

Item No: 19.1

File No: 5.14.1.5

Date: 21 December 2020

Attachment: A, B

<b>Meeting:</b>	Council
<b>Title:</b>	ERA Water – appointment of Independent Chairperson
<b>Responsible Manager:</b>	Chief Executive Officer, Kiki Cristol
<b>Author:</b>	Chief Executive Officer, Kiki Cristol
<b>Key Pillar:</b>	Financial Guiding Principle 2 –Invest sustainably in community assets for the future
<b>Key Focus Area:</b>	Strategic Community Plan Focus area 3- Transparent and accountable local tier of Government
<b>Type of Report:</b>	<b>Decision Required</b>

Pursuant to Section 83(5) of the *Local Government Act 1999*, the Chief Executive Officer indicates that the matter contained in this report may, if the Council so determines, be considered in confidence pursuant to Section 90(2) of the *Local Government Act 1999* on the basis that the information contained in the attached report is information of the nature specified in subsections 90(3)(a) of the Act being:

*information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead)*

### **Recommendation (Public)**

#### Pursuant to s90(3)(a)

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except Chief Executive Officer Kiki Cristol, Group Manager Assets & Infrastructure Ben Clark, Group Manager Corporate Services Monique Palmer, Group Manager Customer Experience Danielle Garvey, Group Manager Planning, Environment & Regulatory Services Andreea Caddy, Manager Community Development & Engagement Fiona Deckert, Communications Officer Sarah Spencer and Council Secretariat Vanessa Davidson be excluded from attendance at the meeting for Agenda Item 19.1 ERA Water – appointment of Independent Chair.

The Council is satisfied that, pursuant to section 90(3)(a) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead), being applicants for the position of Independent Chairperson of ERA Water.

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of details may prematurely be disclosed before the details have been discussed with the successful applicant / candidate.

### Recommendation (Confidential)

That Council endorse the appointment of Mr Steve Mathewson as the Independent Chairperson for ERA Water for a two year period to commence from a date, immediately proceeding, the date of the last decision and consistent resolution of all three Constituent Councils.

### Recommendation (Public)

Pursuant to s.91(7)

That having considered Agenda Item 19.1 ERA Water – appointment of Independent Chairperson in confidence under section 90(2) and (3)(a) of the *Local Government Act 1999*, the Council, pursuant to section 91(7) of that Act orders that the report and Attachments (to be redacted where necessary) to the report relevant to this Agenda Item be retained in confidence until the matter has been considered by all three Constituent Councils and the applicant has been formally notified of the outcome, excepting that Council authorises the release of the minutes to substantive party/parties to enable enactment of the resolution and that pursuant to Section 91(9)(c) of the *Local Government Act 1999* the Council delegates to the Chief Executive Officer the review and power to revoke this Order

and

That Council resolves to end its confidential deliberations pursuant to Section 90(2) of the *Local Government Act 1999* Council and re-admit the public.

### Summary

The CEOs of the Constituent Councils undertook a recruitment and selection process for the appointment of an Independent Chairperson for ERA Water in 2020, which was led by the City of Burnside.

An advertisement appeared online, in addition to a LinkedIn advertisement and promotion through the Australian Institute of Company Directors, during August and September 2020 seeking expressions of interest (EOI) from suitably qualified candidates.

This report seeks Councils approval to appoint Mr Steve Mathewson as ERA Water Independent Chairperson for a period of two years, pursuant to the ERA Water Charter.

### Background

The City of Burnside at their meeting held on 12 May 2020 resolved:

*That Council:*

1. *Endorse the reappointment of Mr Bryan Jenkins as the Independent Chairperson for ERA Water for a further two-year period to commence from a date immediately following the date of the last decision and resolution of all three Constituent Councils.*
2. *Endorse an increase of 2.1% to the existing Independent Chairperson's annual fee of \$12,000, commensurate to the 'CPI All Groups Adelaide' increase for the 12 months ending as at 31 December 2019, for all work associated with the role, including all meetings attended; the increase to take effect from the date immediately following the date of the last decision and resolution of all three Constituent Councils.*

The City of Norwood Payneham & St Peters (NPSP) at their Council meeting held on 1 June 2020 resolved as follows:

1. That the re-appointment of Mr Bryan Jenkins as Independent Chairperson of ERA Water for an additional term of two (2) years be endorsed.
2. That an increase of 2.1% to the existing sitting fee of \$12,000 be endorsed, which incorporates all work associated with the role, including attendance at all meetings as required.

At Council's meeting held on 18 May 2020, Council (Tow) resolved:

#### **CNC419/19-20**

*The constituent councils CEO's undertake an expression of interest process to source an independent chairman with commercial skills for ERA Water.*

Walkerville's resolution was inconsistent with the other Constituent Councils. This led to an impasse, which required (as argued by the CEO Walkerville Council) a resolution through a formal merit based recruitment and selection process. Best practice and a literal interpretation of the Charter also reflects that unanimous agreement from all Member Councils is required. This was subsequently supported in principle by the City of Burnside's legal advisers and following a series of discussions between all three Council CEOs, was determined as the most appropriate course of action.

#### **Discussion/Issues for Consideration**

The term of Mr Bryan Jenkins as Chairperson of the ERA Water Board expired on 10 July 2020. He has held the position since 10 July 2018. The Charter does not afford for any 'roll over' or automatic reappointment provisions.

The ERA Water Charter, Clauses 3.4 and 3.7, requires that the Chief Executive Officers of the Constituent Councils provide a recommendation to the Constituent Councils to appoint the Independent Chair and determine the fee to be paid to that person.

The CEOs are unanimous in their recommendation to the Constituent Councils that Mr Steve Mathewson be appointed as the Independent Chairperson of ERA Water.

Reports will be presented to other Constituent Councils accordingly with the ERA Water General Manager advised of the outcome.

It is not proposed to amend the existing Independent Chairperson's annual fee of \$12,252, for all work associated with the role, including all meetings attended; given this has already been reviewed in 2020.

#### **Options for Consideration**

##### Option 1

That Council endorse the appointment of Mr Steve Mathewson as the Independent Chair for ERA Water for a two year period to commence from a date, immediately proceeding, the date of the last decision and consistent resolution of all three Constituent Councils.

##### Option 2

That Council requests that the Constituent Council CEOs undertake a new recruitment process or opt for another alternative.

#### **Analysis of Options**

The ERA Water Charter sets out the requirement for the Board to appoint an Independent Chairperson. Clause 3.4.3 of the Charter states:

3.4.3 *The Chief Executive Officers of the Constituent Councils shall invite applications for the position of Chairperson and assess such applications through such process as they consider appropriate and make recommendations to the Constituent Councils on the appointment of the Chairperson including the fee to be paid to the Chairperson and other terms and conditions to attach to such appointment.*

A detailed 'Candidate Briefing Pack', outlining the roles purpose and function was subsequently produced in August 2020 to provide information to potential candidates. The City of Burnside undertook the recruitment process on behalf of the Constituent Council CEOs.

A total of nine applications were received, four of which were considered suitable candidates and therefore proceeded to interview.

The interview Panel consisted of the CEOs from the three Constituent Councils with interviews taking place at the City of Burnside on 18 September 2020.

Following this series of interviews it was felt that, unfortunately, no candidate was deemed appointable to the position on the basis of their application and presentation at interview, considering the specific and unique skill set and breadth of experience sought, combined with the particular nuances of the role an incumbent will be required to manage. Detailed discussions were held with all CEOs of Councils to reach this point and agreement.

The Panel determined to consider two further candidates for the positions and two interviews were held with interested parties, who were deemed by the Panel to have the appropriate experience and qualifications to interview for the role, they being Mr Steve Mathewson and Mr Fraser Bell. Interviews of both candidates occurred on 17 November 2020. Mr Steve Mathewson's curriculum vitae appears as Attachment B. A curriculum vitae for Mr Fraser Bell is not included as it has not been provided.

The interview panel considered that Mr Steve Mathewson, when compared on merit to all other candidates, had a very impressive history coupled with solid experience in the local government, finance and relevant industries, in addition to demonstrating solid commercial acumen, insight and detailed responses throughout the interview.

Mr Mathewson demonstrated his proven capacity in delivering across complex projects and inter-related businesses and functions. He has also held Board positions at Southern Region Waste in addition to the Fleurieu Regional Aquatic Centre Authority and the Council of Coober Pedy.

The interview panel believed Mr Mathewson to have a strong understanding of corporate governance and local government services in addition to him having held recent positions in two major SA councils. On balance and compared to all candidates at the time, the selection panel agreed he was the preferred candidate.

It is the collective opinion of the Constituent Council CEOs that Mr Mathewson will serve as a suitable and appropriate Chairperson and work collaboratively and provide the required guidance to the ERA Water General Manager. He understands the sector and its challenges well.

The CEO of the City of Burnside undertook the reference checks for Mr Mathewson, which have supported the findings and results of interview and correlate strongly to the observations of the Panel. No concerns were identified in this regard.

This appointment comes at a critical time for the subsidiary given the various budget issues at play and attention in this area, COVID-19 general pressures, the strategic evaluation of the subsidiary occurring and its future purpose and role / ownership, the position report sought by Council and the life cycle of the project.

## Financial Implications

The Independent Chair will be required to be paid a sitting fee per meeting which is covered through the ERA Water budget. It is not proposed to amend this from the current amount, as covered in this Report.

## Regional Implications

ERA Water is a subsidiary of three Constituent Councils: City of Burnside, City of Norwood Payneham & St Peters and Town of Walkerville. ERA Water's Charter requires that the Constituent Councils must appoint a person to be a Board Member and Chairperson, not being an Elected Member or employee of a Constituent Council, for a maximum period of two (2) years.

The Charter requires (clause 3.4.3) that the Chief Executive Officers of the Constituent Councils shall invite applications for the position of Chairperson and assess such applications through such process as they consider appropriate and recommendations to the Constituent Councils on the appointment of the Chairperson. No reference is made at clause 3.4.3 that a unanimous decision of the Constituent Councils is required. However, clause 7.5.4 states:

*Unless otherwise stated in this Charter where the Subsidiary is required to obtain the consent or approval of the Constituent Councils this means the unanimous consent of all the Constituent Councils. (the emphasis is the authors)*

Of interest is the use of the term 'Subsidiary' – inferring that all formal requests from the Subsidiary to the Constituent Councils must be by unanimous consent. Clause 3.4.3 applies to the CEOs of the Constituent Councils, who by virtue of their roles are NOT members of the Subsidiary nor do they represent the Subsidiary. Hence it is the authors contention, that a unanimous decision is NOT required from the Constituent Councils. This contention has not been tested and may be challenged.

The City of Burnside considered the matter at their ordinary meeting held on 8 December 2020 and resolved to appoint Mr Mathewson as the Independent Chairperson to ERA Water Board.

