

17.2 CORPORATE GOVERNANCE COMMITTEE INDEPENDENT MEMBER APPOINTMENT

Contact Person: Ms Grace Pelle

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 the sensitive nature of the information. 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

17.2 CORPORATE GOVERNANCE COMMITTEE INDEPENDENT MEMBER APPOINTMENT

Responsible Executive Manager : Ms Grace Pelle

Report Author : Ms Sarah Lamborn

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

- Attachments :**
1. Corporate Governance Independent Member - Shortlist Summary
 2. Corporate Governance Independent Members Shortlisted Applicants - Resumes
 3. Corporate Governance Recruitment Summary
 4. Corporate Governance Committee Charter

PURPOSE

For Council to appoint an Independent Member representative to the Corporate Governance Committee.

STAFF RECOMMENDATION

Council appoint Mr Mark A Labaz as an Independent Member on the Corporate Governance Committee for the term of 1 April 2020 to 31 March 2022.

EXECUTIVE SUMMARY

Ms Merridie Martin, current Independent Member of the Corporate Governance Committee until 31 March 2020 is not seeking reappointment to the position on the Committee post this term.

In accordance with the Recruitment and Appointment of Independent Members Procedure, Council has undertaken an Expression of Interest (EOI) process for the vacant Independent Member position and completed the recruitment process to fill this vacancy. The EOI process resulted in a shortlist of three candidates being interviewed by a Panel comprising of the Mayor, Chief Executive Officer and General Manager Strategy and Corporate. The Panel reviewed the experience and attributes of the shortlisted candidates (Attachment 1) and the full resumes of the shortlisted candidates (Attachment 2).

The shortlisted candidates were interviewed to ascertain which applicant would be the best fit for the Committee and bring complimentary skills, knowledge and experience to assist the Committee in carrying out its role and functions. The Panel recommends Mr Mark A Labaz be appointed as an Independent Member on the Corporate Governance Committee for the term of 1 April 2020 to 31 March 2022. Recruitment Summary Notes were compiled by the Interview Panel (Attachment 3).

1. BACKGROUND

The Corporate Governance Committee has been established to fulfil Council's obligations under Section 126 of the *Local Government Act 1999* to have an audit committee. This report is seeking to fill the vacancy for an Independent Member.

Under the *Local Government Act 1999*, the membership of an audit committee:

- a) may include persons who are not members of the council; and
- b) may not include an employee of the council (although an employee may attend a meeting of the committee if appropriate); and
- c) may include, or be comprised of, members of an audit committee for another council; and
- d) must otherwise be determined in accordance with the requirements of the regulations.

The Corporate Governance Committee Charter (Attachment 4) states that the Committee shall comprise of five (5) members consisting of two Council Members (of which the Mayor is the Principal Member) and three Independent Members.

The existing members of the Committee's initial appointment and term expiry dates are summarised in the table below.

Member	Date of Initial Appointment	Expiry date of current term
Mayor Glenn Docherty	26 June 2007	November 2022
Cr Jane Onuzans	27 November 2019	31 March 2022
Mr Martin White	25 February 2007	31 March 2022
Ms Merridie Martin	25 February 2014	31 March 2020
Mr Peter Brass	1 January 2020	31 March 2023

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 the Corporate Governance Committee meeting on Tuesday, 4 February 2020 the Committee determined to commence a more targeted Expression of Interest process for the recruitment of the Independent Committee Member and a Skills Matrix be devised to assist in defining which skills sets we should be seeking from the new member.

Following the results of the Skills Matrix, a more targeted Expression of Interest was produced resulting in 17 applicants for the vacancy with three applicants being shortlisted for interview.

2. RELEVANCE TO STRATEGIC PLAN

1: Smart Service Delivery Program

Outcome 1.1 High quality services and amenities

The purpose of the Corporate Governance Committee is to ensure effective corporate governance and legislative compliance of Council business. Effective corporate governance is an essential requirement to enable Council to achieve the objectives and strategies in the Annual Business Plan, Long Term Financial Plan and Asset Management Plans.

3. PUBLIC CONSULTATION

There is no requirement to consult the community on this matter; however public advertisements for the vacant Independent Member position were published following Council endorsement under an EOI process.

4. DISCUSSION

4.1 Ms Merridie Martin currently serves as an Independent Member on the Corporate Governance Committee. Her current term of appointment expires on 31 March 2020 and Ms Martin has declared she will not be seeking reappointment.

4.2 Council are required to recruit for the position Independent Member to fill the vacancy resulting from Ms Martin's departure.

4.2.1 In accordance with the Recruitment and Appointment of Independent Members Procedure, staff have utilised methods that resulted in the greatest cost-benefit to Council when preparing advertisements for the Independent Member position.

The Independent Member position on the Corporate Governance Committee was advertised on 25 February 2020 until close of business on 9 March 2020, published both internally and externally via the following avenues:

- Internal Corporate Intranet
- City of Playford website Employment page
- Free Job Boards – 'Glassdoor', Northern Adelaide Jobs etc.
- Local Government Association SA (LGA) Careers website
- Social Media (Facebook & LinkedIn)
- Seek

4.3 At the conclusion of the advertisement period, 17 applications were received. Five applications warranted assessment against the criteria for an Independent Member

for the Corporate Governance Committee. Following this assessment, a shortlist of three candidates was determined to progress to the interview stage.

- 4.4** The three shortlisted candidates were interviewed by the Panel comprising of the Mayor, Chief Executive Officer and General Manager Strategy and Corporate.
- 4.5** The Panel recommends Mr Mark A Labaz be appointed as an Independent Member on the Corporate Governance Committee for the term of 1 April 2020 to 31 March 2022. The Recruitment Summary Notes (Attachment 3) compiled by the Panel and notes from reference checks of the preferred candidate. The reference checks undertaken for Mr Mark A Labaz support the appointment recommendation.

5. OPTIONS

Recommendation

Council appoint Mr Mark A Labaz as an Independent Member on the Corporate Governance Committee for the term of 1 April 2020 to 31 March 2022.

Option 2

1. Council appoint Mr/s _____ as an Independent Member on the Corporate Governance Committee for the term of 1 April 2020 to 31 March 2022.
2. If required, the private ballot process outlined in the Code of Practice for Council and Committee Meetings – Section 6.16 be utilised to elect the committee representatives, with the results of the ballot becoming the outcome.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The appointment of an Independent Member to the Corporate Governance Committee is required to fill the vacancy of Ms Merridie Martin, whose term expires on 31 March 2020. The recommendation to appoint Mr Mark A Labaz has been made following a comprehensive EOI process comprising of assessments of applications, interviews and reference checks.

6.1.2 Financial Implications

As per the Independent Member Policy, Independent Members on the Corporate Governance Committee are entitled to a sitting fee of \$475 per meeting, with the Presiding Member entitled to a sitting fee of \$594 per meeting.

The sitting fees for Independent Members of the Corporate Governance Committee have been budgeted for in the 2019/20 budget.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

Should an alternative candidate to the Panel's recommendation be selected to fill the Independent Member vacancy, the result may be a less suitable Independent Member being appointed to the Committee.

6.2.2 Financial Implications

Selecting an alternative candidate to the recommendation, does not alter the financial or resource implications. As per the Independent Member Policy, Independent Members on the Corporate Governance Committee are entitled to a sitting fee of \$475 per meeting, with the Presiding Member entitled to a sitting fee of \$594 per meeting.

The sitting fees for Independent Members of the Corporate Governance Committee have been budgeted for in the 2019/20 budget.

Released 26 April 2022

Corporate Governance Independent Member – Shortlist Summary

Applicant Name	Demonstrated Audit Experience	Member of similar size Audit Committee	Suitable qualifications	Local Government Experience
MILLER, Lachlan	Adelaide Plains Council - Current Independent Member for Governance Advisory Panel (2018-present) Southern & Hills LGA Board Deputy Board Member - Eastern Waste Management Authority Board Board Member - Adelaide Hills Region Waste Management Authority Board Member - GRFMA Eyre Peninsula LGA Board Member Chair, Governing Council - Streaky Bay Area School	Current Independent Member for Adelaide Plains Council - Governance Advisory Panel CV lists 20 years' experience as Executive Officer for Audit Committee Extensive local government and auditing experience. Internal Audits	Tertiary Qualifications in Commerce	Adelaide Plains Council - Executive Manager Governance & Performance Adelaide Hills Council - Director (Acting) Corporate Services & Director Strategy & Development (Acting) District Council of Streaky Bay - CEO
OORS-L'ESTRANGE, Melissa	Internal Audit Manager responsible for roll out and completion of company Internal Audit Program	Extensive auditing experience Banking background (risk focussed)	CPRA, CPA, Certificate IV in Risk Management, Bachelor of Commerce, Diploma of Business	No specific Local Government experience
LABAZ, Mark	Senior Manager, Risk & Corporate Procurement - Renewal SA	Independent Member for NAWMA Governance experience at State level	Certificate in Governance & Risk Certificate in Governance Practice & Administration	Principal Environmental Health Officer & Immunisation Program Manager - City of Mitcham 1995-2001

MELISSA OORS-L'ESTRANGE

Results orientated Risk and Assurance professional with 18 years career experience. Possesses a Bachelor of Commerce, Diplomas in Management and Risk, CPA, CPRA and RMIA.

