none"> • Leading organisational change • Project management • Business process improvement • Stakeholder management • Issue & incident management • Communication planning • Performance management • Mentoring and talent development • Team leadership
<p>My communication skills are exceptional. I have developed my communication skills over 22 years of engagement across a diversity of organisations and cultures. My proven skills are required to build rapport and successfully manage multifaceted stakeholders in a variety and range of complex environments.</p> <p>I have worked as part of leadership teams with people of various backgrounds and cultures and I have always dealt with them in an open, supportive and transparent manner. My skills and experiences ensure I bring a proven review and challenge mindset to leadership, governance and operational discussions.</p>	
<p>Joining the City of Playford Corporate Governance Committee as an Independent Member are aligned to my career goals, which include:</p> <ul style="list-style-type: none"> • To enhance corporate governance through best practices in governance, risk management, internal audit and performance improvement services. 	



<ul style="list-style-type: none"> To help organisations improve their internal control environment and business processes by taking a pragmatic view of risk and internal control and ensuring that the control environment matches the risk appetite of the business and is appropriate to their size, scale and operations.
<p>I have over 22 years of experience with a strong governance and risk management skills and experience gained through performing a variety of financial, operational, compliance, performance, governance, risk management, fraud and information system reviews.</p>
<p>As a Chartered Accountant, I have a high level of financial literacy. I started my career as an accountant and a financial auditor working in the professional accounting sector. I hold a Bachelor of Commerce (Major in Accounting).</p> <p>My financial literacy and experience have led me to be sought after by organisations to undertake the role of Treasurer, including for Playgroup SA. I have improved the quality of the finance function, streamlined audit processes, reviewed financial policies, strengthened financial reporting framework, improved the tender process and oversaw budget processes at Playgroup SA.</p> <p>I have advised organisations in their processes for signing off on the internal controls to provide adequate attestation that their financial records were complete, accurate and reliable.</p> <p>My expertise includes a detailed knowledge of risks over all financial processes.</p>
<p>The City of Playford Corporate Governance Committee would benefit from my experience, which includes:</p> <ul style="list-style-type: none"> Demonstrated ability to manage multifaceted stakeholders in various complex environments. Ability to build effective relationships that reinforce the partnership approach to internal audit and process improvement initiatives. Refined risk and controls mindset and best practice skills developed through 12 years of Big 4 professional services experience in Adelaide, Sydney and London. Extensive internal audit, business improvement and risk management experience in the government sector as well as the broader industry. Performed all aspects of internal audit to the highest possible standard. Have specific knowledge and experience with best practice internal audit, business improvement and risk management standards and methodologies.



- Passionate about the contribution that the Corporate Governance Committee can make to the success of the City of Playford.
- Able to identify and provide solutions for risks and issues the business has not previously been aware of.
- Holding a client centric focus on service delivery.
- Have managed projects of varying size and complexity.

The roles I have undertaken in my career have required me to hold the highest level of personal integrity and ethical standards. I have worked in positions of accountability and authority over financial matters.

I qualified as a Chartered Accountant in 1999. Members of Chartered Accountants Australia and New Zealand are known for professional integrity, principled judgment and financial discipline, and a forward-looking approach to business. The code of ethics that Chartered Accountants adhere to is respected and valued by business leaders around the world and championing the fundamental principles of the code leads to successful and sustainable business strategies.

I deal with highly sensitive information and my integrity is unquestionable. I always do the right thing for the organisations and communities that I serve.

Westpac have appointed me as prescribed employee under the Westpac Group Securities Trading Policy. This means that because of my seniority and nature of my position, I come in contact with key financial, operational and strategic information about Westpac that will, or is likely to have, a material effect on the price or value of Westpac securities.

I declare I have no conflicts of interest in undertaking the role.

I am certain I can demonstrate my passion and the skills you require.



3. Please provide details of any involvement or experience you have with other Boards, professional associations or community committees that you believe will contribute.

Experience with other Boards, professional associations and community committees

Broken Hill City Council (Broken Hill, Sept 2016 to present)

Broken Hill is a vibrant, prosperous and culturally rich heritage city shared with visitors from around the world.