The City of Norwood Payneham & St Peters considered the matter at their ordinary meeting held on 7 December 2020 and unanimously resolved not to endorse the appointment of Mr Mathewson.

## Community Implications

There are no known community implications associated with the appointment of an Independent Chairperson to the ERA Water Board.

## Governance Implications

The Appointment of an Independent Chairperson will fulfil the requirement set out in the ERA Water Charter (Clause 3.4.3). Refer also to commentary presented above under the heading Regional Implications.

## Preferred Option & Reasoning

Option 1 is the preferred option. The interview panel considered that Mr Steve Mathewson, when compared on merit to all other candidates, had a very impressive history coupled with solid experience in the local government, finance and relevant industries, in addition to demonstrating solid commercial acumen, insight and detailed responses throughout the interview. The CEOs are unanimous in their recommendation to the Constituent Councils that Mr Steve Mathewson be appointed as the Independent Chairperson of ERA Water, notwithstanding that NPSP resolved not to appoint him.

It is the CEOs opinion that a unanimous resolution from the Constituent Councils is not required. As referenced above, under the heading Regional Implications, this opinion has not been tested and may

be challenged by NPSP. If this is to occur, the only other recourse would be the instigation of clause 7.7: Disputes Between Constituent Council pursuant to the ERA Water Charter.

**Attachments**

Attachment A	List of candidates (combined) including CVs
Attachment B	Mr Steve Mathewson CV

**List of candidates – Independent Chair of the ERA Water Board**

Angela De Duonni	p2
Bryan Jenkins	p10
Geoff Vogt	p69
Andrew Haste	p75
Jennifer McKay	p81
Meghraj Thakkar	p86
Rohit Sumbli	p89
Subhasis Sen	p94
Susan Law	p102

Chris Cowley  
Chief Executive Officer  
City of Burnside  
PO Box 9  
Glenside SA 5065

3<sup>rd</sup> September 2020

**RE: Independent Chair of the Eastern Region Alliance Water Board**

Dear Mr Cowley,

Please find detailed herein my application for the role of the Independent Chair of the Eastern Region Alliance Water Board (ERA Board).

I am an accomplished executive with a diverse career working in and consulting to organisations within the public and private sectors, across multiple industries, in start-ups, SME's, multinationals, federal and state government. I have successfully developed and executed significant organisational strategies, led federal and state government change and reform programs and have been an active thought leader, advisor and participant on matters related to the water industry and water infrastructure projects.

Throughout my career I have demonstrated sound financial and commercial acumen with an ability to effectively plan, budget, resource and manage organisations and projects in the public and private sectors to deliver organisational and project goals. These technical capabilities together with my broader commercial experience in project management, risk management and stakeholder engagement has seen me appointed to various board positions. Currently I chair the Finance, Risk and Audit Committee for United Care Wesley Bowden and I am an Independent Member- Prequalified Scheme Audit and Risk Committees for the NSW Government.

My experience as a NED on not for profit boards, my qualifications and ongoing professional development with the Australian Institute of Company support my experience and knowledge of board governance, compliance, and processes.

I bring to the role subject matter experience in and knowledge of; a) the importance of developing and maintaining urban water infrastructure to support, enhance and protect the livelihoods, health and well-being and environment of the residents within the municipalities that the ERA Board serves; b) the governance requirements of the board to strategically analyse, evaluate and oversight investment in water infrastructure to optimise social, economic and environmental outcomes generated by the capture, treatment and distribution of the region's water resources; and c) the cost benefit considerations related to market and non-market valuations that support water infrastructure investment decisions for the municipalities.

Briefly summarised below are three examples of my experience in the water sector in a professional/ management capacity within a state water utility (SA Water), in an advisory capacity (GHD) and in an academic capacity.

In my role as Treasurer of SA Water, I provided commercial advice and supported organisational financial and risk analysis on:

- Private Public water infrastructure proposals
- Asset management and replacement
- Renewable energy projects (hydropower) and the trading of renewable credits



- Review of energy consumption and baseloads to negotiate beneficial energy supply contracts, reducing pumping costs and optimising energy consumption
- Cost reflective price recovery

As a contractor to GHD I form part of multidisciplinary teams that prepare business cases and advise on infrastructure projects related to water and civic infrastructure projects for the Victorian and Queensland Governments related to growing regional centres as they seek to transition to service orientated economies, attract tourism and reduce urban congestion.

In 2016 I sought to deepen my knowledge of water resource management through additional academic research and was awarded a full research scholarship by the International Water Centre to undertake a Master in Integrated Water Management at the University of Queensland. My research thesis titled "Defining the Investment Value of Water Entitlements" was published in the inaugural World Water Policy journal in November 2019. My research investigated global investment strategies in the water sector, the enablers and motivation of that investment and explored the opportunities to align government policy to support the further attraction of investment into the water and agricultural sectors.

My experience and expertise are complemented by my qualifications in Economics, a Masters in Infrastructure Management, Masters in Integrated Water Resource Management and strong analytical and research skills.

Attached for your consideration is my Curriculum Vitae. I look forward to discussing this application with you as appropriate and may be contacted on 0439677445 or via email at [angeladeduonni1@gmail.com](mailto:angeladeduonni1@gmail.com)



Angela De Duonni

***Strategic and innovative | Multi-disciplinary water sector expertise | Committed to sustainability***

*An executive level leader with diverse career experience, who inspires and facilitates strategic outcomes through building shared direction amongst diverse stakeholders and creates significant impact in government (state and federal) and corporate settings.*

***Leadership:***

An empowering leader, who acts with integrity and decisiveness in fast changing and complex operating environments. Demonstrates resilience, supports staff to innovate in a learning environment which fosters success.

***Stakeholder Relationships:***

Understands professional, and organisational value proposition to successfully engage internal and external stakeholders at all levels of organisations and government to achieve outcomes. Builds trusted relationships and is respected for engendering collaboration within, across and between organisations in the public, private and NGO sectors.

***Sector Expertise:***

Policy, program and commercial expertise within the water sector acquired through influential roles in Australian agencies related to water policy regulation and reform, within water utilities providing water and waste- water services, provision of advisory services on water infrastructure investment and within Australian water markets.

***Corporate Management:***

Capability to realise organisational objectives and optimise value propositions through the effective design of corporate structures, mobilisation of resources, commitment to continuous improvement and leveraging governance frameworks to support business growth and sustainability.

***Multi-disciplinary Knowledge:***

Demonstrates extensive knowledge and has deep level of experience across a wide range of disciplines, credibly applied across multiple industry sectors including, agriculture, manufacturing, banking, financial, commodity and environmental/water markets and public water utilities.

**Qualifications**

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**Masters in Integrated Water Management (by research), University of Queensland: 2018**

**Graduate, Australian Institute of Company Directors: 2008**

**Master in Infrastructure Management, Australian National University (ANU): 2000**

**Bachelor of Economics (Business / Managerial Economics), Adelaide University: 1987**

**CAREER SUMMARY – see over for details**

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*Government:*

- **Director State and Territory Statistical Services (SA) Australian Bureau of Statistics**
- **A/g Manger, Water Accounting Section | National Water Account Unit Manager | Water Markets Unit Manager, Bureau of Meteorology**
- **Corporation Treasurer, SA Water Corporation**

*Corporate:*

- **General Manager Strategy and Company Secretary, Waterfind Pty Ltd**
- **Senior Global Markets Specialist, Commonwealth Bank of Australia**
- **Treasury Manager, Southcorp Holdings**

*Consultancy and Board*

- **Non-Executive Board Member, United Care Wesley Bowden**
- **Senior Advisor, Infrastructure Investment and Economics, GHD**
- **Consultant / Director, Access Management IQ**
- **Vice President, Italian Chamber of Commerce**

## **AWARDS and MEMBERSHIPS**

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### **University of Queensland Scholarship:**

- Based on an economic paper regarding investment in water assets I was awarded a full scholarship to undertake a Masters in Integrated Water Management.
- Research thesis 'Defining the Investment Value of Water Entitlements' was published in 2019 as the feature article in the World Water Policy Journal.

### **ANU Scholarship:**

- Awarded a full scholarship to undertake a Masters in Infrastructure Management following a nomination by SA Water as high performing water sector leader.

### **Memberships:**

- **Social Impact Measurement Network Australia in South Australia (SIMNA):** Founding Member- promoting the need to value, cost and report on the social impact of products, services and government programs.
- **Australian Institute of Company Directors:** Former Member.
- **Women on Boards:** Former Member.

## **EXPERIENCE**

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*United Care Wesley Bowden: 2017 - present*

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### **Non-Executive Board Member**

*Selected to bring to the Board expertise across areas of governance, risk, and financial management with a strong interest in supporting the organisation's social enterprises and optimising service delivery to clients with various types of disadvantage.*

- Chair of the Audit Committee and the Compliance and Regulation Committee.
- Guide and advise the board on governance and compliance activities, internal and external audit outcomes and the standards required to maintain accreditation.

*GHD: Nov 2016 - present*

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### **Senior Advisor, Infrastructure Investment and Economics**

*A leading professional services company operating across global market sectors in water, energy and resources, environment, property and transportation, my advisory services relate to state economic development projects, including water, transport, energy, and tourism.*

- Use established methodologies to assess the economic robustness and feasibility of infrastructure projects profiling, appraisals, and deliverability (risk, governance, timing).
- Informed by the results of Cost Benefit Analysis (CBA), Investment Logic Mapping (ILM), financial analysis and modelling, advise on funding options, submissions, and assessments.

**Consultant / Director:** Mar 2014 - June 2019

*As a Consultant I focused on my key areas of strength – water and finance – to support public and private sector organisations to build capability, manage skill gaps and projects, establish sustainable practices, and improve financial and non-financial performance.*

Services provided to water industry, banking, start-ups and government clients included:

- Strategic and business planning
- Treasury risk management
- Business transformation
- Financial and commercial risk assessment and management
- Governance, risk, compliance
- Project management
- Transactional banking

**Achievements:**

Provided tailored services and advice to start-up founders using design thinking to leverage their businesses ecosystems and define their market value proposition to aid market access and development proposals to support entry into their respective Australian and US markets:

- Provided a solution ecosystem proposal to support TotalAbility's (providing driving aids and vehicle control systems for drivers and passengers with disability) USA launch in 2020.
- Developed a transactional ecosystem proposal to support the launch of the FarMate app in February 2018 in South Australia and to attract further investment in 2019.
- Provided a solution ecosystem proposal to support Waterfind USA, launch in California in 2015.

*Australian Bureau of Statistics (ABS):* Nov 2012 - Feb 2014

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**Director State and Territory Statistical Services (South Australia)**

*On promotion to the ABS I was tasked with a significant change management project, transferring central corporate functions to Canberra and restructuring the SA office.*

- Led complex stakeholder engagement and key relationships between the ABS, South Australian state and local governments, industry, NGOs and SA's Indigenous community to increase the use of ABS statistics and enhance engagement in statistical collection.
- Led the SA Statistical Consultancy Services Unit's delivery of services to state government and internal business units by advising on statistical methods, data and metadata use, as well as management, modelling, information technology and dissemination.