CAREER SUMMARY

KEYINVEST	<i>Internal Audit Manager</i>	<i>Oct 18 to present</i>
ELDERS LIMITED	<i>Senior Specialist: Risk and Corporate Insurance</i>	<i>Oct 12 – Oct 18</i>
WOMEN'S LEGAL SERVICE	<i>Treasurer, Board of Directors</i>	<i>Aug 12 – April 15</i>
BAE SYSTEMS	<i>Financial Governance Analyst</i>	<i>Aug 10 – Oct 11</i>
	<i>Fixed Asset and General Ledger Accountant</i>	<i>Oct 11 – Oct 12</i>
DELOITTE	<i>Auditor</i>	<i>Feb 10 – Aug 10</i>
BANKSA	<i>Branch Manager</i>	<i>Nov 99 – Mar 07</i>

EDUCATION

CPRA – CERTIFIED PRACTICING RISK ASSOCIATE	2017 – PRESENT
CPA – CERTIFIED PRACTISING ACCOUNTANT (ASSOCIATE)	2010 - PRESENT
CERTIFICATE IV RISK MANAGEMENT	2015- 2017
BACHELOR OF COMMERCE, UNIVERSITY OF SOUTH AUSTRALIA	2007 – 2009
DIPLOMA OF BUSINESS: FRONTLINE MANAGEMENT	2005- 2006
TEMPLE CHRISTIAN COLLEGE	1999 COMPLETION

PROFESSIONAL MEMBERSHIPS

CPA AUSTRALIA (ASA 2010 – CURRENT)
CPRA (2017 – CURRENT)
RISK MANAGEMENT INSTITUTE: ASSOCIATE (2015- CURRENT)
GOLDEN KEY HONOUR SOCIETY (2008 – CURRENT)
WOMEN ON BOARDS (2010- CURRENT)

PROFESSIONAL EXPERIENCE

KEYINVEST

Internal Audit Manager, Oct 18 – Present

Responsible for the overall internal audit program for KeyInvest - a financial product and retirement living local company, and operating independently of other departments. This position reports to the Audit Committee of the Board of Directors, administers the Audit Policy, Charter and Annual Internal Audit Plan. Working closely with the governance team this role undertakes internal audit engagements on a risk based methodology to add value to business units and provide transparent, independent oversight for Executive Management and Board of Directors.

ELDERS LIMITED

Senior Specialist: Risk and Corporate Insurance, Oct 12 – Oct 18

RISK

- Responsible for management of the company Risk Framework including ownership of whole of company risk program, reporting and registers across an iconic Australian company- both within Australia, and international sites in China, Vietnam and Indonesia.
- Risk Assessments, due diligence and business acquisition analysis across Finance, Financial Services, Corporate, Real Estate, Retail and Zone distribution channels.
- Conducting in-depth quarterly Risk reviews with Risk owners and champions to ensure relevant controls in place and functioning across the company and treatment plans put in place where gaps identified.
- Coordination, collation and presentation to the Executive committee and CEO of the quarterly Management Risk Committee. Attendance at other Executive committees as Risk delegate as required.
- Board Audit, Risk and Compliance Committee and Board - preparation and presentation to, including full quarterly reporting, annual risk review sessions and special risk reports as requested and per rolling agenda;

INSURANCE

- Management of all company Insurance requirements, policies and claims, including but not limited to Professional Indemnity, General and Products Liability, Vehicle, Property, Directors and Officers, Travel, Marine Cargo, and Workers Compensation insurance; including complex international claim management in China and Indonesia.
- Annual Corporate Insurance renewal process, including in-depth data gathering, analysis and stakeholder engagement.
- Management of Broker relationship and maintenance of companywide insurance requirements, coverage, queries, claims and strategy
- Partnering with Safety manager, Internal Audit and Legal team to ensure goal alignment and roll out of united projects;

ACHIEVEMENTS

- ✓ 2014 Continual process improvement for insurance claim data- tracking database created for Insurance claims
- ✓ 2017 \$1M saving in Corporate Insurance program achieved upon F16 renewal
- ✓ 2016 Completion of Elders Future Leaders Program
- ✓ 2017 & 18 Attendance at Risk Management Institute of Australia National Risk Conference
- ✓ 2018 Companywide Chain of Responsibility Risk Assessment
- ✓ 2018 VERO Risk Management Achiever Award

BAE SYSTEMS

Financial Governance Analyst, Aug 10 – Oct 11

Fixed Asset and General Ledger Accountant, Oct 11 – Oct 12

- Implementation and maintenance of the financial controls monitoring system
- Risk workshops undertaken with stakeholders to determine risk areas and assisting the business in improving failure areas;
- Co-ordination of the Business Testing (Internal Audit) function including stakeholder management, controls testing, formal meetings with key stakeholders and reporting on graded findings through to UK management
- Analysis of financial risk across the business, liaising with Heads of Finance and key business contacts to ensure financial controls operating effectively and implementation of action plans where control failures were identified
- Responsibility for the input, tracking, collation and reporting of all Finance Action items across the company (those resulting from External Audit, Internal Audit, Business Testing and the COSA Process Owner Reports),
- Month End procedures for Fixed Asset/ General Ledger and company balancing
- Preparation of monthly Fixed Asset Reports and reconciliations
- Leadership of finance processing team

ACHIEVEMENTS

- ✓ BAE Systems Finance Recognition Award (2012)
- ✓ Special Project Team member for Fixed Asset Module Oracle upgrade
- ✓ Project management and implementation of Finance Action Tracking site for all actions related to External and Internal Audit

DELOITTE

Auditor, February 2010 – August 2010

- Undertaking financial audits of Publically Listed Companies, working with senior management in a variety of settings
- Clients included ETSA, Police Credit Union, SANTOS and Tasman Air
- All aspects of Audit including controls testing full testing and reporting of business processes such as property, intangibles, detail and analytical testing.
- Stakeholder management, relationship building and working autonomously to provide high quality audits

BANKSA

Branch Manager November 1999 – March 2007

- Staff management, including rostering, payroll, performance reviews, mentoring and development
- Total branch management including strategy, problem solving, management and effective resolution of conflict
- Maintenance of budget and expenditure records and conducting all management reporting
- Devising and implementing demographic specific market plans, in order to retain and expand customer base

ACHIEVEMENTS

- ✓ 4 peer nominated Star Awards for outstanding Service (2000 – 06)
- ✓ Financial Planning Award (2002,2005)
- ✓ Quality Wealth Award (2003,2005,2006)
- ✓ 3 Regional Sales Awards (2001 &2003)
- ✓ Fostered team culture and enthusiastic working environment
- ✓ Model Internal Audit Achievement and appointed area audit specialist

References available on request.

3 March 2020

Re: Independent Member, City of Playford Corporate Governance Committee

This position offers the opportunity to utilise my risk, compliance and audit expertise gained over a number of years across multiple industries. I have 21 years' finance, banking, risk, insurance and accounting experience, including my previous capacity as Treasurer for Women's Legal Services South Australia.

I am exceptionally interested in this role, as my current role is part-time, providing me the capacity to change days and times as appropriate, in an area I am familiar and passionate about.

I am a CPA and CPRA (Certified Practising Risk Associate) and maintain knowledge by attending the annual RMIA (Risk Management Institute of Australia) conference and chapter events, as well as maintaining key relationships with other Audit and Risk professionals.

In my current role as Internal Audit Manager I am responsible for the creation, roll out and completion of the company Internal Audit program. Working in a collaborative way with Senior Executive to also provide tangible business outcomes has provided me the opportunity to be dynamic in delivering a risk-based internal audit function. My position also requires special projects on behalf of the CEO and Board.

My previous role with Elders Ltd as Senior Specialist: Risk and Corporate Insurance provided the opportunity for the day to day management of all operational risk across Elders Limited. This included all business areas and functions such as Agricultural Retail, Banking, Home Loans, Real Estate, Live Export and Chemical import, including overseas operations in Indonesia and China. Integral to my role was the ability to maintain, embed and refresh the Risk Management function, policies and frameworks, co-ordinate, collate and present the quarterly Risk Management Committee, and provide regular updates and advice to the Board of Elders Limited. I was responsible for ensuring the company had an appropriate strong risk culture and approach in all of their activities, business initiatives, acquisitions and general dealings. This has enabled me to be comfortable dealing at all levels within an organisation and with both internal and external stakeholders to achieve positive outcomes in the risk management function.

I would like to thank you for your time in considering my application and would welcome the opportunity to meet in person to further discuss my suitability to the role.