Independent Member, Audit, Risk and Improvement Committee

On a 4 year term with 2 years as Chair of Committee.

In this role I have provided independent advice and assistance to the Council on governance, financial management, risk management, business continuity planning, internal control and external accountability responsibilities.

The Committee must keep under review the following aspects of the Council's operations.

- Compliance
- Risk management
- Fraud control
- Financial management
- Governance
- Implementation of the strategic plan, delivery program and strategies
- Service reviews
- Collection of performance measurement data by the council.

BT Financial Group, Westpac Banking Group, (Adelaide, Feb 2012 to present)

Senior Manager, Operational Risk & Compliance

I am responsible for all aspects of the management and delivery of risk monitoring services and provision of performance improvement. This role involves engaging and influencing senior stakeholders in complex environments and contributing to enhancements in risk and governance frameworks. I regularly report on risk management, assurance and performance improvement to governance bodies in the Westpac Group, including Board Audit Risk Committee and Management Risk Committees.

Playgroup SA Inc, An association committed to providing quality services to young children and families (Adelaide, May 2014 to present)

Board member, Treasurer, Audit, Risk & Compliance and Public Fund sub-committees

In these roles I have improved the quality of the finance function, streamlined audit, reviewed finance and operational policy, strengthened risk framework, reviewed



Board constitution, oversaw transparency of the use public funds, improved the tender process, oversaw budget processes and reviewed strategic business plans.

PwC, (London, Sydney & Adelaide, Mar 2003 – Feb 2012)

Senior Manager, Risk & Control Solutions, Risk Advisory, Assurance

I was part of leadership team growing the Internal Audit and Consulting proposition in Australia & UK. This role involved directing large internal audit arrangements and complex individual engagements, including reviews over risk management frameworks, projects, compliance and various financial, performance & operational processes. I had active involvement with business development, marketing and networking. I delivered assurance services to many of Adelaide's, Sydney's and London's leading businesses. This is included regular reporting to those responsible for governance at board level on internal audit, the adequacy and effectiveness of internal controls and the progress of risk management practices and maturity. I was part of the CBA Head Office external audit team undertaking integrated audit coordination, client economics and other audit work. I contributed to the operations and governance of a number of community centric organisation through professional work and volunteering.

ISACA A global association who advocates for professionals involved in information security, assurance, risk management and governance (2004 – 2007)

Director, Adelaide Chapter (Membership Director)

In this role I raised awareness of our services and expanded our membership base and contributed to the overall governance of the organisation.

4. Please provide an overview of your relevant executive experience in areas such as audit committees, corporate governance, risk management, business / professional sector expertise, project and asset management governance, academia or public sector ethics.

Audit committees & corporate governance experience

Reporting to governance bodies

Through my professional services experience, I have reported verbally and in writing to various governance bodies. I reported to Board Audit Committees for numerous organisations on corporate governance, stakeholder interests, internal audit, the adequacy and effectiveness of internal controls, project reviews and the progress of risk management practices.



I regularly report on risk management, assurance and performance improvement to governance bodies in the Westpac Group, including Board Audit Risk Committee and Management Risk Committees.

On a monthly basis, I report to the Board of PlaygroupSA, on financial matters including management accounts, budget, financial performance and strategic initiatives. I regularly review and enhance the governance and risk management framework and practices.

Five times per year, I sit on the Broken Hill City Council Audit, Risk and Improvement Committee and provide advice to the Council on governance, financial management, risk management, internal controls and external accountability responsibilities.

Risk management experience

Risk and Compliance Management frameworks

My skill set is highly adaptable with proven success in a variety of business contexts and regulatory environments. I am accustomed to working in a highly regulated and scrutinised environment, having held senior positions in the banking and capital markets sector in Australia, UK and Europe. Many organisations have been assisted by my knowledge and experience in managing the risk associated with their legal obligations in complex environments. I have a high level of expertise in developing and enhancing risk and compliance frameworks when providing strong corporate governance. I have reviewed legislation, and other compliance related documentation, to ensure I am sufficiently briefed of key obligations in preparing to help organisations govern successfully.