**Achievements:**

- Represented the ABS at the SA Government Agencies Statistical Committee providing informed advice to state government on statistical priorities and building collaborative networks by leveraging a background in both state and federal organisations.
- Led and developed the effective ABS South Australian Strategic Engagement Strategy which strengthened relationship between South Australian government agencies and the ABS supporting collaborations such as GovHack and Unleashed.
- Designed and implemented the change management strategy which improved statistical services to the SA government by improving information exchange between the ABS and other organisational stakeholders.

*Through an upward trajectory of roles within the Bureau I made significant contributions to increasing the transparency of water information as part of BoM's mandate under 'Water for Good' reform leading intergovernmental negotiations resulting in the publication of Australia's first National Water Account.*

**A/g Manger, Water Accounting Section**

- Managed dispersed section business units to oversee water accounting standards, water markets reporting and the National Water Account, ensuring expectations were achieved.
- Monitored the quality of section outputs and led all strategic and resource planning.
- Oversaw the preparation and publication of the annual National Water Account (NWA).

**Key Achievements:**

- Represented the Bureau at inter-departmental conferences and committees focused on water information standards and water data collection matters and led consultations on policy issues with Federal and State departments, industry groups and the media.

**National Water Account (NWA) Unit Manager – NWA Automation Suite software project**

- Proactively led national internal and external stakeholder engagement, encouraging stakeholders to own their accountabilities and the impact on product and service delivery.
- Managed a team of technical experts (hydrologists, IT contractors, business analysts and accountants) and monitored their achievement of key IT project (below) deliverables.

**Achievements:**

- Project managed the design, build and delivery of the 'NWA Automation Suite' to deliver web portal access for processing crucial NWA data for review and publication.
- Delivered the NWA2010 report detailing volumes of water traded, extracted, and managed for economic, public and environmental purposes for eight geographical regions.

**Water Markets Unit Manager**

- Led the Unit as part of the 'Water for the Future' network, positioning the Bureau within the Commonwealth Agency network responding to the water reform initiative.
- Provided the subject matter expertise to specify the business requirements for the Australian Water Resources Information System (AWRIS) database required for the web-based water markets' information portal.
- Built strong sector networks including Regional Water Authorities; Commonwealth agencies (DSEWPaC, ACCC, National Water Commission, MDBA); state and territory lead water agencies; private consulting agencies; and rural and regional industries.

**Achievements:**

- Revised and proposed recommendations to the Commonwealth Water Regulations on water markets information to improve the quality and frequency of information provided.
- Represented the Bureau in negotiating cooperation and interagency agreements with the National Water Commission and DSEWPaC for water markets reporting and delivery.
- Published Australia's first nationally aggregated water trading reports through interagency collaboration to provide online water data, access to water policy and trading information as part of the 'Water for Good' initiative.

**General Manager Strategy and Company Secretary**

*With a focus on buying and selling temporary and permanent water across the major irrigation regions in Australia through a fully integrated water brokerage service, the company was in a start-up phase when I was engaged to support its initial growth and development.*

- Developed and implemented strategic and business plans to achieve growth, supported by integrated governance risk management and executive reporting frameworks.
- Worked collaboratively with and reported directly to the Board and CEO.
- Developed the five-year strategic plan and established structures including IT platform and technology, human resources, accommodation, finance systems, company policies and procedures, product and service offerings, and Board processes.
- Led and facilitated the bi-annual strategy planning workshops and annual business planning sessions with the Board and Executive Management to set the direction, goals and budgets.
- Partnered with the CEO to identify and action strategic alliances, business opportunities and analysis of growth sectors.
- Acted as Company Secretary to the Board with full secretarial responsibilities.

**Key Achievements:**

- Delivered significant business growth within 18 months as an impact of the new strategy, returning a dividend to shareholders and increasing retained earnings to fund expansion.
- Generated 20% increase in internal cash flow from within the business by implementing revised business systems and processes, accounting, and tax treatments.
- Provided the subject matter expertise and strategic capability which enabled Waterfind to achieve accelerated growth from 'start-up', to \$80M + (2007 dollars) turnover.
- Developed and wrote the successful application for Waterfind to be included on the Commonwealth Government's Multi-User List for the provision of Water Specialist Services.
- Specified enhancements to the water trading platform that led to Waterfind becoming one of Australia's largest water exchanges, transferring between irrigators, state and territory water authorities and investors in Australia's connected river systems and storages.

*Commonwealth Bank of Australia (CBA): Jan 2005 - Jan 2007*

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**Senior Global Markets Specialist**

*My transition to the CBA was an opportunity to apply my financial risk management and economic analysis skills to advising the Bank's top 50 institutional clients providing advisory services to C-suite executives and Boards.*

- Consulted with and managed a prestigious portfolio of property investors, mining companies, manufacturing companies, and agribusinesses, aiming to minimise client risk.
- Developed influential collaborative relationships with key executives in all states.

**Achievements:**

- Collaborated with CEO and Board level executives to secure long-term collaborative partnerships to support the strategic positioning of the Institutional Banking Business to achieve significant growth.
- Structured, successfully negotiated and executed a ten-year secured funding strategy with a major property group, which was the single most profitable transaction that the Global Markets team in Adelaide had completed to date.
- Structured profitable financial transactions to minimise or mitigate clients' financial risks and met assigned personal and team budgets.

*SA Water Corporation: Mar 1997 - 2004*

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**Corporation Treasurer**

*Drawing on my expertise in organisational treasury functions built through the previous 7-years as Manager, Treasury with Southcorp Holdings, I joined this government owned corporation providing water and wastewater services to 1.5+ million customers throughout South Australia.*

*At the time SA Water had just become a Government Business Enterprise (\$9B assets, 1500 staff) tasked with control over its balance sheet and was engaged to manage a debt portfolio of approx. \$1B.*

- Developed a treasury risk management strategy and established an internal treasury function (HR, IT and financial reporting systems) to manage the debt and deliver savings.
- Developed KPIs and tracking reports, annual budgets and forward rolling financial estimates for the Board and provided to SA government for forward estimates and budget planning.
- Appointed as Executive Secretary of the Treasury Risk Management Committee.
- Headed the steering committee evaluating and implementing alternative cash management processes to gain better financial and commercial advantage for \$600M in rates and fees.
- Advised on infrastructure projects including water reuse, hydropower, asset replacement strategies, leveraging idle assets to optimise financial outcomes and negotiation of third - party access arrangements.

***Achievements:***

- Through the application of appropriate structures, processes and monitoring tools to inform strategic decision making, delivered cash savings of \$45M over seven years.
- Prepared a business case and negotiated a Treasurer's exemption to use banking facilities outside the whole of government option to support alternative cash management processes. This achieved savings of 30%+ and led to additional dividends to government.

Mr Chris Cowley  
Chief Executive Officer  
City of Burnside  
PO Box 9  
Glenside SA 5065

1 September 2020

Dear Chris

EXPRESSION OF INTEREST FOR THE ROLE OF INDEPENDENT CHAIR OF THE ERA WATER BOARD

Please find attached a statement setting out my experience, skills, knowledge, affiliations and qualifications related to the position of Independent Chair of the Eastern Region Alliance Water Board. I have also attached a comprehensive Curriculum Vitae and a brief bio of my experience.

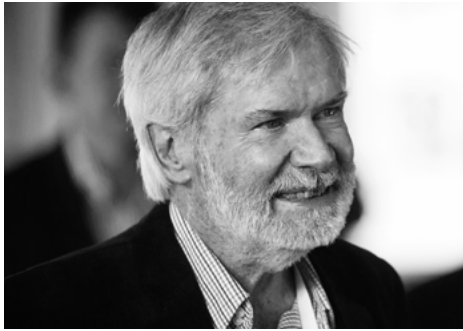
I have a strong personal commitment to collaborative approaches to water management issues and am excited by the opportunity that the position provides to contribute to long-term undertaking of the Councils to implement a stormwater capture, treatment and distribution system in eastern Adelaide.

Yours sincerely

Bryan Jenkins  
BE(Hons), ME, PhD, MAdmin, FEIANZ, FIEAust



## Bryan Jenkins Bio



Bryan is a sustainability strategist. He is the President of the Environment Institute of Australia and New Zealand an adjunct Professor at the University of Adelaide. Previously he was Professor, Strategic Water Management at the Waterways Centre for Freshwater Management, a joint centre of the University of Canterbury and Lincoln University.

He was chief executive of Environment Canterbury which is the regional council whose responsibilities include natural resource management.

Before coming to Canterbury, he was chief executive of the Department of Environmental Protection in Western Australia. Prior to that, he had more than 20 years' experience in environmental management consulting throughout Australia, South East Asia, India and China.

He has a PhD in environmental planning from Stanford University, a masters and first-class honours degrees in civil engineering from Adelaide University and a master of administration from Monash University.

## STATEMENT OF EXPERIENCE, SKILLS, KNOWLEDGE, AFFILIATIONS AND QUALIFICATIONS

Bryan Jenkins

For the position of Independent Chair of the Eastern Region Alliance Water Board

### **1. Experience**

The use of collaborative approaches to water management issues has been a major component of my professional experience. After the successful development of water quality criteria for Cockburn Sound (near Perth) using a collaborative approach when chief executive of the Western Australian Department of Environmental Protection, I was responsible for introducing collaborative approaches to water management in Canterbury when chief executive of the Canterbury Regional Council. Initial success at the tributary and catchment scale of resolving difficult issues, led to the collaborative approach to the formulation and implementation of the Canterbury Water Management Strategy. This represented a paradigm shift in water management in the region.

My experience in relation to the specific experience elements identified in the Candidate Briefing Notes are set out below.

#### **Collaborative Work as a Board Member or Chair**

Significant examples of collaborative work include:

- Independent Chair, Eastern Region Alliance Water Board: Chair from 2018 to 2020 working with Board members and Constituent Councils for the stormwater capture, aquifer storage and recovery of a non-potable water source to irrigate parks and reserves. The period was from construction completion to effective operation.
- The development of the Canterbury Water Management Strategy: I was the principal architect of the approach, a member of the Canterbury Mayoral Forum (as chief executive of the regional council) that had oversight of the Strategy, and a member of the 26-person multi-stakeholder steering group for the Strategy.
- The development of an Environmental Protection Policy and Environmental Management Plan for Cockburn Sound – WA's most polluted marine water body. After the failure of the traditional approach putting out proposed criteria for public comment and receiving industry comment that the criteria were too stringent and from the public that the criteria were too lenient, I established a governance group of industry, community, local and state government representatives supported by a science group to agree the management criteria. The agreed criteria became the policy.
- The preparation of the Greater Christchurch Urban Development Strategy which involved the three local authorities and the regional council to develop a forty-year strategy for the Greater Christchurch area.