Kind Regards

Melissa

28th February 2020

**Chief Executive Officer
City of Playford
12 Bishopstone Road
Davoren Park SA 5113**

Dear Sir/Madam

**CORPORATE GOVERNANCE COMMITTEE – Expression of Interest –
Independent Member**

I hereby wish to submit an expression of interest for membership of the City of Playford Corporate Governance Committee as set out on your website and in accordance with the Committee's Charter.

My skills and knowledge relevant to this position are summarised as follows:

Corporate Governance

My former position as Manager Business Development and Corporate Governance with the Adelaide and Mount Lofty Ranges Natural Resources Management Board (Board) was responsible for the implementation and review of the Board's Corporate Governance Framework and associated policies. This governance statement provided a broad description of the elements of corporate governance and the processes that ensured that the Board operated effectively and efficiently in fulfilling its functions as defined in the Natural Resources Management Act 2004.

The corporate governance framework, statement and policies which I developed, provided a clear and transparent system for the management and operation of the Board. I ensured that the following principles that underlie good corporate governance practices were adopted by the Board together with the Governance Framework:

- accountability – for decisions, actions and performance, together with clear roles and responsibilities;
- transparency – in plans and actions, openness in communication and consultation and the ability to stand up to scrutiny;
- integrity – based on honesty and objectivity and high standards of propriety and probity;
- stewardship – of power and resources in the interest of all stakeholders; and
- leadership – setting clear directions for the future and leading by example are critical for enlisting stakeholder and organisational commitment and achieving desired outcomes.

I ensured that the Corporate Governance Framework illustrated the link between the Board's enabling legislation, the governance statement, governance policies and aligned the Framework with the Board's NRM Performance Excellence Framework (Business Excellence). Groups of policies with similar governance themes contribute to 'governance elements'.

These policies and other outputs developed for each governance element provided Board members and staff with guidance and where appropriate procedures that ensured the Board effectively and efficiently met its statutory responsibilities.

Audit

In May 2011 I was appointed by the Northern Adelaide Waste Management Authority Board as an Independent Audit Committee Member providing specialist advice and services to the Committee in the areas of corporate governance, risk management, procurement and contract management and internal audit.

I was a staff member of the Adelaide and Mount Lofty Ranges Natural Resources Management Board's Audit Committee given my position responsibilities in the areas of corporate governance, prudential management and risk management.

I was appointed by the Board as the Internal Auditor and developed review plans for the following activities:

- Contracts and Procurement
 - I reviewed Contract and Procurement protocols to ensure that the Board's policies and procedures were being complied with in accordance with State Procurement Board through the relevant State Procurement Authority requirements and in accordance with Treasurer's Instruction - Financial Authorisations and State Records Act.
- Board Funds Management for Partnership and Grants
 - I reviewed Board funds management of partnerships and grants to ensure compliance with relevant Board Procedures and in accordance with Treasurer's Instruction - Grant Funding and State Records Act.
- Strategic Risk Register
 - I ensured that the Board's Strategic Risk Register complied with the Integrated Risk Management Policy and Integrated Risk Management Framework including alignment with good corporate governance and management practice and legislative and legal compliance.

In my current position as Senior Manager Risk and Corporate Procurement for the Urban Renewal Authority (trading as Renewal SA), I manage the Authority's internal procurement audit program including undertaking quarterly internal procurement audits, reviewing/drafting of audit reports and preparation of the Authority Board of Management Audit and Risk Committee Papers concerning procurement audits with issues appropriately escalated and resolved.

I review advise and facilitate management actions concerning procurement activities associated with the Authority's Internal Audit service providers.

Financial Management

Whilst employed as the Coordinator Stormwater Pollution Prevention I controlled an annual operating budget of approximately two million dollars on behalf of the Patawalonga, Torrens, Northern Adelaide and Barossa and Onkaparinga Catchment Water Management Boards with distribution to thirteen local government authorities through grant submissions and service level agreements. A principle responsibility included project performance assessment including financial reporting. Budget management responsibilities also included monthly financial and performance reporting to the Catchment Boards highlighting variances, endorsement and review of acquittals lodged by grantees, budget preparation and lodgement of bids for preceding financial years, the management of carry over funding, the development of investment strategies for programs, projects and schemes which I coordinated and managed and the preparation of financial position statements for the Projects for assessment by the State Auditor General's Department and State Cabinet Economic and Finance Committee.

In my position as the Manager Business Development and Corporate Governance for the Adelaide and Mount Lofty Natural Resources Management Board (Board), I worked with the Board's Acting Director Corporate Services and Governance to develop financial delegation and receipt of goods and services procedures that were adopted by the Board utilising State Government Procurement Guidelines and protocols. I worked with the Finance Department to assign General Ledger account numbers to Board Business Plan Actions which culminated in the development of a staff information package clarifying financial delegations, account codes, and expenditure and payment protocols.

I currently manage the operating budgets for my position. Budget functions include monthly budget review and forecasting, cash flowing, carryover, variance analysis and accruals.

Policy Development

Corporate Governance policies that I have developed, implemented and maintained in my previous position with the Board included the following:

- Board Funds Management for Partnerships and Grants
- Management of External Potential Funding Revenue Opportunities
- Governance Framework
- Fleet Management-Motor Vehicles
- Integrated Risk Management
- Procurement

I was also required to implement the Performance (Business) Excellence Framework across the Board.

I ensured consistency and continuous improvement in work practices by:

- Monitoring adherence to the Board's policies, practices and procedures; and
- Monitoring Corporate Services and Governance systems, policies and procedures for effectiveness and, where gaps were identified, proposed suitable solutions.

Procurement and Corporate Governance policies and frameworks that I have developed, implemented and review in my current position include:

- Risk Management
- Procurement
- Legal Procurement
- Limitation of Supplier Liability
- Fraud and Anti-Corruption for Staff
- Fraud and Anti-Corruption for Suppliers
- Provision of Guarantees and Indemnities
- Gifts and Benefits from Third Parties to Staff
- Contract Management

Risk Management

My former position with the Board was also responsible for the implementation and review of the Board's Integrated Risk Management Framework. The Board's Frameworks aimed to ensure that risk management was integrated with strategic and business planning processes and reporting, and not a separate business process.

Framework governance was achieved through my development of effective policies, procedures and staff practices that supported a risk assessment and management approach to all core Board business activities.

I also maintained the Board's Strategic Risk Register and facilitated the development of operational and project risks for Divisions and Business Units by providing support, training and advice to Board Directors, Managers and Project Managers on operational and project risk management.

In my current position I manage and deliver the Risk Management Framework and related policies. I ensure that risk and control awareness is promoted and that follow up risk actions, as they relate to governance, procurement and compliance activities, are reviewed.

I work closely with the Executive to develop and implement innovative strategies that ensure effective risk management and integrity assurance practices across Renewal SA. In collaboration with Renewal SA Divisions, I develop, plan and implement strategies that encourage the adoption and incorporation of risk management principles and practices into the day to day work of managers and employees.

In my current position I also support Renewal SA management in risk management tasks and responsibilities as required to be undertaken for procurement and contract related activities.

I also provide advice and endorsements of limitation of liability requests made by external service providers in accordance with Renewal SA's Limitation of Supplier Liability Framework and liaise directly with the Department of Treasury and Finance Liability Limitation Review Committee as required for complex procurement risk assessments.

Local Government

With twelve years experience working in various local government authorities in South Australia, I have a sound appreciation of Local Government policies, programs and procedures.

Portfolio responsibilities whilst employed within local government included:

- Environmental Health
- Public Health
- Waste Management
- Work Health Safety and Welfare

General Management

I have held numerous senior administrative/management roles within the public sector since 2001. Portfolios managed include:

- Risk
- Procurement and Contracts
- Corporate Governance
- Business Development
- Major Projects
- Business Services
- Communications and Engagement
- Change Management
- Pollution Avoidance/Prevention
- Environmental/Public Health

Please refer to my Resume for further details.

I have professional association membership with the Governance Institute of Australia.

Yours faithfully

M. L. J.

AssDipHlthSur, GradCertMgt, CertGov (Admin), CertGov (Risk)
GIA (Cert)

MARK LABAZ

Released 26 April 2022

RESUME

PERSONAL DETAILS

NAME: Mark Andrew LABAZ

ADDRESS:



TELEPHONE:

EMAIL:



EMPLOYMENT HISTORY

October 2016 to date: **Senior Manager Risk and Corporate Procurement**, Urban Renewal Authority (trading as Renewal SA)

Key Activities:

- Management, development and monitoring of the procurement function and framework.
- Providing specialist complex procurement, contract management and probity advice to support staff in all areas of procurement.
- Vetting procurement Board papers, Ministerial Minutes and Cabinet submissions.
- Developing, managing and monitoring a contract management framework and a contract management system.
- Supervise and oversee the performance of the procurement, contract and risk management functions of the two (2) Corporate Governance Project Officers.
- Work closely with Executive and senior staff and the Leadership Group.
- Liaise with external service providers including Internal and External and probity advisors.
- Manage and deliver the Risk Management Framework and related policies.
- Ensure that risk and control awareness is promoted and that follow up risk actions, as they relate to governance, procurement and compliance activities are reviewed.
- Work closely with the Executive to develop and implement innovative strategies that ensure effective risk management and integrity assurance practices.
- Develop, plan and implement strategies that encourage the adoption and incorporation of risk management principles and practices into the day to day work of managers and employees.
- Support management in risk management tasks and responsibilities as required to be undertaken for procurement and contracted related activities.