Implemented and reviewed risk management and compliance frameworks and processes for Department of the Treasury and Finance, Adelaide Bank, State Procurement Board, BT Financial Group, Shared Services SA, HomeStart Finance, Community CPS Credit Union, Bendigo and Adelaide Bank, Westpac and ARTC

Assisted managers of all levels in the identification and assessment of business risk through applying sound risk methodologies and process. I have assessed the effectiveness of the implementation of the risk management framework and associated risk principles, processes and systems within the business and identified improvement opportunities. In doing so, I assessed the effectiveness of the monitoring process and risk reporting undertaken of key risks, controls and processes. This included reviewing approaches taken to implement, develop and



enhance risk and compliance management systems. I have supported management with embedding the operational risk management framework, clarifying roles and responsibilities and providing customised mentoring guidance.

Complex environments and sensitive fraud reviews reporting to CEO

I led the Superannuation Internal Fraud Review for a large Australian Bank. Executive Management requested the review, which had the objective to determine how money held in superannuation accounts could be removed through internal fraud.

In taking the lead for the review (which had never been done before) I needed to formulate the approach the team would take so that we could provide a report to the CEO and his Executive team in a speedy manner with a high degree of detail and quality. This was a difficult balancing act and I was able to formulate a plan and gain commitment from key stakeholders to ensure the expected results were delivered.

A report was then tabled with the CEO, and his executive, which provided the insights into where actions were required to address gaps in the control environment to build business confidence in the bank's operations. I gave a presentation at the Risk Review Committee on the outcomes of the review. The review was highly praised by the executive and the CEO.

Governance and Internal Audit effectiveness

I was the Senior Manager responsible for conducting an internal audit effectiveness review over the government regulator of the UK financial system during the politically challenging environment of late 2008. This involved undertaking an assessment of stakeholder analysis, audit quality, relationship management, audit universe, annual risk assessment and planning and links to enterprise risk management and working practices. I also undertook effectiveness reviews for Vodafone, CIBC World Markets, Allied Irish Banks & Investec.

Success with newly formed teams and reporting to CFO

For the Commonwealth Bank of Australia external audit, I was sought out for secondment to the Sydney office. This was a recently on boarded major client and a team that had not worked together before. My role, as a leader in the Head Office team, involved the coordination of a newly formed team responsible for the adequacy of the scope of work, assessing quality of supervision, client economics, fraud risk consideration, various audit procedures, and assessing performance of CBA functions against global good practice and the best practice of its Australian peers. The Head Office team successfully coordinated the efforts of 91 people, 90k hours and this first year audit achieved the fame of being known as the best example of value adding assurance in the country. From a client's perspective, the CBA CFO commented it was the best reporting on controls he had ever seen.



Business / professional sector expertise

Customer service delivery focused

The importance of providing high quality multifunctional customer service is paramount to the City of Playford's external and internal customers who have high expectations regarding the delivery of services that impact their welfare and lifestyle. The City of Playford is subject to detailed obligations under the Local Government Act 1999 ("LGA") and Local Government (Financial Management) Regulations 2011. Through review of the relevant legislation, I am aware of the LGA and its purpose to provide the legal framework for local government in SA. The City of Playford is guided by its Council Charter to ensure that services are provided to the City of Playford efficiently and effectively, as well as aiming to improve the delivery of local government.

I have performed reviews to assist management in improving customer service and customer relations, including recording and monitoring customer queries and feedback, providing accurate information, complaint handling and training.

My Government related clients have included:

- Department of Education and Children's Services
- The Corporation of the City of Adelaide
- Department of Treasury and Finance
- South Australian Metropolitan Health Care Units
- Shared Services SA
- Department for Water
- War Veterans Homes
- Aboriginal Health Care Service
- Royal Flying Doctor Service
- HomeStart
- SA Health
- State Procurement Board
- Office of Consumer and Business Affairs
- Broken Hill City Council
- Commonwealth Department of Families and Community Services.