#### **Experience as Independent Chair**

- Project Chair, Development of National Environmental Protection Measure for the Assessment of Contaminated Sites for National Environmental Protection Council, 1997-2000
- Chair of independent expert panel to undertake a quality assurance review of the proposed NIWA Air Quality Research and Development Programme, 2007.

- Chair, Advisory Board for Waterways Centre for Freshwater Management, University of Canterbury and Lincoln University, 2009-10.
- Chair of the Board of the Environment Institute of Australia and New Zealand, 2017-present
- Independent Chair, Eastern Region Alliance Water Board, 2018-2020

### **Strong Governance and Constructive Skills**

Examples of governance roles include:

- Chair of the Western Australian Greenhouse Council
- Chair of the Standing Committee on Environmental Protection for ANZECC
- Chair of the WA State of Environment Reporting Reference Group
- Western Australian Planning Commissioner
- Chair of the NEPC/EnHealth/NHMRC Liaison group
- President of the Environment Institute of Australia and New Zealand
- Chair of the Avon Otakaro Network Community Trust

In addition to the constructive skills needed in the development of the Canterbury Water Management Strategy and the Cockburn Sound Environment Protection Policy, an example of constructive skills of particular relevant to ERA responsibilities is the negotiation with the chief executive of Christchurch City Council to address stormwater management at multiple spatial scaled from the housing lot to the river catchment.

### **Stormwater Management**

As well as tertiary training in hydrology and hydraulics, I have also had specific experience in introducing Water Sensitive Urban Design to Western Australia when chief executive of WADEP, addressing diffuse source pollution from rural and urban catchments as a major component of the Canterbury Water Management Strategy, providing advice to the Australian Government on its aid programme to China with respect to water and wastewater treatment plants. My experience also includes irrigation and water storage which were also major components of the Canterbury Water Management Strategy.

### **Familiarity with The Local Government Act**

My initial experience with local government legislation was from working with the regional council in New Zealand for more than 7 years. Regional councils and local authorities are established under the Local Government Act. I have also had two years' experience with the South Australian Local Government Act with my time as Independent Chair of the ERA Water Board.

### **Business Experience in Commercial, Water and Technical Settings**

Specific examples include:

I was Director responsible for managing Kinhill's Adelaide office of about 160 engineers and planners consulting in all disciplines of engineering (civil, mechanical, electrical and chemical), urban planning and environmental studies. Responsibilities included: direction of operations, co-ordination of marketing, accountability for Adelaide office performance to the Kinhill Board, and, financial and personnel management.

I was Chief Executive of the Department of Environmental Protection in Western Australia with technical responsibilities for preparing environmental policy, assessing the impacts of development proposals, preventing pollution from prescribed premises, developing management frameworks for environmental systems and waste management policy and regulation. I was also responsible for 350 staff and \$40 million per annum budget.

Dr Jenkins was Chief Executive for Environment Canterbury – the Regional Council for the Canterbury Region based in Christchurch. The prime role of the Canterbury Regional Council (known as Environment Canterbury) relates to its responsibilities for the management of the natural and physical resources for the Canterbury region on the east coast of the South Island of New Zealand from the Waitaki catchment in the south to Kaikoura in the north. I was responsible for 550 staff and a \$120 million per annum budget

## **2. Skills**

My skills are both technical and managerial. With training in civil engineering, environmental planning, and public and private administration and professional experience in environmental management as well as management responsibilities in the private sector (managing a 160-person multi-disciplinary consulting office), state government (managing a 350-person organisation) and regional government (managing a 550-person organisation). I also have strong skills in working in a collaborative manner, particularly in regional management with local government. Please refer to my Curriculum Vitae for a comprehensive list of skills and projects.

## **3. Knowledge**

I have been a leading practitioner in my fields of experience with extensive publications in books and refereed journals as well as professional conference and presentations to community interests. Please refer to my Curriculum Vitae for the list of professional publications and presentations.

## **4. Affiliations**

My affiliations are as follows:

- Fellow, Environment Institute of Australia and New Zealand; currently the President and Chair of the Board of the Institute
- Fellow, Institution of Engineers, Australia; former Chairman, National Committee on Environmental Engineering
- Member, Editorial Board of the Australasian Journal of Water Resources

## **5. Qualifications**

My qualifications are as follows:

- Bachelor of Engineering (Civil) with First Class Honours, University of Adelaide, 1969
- Master of Engineering, University of Adelaide, 1972
- Doctor of Philosophy, Environmental Planning (Water Resource Management), Stanford University, 1977
- Master of Administration, Monash University, 1983

**NAME****Bryan R. JENKINS****QUALIFICATIONS**

Bachelor of Engineering (First Class Honours),  
University of Adelaide, 1969.

Master of Engineering, University of Adelaide,  
1972.

Doctor of Philosophy (Environmental Planning),  
Stanford University, USA, 1977.

Master of Administration, Monash University,  
1983

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**PROFESSIONAL EXPERIENCE**

*Dr Jenkins has over forty years' experience in natural resource and environmental management. He is Adjunct Professor at the University of Adelaide and President of the Environment Institute of Australia and New Zealand. He was recently Professor, Strategic Water Management at the Waterways Centre for Freshwater Management – a joint centre of the University of Canterbury and Lincoln University. He was formerly Chief Executive of Environment Canterbury. He has previously worked in government administration of environmental protection (Chief Executive of the Department of Environmental Protection in Western Australia), in a university as a professor of environmental management (Murdoch University), and as a Director of a consultancy (Kinhill) in the execution of multidisciplinary studies and environmental impact assessment programmes, including public works planning, feasibility studies and financial assessment. Currently based in Adelaide in South Australia, he has worked throughout Australia and in 14 countries principally New Zealand, India, China, Thailand, and United States.*

**Present**

*Adjunct Professor, School of Civil, Environmental and Mining Engineering, University of Adelaide*

*President, Environment Institute of Australia and New Zealand*

Dr Jenkins is Adjunct Professor at the University of Adelaide and continues his interest in environmental planning and sustainable water management in preparing books and papers. He has recently published a book: "Water Management in New Zealand's Canterbury Region: A Sustainability Framework" as part of the Springer series on Global Issues in Water Policy. This is a comprehensive account of the paradigm shift in water management based on collaborative governance that he introduced when chief executive of the Canterbury Regional Council.

He is President of the Environment Institute of Australia and New Zealand since 2017 and chairs the Board of EIANZ. He was also on the Board as Treasurer from 2013 to 2017.

He was until recently, Independent Chair of the Eastern Region Alliance Water Board. The Board is the regional subsidiary of three metropolitan councils, City of Burnside, City of Norwood Payneham St Peters, and the Town of Walkerville. ERA Water is responsible for a stormwater harvesting scheme for treatment, aquifer storage and recovery in order to provide irrigation supply for parks and reserves in the eastern region of Adelaide as an alternative to the potable supply from Mount Lofty catchments and the River Murray.

**2011 to 2017**

*Professor, Strategic Water Management at the Waterways Centre for Freshwater Management, a joint centre of University of Canterbury and Lincoln University.*

Prof Jenkins has introduced courses in water resource management at undergraduate and postgraduate levels and the Centre has established the first postgraduate degrees in water resource management in New Zealand. The Centre coordinates water management related research at the two universities and with the Crown Research Institutes. Prof Jenkins' fields of research include the sustainability of water resource systems, governance of common pool resources, integration of science into policy formulation and resource management, and, resilience and vulnerability of biophysical and socio-economic systems. He supervises doctoral and masters' candidates in these fields.

## Courses developed and taught

- Postgraduate Course in Water Management, Policy and Planning (WATR 403)
- Third Year Course in Water Resource Management (WATR 301)

## Masters Supervision

- Kendrick Chittock: The Management of Lake Ellesmere/Te Waihora: an assessment of the integration of co-governance and community agreements into a nested, statutory management plan.
- Craig Simpson: The Application of an Audited Self-Management Approach to Manage Nutrient Losses in the Hurunui River Catchment
- Estefania Artega: Groundwater resources management, a sustainable policy approach for the Purapurani Aquifer, Bolivia
- Phonesavath Khamivilay: Evaluation of the Nam Theun 2 hydropower and its community involvement approach with a theoretical framework for community engagement appropriate for Lao People's Democratic Republic

## PhD Supervision

- Faiz Abdul Raheem: A Framework Legislation for Water – Will it be a more appropriate option for New Zealand?
- Lynda Weastall: Farming Practices in Canterbury: An Environmental History
- Olusegun Hayford Ahiadu: Analysis of the hydrological processes and estimation of nutrient loads in surface flow for the Waipara Catchment, New Zealand
- Shane Orchard: Ngā wāhi o te Tai: sustaining our coastal connections. Policy and pathways for coastal margins vulnerable to sea level rise with a focus on river mouths.

**2003 to 2011**

*Chief Executive, Environment Canterbury, New Zealand*

Dr Jenkins was Chief Executive for Environment Canterbury – the Regional Council for the Canterbury Region based in Christchurch. The prime role of the Canterbury Regional Council (known as Environment Canterbury) relates to its responsibilities for the management of the natural and physical resources for the Canterbury region on the east coast of the South Island of New Zealand from the Waitaki catchment in the south to Kaikoura in the north.

In relation to the activities of Environment Canterbury (ECan) the major achievements of the organisation with Dr Jenkins as chief executive have been:

- Sustainable Management

A major change driven by the chief executive has been the introduction of sustainability management concepts for resource management. This includes:

- the development of the Regional State of Environment Report in a sustainability framework based on a Resources-Processes-Outcomes-Response model;
- the introduction of groundwater allocation limits to cap extraction;
- the review of environmental flow regimes for instream values to limit extraction from rivers while maintaining reliability of supply;
- the management of gravel extraction based on regeneration rates, bridge and stopbank infrastructure protection and design flood capacity;
- the review of consents to incorporate cumulative effects; and
- the development of regional strategies to address sustainability management.

- Collaborative Governance

The introduction of collaborative governance to manage public resources at sustainable limits has been a significant shift in approach introduced by the chief executive. This is based on the “self-managed communities” concept of Nobel laureate Ostrom and the nested adaptive cycles of Gunderson and Holling. This has led to the development of a new paradigm for water management in Canterbury that involves the community at the geographical level appropriate to the issue and which is strategy-led rather than applicant-driven; outcomes-based rather than effects-based; resource-focussed rather than project-focussed; and, collaborative rather than adversarial.