- Provide advice and endorsements of limitation of liability requests made by external service providers.
- Develop and manage a risk management system.

March 2012 to September 2016: **Corporate Procurement Manager**, Urban Renewal Authority (trading as Renewal SA)

June 2011 to February 2012: **Corporate Procurement Manager**, Land Management Corporation

Key Activities:

- Managed, developed and monitored the procurement function and framework.
- Provided specialist complex procurement, contract management and probity advice to support staff in all areas of procurement.
- Vetted procurement Board papers, Ministerial Minutes and Cabinet submissions.
- Developed, managed and monitored a contract management framework and system.
- Managed and developed a procurement planning framework and internal procurement audit program.
- Supervised the performance of the Contract and Procurement Adviser and the procurement and contract management functions of the Project Officer Corporate Governance.
- Worked closely with Executive and senior staff.
- Liaised with external service providers including internal and external audit and probity advisors.

December 2010 to June 2011: **Manager Procurement**, Department of Environment and Natural Resources

Key Activities:

- Lead the development and management of a procurement reform strategy, related governance and internal control frameworks as well as advisory services for all procurement activities.
- Provided staff with the appropriate tools and timely expert advice in relation to managing their procurement and contract management activities.
- Supervised the performance of five (5) Procurement and Contract advisory staff.

July 2008 to June 2011: **Manager Business Development and Corporate Governance**, Adelaide and Mount Lofty Ranges Natural Resources Management Board

Key Activities:

- Assisted the Director Corporate Services and Governance with the leadership and management of a range of corporate support and governance functions and services that contributed to the Board achieving its objectives including, identifying, developing, implementing and reviewing business development and improvement strategies and projects in relation to the following key corporate functions:
 - External Partnerships
 - Procurement and Contract Management
 - Risk Management
 - Performance Excellence
 - Corporate Reporting

- Ensured that an integrated approach was taken with the implementation, management and delivery of major projects being undertaken by providing a leadership, coordination, monitoring and evaluation role in relation to project outcomes.
- Responsible for representing the Board in developing new partnerships and business opportunities which secured financial support for the organisations programs work and facilitated continuous improvement in business and governance systems.
- Developed effective working relationships with external funding partners and key stakeholders that facilitate quality outcomes for the organisation.
- Identified, researched and developed proposals for potential funding opportunities.
- Developed and implemented systems and practices to ensure the accurate and timely reporting for, the Board, specified Whole of Government initiatives/activities and funding partners.
- Developed and implemented strategies to monitor and proactively maintain partners and key stakeholders' commitment, engagement and level of satisfaction with specific programs and activities.
- Developed, implemented and maintained a framework of effective policies, procedures and practices that supported good procurement and contract management outcomes.
- Provided training and support to staff on best practice procurement and contract management practices.
- Provided practical assistance in selected procurement processes.
- Lead the development of improved procurement and contract management practices.
- Assisted the Director Corporate Services and Governance in the development and implementation of a Risk Management and Performance Excellence Framework.
- Developed, implemented and maintained effective policies, procedures and practices that supported a risk assessment and management approach to programs, projects and activities.
- Provided support and advice to project managers on project risk management.
- Ensured consistency and continuous improvement in work practices across the organisation by:
 - Monitored adherence to policies, practices and procedures and monitored Corporate Services and Governance systems, policies and procedures for effectiveness and, where gaps were identified, proposed suitable solutions.
 - Provided leadership in performance excellence initiatives and developed and implemented processes and systems which allowed for evaluation of service standards.
 - Implemented the project and risk management systems for project and risk management and developed the guidelines and protocols and training and provided support for relevant staff on use of the systems.
 - Assisted with the implementation of the monitoring, evaluation and reporting framework for the Global Reporting Initiative (GRI).
 - Ensured that an integrated approach was taken with the implementation, management and delivery of projects being undertaken across the organisation by providing a coordination, monitoring and evaluation role in relation to project outcomes which included:
 - Development of project briefs and work plans;

- Identification of budgetary and contractual/human resources requirements;
- Implementation of appropriate communication and consultation strategies;
- Identification, investigation and promotion of funding opportunities, partnerships and joint ventures with interested parties and stakeholders for projects, programs and services;
- Identification of appropriate key performance indicators and reporting to the organisation and key stakeholders and performance against KPI's;
- Achievement of specified timelines, deliverables and stakeholder requirements; and
- Monitoring and evaluating major project outcomes.

June 2007 to June 2008

Manager Major Projects and Business Services, Adelaide and Mount Lofty Ranges
Natural Resources Management Board

Key Activities:

- Ensured that an integrated approach was taken with the implementation, management and delivery of major projects being undertaken by the Board by providing a leadership, coordination, monitoring and evaluation role in relation to project outcomes including:
 - Development of project briefs and work plans;
 - Identification of budgetary and contractual/human resources requirements;
 - Implementation of appropriate communication and consultation strategies;
 - Identification, investigation and promotion of funding opportunities, partnerships and joint ventures with interested parties and stakeholders for projects, programs and services;
 - Identification of appropriate key performance indicators and reporting to the organisation and key stakeholders and performance against KPI's;
 - Achievement of specified timelines, deliverables and stakeholder requirements; and
 - Monitoring and evaluating major project outcomes.
- Developed effective programs, projects and awareness raising strategies aimed at pollution avoidance in the Adelaide and Mount Lofty region.
- Ensured that staff who were working on pollution avoidance programs/projects and other major projects and who were working with the Board or in various external agencies such as local government authorities, operated efficiently and in accordance with best practice by:
 - Determining and prioritising workloads and responsibilities;
 - Monitoring staff achievements against agreed program/project outcomes;
 - Promoting sound personnel practices, including equal opportunity;
 - Implementing work health and safety standard practices;
 - Conducting selection, recruitment and induction of staff;
 - Undertaking regular performance development reviews;
 - Initiating and supporting learning and development opportunities and coaching; and
 - Building effective working relationships and modelling and promoting team work and collaborative practice.
- Provided high quality and effective business services for the Board.

December 2007 to January 2008	Acting Director Communications and Engagement , Adelaide and Mount Lofty Ranges Natural Resources Management Board
June 2006 to August 2007	Change Manager , Adelaide and Mount Lofty Ranges Natural Resources Management Board
September 2006 to June 2007	Manager Pollution Avoidance , Adelaide and Mount Lofty Ranges Natural Resources Management Board
June 2005 to September 2006	Coordinator Stormwater Pollution Prevention Projects , Adelaide and Mount Lofty Ranges Natural Resources Management Board
March 2001 to June 2005	Coordinator Stormwater Pollution Prevention Projects , Northern Adelaide and Barossa, Onkaparinga, Patawalonga and Torrens Catchment Water Management Boards and Environment Protection Authority
December 1995 to March 2001	Principal Environmental Health Officer and Immunisation Program Manager , City of Mitcham.
November 1994 to December 1995	Environmental Health Officer , City of Mitcham.
July 1989 to November 1994	Environmental Health Officer , Corporation of the Town of Hindmarsh (as at August 1993 City of Hindmarsh and Woodville).

RELEVANT EDUCATIONAL ACHIEVEMENTS

2018 Management	Certificate in Governance and Risk Governance Institute of Australia
2011	Certificate in Governance Practice and Administration Chartered Secretaries Australia
2000	Graduate Certificate in Management With Distinction University of Western Sydney (Nepean)
1989	Received award for "Best Student" gaining an Associate Diploma in Health Surveying, 1988"
1988	Associate Diploma in Health Surveying. Regency College of TAFE
1986	SSABSA Year 12 Rostrevor College

RELEVANT CONTINUING PROFESSIONAL DEVELOPMENT

2019

Attended Contract Management and Administration Fundamentals Training Course facilitated by Fenwick Elliott Grace

Attended the Governance and Risk Management Forum 2019 facilitated by the Governance Institute of Australia

Attended Public Sector Governance Forum 2019 facilitated by the Governance Institute of Australia

2018

Attended the Governance Update for the Public Sector 2018 facilitated by the Governance Institute of Australia

2017

Attended the Governance Update for the Public Sector 2017 facilitated by the Governance Institute of Australia

2016

Attended White Ribbon People Managers Training facilitated by Access Programs

Attended the Open State Watchdogs and Whistleblowers Forum facilitated by the Government of South Australia

2015

Attended the Governance Update for the Public Sector 2015 facilitated by the Governance Institute of Australia

2014

Attended the Privacy Law Reform briefing facilitated by the Governance Institute of Australia

Attended the Emotional Intelligence and Beyond Half Day Course facilitated by the Institute of Public Administration Australia South Australian Division

Attended the 2014 Risk Management Conference facilitated by the Risk Management Institute of Australasia

Attended the Independent Commissioner Against Corruption (ICAC) Awareness Session facilitated by Institute of Public Administration Australia South Australian Division

Attended the Adaptive Leadership in the Public Sector Half Day Course facilitated by the

Institute of Public Administration Australia
South Australian Division

Attended the Responding to Turbulence Half
Day Course facilitated by the Institute of Public
Administration Australia South Australian
Division

Attended the Fraud and Corruption Training
Awareness Session facilitate by Renewal SA.