Insight into efficiency and effectiveness of the conduct and delivery of the functions of the City of Playford can be provided through various means, including conducting review processes and providing appropriate governance and oversight. I have previously delivered such insight, as needed by the City of Playford, in the Government (Commonwealth, State and Local) sector, where I was responsible for planning, executing and reporting on reviews covering:



- application security reviews
- business continuity management
- organisational wide business reviews
- procurement model reviews
- corporate governance reviews
- strategic compliance reviews
- business process improvement reviews
- risk and control assessment
- external audit services
- IT general controls
- general ledger reconciliation
- computer assisted audit techniques.

Project and asset management governance, academia or public sector ethics

Project and asset management governance

Land, property and transport services

I was the engagement manager for the outsourced internal audit function of Australian Rail Track Corporation ("ARTC"). I managed assignments involving a number of financial and operational matters across various aspects of ARTC, including reviews over capital project management, HR, general ledger reconciliations, payroll, journal processing, KPI performance reporting to the ACCC, work order management, asset management, major projects management and defects management. As part of this role, I reported to the Board Audit Committee on internal audit, the adequacy and effectiveness of internal controls and the progress of risk management practices. The Board valued my independent comments on the risk and controls in the business and the insight my team provided. Executive management feedback reflected their improved understanding of the assurance building blocks in their organisation and the maturing perspectives of risk and controls in their organisation.

Contract and procurement management services

I assessed the effectiveness of the current procurement review methodology and how it supported the State Procurement Board in meeting its obligations under the State Procurement Act. My reporting provided insights for the Board to address improvement opportunities with the current program and to consider the advantages



and disadvantages of alternative review models. The focus of the review included obtaining an understanding of each public authority's procurement process. I recommended an enhanced procurement review model which had a greater emphasis on providing timely and customised advice around leading procurement practices. More emphasis was required on the escalation of outstanding actions and I provided effective guidance on the need for a more risk based approach to the priority and frequency of site visits.

Performed reviews over procurement and contracts management providing business improvement recommendations about how management can ensure contracts represent value for money, managing delegations of authority, assessing when legal expertise is required, determining how contract variations can be managed and how risk assessments should be performed in certain situations.

Business Continuity Management

For the South Australian Metropolitan Health Care Units I reviewed Business Continuity Management framework processes and provided practical advice for seven South Australian metropolitan Health Care Units. This included developing benchmarking of the HCU plans, gaining a working understanding of government IT policies, standards and guidelines and providing recommendations in relation to the disaster recovery strategy and preparedness.

5. Please provide a brief outline of what you believe the role of an Independent Member would involve.

The role of an Independent Member would involve reviewing developments and adequacy of principles, policies and practices of Financial Planning and Reporting, Corporate Governance, Risk Management and Internal Control and make recommendations to Council as appropriate. It would also involve fulfilling the role of Council's audit committee as required in section 126 of the LGA.

The Terms of Reference of the Corporate Governance Committee of the City of Playford sets out the Committee's requirement to consider all matters outlines in section 126 (4) of the LGA:

- Reviewing annual financial statements to ensure that they present fairly the state of affairs of the council;



- Proposing and providing information relevant to, a review of the council's strategic management plans or annual business plan;
- Proposing, and reviewing, the exercise of powers under section 130A, including other investigations;
- Liaising with the council's auditor; and
- Reviewing the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the council on a regular basis.

To undertake this role would involve working together with representatives of the City of Playford Council, independent specialists and management to fulfill specific governance responsibilities as set out in the Corporate Governance Committee Charter.

Bringing recent and relevant governance experience and acting as a mentor to Council members on the Committee would also be a key part of the role.

I am available to devote the necessary time to fulfil the responsibility of a City of Playford Corporate Governance Committee Independent Member. This will include reading, researching and preparation for meetings. I am aware of the requirements to travel and attend meetings at the Playford Civic Centre in Elizabeth. My initial plans are to take leave from work to read the Committee papers and prepare thoroughly for each meeting.

Signature:

A handwritten signature in black ink, appearing to read "A. Pulgar".