- Contribution to Community Outcomes

The amendments to the Local Government Act in 2002 defined the role of local government authorities as contributing to community outcomes in partnership with the community, industry and other government agencies. The change added the role of facilitating community outcomes to regional councils’ primary role of regulator of natural resource management through their statutory responsibilities under the Resource Management Act and Biosecurity Act. Key activities to implement these changes include:

- establishing outcomes desired by the community for the Canterbury Region;
- defining ECan's contribution to these outcomes and setting levels of service commensurate with the level of funding through Long Term Council Community Plans; and
- using collaborative, community-driven approaches with multi-stakeholder groups as a means of decision making.

A successful example of the changes has been the development of the Waimakariri Regional Park based on ECan floodplain reserve land. After two years of community consultation with recreation and community interests a four-stage plan was developed for recreational use of the reserve land.

- Regional Strategies

There has been a major focus on the formulation of regional strategies for resource management. These are being developed using a collaborative rather than regulatory style. These include:

- the review of the Regional Policy Statement;
- the Canterbury Water Management Strategy which involves a paradigm shift to collaborative governance model of decision making to address water availability constraints and cumulative effects of water use;
- the Greater Christchurch Urban Development Strategy to integrate land use and transport planning for the three territorial authorities, regional council, and central government transport agency;
- air quality strategies for Christchurch, and rural towns where woodheater emissions are compromising air quality standards;
- a gravel management strategy for the region with industry involvement models to meet subregional requirements;
- arising from public forums, two stages of a Canterbury Regional Energy Strategy has been completed;
- a new strategy for rabbit management has been developed to address increasing rabbit numbers as rabbit calici virus declines in effectiveness: the strategy is based on "user pays" with ECan coordination;
- the Natural Resources Regional Plan has advanced with the air quality chapters becoming operative and with commissioner decisions imminent on the land and water management chapters;
- a Canterbury Hazardous Waste Strategy was reviewed and published; and
- the Regional Coastal Plan was made operative with implementation of swing moorings and coastal access provisions.

- Water and Land Management

The issue of water management associated with land use intensification is the major challenge facing the regional council as natural resource manager for the Canterbury region. The region has 58% of New Zealand's water allocated for consumptive use and 70% of New Zealand's irrigated land. Under leadership of the chief executive water and land management is being approached at four geographical levels:

- at the regional level through a Water Management Strategy to address regional water availability and land use changes;



- at the surface catchment and groundwater zone scale to address sustainability limits on extraction, cumulative effects of water use, and reliability of supply for water users;
- at the stream reach scale through environmental flow requirements and land management for streams and riparian margins; and
- at the property level to address land use practices that influence water quantity and quality.

Addressing diffuse sources of pollution is a major challenge facing regional councils. The introduction of land use controls to protect the aquifer recharge area for Christchurch drinking water supply has been the first regional planning control of land use for water quality purposes.

There has been a major effort in community-based programme development including:

- community catchment plans through groups such as the South Canterbury Water Enhancement Group, the Lower Waitaki Water Quality Trust, Orari Catchment Group, Avon Heathcote Ihutai Trust, Waihora Ellesmere Trust;
- Living Streams, Land Care and Coast Care groups to address stream water quality and land management issues; and
- Water User Groups to manage abstraction during time of restrictions including the Te Ngawai Group where ECan trialled real time monitoring of river flow and offtakes, winning the Telecommunications User award for new technology developed with Scott Technical Instruments.

- Air Quality

Significant advances in addressing particulate discharges from woodheaters which compromise wintertime air quality in Christchurch and rural towns have been achieved including:

- modifications to the council's Clean Heat Scheme in Christchurch through the introduction of a loan scheme and a marketing campaign to lift woodheater conversions from below 1,500 per year to more than 3,500 per year;
- making operative the air chapter of the National Resources Regional Plan to develop a regulatory regime to complement the incentives of the Clean Heat programme;
- the use of offsets to stay within airshed air quality limits; and
- establishment of "clean heat" programmes in rural towns using community advisory groups to develop their own strategies for.

- Public Passenger Transport

The major expenditure of ECan is in relation to its management of public passenger transport through setting routes and services and contracting service provision. There has been recognition of Christchurch as having a high performing and cost-effective bus system. The success of above-target increases in patronage, coupled with increasing congestion on major road routes has led to a number of major initiatives:

- the Greater Christchurch Urban Development Strategy to integrate land use and transport as well as improve major transport corridors;
- a new bus exchange with greater capacity to manage increased services and passenger numbers; and

- establishing bus priority on major routes to improve on-time service standards.

- Urban Development Strategy

A collaborative approach to managing the future growth of Christchurch has led to agreement on a strategy amongst the three territorial authorities, the regional council, and the central government roading authority. The strategy defines:

- the distribution of future residential growth with a transition from urban sprawl as the dominant model of residential growth to concentration in Christchurch central area and around nominated activity centres;
- the setting of urban limits; and
- the designation of transport corridors.

This is now receiving statutory backing through the Regional Policy Statement with unanimous support from all participating authorities.

- Regional Land Transport

ECan has been working with all territorial authorities in the Canterbury Region and has developed a regional land transport package – the Transport Regional Implementation Plan. This provided a suite of projects for implementing the Regional Land Transport Strategy – a statutory requirement that ECan co-ordinates for the region. It also provided a platform to take a funding request to Wellington to benefit the entire region.

- Pest Management and Biodiversity

The major achievements for this portfolio comprise:

- the effective delivery of Canterbury's component of bovine Tb vector control programme responsibilities under the National Pest Management Strategy. The region is ahead of the target for reducing affected herds in Canterbury;
- the revision of the Regional Pest Management Strategy which introduced a new concept of Community Initiated Programmes. The first CIP is being implemented on Banks Peninsula to control possums in order to protect biodiversity values;
- the establishment of a new strategy to address increasing rabbit numbers which retains the landholders' preference for a user pays approach and adds an ECan co-ordination capability and authority to obtain a global consent for 1080 use; and
- the development of a biodiversity strategy for the region in a collaborative approach seeking adoption of the strategy by stakeholders rather than through a regulatory approach for this new responsibility of regional councils.

- Hazards and Emergency Management

ECan undertakes the following roles:

- provision of hazard information for territorial planning purposes, in particular, earthquake risk, flood risk and tsunami risk;

- managing 63 river rating districts where communities have sought regional council assistance in providing an agreed level of flood protection; and
- the provisions of civil defence and emergency management for the regional CDEM Group.

Of particular significance in flood hazard reduction has been the following tasks:

- the planning and designing of a secondary stopbank for a 1 in 10,000-year protection for Christchurch and Kaiapoi from flooding by the Waimakariri River; this innovative design, involving the return of flood flows to the river, received a NZ engineering design award;
- working with the Ashburton District Council to implement a combination of structural and planning measures to provide 1 in 200-year protection for areas of future expansion of Ashburton; and
- the construction of the Kaikoura Flood Wall on Lyell Creek: the project received the 2007 Ingenium Excellence Award.

- Coastal Management

ECan's role for coastal management is providing information on coastal ecosystem health, coastal hazards, and coastal water quality for recreational use. In the past 5 years the addition of a marine ecologist has expanded the organisation's capability beyond oceanography and coastal erosion.

Coastal policy initiatives include the Regional Coastal Plan becoming operative, and the definition of exclusion areas for aquaculture planning.

- Navigation Safety

ECan's role involves both managing the Harbourmaster responsibilities at Canterbury ports and managing recreational use of inland waterways. Recent developments have been:

- the reduction in oil spills with ECan taking a strong enforcement stance on this issue; and
- the expansion of recreational use of inland waterways requiring an upgrading of navigation safety bylaws, and increased surveillance and education of water users.

- Hazardous Waste Management and Contaminated Sites

ECan has responsibilities to manage the effects of use, storage, disposal, and transportation of hazardous substances. Major initiatives have been:

- the collection of agrichemicals throughout Canterbury in partnership with territorial authorities and Ministry for the Environment;
- the introduction of Pollution Prevention guidelines and working with industry for their adoption; and
- the documentation of Hazardous and Industrial Land uses (HAIL sites) on the contaminated sites register.

- Energy

ECan's initial role in energy has been the documenting of energy use in the region. After running a series of public forums on energy, several work streams developed, including:

- the development of a regional energy strategy for Canterbury; and
- the trial of biodiesel in Christchurch buses.

- Climate Change

With changes to the Resource Management Act, regional councils have new responsibilities for adaptation to climate change. The implications of projections of climate change for Canterbury and regional council's responsibilities have been identified in a major report.

- Chatham Island Regional Council Services

ECan was successful in tendering for the provision of regional council services to the Chatham Islands using a strategy devised by the chief executive. This service is being delivered to a high level of satisfaction by the Chatham Islands Council.

- Enforcement

A major role for ECan is the enforcement of resource management, biosecurity, and navigation safety regulations. Some of the key enforcement actions have been:

- the prosecution of Christchurch City for breaching stormwater consent requirements on the Aidanfield subdivision: the matter was resolved by mediation prior to going to court. An extensive agreement was reached with City to integrate stormwater management and land use planning at multiple scales from the catchment to the housing lot;
- the annual monitoring report on dairy farm compliance with effluent disposal consent conditions;
- with the scarcity of water there have been a series of prosecutions in relation to illegal takes of water through irrigating at times of restriction; and
- in addition to the traditional enforcement approaches, ECan has been exploring the use of "audited self management" with Irrigation NZ. This approach involves those being regulated taking greater responsibility for monitoring compliance but in a way that can be independently audited. The use of real-time monitoring in the Te Ngawai to achieve audited self management won a TUANZ award for rural communications technology.

A strategic shift is being made to develop a "regulatory spectrum" which integrates the education and extension role of Resource Care Section with the compliance and enforcement role of the Regulation Group. This has included the introduction of restorative justice alternatives to enforcement where a superior outcome to what can be achieved through legal proceedings is possible.

Another strategic shift has been the introduction of an "Alternative Environmental Resolution Policy". This initiative seeks to meet the public interest in reconciling environmental offending by engaging both offenders, victims and the community in a non-adversarial forum where the offender

is made accountable for their offending, and by conditions agreed to at a conference, the offender puts right any harm caused by their offending. Where the public interest is met by the offender putting right their offending, it may be appropriate for Environment Canterbury to exercise its discretion to discontinue a prosecution. The result is that the offender is still fully accountable for the consequences of their offending, but that they will not receive a criminal conviction.

- Financial Management

Overseen the financial management of the organisation to meet all requirements, including:

- unqualified audits achieved for financial accounts;
- introducing level of service performance measures to meet Local Government Act requirements upon which the Auditor General has commented favourably: “we think it is one of the better developed frameworks that we saw during our LTCCP audit work”;
- regular reporting to Council on financial performance against budget;
- satisfactory service delivery within budget expenditure provisions; and
- introducing IFRIS accounting procedures one year in advance of requirements.