Attended the Annual Public Sector Update 2014
facilitated by the Governance Institute of
Australia

2013

Attended Independent Commissioner Against
Corruption (ICAC) and the role of the Office of
Public Integrity (OPI) Awareness Session
facilitated by Institute of Public Administration
Australia South Australian Division

Attended Public Integrity Reform Information
Session facilitated by Institute of Public
Administration Australia South Australian
Division

Attended the Annual Public Sector Update 2013
facilitated by Chartered Secretaries Australia

Attended the South Australian Government
Procurement Forum Independent
Commissioner Against Corruption (ICAC) and
Office of Industry Advocate (OIA) – What do
they mean for procurement facilitated by
Institute of Public Administration Australia
South Australian Division

Attended Build Team Culture to Drive Effective
Partnership Building Workshop facilitated by
BRS.

2012

Attended Fraud Risk Management in Your
Organisation briefing facilitated by Chartered
Secretaries Australia

Attended the Annual Public Sector Update 2012
facilitated by Chartered Secretaries Australia

2011

Attended the Annual Public Sector Update 2011
facilitated by Chartered Secretaries Australia

Strategic Procurement Forum facilitated by the
Chartered Institute of Purchasing and Supply
Australasia

Attended the 2011 Annual Risk Management
Conference facilitated by the Risk Management
Institution of Australasia

	Acquisition Planning Workshop facilitated by the State Procurement Board
	Practical Contract Management – Delivering Outcomes, facilitated by the State Procurement Board
	Market Intelligence Research Workshop facilitated by the State Procurement Board and Procurement Strategy Council
	Supplier Selection Workshop facilitated by the State Procurement Board
2010	Lean and Process Improvement for Government Seminar, facilitated by the Australian Continuous Improvement Group
2008	CPA Congress 2008 SA attended the following sessions: Employee Incentive Scheme, Beyond the numbers- Global Reporting Initiative (GRI), Budgeting cut backs in the public sector, Developing an effective corporate governance framework
2007	Leadership and Development Workshop- 'Leading and Managing People ', facilitated by the Adelaide and Mount Lofty Ranges Natural Resources Management Board
2006	Through a procurement process, engaged the services of a suitable consultant to develop and deliver an Employee Assistance Program (EAP) for employees of the Adelaide and Mount Lofty Ranges Natural Resources Management Board. Organised and facilitated a series of EAP information and induction sessions for Board staff.
2001	Participated and completed Media Training Skills course facilitated by Ball PR and the Patawalonga and Torrens Catchment Water Management Boards
1998	Participated and completed training seminar on Safety Awareness and Hazard Management facilitated by OCI Health Advisory Service.
	Participated and completed training seminar on Manual Handling/Ergonomics facilitated by OCI Health Advisory Service.
	Participated and completed LGTA First Line Management Certificate – Module 4 Leading and Developing Teams.

Participated and completed Regency Institute of
TAFE Certificate in Workplace Training
(Category 1) accreditation.

1993

Participated and completed Local Government
Occupational Health and Safety Training
Course Round 2.

1992

Participated and completed Local Government
Occupational Health and Safety Training
Course Round 1.

MEMBERSHIP OF PROFESSIONAL ORGANISATIONS

- Governance Institute of Australia – Affiliated Member
- Environment Institute of Australia and New Zealand – Member
- Environmental Health Australia – Member (1986 – 2014)

COMMITTEE MEMBERSHIP

- Appointed Independent Audit Committee Member for the Northern Adelaide Waste Management Authority.
- Appointed Senior Staff representative for the Adelaide and Mount Lofty Ranges Natural Resources Management Board Audit Committee.
- Appointed Chairperson and Senior Staff representative for the Adelaide and Mount Lofty Ranges Natural Resources Management Board Organisational Development Consultative Committee.
- Torrens Catchment Water Management Board representative for the KESAB and Torrens Catchment Clean Site Reference Group.
- Appointed Environment Protection Authority and Torrens Catchment Water Management Board representative for the City of Adelaide Clean Water City Stormwater Protection Project Steering Committee.
- Environment Protection Authority and Catchment Water Management Boards representative for the Industry Assistance Projects Steering Committee (Incorporating all Catchment Water Management Board funded council hosted Stormwater Pollution Prevention Projects).
- Patawalonga Catchment Water Management Board and Environment Protection Authority representative for the Cities of Marion and Mitcham Environmental Education Project Reference Group.
- Northern Adelaide and Barossa Catchment Water Management Board and Environment Protection Authority representative for the KESAB and Northern Areas and Barossa Catchment Water Management Board Clean Site Reference Group.
- Environment Protection Authority representative for the KESAB and Onkaparinga Catchment Water Management Board Clean Site Reference Group
- Torrens Catchment Water Management Board representative for the North West Adelaide Pollution Prevention Project Officers Group.
- Appointed Environment Protection Authority and Torrens Catchment Water Management Board representative for the North West Pollution Prevention Project Steering Committee.

- Northern Adelaide and Barossa Catchment Water Management Board and Environment Protection Authority representative for the Northern Adelaide and Barossa Catchment Water Management Board Be Stormwater Smart Project Officers Group.
- Environment Protection Authority representative for the River Murray Urban Users Committee Water Wise Project Steering Committee.
- Patawalonga and Onkaparinga Catchment Water Management Boards and Environment Protection Authority representative for the Southern Stormwater Pollution Prevention Project Officers Reference Group.
- Appointed Environment Protection Authority representative for the City of Unley Unley Catchment Care Advisory Committee.
- Environment Protection Authority representative for the Water Reuse Guide multi agency Reference Group.
- Administration elected representative Occupational Health and Safety Committee, for all Local Government positions held.
- Chairperson for City of Mitcham Occupational Health and Safety Committee
- Member and Secretary of Local Government Immunisation Service Provider Group.
- Secretary and member of Local Government Immunisation Computer Program Reference Group.
- Appointed Local Government member of the South Australian Immunisation Forum, Immunisation Software Working Party (ISWP).
- Appointed Local Government member of the School Based Immunisation Working Party.
- Appointed Local Government representative for the Southern Division of General Practice Local Immunisation Coordinator Reference Group.
- Appointed senior staff consultant for the Cities of Mitcham and Marion Environmental Education Program Reference Group.
- Appointed environmental staff member for the City of Mitcham City West Advisory Committee
- Appointed staff member of the following City of Mitcham Local Agenda 21 sub-committees:
 - Catchment Management
 - Waste Management
 - Planning/Development/Land Management

REFEREES





The University of Western Sydney

Nepean

In the name of the Board of Trustees of the University of Western Sydney
and by Authority of the same be it known that

Mark Andrew Labaz

having fulfilled all the requirements has this day been awarded the

**Graduate Certificate in Management
With Distinction**

with all the privileges attached to the same and the Board of Trustees has
authorised the Seal of the University to be herewith affixed