Date:

27 September 2017

Bronwyn Lindner

EXECUTIVE SUMMARY

- A successful 20 plus year career established from a process and project delivery foundation.
- Held and performed project management, group leadership and client and business development roles.
- Experiences and market understanding across water, property/urban development.
- Client relationship management expertise combined with almost 15 years direct experience in business development roles.
- An open-minded approach that has enabled the establishment and management of outstanding internal business and external client and stakeholder relationships.
- An ability to execute strategic change and program outcomes and to intuitively foresee and remove obstacles to ensure success.
- A natural business/market networker that has a passionate, client centric and relationship management skill set that supports business success.
- A strategic thinker with commercial and business experience and acumen focused on business strategy and implementation, contributing to general business management, change, growth and direction.
- Recognised as a natural leader and lateral thinker with a strong solution orientated, a can-do work ethic that is enthusiastic, passionate and excited about everything I commit to.
- A drive for continued senior leadership roles, being a leader that communicates and influences with empathy, rapport and passion, where the environment created and decisions made are based on consistent, ethical principles and values.

CAREER SUMMARY

Bronwyn Lindner Consulting	Principal Consultant	January 2017 to present
SA Water Corporation	Principal Consultant Business Development	March 2015 to December 2016
	Major Developments Manager Major Developments	April 2007 to February 2015
	Process & Relationships Manager Major Developments	March 2006 to March 2007
	Major Development and Regeneration Officer	April 1995 to February 2006

EDUCATION/QUALIFICATIONS

Proci's Change Management Methodology	Being Human Pty Ltd	2015
Diploma of Project Management	Mike Nolan Management Services	2007
Advanced Diploma of Business Management	TAFE Adelaide	2005
Advanced Diploma of Business (Human Resources)	TAFE Adelaide	2005

Water Industry Operations (Cert 11)

TAFE Adelaide

2003

EMPLOYMENT HISTORY

Organisation: - Bronwyn Lindner Consulting

January 2017 to present

Title: Principal Consultant

I am able to work in complex and challenging environments and make the hard look easy to deliver outcomes and sustainable results.

- Consultant
 - Policy, strategic and corporate planning.
 - Identifying business needs and solutions to problems.
 - Development of workshops and forums.
 - Decision making, budget preparation and management, leadership and performance management and development.
 - Preparation of reports and submissions, interpretation and assessment of plans and proposals.
 - Consultation with all levels of Government including Local and State.
 - Conflict resolution.
- Project Management
 - Facilitation sessions.
 - Develop, deliver, monitor and review project management plans.
 - Risk, scope and budget management.
 - Strategic advice and reports.
 - People management and managing contractors.
 - Provide management, leadership, support and advice to team members.
- Business Analyst
 - Business process re-engineering and management.
 - Business and technical documentation.
 - Requirements analysis and process improvement.
 - Creation of training materials and workshop facilitation.
 - Creation of monthly progress reports.
 - Change management of transitional projects.
- Change management
 - Implement change management practices across complex transition processes.
 - Plans and schedules developed together with building change capabilities for organisations.
 - Develop and implement customer-focused strategic frameworks for new and existing businesses.
 - Develop levels of change networks and partnerships across cross-functional teams and groups to increase employee adoption and usage.
 - Process improvement projects.

Organisation: - SA Water Corporation

Profile:

SA Water is owned by the South Australian Government and provides world class water services to more than 1.6 million South Australian customers. SA Water maintains and operates 10 major metropolitan reservoirs they also look after a large network of pipes, delivering water to and from both residential and business properties. As approximately 10,000 new allotments are created within South Australia every year

SA Water is involved in land development. SA Water employs more than 1,400 people in a range of industries from engineering, microbiology, infrastructure delivery and customer engagement.