- Organisation Development

A series of initiatives have been led by the chief executive in relation to organisation development including:

- conducting biennial staff climate surveys;
- initiating leadership training for second, third and fourth tier managers;
- undertaking an Appreciative Inquiry event to establish a culture of working together across the organisation;
- introducing performance management;
- implementing an Organisation Design Review to establish a Regional Programmes Group to facilitate regional strategy development and implement the shift in direction to contributing to community outcomes; and
- establishing an ongoing organisation development programme targeted at cultural change, service excellence and process improvement.

- Governance

Three significant changes in regional council governance arrangements which have been made with a major role from the Chief Executive have been:

- the introduction of a Finance & Audit Committee to scrutinise the financial and non-financial performance of Council, in particular the management of work-in-progress for consents and the complex issues of placing Target Pest into receivership;
- the formation of a Maori Advisory Committee to provide advice to Council on Maori and tangata whenua issues; and,
- the focussing of the Canterbury Mayoral Forum on key regional issues including water management, regional land transport, and energy.

Appointments and national level policy involvement have included:

- Regional Affairs Committee Water Management Committee: part of the CEO support group for the RAC Water Management Committee to work with central government on the Sustainable Water Programme of Action
- Canterbury Water Forum: coordinated the two-day forum of all regional councils and relevant central government agencies to discuss water management issues (first of its kind)
- Advisory Council on Statistics: member of government appointed council to advise the Minister on statistics
- Regional CEOs' spokesperson on contaminated sites: nominated chief executive to monitor and represent regional council views in the development of central government policy on contaminated site management.

### **2002 to 2003**

*Director, Murdoch Environment, Murdoch University, Western Australia*

Professorial appointment at Murdoch University to direct 'Murdoch Environment' as a campus-wide focal point for interdisciplinary consulting and research in environmental management and sustainability and professional training programmes.

Assignments undertaken by Murdoch Environment included:

- Global Centre for Sustainability: preparation of a business plan for the establishment of a Global Centre for Sustainability based in Perth.
- Management Guidelines for Water Supply Catchments in Sarawak: using a combination of a Murdoch masters program for 20 participating executives from the Sarawak Government and 16 Murdoch staff as consultants, Murdoch Environment established a programme to prepare water quality management guidelines for water supply catchments in Sarawak.
- Philippines Government Cleaner Production/Waste Management Action Learning Training Program: Customised training to prepare Action Plans for implementing cleaner production programs in Manila and Mindanao for 42 science and technology professionals.
- Update of Local Agenda 21 Manual for Environment Australia to incorporate regional sustainability strategies and natural resources management.
- Western Power Strategic EIA Advice: undertaking a review of transmission line assessment approaches and recommending strategies for improved practices.
- Biodiversity Monitoring: establishment of a biodiversity monitoring and benchmarking program for Placer Dome for its conservation strategy for Mt Weld pastoral station.
- Future Environmental Consulting Markets: identification of future markets for environmental consultant services for Halliburton KBR.
- Nutrient Reduction Effectiveness Monitoring: monitoring the effectiveness of nutrient reduction measures for the Wellard sheep yards in the Peel Harvey catchment.
- Short Courses in Environmental Management: ran a short course/seminar on Environment Protection: New Developments and Current Practices as part of a series of short courses for professional development and for obtaining credit towards postgraduate qualifications.

**2001 to 2002**

*Director, Jenkins Environmental Management*

Consultant to Murdoch University undertaking work to establish "Murdoch Environment" as a university-wide consulting and external education provider.

Tasks undertaken include a review of opportunities throughout Australia for generating energy from non-municipal solid wastes, such as industrial sludges and animal manures, and establishing professional short courses leading to postgraduate environmental qualifications at Murdoch.

**1994 to 2001**

*Chief Executive Officer, WA Department of Environmental Protection*

Dr Jenkins was head of the Department of Environmental Protection in Western Australia with responsibilities for preparing environmental policy, assessing the impacts of development proposals, preventing pollution from prescribed premises, developing management frameworks for environmental systems and waste management policy and regulation.

Key Achievements were:

- Established an integrated corporate strategy, business planning and performance management system for the department. This comprised:
  - a departmental corporate five-year strategy to define key issues, desired outcomes, and organisational arrangements together with a funding strategy;
  - annual divisional business plans to meet the corporate strategy with quantifiable outputs, timeliness, quality, and unit cost targets;
  - monthly reporting of business plan implementation against targets as a basis for corporate decision making;
  - periodic assessment of productivity of the department, both for evaluating performance and determining staff wage adjustments; and
  - annual reporting of outcomes and outputs as a measure of agency effectiveness.
- Introduced a new system of State of Environment Reporting for Western Australia that was based on:
  - broad stakeholder and public involvement to identify priority environmental issues for the state using a modified version of the OECD "pressure-state-response" model;
  - environmental indicators for the description of the current "state" of the environment and to monitor future changes;

- involvement of relevant government agencies in relation to each issue to articulate current responses and formulate integrated future responses to address priority issues; and
- development of whole-of-government management plans for implementing responses (e.g. Salinity Action Plan, Perth Air Quality Management Plan, Government Contaminated Sites Position Paper).
- Established a new Environmental Systems Division to provide integrated approaches for the sustainable management of airsheds, catchments and coastal ecosystems, in particular:
  - the preparation of an Air Quality Management Plan for Perth involving 80 stakeholder groups and integrating programs across 14 agencies;
  - the development of an Environmental Protection Policy and Environmental Management Plan for Cockburn Sound – WA’s most polluted marine water body;
  - the development, implementation, and monitoring of a catchment plan for Lake Chinocup to change land management practices to reduce rising groundwaters and protect rare plant species;
  - the integration of existing information and further investigations to form the basis of a North-West Shelf Environmental Management Strategy (in partnership with CSIRO); and
  - the introduction of a Geographic Information System for the compilation and analysis of spatial data for policy development, impact assessment and community information.
- Initiated and introduced the concept of “audited self management” as an alternative to “command and control” regulation, including:
  - best practice licences for companies achieving a high environmental performance standard and adopting environmental management systems, auditing, and public reporting of performance;
  - load-based licensing where industries undertaking monitoring pay licence fees based on actual discharges which provides an economic incentive for reducing discharge levels;
  - quality assurance regulations for industry self monitoring of critical environmental performance requirements; and
  - one-off registration of small and medium industries to common regulations as an alternative to annual individual licences, thereby reducing administration without compromising environmental protection.
- Developed enhancements of the environmental impact assessment process to encourage earlier consideration of environmental factors while facilitating more streamlined development approval decision making, comprising:
  - assessment of planning schemes and scheme amendments whereby subsequent development proposals which met environmental conditions on schemes do not require assessment;



- strategic assessment of proposals and industrial estates to provide concept approvals and define environmental conditions at feasibility stage;
  - “environmental protection statements” which enable proponents who met environmental standards and accommodate the concerns of affected interests can have conditions set at the time of setting the level of assessment; and
  - “proposals unlikely to be environmentally acceptable” which gives early advice that a proposal is unlikely to be approved.
- Initiated the development of a series of guidance statements for the assessment of environmental factors. The guidance statements were developed to assist proponents, consultants, and the public to gain information about the EPA’s thinking in relation to aspects of the EIA process. Statements were prepared for the fifty most significant issues to provide the basis for the EPA’s evaluation of and advice on development proposals subject to EIA. Statements were initially prepared as “draft” for stakeholder review, next “preliminary” for public comment, and then becoming “interim”. After a 12-month test period they achieved the status of “final”.

[The WA Environmental Protection Authority won the Regional Award at the International Association of Impact Assessment National Conference 2019 for its sustained contributions to good practice in impact assessment in Australia, visible through its proactive and pioneering work in developing policy and guidance material.]

- Established a contaminated sites investigations unit and a site remediation management capability including:
  - whole-of-government policy framework leading to the development of contaminated sites legislation;
  - review of about 60 voluntary site remediation proposals a year;
  - development of guideline series for contaminated site assessment based on National Environmental Protection Measure for which had role as project chair; and
  - managed remediation of “orphan” sites – Omex waste oil recycling plant (\$7 million), Vela Luka Park gas plant residues (\$2 million).
- Allocated the responsibility for the State’s role in waste management and achieved the following:
  - changed septage management from one involving cost subsidies and illegal disposal to full cost recovery and comprehensive regulation through the introduction of GPS and level sensing devices on liquid waste tankers for transporting septage;
  - changed grease trap management to achieve regular servicing through bar coding and prepayments for waste treatment;
  - brought the government’s intractable waste facility onto a full cost recovery basis both for disposal campaigns and ongoing maintenance and management;

- introduced voluntary product stewardship and regulatory alternatives to achieve better management of solvents;
  - established an industrial waste exchange facility enabling the recycling or reuse of one industry's waste by another industry; and
  - established a Waste Management and Recycling Fund to facilitate the reduction of waste to landfill with the funds generated by a levy on waste disposed in landfills.
- Involved significantly in the development of the State's Greenhouse strategy:
    - chaired the WA Greenhouse Council of government, industry, and community representatives;
    - co-ordinated technical reports on the cost-effectiveness of greenhouse gas mitigation strategies;
    - compiled a State implementation plan of existing programmes to reduce greenhouse gas emissions;
    - was a States' representative in the Australian delegation to COP4 in Buenos Aires and represented WA at national greenhouse enquiries;
    - established a greenhouse trigger for the impact assessment of major projects and an assessment strategy consistent with the Kyoto protocol; and
    - developed a framework for carbon rights legislation for WA.

Dr Jenkins was Chair of the WA Greenhouse Council, the Air Quality Co-ordinating Committee, North West Shelf Joint Environmental Management Strategy, and the State of Environment Reference Group. Nationally, he has been Project Chair for National Environment Protection Measure for the Assessment of Contaminated Sites. He was part of the Australian delegation to COP4 in Buenos Aires for the UN Framework Convention on Climate Change.

Dr Jenkins was also a Commissioner of the Western Australian Planning Commission; WA's representative on the Standing Committee on Environmental Protection for Australia and New Zealand Environment and Conservation Council, (Chairman 1995-96); WA's representative on the Committee supporting the National Environment Protection Council (NEPC); ANZECC representative on the National Land and Water Resources Audit and the National Environmental Statistics Advisory Group; and, chair of the NEPC/EnHealth/NHMRC Liaison Group.