[Signature]
Chancellor



[Signature]
Vice-Chancellor and University President

[Signature]
Deputy Vice-Chancellor and UWS Nepean President

[Signature]
Registrar

Dated **May 19th, 2000**



This is to certify that

Mark Labaz

has been awarded the

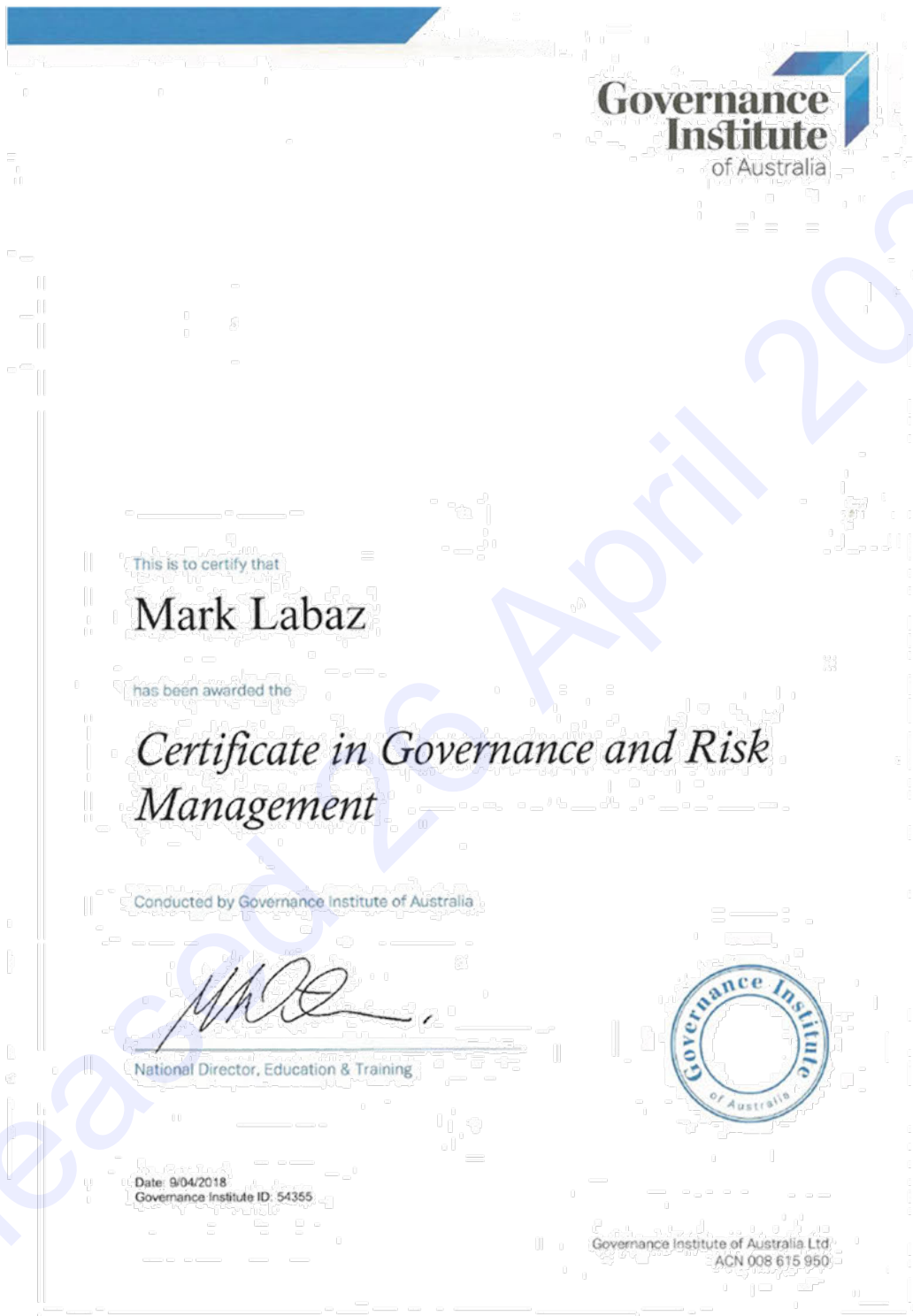
*Certificate in Governance Practice
and Administration*

conducted by Chartered Secretaries Australia

Stephen Wright
Director, Education & Training

Date: 12/07/2011
No: 54355







This certifies that

Mark Labaz

is a Certificated Member of Governance Institute of Australia Ltd.
and is entitled to use the postnominals GIA(Cert).

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

President



This Certificate is the property of Governance Institute of Australia Ltd ACN 008 615 955.
In the event of ceasing of membership this Certificate shall be returned to the Board.
Membership Number 54355 Issued on 1 November 2013.



TAFE SA

THIS IS TO CERTIFY THAT

MARK ANDREW LABAZ

HAS SATISFIED THE REQUIREMENTS FOR
THE AWARD OF

CERTIFICATE

2

WORKPLACE TRAINING (CATEGORY 1)

LEG5250980075

JUNE 1998

PARCHMENT N. 1

【註】

Senio Ralph

St. John

CHIEF EXECUTIVE
Department of Education
Training and Development

INSTITUTE DIRECTOR



Journal of Public Administration in the N.E.E.T. 33 (1994)

The author of articles herein is not associated with the American Osteopathic Association.

2 March 2020

Lachlan Miller

Sam Green
Chief Executive Officer
City of Playford
12 Bishopstone Road
Davoren Park, SA 5113

Dear Sam

Expression of Interest – Independent Member, Corporate Governance Committee

I refer to the Council's recent advertisement on SEEK regarding seeking expressions of interest for an Independent Member for the Corporate Governance Committee and wish to express my interest in taking up this role with Council.

In preparing my expression of interest, I have reviewed both the Committee's Charter and a number of meeting agendas and believe I have a sound understanding of the Committee's functions and the status of its activities.

Throughout my career I have developed extensive knowledge and skills in the fields directly related to the Committee's functions. My curriculum vitae is attached and details my areas of competency, qualifications and work history which cover all elements of the Committee's Charter.

In particular, I wish to provide the following summaries of my knowledge, skills and experience for each key function:

Finance – I hold tertiary qualifications in commerce and therefore have studied financial management, accounting and economic disciplines at both the graduate and post-graduate level. In my various local government roles (as listed in my CV) I have experience in public sector finance and currently coordinate the Adelaide Hills Council (AHC) performance reporting function. In addition I have a comprehensive understanding of the local government financial management legislative requirements.

Internal Auditing – For over 25 years I have directly provided or managed the provision of internal audit services to and for organisations across most sectors. The range of audit types includes value, economy and efficiency, prudential, probity, compliance and service reviews. Client organisations have included News Limited, Viterro, University of Adelaide,

Onkaparinga, Marion and Salisbury Councils. Combined with my tertiary qualifications and professional certifications, I am a highly experienced and knowledgeable practitioner of internal audit and control framework development and assessment.

External Auditing – For the 10 years of local government employment at a senior level I have been closely involved with the external audit of council operations. I currently coordinate the function for the Adelaide Hills Council and manage all elements of auditor engagement, audit conduct and reporting.

Risk Management – As a tertiary-qualified and professionally-certified risk management practitioner for over 20 years, I have an excellent understanding of corporate risk profiles and the effectiveness of risk management frameworks. I believe that this knowledge will be valuable in providing oversight on the risk reports considered by the Committee.

Corporate Planning & Performance Reporting – In my current and previous roles, I have responsibility for the management of the corporate planning (Strategic Management Plans and Annual Business Plan) and performance reporting against these plans (including Annual Report). As such I believe that I would bring a discerning eye to the consideration of these plans and reports before the Committee.

Asset Management – As a former Chief Executive and Director Corporate Services, I possess a sound understanding of asset management principles and practices in the local government sector.

Governance – I have held positions as a 'chief governance officer' in the financial services, state government and local government sectors for 15 years and have undertaken numerous professional development courses (including the AICD Company Directors Course). Further, I have an extensive understanding of public sector governance matters and provide high level advice to elected members, senior staff and external agencies on a daily basis.

Legal – As highlighted above, my extensive experience in governance-related roles and my tertiary studies have ensured that I have a very well developed understanding of legislative framework applying to local government in general and the functions of an 'Audit Committee' specifically. Additionally I coordinate the public integrity function and have a comprehensive understanding of the legislation and agencies in this field.

Audit and Risk committee or other board membership - As can be seen from my CV, I have held many local government board roles and, while I have not previously held an 'Audit Committee' role, I am currently an Independent Member of a Governance Advisory Panel. This role, I believe, has a highly degree of similarity to the Playford Corporate Governance Committee role and deals with many of the same issues that a 'traditional' Audit Committee considers.

In addition to my experience as a Board Member, I have undertaken the role as the Audit Committee Executive Officer for 20 years. As such, I possess an extensive understanding of the role and functions of an Audit Committee and have evaluated the effectiveness of these committees.

My understanding is that the Committee meets at least six times per annum. I have discussed my interest with my employer and do not anticipate any impediments to my attendance at meetings.

In summary, I believe that my combination of skills and experience in senior management and board roles in local government and in corporate governance, financial management, risk, audit and public integrity, will enable me to make an important contribution to the City of Playford.

I look forward to an opportunity to discuss my expression of interest with you in more detail and can be contacted on [REDACTED]

Yours sincerely



Lachlan Miller

Curriculum Vitae

Personal Details

Name Lachlan Hayward MILLER

Address

Telephone

Email

Professional Experience

Competency	Summary of Experience
<i>Leadership & Management</i>	Lead and managed the finance, infrastructure, human resources, regulatory services, communications, development, property, procurement and contract management, WH&S and IM, and customer service functions in local government.
<i>Governance</i>	Development, implementation and review of governance structures and frameworks including charters/constitutions, training and development, policy frameworks, internal and external reviews, delegation structures, complaints management, civic and public events, election processes. Secretariat for Boards and Audit, Investment & Remuneration Committees across the local government and financial services industries. Board membership of local government regional subsidiaries and community associations
<i>Risk Management</i>	Establishment and implementation of strategic, operational and project risk management frameworks including policy and process design, data management and training sessions. Managed corporate insurance programs for local government and financial services organisations. Extensive business continuity planning and testing experience.
<i>External and Internal Audit</i>	Provision of strategic internal audit planning, financial, internal financial control, compliance, probity & internal audit, review and business improvement services to public and private sector clients across a broad range of organisational functions and activities.
<i>Compliance</i>	Establishment of compliance systems to monitor and discharge requirements under legislation, prudential standards, contracts and industry codes. Expert knowledge of governance and financial management legislation. Extensive liaison with regulatory and public integrity agencies.