Title: Principal Consultant – Business Development

March 2015 to December 2016

Responsibilities:

- Prepare policies, submission, reports, briefs, guidelines and strategies on a range of economic, infrastructure and environmental issues relevant to the Business Development portfolio.
- Responsible for the coordination, project management and delivery of regulated and unregulated projects.
- Provide expertise and direction to drive processes, compliance, relationships and rapid resolution of issues associated with business development, land developments and complex water and wastewater schemes.
- Implementation of stakeholder engagement campaigns involving Local and State Government, developers, private organisations, landowners, other utilities and the general public.
- Manage complex negotiations to achieve mutually acceptable outcomes for infrastructure, resource proponents and landowners.
- Respond to development applications in accordance with relevant legislation in a timely manner.
- Initiate and develop business opportunities to achieve overall business objectives.
- Project Management.
- Master Planning/structure plans/design management.
- Build and lead an effective team that works collaboratively toward achieving the organisation's goals.
- Management of multi-disciplinary professionals.
- Staff management/mentoring/leadership and succession planning.

Achievements:

- Liaising and influencing Senior Government representatives in areas of policy reform that were relevant to SA Water in delivery of the review of the 30 Year Plan and Planning Development and Infrastructure Act 2016.
- Lead and deliver a business transformation/change management project of 10 business initiatives across multiple business units within SA Water on time and within budget.
- Delivery of "A Development Industry Report working with South Australia's Development Industry".
- Review of augmentation charges resulting in the cancellation of 21 charges together with delivery of a new financial model for future Augmentation charges applied across South Australia.

Title: Major Developments Manager

April 2007 to February 2015

Responsibilities:

- Facilitation of infrastructure for new master planned residential communities i.e. Mt Barker, Mawson Lakes, Seaford Meadows and Gawler.
- Delivery of infrastructure required for Greenfield/Brownfield developments.
- Urban regeneration projects i.e. Bowden, Woodville, Smithfield and Morphettville.
- Maintain a sound understanding of development trends and the associated commercial returns.
- Project feasibility and demand requirements.
- Provide strategic planning and development advice to internal and external customers.
- Business Development - review development opportunities within South Australia.
- Drive resolution of complex or contentious issues impacting on the progress of developments.
- Stakeholder management.
- Coordinate and manage multi-disciplinary teams in order to meet statutory requirements.
- Influence and drive the awareness of Regulation across the Development Industry.
- Comment on Development Plan Amendments/Statement of Intent.

Achievements:

- Master planning and project delivery of water and wastewater infrastructure for developments by Lend Lease at Mawson Lakes, AV Jennings at St Clair, Peet Ltd at Northgate, Adelaide Development Company at Craighburn Farm and Fairland Group at Seaford Meadows.
- Removal of obstacles and red tape with other government agencies to deliver urban regeneration projects on time.
- Increased growth in asset delivery and customers.

Title: Major Development Process & Relationship Manager March 2006 to March 2007

Responsibilities:

- Management of Major Development and Urban Regeneration more complex applications.
- Staff Management/mentoring/leadership.
- Providing advice and recommendations with regard to development applications.
- Providing guidance and advice to Developers in accordance with SA Water's strategy and vision.
- Representing SA Water at meetings with government departments and development industry groups.
- Develop, implement and contribute to new systems, policies and procedures to improve commercial returns and customer service.
- Apply policy and legislation equitably to developments.

Achievements:

- Implemented client relationship strategy to the community development market sector in South Australia.
- Development, growth and establishing a team culture for this team.

PROFESSIONAL DEVELOPMENT

Urban Development Institute of South Australia (UDIA)

UDIA committees 2006 – 2016

- Sustainability
- Land and Housing
- Women in Property

State Conferences 2000 – 2016

National Congress 2007 – 2016

Urban Development Education Program 2006

Community engagement

Salisbury Heights Primary School

- OHSC founding member
- School Council member

St Augustine's Soccer Club



Application for Independent Member City of Playford Corporate Governance Committee

1. Personal Details

Name:	Bronwyn Lindner
Address:	[REDACTED]
Telephone:	
Mobile Phone:	[REDACTED]
Email address:	[REDACTED]
Occupation:	Principal Consultant
Qualifications:	Proci's Change Management Methodology Diploma of Project Management Advanced Diploma of Business Management Advanced Diploma of Business (Human Resources) Water Industry Operations (Cert 11)
Professional memberships:	

2. Please indicate your reasons for wanting to join the City of Playford Corporate Governance Committee as an Independent Member and the personal skills you would bring to the position.