### **1989 to 1994**

*Director, Kinhill Engineers Pty Ltd, Adelaide*

Dr Jenkins was Director Environment, Economics and Planning and Principal Planner for the organisation. He was the Director responsible for Kinhill's environmental studies both nationally and internationally. His direct project involvement included:

- Steel Authority of India Environmental Management and Pollution Control, Steel Authority of India Limited: Project Director for a twenty-person team evaluating four steel plants in India in relation to the control of pollution generated by the plants, as well as the social and ecological implications of the plants in their surrounding environments.
- Proposed new research reactor for Australian Nuclear Science and Technology Organisation (ANSTO). Director responsible for preparing environmental assessment and ANSTO's submission to the Research Reactor Review Commissioners.
- Environmental advisor to Australian International Development Assistance Bureau (AIDAB) for projects in China being considered for aid funding including water and wastewater treatment plants, a sludge incinerator for a tannery, and, a mineral sands dredge and processing plant.
- Sydney Airport Third Runway EIS (New South Wales), Federal Airports Corporation: Project Director for the EIS for the proposed third runway at Sydney Airport. (Won Institution of Engineers Award, Sydney Division, Reports and Procedures Category.)
- Technical reviews: Technical review responsibilities for industrial premises and site contamination audits and environmental assessments for the F6 Freeway augmentation near Wollongong, New South Wales; Apcel pulp mill expansion at Millicent, South Australia; Mt Weld rare earths project, Western Australia; and Mobil refinery modernisation environmental approval, Altona, Victoria.

### **1988 to 1989**

*Director Kinhill Engineers Pty Ltd Adelaide*

Dr Jenkins was director responsible for managing Kinhill's Adelaide office of about 160 engineers and planners consulting in all disciplines of engineering (civil, mechanical, electrical, and chemical), urban planning and environmental studies. Responsibilities included:

- direction of operations
- co-ordination of marketing
- accountability for Adelaide office performance to the Kinhill Board
- financial and personnel management.

### **1980 to 1988**

*Principal Consultant, Kinhill Engineers Pty Ltd*

During this period Dr Jenkins was the Manager-Environmental Studies for South Australian operations, and Principal Planner for the organisation.

Project responsibilities have included:

- Olympic Dam Project Radiation Management Plans (South Australia), Olympic Dam Operations: Preparation of radiation management plans for the mining, metallurgical processing, and waste management to meet Code of Practice (1987) requirements and the *Radiation Protection and Control Act 1989* (SA).
- Port Pirie Rare Earths Plant (South Australia), SX Holdings: Preparation of notice of intent, declaration of environmental factors and EIS for a monazite cracking plant for the proposed rare earths processing plant at Port Pirie. (Won Institution of Engineers Award, South Australia Division, Environment.)
- Olympic Dam Project Environmental and Radiation Superintendent (South Australia), Olympic Dam Operations: Consulting Superintendent to the Olympic Dam Project Manager in relation to environmental and radiation monitoring during the development stages of the project. This included design of monitoring programmes, preparation of Radiation Code approvals and government authority liaison.
- Planning and environmental technical reviews: Principal Planner responsible for technical review of Kinhill's planning and environmental studies including Mount Piper to Marulan Transmission Line Environmental Impact Statement; Second Sydney Airport Environmental Impact Statement; EIS for a rare earths processing plant at Lismore; Monsanto Ltd proposed glyphosate plant at West Footscray, Victoria; and the Majestic Hotel and marina in Perth.
- Pine Creek Gold Mine Environmental Impact Statement (Northern Territory), Renison Goldfields Consolidated Ltd: Project Manager for preparation of the environmental impact statement for a proposed open cut gold mine processing 1.0 Mt/a of ore at Pine Creek.
- Wasleys to Adelaide Pipeline Looping Project Draft Environmental Impact Statement for Southern Section (South Australia), Pipelines Authority of South Australia: Project Director for environmental impact statement preparation for three options to duplicate the southern portion of the natural gas pipeline supplying Adelaide.
- Radioactive Residuals Store Environment Effects Statement (Victoria), Department of Premier and Cabinet on behalf of the Victorian Health Commission: Principal author of a proposed storage facility for radioactive wastes from medical institutions and industries at Dutson Downs.
- European and Aboriginal Heritage Survey of Mound Springs (South Australia), Department of Environment and Planning: Project Manager for studies of the heritage significance of mound springs in the far north of the State. Work was undertaken covering European heritage and the archaeological and anthropological significance of Mound Springs.
- Supplementary Environmental Studies of Mound Springs (South Australia), Roxby Management Services Ltd: Project Manager for detailed biological and hydrological surveys, impact assessment and monitoring of the possible effects of groundwater drawdown from borefield development to supply water to the Olympic Dam Project.

- RAAF Base Tindal Master Planning and Environmental Studies (Northern Territory), Department of Housing and Construction on behalf of the Department of Defence: Study Manager for preparation of the Master Plan and Draft Environmental Impact Statement for the possible expansion of the Royal Australian Air Force base at Tindal, near Katherine, to become the home base for a squadron of F/A-18 fighter aircraft.
- Olympic Dam Project Environmental Studies (South Australia), Roxby Management Services: Project Manager for the baseline study programme and draft environmental impact statement preparation for the proposed copper-uranium-gold mine and processing facilities near Roxby Downs. Responsibilities included formulation of the programme, supervision of twenty subconsultants, liaison with government, and maintenance of technical quality and balance in the overall study.
- Northern Power Station Environmental Impact Statement (Port Augusta), Electricity Trust of South Australia: Project Director for the integration and compilation of input from the client and from Kinhill for the Environmental Impact Statement for a 250 MW expansion to the Northern Power Station.
- Review of safety hazards associated with proposed LPG facilities at Stony Point and Port Stanvac (South Australia): Co-ordination of technical input and reporting on the thermal radiation zones and flammable vapour cloud zones for LPG storage and jetty facilities.
- Moomba to Stony Point Pipeline Facilities, South Australia - Environmental Impact Statement, Pipelines Authority of South Australia: Analysis of environmental constraints in relation to alternative pipeline alignments; evaluation of alternative alignments incorporating economic and technical considerations with environmental factors; description of the impact associated with chosen routes; and formulation of mitigation measures.

### **1977 to 1980**

*Senior Consultant, Kinhill Engineers Pty Ltd, Melbourne*

For the period 1977 to 1980 Dr Jenkins was a Senior Consultant in the Studies Group, based in the Melbourne office. His project responsibilities included the following:

- Petrochemical plant at Point Wilson—baseline studies (Victoria), ICI Australia: A three-year programme of baseline studies plus documentation of environmental considerations to obtain planning and government approval. The work commenced with studies to define environmental concerns and continued with more detailed programmes to aid plant layout and engineering design decisions. Of particular concern was the protection of the habitat of an endangered species – the orange-bellied parrot. The documentation included an Environment Effects Statement for the rezoning decisions, an environmental assessment of the Plan of Development and more than twenty reports on individual studies.
- Additional environmental studies covering:
  - Carborundum environmental requirements: a confidential assessment for a proposed electrometallurgical process industry;

- Marine Science Laboratories Environmental Review, undertaken for the Public Works Department, Victoria;
- Hillview Quarries, Victoria—Environment Effects Statement for a proposed quarry;
- Euroa Flood Study, Victoria;
- Byron Bay Environmental Impact Statement;
- Geelong Regional Airport Environment Effects Statement.

**1973 to 1977**

*PhD Candidate, Stanford University*

Doctor of Philosophy degree, Stanford University, California, Dr Jenkins undertook studies in the environmental planning programme of the Civil Engineering Department. The main course work areas were water resources planning, environmental impact assessment and organisation theory. His PhD thesis was on the changes in institutional and organisational arrangements of flood control planning to include environmental impact assessment and public involvement.

**1974 to 1976**

*Freelance consultant, part-time, Stanford, California*

Dr Jenkins was a consultant on the following projects:

- San Mateo Educational Camp;
- Guadalupe River Flood Control Project;
- HUD Block Grant Programme for the City of Napa – Environmental Impact Statement;
- East Contra Costa Wastewater Management Study.

**1972 to 1973**

*Kinhill Engineers Pty Ltd, Adelaide*

Dr Jenkins' initial experience was gained as a consultant with the structural group of Kinhill Engineers, involved in the structural design and construction supervision of institutional, commercial, and residential buildings.

**PROFESSIONAL AFFILIATIONS**

Fellow, Institution of Engineers, Australia

Fellow, Environment Institute of Australia and New Zealand

**AWARDS**

Best Presentation Award 2018, 20<sup>th</sup> International Conference on Sustainable Water Resources Management, London.

Engineering Excellence Award 1992, Reports, Procedures and Systems for the Sydney Airport Proposed Third Runway Environmental Impact Statement.

Harkness Fellow, 1973–1975, Stanford University, California

R.W. Parsons Prize. Institution of Engineers, Public Speaking Prize for Graduates and Students 1972

Commonwealth Postgraduate Award for Master of Engineering studies 1970–71

Humes Prize for Top Final Year Civil Engineering Student 1969

John Storey Prize for Top Student in Engineering Management 1969

Strength of Materials Prize (equal) 1967

#### **EXTERNAL APPOINTMENTS**

Adjunct Professor, School of Civil, Environmental and Mining Engineering, University of Adelaide, 2018 – present.

Independent Chair of Eastern Region Alliance Water Board, 2018 – present

President, Environment Institute of Australia and New Zealand, elected October 2017.

Member, International Scientific Advisory Committee for the 5<sup>th</sup> International Conference on Environmental and Economic Impact on Sustainable Development, 10-12 June 2020, Seville.

Member, International Scientific Advisory Committee for the 10<sup>th</sup> International Conference on Water Resources Management, 7-9 May 2019, Alicante, Spain .

Member, International Scientific Advisory Committee for the 4<sup>th</sup> International Conference on Environmental and Economic Impact on Sustainable Development, 20-22 June 2018, Naples.

Member, International Scientific Advisory Committee for the 9<sup>th</sup> International Conference on Sustainable Water Resources Management, 18-20 July 2017, Prague.

Member, Natural Resource Management Roundtable, Australian National University, 7-8 November 2016.

Member, Co-development Group supporting the Land Use Suitability Programme in the Our Land and Water National Science Challenge 2017-8.

Member, Editorial Board of the Australasian Journal of Water Resources 2016-current.

Board member (Treasurer) of the Environment Institute of Australia and New Zealand, 2013-7

Member, Resilience Thematic Group, IUCN Commission on Ecosystem Management 2016-current

Expert Witness in the Waitangi Tribunal Wai 258: In the matter of the Treaty of Waitangi Act 1975 and in the Matter of the National Freshwater and Geothermal Resources Inquiry, 7-11 November 2016.

Member, Greater Wellington Regional Council, Science Advisory Group, 2013-7

Member, Strategic Science and User Advisory Panel, GNS, 2011-2014

Visiting Fellow, Regulatory Institutions Network, Australian National University, Canberra, Jan-Feb 2011.

Member, Dairy Environment Leadership Group, Dairy NZ, representing regional councils, 2008-11.

Chair, Advisory Board for Waterways Centre for Freshwater Management, University of Canterbury and Lincoln University, 2009-10

Member, Advisory Board for Civil and Natural Resources Engineering, University of Canterbury, 2005-17

Member, Ministerial Advisory Council of Statistics reporting to NZ Minister for Statistics, 2005-8

Chair of independent expert panel to undertake a quality assurance review of the proposed NIWA Air Quality Research and Development Programme, 2007.