Professional Qualifications & Affiliations

Bachelor of Business (Human Resource Management & Public Administration)
Graduate Certificates in Public Sector Management & Risk Management
Master of Commerce (Accounting & Information Systems)
AICD Company Director's Course
Member, Australian Institute of Company Directors
Member, Governance Institute of Australia
Past Certified Internal Auditor (CIA) and Certified Practicing Risk Manager (CPRM)

Board Membership

Deputy Board Member (s43 regional subsidiary)

Southern & Hills Local Government Association Board (November 2018 – present)

Independent Member, Governance Advisory Panel (s41 committee),

Adelaide Plains Council (July 2018 – present)

Deputy Board Member (s43 regional subsidiary)

Eastern Waste Management Authority Board (November 2016 – November 2018)

Board Member (s43 regional subsidiary)

Adelaide Hills Region Waste Management Authority Board (October 2015 – June 2016)

Board Member (s43 regional subsidiary)

Gawler River Floodplain Management Authority Board (October 2015 – June 2016)

Board Member (s43 regional subsidiary)

Eyre Peninsula Local Government Association (June 2010 – November 2013)

Chair, Governing Council

Streaky Bay Area School (November 2010 – November 2012)

Employment History

<i>Position Title</i>	Executive Manager Governance & Performance
<i>Organisation</i>	Adelaide Hills Council
<i>Dates</i>	November 2013 - present
<i>Job Role</i>	Lead the governance, risk management, audit, insurance, public integrity, election, corporate planning and performance reporting functions. Provide advice and internal consultancy services to Council, Committees, Advisory Groups, elected members, management and staff on portfolio matters.

<i>Position Title</i>	Director Corporate Services (Acting)
<i>Organisation</i>	Adelaide Hills Council
<i>Dates</i>	July 2016 – September 2016
<i>Job Role</i>	Lead the finance, governance, risk, internal audit, property, and information systems and communications technology functions.

<i>Position Title</i>	Director Strategy & Development (Acting)
<i>Organisation</i>	Adelaide Hills Council
<i>Dates</i>	October 2015 – June 2016

Job Role Lead the planning and development, policy planning, environmental health, waste management and regulatory services functions. Established the Council's economic development function.

Position Title Chief Executive Officer

Organisation District Council of Streaky Bay

Dates June 2010 – November 2013

Job Role Developed Council's strategic and operational plans, strategies, policies and decisions, created and maintained productive relationships with Elected Members, business and the community. Lead and managed Council's operations including governance, finance, assets, development, human resources, procurement, communications and infrastructure functions.

Previous Positions *Director Risk & Assurance Services*
NT Department of Health & Families (February 2009 – May 2010)

Head of Governance, Risk and Audit/Board Secretary
Territory Insurance Office (TIO) (September 2006 – February 2009)

Account Manager, Enterprise Risk Services
Deloitte Touche Tohmatsu (June 2004 – September 2006)

Referees





Recruitment Summary

Date form completed	17 March 2020	
Recruitment Position Title	CGC Independent Member Position	
Team & Department	CGC	
Interview Panel Members	Name	Position Title
	1. Glenn Docherty	Mayor
	2. Sam Green	CEO
	3. Grace Pelle	GM Strategy & Corporate
	NA – non employee position	HR Representative
Number of applicants applied	17 – 3 were shortlisted based on applications.	
Applicants interviewed	Applicant name	Feedback and reasons not successful
	1. Melissa Oors-L'Estrange	Didn't relate well to Local Government, unable to provide examples of working relationships. More focused on role fulfilling capacity & complimenting ability rather than on the community.
	2. Lachlan Miller	Whilst good understanding of sector, didn't provide examples. Committee does not require another local government person.
Successful applicant	Name	Why successful
	Mark A Labaz	Good understanding of the role. Confidence in the sector, less focussed on Playford. Would be contributing well to the Committee. Bring additional perspective than Local Government
Start date (if known)	1 April 2020	
Reference Checks for Successful Applicant:	<p>Mark Devine – Formerly Acting Chief Executive, Renewal SA</p> <p>Worked with him in procurement and moving into Governance at Renewal SA. Performed well. Used to working across various issues to provide advice with a progressive way forward without compromising process.</p> <p>Did Enterprise Risk Framework for organization and works with GM and CEO to work towards putting measures in place. Good resource for organization. Mark will always work toward finding a solution without compromising governance but also to facilitate the right outcome and is comfortable to point out where he thought it was</p>	

	<p>going off track. Has had to deal with a variety of stakeholders and skill sets and thinks he will be able to work with Elected Members and it would be a new challenge for him.</p> <p>Linda South – Director Corporate Services, Essential Services Commission of South Australia</p> <p>Worked with Mark as head of Corporate Services, Risk and Procurement. Good operationally and strategically. Measured and has integrity and would be a good contributor with questioning from risk management and compliance based on his experience.</p> <p>He would be valuable to Playford with his breadth of Local Government and State Government experiences. He will work with people to come up with solutions without compromising ethics and governance. Gave good examples of being able to work with managers to ensure all checks and balances are in place and making sure he works with management to be respectful and professional but lead to the right outcomes. Calm nature and able to give measured perspective. Would trust and rely on him.</p>
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****Please return completed forms to HR for Equal Employment Opportunity and record purposes****

CORPORATE GOVERNANCE COMMITTEE CHARTER



1 Role

The Corporate Governance Committee is established to assist the co-ordination of relevant activities of management, the internal audit function and the external auditor to facilitate achieving overall organisational objectives in an efficient and effective manner.

The Committees role is to:

- 1.1 Fulfil the role of Council's audit committee as required in section 126 of the Local Government Act.
- 1.2 Assist the Council in reviewing the principal risks facing the Council, including those that threaten the Council's strategic directions.
- 1.3 Assist in the effective management of financial and other risks and the protection of Council assets.
- 1.4 Review 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.

2 Terms of Reference


The Committee's terms of reference are to consider all matters outlined in section 126(4) of the Local Government Act:

2.1 Financial Reporting

The Corporate Governance Committee shall monitor the integrity of the financial statements of the Council, reviewing significant financial reporting issues and judgements which they contain.

The Corporate Governance Committee shall review and challenge where necessary:

- a) The consistency of, and any changes to, accounting policies on a year on year basis;
- b) The methods used to account for significant or unusual transactions where different approaches are possible;
- c) Whether the Council has followed appropriate accounting standards and made appropriate estimates and judgements, taking into account the views of the external auditor;
- d) The clarity of disclosure in the Council's financial reports and the context in which statements are made; and

				
	ECM Document Set No.:	3577290	Initial Date of Adoption:	28 Sep 2008
	Authorised by:	Council Resolution No. 3707	Date of Current Version:	27 Aug 2019
	Document Maintained by:	Corporate Services, Governance	Next Review Date:	Aug-2021

*Electronic version is the controlled version. Printed copies are considered uncontrolled.
Before using a printed copy, verify that it is the current version.*

- e) All material information presented with the financial statements, such as the operating and financial review and the External Auditor statement (insofar as it relates to the audit and risk management).
- f) Provide input into the appointment of the External Auditor.

The Corporate Governance Committee shall meet as needed with the External Auditor. The Corporate Governance Committee shall meet the External Auditor at least once a year, without management being present, to discuss their remit and any issues arising from the External Audit.

2.2 Internal Control, Internal Audit & Risk Management Systems

The Corporate Governance Committee shall:

- a) Keep under review the effectiveness of the Council's internal controls, audit and risk management systems.
- b) Review and recommend the approval, where appropriate, of statements to be included in the annual report concerning internal controls and risk management.
- c) Receive reports on the activities of the Chief Executive Officer's Strategic Risk and Internal Audit Work Program including the review of managements response to audits.
- d) consider and make recommendations on the program of the internal controls and audit including the adequacy of resources and access to information to enable it to perform its function effectively and in accordance with the relevant professional standards.

2.3 Public Interest Disclosures

The Corporate Governance Committee shall, review the Council's arrangements for its employees to raise concerns, in confidence, about possible wrongdoings in financial reporting, fraud and corruption and other matters.

The Committee shall ensure these arrangements allow for independent investigations where appropriate and appropriate follow-up action.

2.4 Strategic Management Plans

The Corporate Governance Committee shall propose and provide information relevant to, a review of the Council's strategic management plans including the Annual Business Plan, and review and provide recommendations on the sustainability of Councils financial performance giving consideration to Council's financial indicators.