As part of the Governance Committee, I would bring the above together with my high level of skill in negotiation, communication and consultation and expertise in influencing, developing and implementing change to systems, policies and processes.

I have over 20 years' experience in providing expert advice on regulatory and strategic matters, policy making, infrastructure delivery together with leading multi-disciplinary projects and studies to enable delivery of commercially (regulated and non-regulated) successful solutions for major urban land developments and business development projects across the state.



Within my various roles within government and private enterprises I have been responsible for and have demonstrated the following attributes that I would bring to the position:

Leadership - provide leadership, direction and focus to business, production and project based teams, supporting the development and execution of business commercial, cultural and strategic objectives.

Business Development and Client Relationship Management – skills that enable collaborative relationship orientated engagements with clients and partners to investigate new, and maintain existing, business opportunities and relationships.

Analytical Acumen - proven ability to use analytical skills towards problem solving, process/system understanding and strategic thinking.

Business/Commercial Acumen - ability to understand and convey business/management strategies and technical/project elements within all levels of business. That supports my ability to engage with all stakeholders across business units.

Communication and Facilitation skills - outstanding oral, aural and written communication and facilitation skills, and an ability to easily develop rapport, empathy and understanding with stakeholders and audiences at all levels.

Management - demonstrated project management, team management, organisational and general management skills and experience to deliver projects, trouble-shoot business issues and leverage opportunities, combined with an ability to think on the run, prioritise and make executive decisions addressing day-to-day situations.

Change management – develop comprehensive change plans to give oversight and provide structure for a strategic and successful implementation. Includes schedules, stakeholder management, resistance plans and reinforcement measures.

Operations – an appreciation and skill-set that understands and balances the dynamics of an operations environment incorporating safety, human resources, process, projects, maintenance, efficiency, quality, sales and cost to achieve sustainable business outcomes.



3. Please provide details of any involvement or experience you have with other Boards, professional associations or community committees that you believe will contribute.

<p>Urban Development Institute of South Australia (UDIA) UDIA committees</p> <ul style="list-style-type: none"> • Sustainability • Land and Housing • Women in Property
<p>Community engagement Salisbury Heights Primary School</p> <ul style="list-style-type: none"> • OHSC founding member • School Council member <p>St Augustine's Soccer Club</p>

4. Please provide an overview of your relevant executive experience in areas such as audit committees, corporate governance, risk management, business / professional sector expertise, project and asset management governance, academia or public sector ethics.

<ul style="list-style-type: none"> • A successful 20 plus year career established from a process and project delivery foundation. • Held and performed project management, group leadership and client and business development roles covering: <ul style="list-style-type: none"> • Governance • Risk • Audit • Change • Asset delivery • Client relationship management expertise combined with almost 15 years direct experience in business development roles. • An open-minded approach that has enabled the establishment and management of outstanding internal business and external client and stakeholder relationships. • An ability to execute strategic change and program outcomes and to intuitively foresee and remove obstacles to ensure success. • A natural business/market networker that has a passionate, client centric and relationship management skill set that supports business success. • A strategic thinker with commercial and business experience and acumen focused on business strategy and implementation, contributing to general business management, change, growth and direction.



5. Please provide a brief outline of what you believe the role of an Independent Member would involve.

To monitor compliance with governance policies and provide advice on issues of corporate governance to the Council on:

- Financial reporting
- Sustainability
- External/internal audit
- Risk management
- Fraud

A strong attention to detail and the ability to interpret and analyse financial statements, business cases, risk management matrix, reports etc.

Building a strong relationship with the council, council staff and other committee members.

Signature: B Lindner

Date: 26 September 2017

C. COUNCIL/COMMITTEE TO DECIDE HOW LONG ITEM 18.1 IS TO BE KEPT IN CONFIDENCE

Purpose

To resolve how long agenda item 18.1 is to be kept confidential.

STAFF RECOMMENDATION

Pursuant to Section 90(2) and Section 91(7) of the Local Government Act 1999, the Council orders that the following aspects of Item 18.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90 (3) (a) of the Local Government Act 1999:

- Attachment(s) for Item 18.1

This order on the Attachment shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the Local Government Act 1999.