2.5 Other Investigations or Evaluations

- 2.5.1 The Corporate Governance Committee shall, when necessary, propose and review the exercise of Council's powers under Section 130A of the Local Government Act 1999, in relation to the conduct of efficiency and economy Audits that would not otherwise be addressed or included as part of an annual External Auditor.
- 2.5.2 The Committee may review and consider reports or recommendations from external agencies where an investigation or evaluation relates to the role of the committee.

3 Definitions

Act for the purpose of this policy means the *Local Government Act 1999*.

Chief Executive Officer (CEO) means the Chief Executive Officer of a council and includes a deputy or other person acting in the officer of Chief Executive Officer.

Committee includes Section 41 Committees, other Committees and Panels established by Council.

Council Member means the Principal Member or a Councillor elected by the electors of a particular ward, as a representative of the ward in the City of Playford.

Executive Officer is a staff member appointed by the Chief Executive Officer to support a Section 41 Committee, other committee or advisory group.

Independent Members are members on a committee or panel who are not elected but have been appointed by the Council to undertake a similar role as Councillors on Council's Section 41 Committees or the Council Development Assessment Panel. They are external appointees.

Mayor is the person elected as the Principal Member of the Council to represent the local government area as a whole.

Staff includes Council staff, contractors, volunteers and all others who perform work on behalf of Council.

Strategic Management Plans are defined as Council's Long Term Financial Plan, Council's Strategic Plan, Council's Asset Management Plan and the Council's Annual Business Plan.

4 Delegations

4.1 The Committee has delegation for the following:

4.1.1 Approve Committee's Minutes as a true and accurate record of proceedings.

4.1.2 Develop and approve the Committee's Work Plan.

4.1.3 Appoint a Presiding Member from within the Committee.

4.2 Any other business referred to the Committee in accordance with its Role and Terms of Reference, or where the Committee does not hold the delegated authority, this business may be debated with a recommendation referred to the next Ordinary Council Meeting for consideration.

4.3 The Executive Officer in consultation with the Presiding Member may approve a deputation request for business that falls in-line with the Committee's Role and Terms of Reference. The Committee may resolve to seek further information on the business of a deputation; although no further resolution may be passed for the business of a deputation at the meeting the deputation was provided.

4.4 Petitions are not delegated to the Committee and are only to be presented to Council.

5 Meetings

- 5.1 The Committee Meeting will be held on the first Tuesday of the month, starting at 4:30pm. The Committee will meet a minimum of six (6) times per annum. The Committee will determine an annual schedule of meetings.
- 5.2 The Committee Meeting will be held primarily in the Committee Room at the Playford Civic Centre, 10 Playford Boulevard, Elizabeth, unless otherwise determined by the Committee prior to the meeting.
- 5.3 The agenda will be prepared and distributed to all Committee Members on the Thursday prior to the meeting, with the preference being to distribute electronically.
- 5.4 Special Meetings of the Committee may be necessary from time to time and may be called in accordance with Section 82 of the Local Government Act 1999. Notice of a Special Committee Meeting may be at a minimum of four (4) hours' notice, due to the urgency of the matters on the agenda.

6 Membership

6.1 Term rules:

- 6.1.1 The Committee shall comprise five (5) members consisting of the Mayor and one (1) Council Member and three (3) Independent Members.
- 6.1.2 The term of the Council Committee Members' appointment will be for a period not exceeding the next General Election.
- 6.1.3 Independent Members who are appointed to a Committee may carry over past an election term.
- 6.1.4 The Presiding Member must be an Independent Member and will be determined by the Committee for twelve (12) months, after which they may stand for re-election.

- 6.2 Independent Members of the Committee shall be appointed to bring recent and relevant experience and their capacity to act as a mentor to the Council Members on the Committee.

6.3 Table providing a summary of current Committee Membership and Term of Office details:

Term of Office		
Appointed Member	Endorsed by Council	Term Concludes
Mr Martin White	24 Sep 2019	31 Mar 2022
Mr Peter Brass	26 Nov 2019	31 Mar 2023
Ms Merridie Martin	28 Aug 2018	31 Mar 2020
Mayor Glenn Docherty	27 Nov 2018	Nov 2022
Cr Jane Onuzans	01 Nov 2019	31 Oct 2021

7 Role of the Presiding Member

- 7.1** Oversee the conduct of Committee Meetings in accordance with the Local Government Act 1999 and Code of Practice for Council, Special and Committee Meetings.
- 7.2** Ensure all Committee Members have the opportunity to participate in debate and discussions in an open and encouraging manner.
- 7.3** Where a matter has been debated significantly and no new information is being discussed the Presiding Member may call the meeting to order and ask for the debate to be finalised and a motion be put forward.

8 Role of Committee Members

- 8.1** Actively participate in debate and discussion as a representative of Council in a professional manner at all times.
- 8.2** Ensure the Member is prepared and informed of meeting matters prior to the meeting.
- 8.3** Utilise the skills and experience of the Committee Members to effectively carry out the Committee's role.

9 Role of the Executive Officer and Administrative Support

- 9.1** The Executive Officer is appointed by the CEO to support the administration and operation of the Committee.
- 9.2** The Executive Officer and relevant staff may provide advice during the meeting in order to aid informed decision making.
- 9.3** The Committee is appointed a Minute Taker.

10 Reporting and Review

- 10.1** The Committee will undertake an annual self-assessment (in the election year this will be incorporated into the external review) to assess the on-going role and effectiveness of the Committee and report any recommendations to Council as required.
- 10.2** In the year leading up to a Council Election the Committee will undertake an external review of the Committee's effectiveness. Any relevant recommendations will be provided to the Council to assist with the ongoing structure of the Committee.
- 10.3** As determined by the Committee, the Committee may communicate with Council Members and staff on issues of importance to the Council. This communication may be delivered by the Presiding Member or Executive Officer in the form of a presentation to Council Members, a communiqué or a written memo and Council Report.
- 10.4** The Committee through the Chair will present to Council at least twice per year on Corporate Governance Committee business.

11 Supporting Documentation

- [Local Government Act 1999](#)
- [Local Government \(Financial Management\) Regulations 2011](#)
- [Code of Practice for Council and Committee Meetings](#)

*Electronic version is the controlled version. Printed copies are considered uncontrolled.
Before using a printed copy, verify that it is the current version.*

- [Code of Practice for Public Access to Meetings and Associated Meeting Documents](#)
- [Code of Conduct for Council Members](#)

12 Approval and Change History

Approval Date	Approval by	Change
	Council	Template & Committee Structure Review
25 Sep 2008	Council Resolution	Scheduled review
17 Dec 2013	Council Resolution No. 1622	Scheduled review
25 Feb 2014	Council Resolution No. 1683	Appointment of Independent Members: Ms Merridie Martin and Mr Allen Bolaffi
25 Nov 2014	Council Resolution No. 1996	Alignment to Council Elections 2014 and minor amendments to terms and meeting dates
25 Nov 2014	Council Resolution No. 1997	Appointment of Independent Member: Mr Andrew Andreyev
28 Jun 2016	Council Resolution No. 2604	Template & Committee Structure Review
27 Sep 2016	Council Resolution No. 2689	Reappointment of Independent Member: Mr Martin White
28 Nov 2017	Council Resolution No. 3039	Appointment of Independent Member: Mr Damian Pulgies
27 March 2018	Council Resolution No. 3121	Appointment of Member: Cr Dino Musolino
22 May 2018	Council Resolution No. 3159	Amendment to Charter outlining in more detail the Role and Responsibilities of the committee.
27 Nov 2018	Council Resolution No. 3336	Appointment of Members: Mayor Glenn Docherty and Cr Jane Onuzans. Removal of cancellation clause.
26 Feb 2019	Council Resolution No. 3419	Reappointment of Independent Member: Ms Merridie Martin
27 Aug 2019	Council Resolution No. 3707	Removal of reference to the Annual Report as a document for the Committee to monitor as it is the Committee's role to consider the Financial Statements that are included in the Annual Report, not the Annual Report itself. Whistleblower provisions removed and replaced with provisions regarding Public Interest Disclosures, and the inclusion of reference to fraud and corruption. Inclusion of the Committee to provide input into the appointment of the External Auditor.

		Minor, administrative wording changes also made.
24 Sep 2019	Council Resolution No. 3746	Reappointment of Members: Cr Jane Onuzans and Mr Martin White. Extension of appointment: Mr Damian Pulgies.
26 Nov 2019	Council Resolution No. 3848	Appointment of Independent Member: Mr Peter Brass

C. COUNCIL/COMMITTEE TO DECIDE HOW LONG ITEM 17.2 IS TO BE KEPT IN CONFIDENCE**Purpose**

To resolve how long agenda item 17.2 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 17.2 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:

- Report for Item 17.2
- Attachment(s) for Item 17.2

This order shall operate until further order or 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.