Adjunct Professor, Murdoch University, 2001-2

Member Australian delegation to Framework Convention on Climate Change, Conference of Parties, Buenos Aires, 1998

Project Chair, Development of National Environmental Protection Measure for the Assessment of Contaminated Sites for National Environmental Protection Council, 1997-2000

Professorial Fellow, Flinders University 1996-1999

Member, National Land and Water Audit Advisory Council, 1997-2001

Commissioner, Western Australian Planning Commission, 1995-2001

Executive, Environmental Management Industry Association and Chairman Environmental Policy Group 1991-1994, elected Deputy Chairman 1993

Chairman, National Committee on Environmental Engineering for the Institution of Engineers, Australia, General College, 1990-1993

Member, Advisory Board of the Australian Centre for Environmental Law 1993-2001

Course Leader, Environmental Management Short Course, Association of Professional Engineers and Scientists Australia 1992, 1993, 1994. Courses in Sydney, Melbourne, Brisbane, Adelaide, Perth, Townsville, and Darwin

Member of Executive Council (Treasurer) for the Environment Institute of Australia, 1988-1990

Chairman, Environmental Science Group (a multi-disciplinary forum for environmental issues), 1986-88

Member, Advisory Committee for the Natural Resources Management Course, Roseworthy College, 1985-89

Visiting Professor, Stanford University, California, presenting the postgraduate course 'Incorporating Environmental Factors in Engineering Decisions', winter quarter 1987



Guest lecturer on environmental impact statements to the University of Adelaide, the University of South Australia, the University of Western Australia, the University of Technology (Sydney), Sydney University, the Royal Melbourne Institute of Technology, the Institution of Engineers and the Hydrological Society

Guest lecturer, University of Melbourne Civil Engineering Department, on financing of large projects; Swinburne College of Technology Local Government Engineers Course on engineering applications of statistics; and Murdoch University on environmental forensic science

Member, South Australian Policy Council of the Systems Research Institute of Australia, 1980-83

## PUBLICATIONS

Presentation and publication of academic, professional and community papers are listed below in the following order: books and book chapters; refereed journal articles; plenary presentations and invited addresses; conference papers; seminars and workshops; reports and blogs; public presentations; and theses.

### Books and Book Chapters

Jenkins, B.R. 2018. Water Management in New Zealand's Canterbury Region: A Sustainability Framework. Global Issues in Water Policy Vol. 19. Springer, Dordrecht: 10.1007/978-94-024-1213-0.

Therivel, R, Jones, M. and Jenkins, B. 2016. Beyond current SEA practice, in Sadler, B. and Dusik, J. (eds) European and International Experiences of Strategic Environmental Assessment: Progress and Future Prospects, pp 303-324, Routledge.

Jenkins, B.R. 2015. New Zealand water pricing, in Dinar, A., Pochat, V. and Albiac, J. (eds) Water Pricing Experience and Innovations, Springer New York.

Jenkins, B. R. (2015) Sustainable water management analysis using nested adaptive systems, Water Resources Management VIII (Brebba C. A. ed) pp39-52, WIT Press, Southampton.

Jenkins B.R. (2011) Sustainability limits and governance options in Canterbury water management; Chap 6 in Old Problems, New Solutions: Integrative research supporting natural resource governance, Russell S, Frame B and Lennox J (eds) Landcare Research: Lincoln

Jenkins B.R. (2011) Development of collaborative governance approach; Chap 11 in Old Problems, New Solutions: Integrative research supporting natural resource governance, Russell S, Frame B and Lennox J (eds) Landcare Research: Lincoln.

Jenkins B.R. and Davies T (eds) (2009) Land Use Planning for Natural Hazards: Stewardship for the Future. New Zealand Centre for Advanced Engineering, University of Canterbury: Christchurch.

Morrison-Saunders A., Jenkins B.R. and Bailey J. (2004) EIA Follow Up and Adaptive Management, in *Assessing Impact: handbook of EIA and SEA Follow Up*, Morrison-Saunders A. and Art J. (eds). Earthscan: London.

Jenkins B.R. (1999) Trends & Developments at the State Level: A Western Australian Perspective. pp136-146 in *Environmental Outlook: Law and Policy*, Issue 3, Leadbetter P., Gunningham N., and Boer B. (eds), Australian Centre for Environmental Law, Federation Press, Sydney.

Jenkins, B.R. (1995) 'Assessment, Planning and Management Services', Chapter 8 in *Australia - A Leader in Environmental Solutions*. Hon R Kelly and M. O'Neill editors. Focus Publishing, Double Bay, NSW.

Jenkins, B.R. (1991) Environmental Impact Assessment Process. Interdata Environmental Resource Management Handbook Second Edition 1991/2 pp 35-41.

Jenkins, B.R. (1988) Environmental factors in engineering projects: A booklet of case studies. Canberra: EA Books, The Institution of Engineers Australia.

### **Refereed Journal Publications**

Jenkins, B.R. (2020) Outcome-based Management for Sustainability, Impact Assessment and Project Appraisal, published online 7 February 2020. (ID: 1711340 DOI:10.1080/14615517.2019.1711340)

Jenkins, B.R. (2019) Changing Water Management Practice in Canterbury to Address Sustainability Limits, *Policy Quarterly*, Vol 15 No 3, August 2019, p 29-36.

Jenkins, B.R. (2019) Management of cumulative impacts: Lessons from Canterbury, New Zealand, *International Journal of Environmental Impacts*, Vol 2 Issue 3, p 259-271. DOI 10.2495/EI-V2-N3-259-271.

Banhalmi-Zakar, Z., Gronow, C., Wilkinson, L., Jenkins, B., Pope, J., Squires, G., Witt, K., Williams, G., and Womersley, J. (2018) Evolution or revolution: where next for impact assessment? *Impact Assessment and Project Appraisal*, Vol 36 Issue 6 pp 506-515.

Jenkins, B.R. (2017) Sustainable Water Management Analysis of the Selwyn Catchment using Nested Adaptive Systems, *International Journal of Sustainable Development and Planning*, Vol 12 Issue 6, p 1061-1072, DOI 10.2495/SDP-V12-N6-1061-1072.

Jenkins, B.R. (2017) Avon-Ōtākaro Network Vision for Regeneration of the Avon-Ōtākaro Corridor Red Zone, *Landscape Review* Vol 17 (2) p 56-66.

Jenkins, B.R. (2016) From mitigation to sustainability: the evolution of incorporating environmental factors into development decisions in Australasia, *Proceedings of 3<sup>rd</sup> International Conference on Environmental and Economic Impact on Sustainable Development*, 8-10 June 2016, Valencia, Spain. Published in *International Journal of Sustainable Development and Planning* Vol 11 (6) p 920-929.

- Jenkins, B.R. (2016) Sustainability analysis of the management approach for six New Zealand lakes, *Lake and Reservoir Management*, 32:2, 101-115, DOI: 10.1080/10402381.2015.1135491
- Jenkins, B.R. (2015) Book review: *The New Environmental Governance*, by Holley, C., Gunningham, N. and Shearing C., *Journal of Environmental Law*, V 25 (1) pp 161-163.
- Jenkins, B. R. and Henley, G. (2014) Collaborative Management: Community Engagement as the Decision-Making Process, *The Australasian Journal of Natural Resources Law and Policy*, V 17 (2) pp 135-153.
- Jenkins, B.R., Russell, S., Sadler, B., and Ward, M. (2014) "Application of Sustainability Appraisal to the Canterbury Water Management Strategy". *Australasian Journal of Environmental Management* v21 n1 pp83-101. <http://dx.doi.org/10.1080/14486563.2014.880383>.
- Jenkins B.R. (2011) "A River Runs Through It", *Planning Quarterly*, Issue 182, pp. 15-19, Sep 2011, NZ Planning Institute.
- Jenkins B.R. (2011) "Milk & Water: The dairy industry can be sustainable with its resource demands – but only if there are big changes". *AgScience* V.38 pp 10-11, NZ Institute of Agricultural & Horticultural Science.
- Jenkins B.R. (2004) "Canterbury's Water" *Canterbury's Digest*, Spring 2004, p2.
- Jenkins B.R. and Hine P.T. (2003) "Benchmarking for Best Practice Environmental Management" *Environmental Monitoring and Assessment*, V85 p115-134.
- Jenkins B.R., Annandale D. and Morrison-Saunders A. (2003) "Evolution of a Sustainability Assessment Strategy for Western Australia". *Environmental Planning and Law Journal*. V20 No1 p56-65.
- Jenkins B.R. (2003) "The Comparison of Two Commonwealth/State Environmental Management Programmes in an Evaluation Framework" *The Australasian Journal of Natural Resources Law and Policy*. Vol 8 No 1 pp59-78.
- Jenkins B.R. (2002) "Organisation for Sustainability" *Australian Journal of Environmental Management* Vol 9 No 4 pp243-251. DOI: 10.1080/14486563.2002.10648564
- Jenkins B.R. (2001) "The Development of Environmental Criteria in a Risk Management Framework" *Australian Journal of Environmental Management*. Vol 8 No 4 pp227-232, December 2001. doi.org/10.1080/14486563.2001.10648533
- Jenkins B.R. (2001) "Experience with Environmental Forensic Science in Environmental Protection Act enforcement proceedings in Western Australia" *Environmental Planning and Law Journal*. Vol 18 No 5 pp469-480, October 2001.

- Jenkins B.R. (1997) "Environmental Regulation of Perth's Groundwater" AWWA Journal Water November/December 1997 pp 42-46.
- Jenkins, B.R. 1993. Environmental book-keeping reveals conflicting accounts. Published in 21 C (Commission for the Future). Summer 1993/94, pp 62-67.
- Jenkins, B.R. 1993. Sydney Airport third runway EIS – coverage of marine ecology issues. Australian Biologist V 6(4) pp190-194, December 1993.
- Jenkins, B.R. 1992. The Experience with Tradeable Emission Permits. Australian Environmental Law News No. 3/1992 Edition. September 1992.
- Jenkins, B.R. 1993. Economic Rationality and Sustainable Development – Conflicts and Implementation. Economic Papers V. 12 No. 2 pp 69-84. Economic Society of Australia, June 1993.
- Jenkins, B.R. 1992. Lessons from Marketing Overseas. National Science and Technology Analysis Group Forum Report p 7, Nov 1992.
- Jenkins, B.R. 1992. Planning and evaluation techniques in relation to sustainable development. Transactions of Multi-disciplinary Engineering, 1992.
- Jenkins, B.R. 1992. The Experience with tradeable Emission Permits. Australian Environmental Law News, No 3 / 1992 – September, pp 56-64.
- Jenkins, B.R. 1992. Emerging Trends in Water Resources Planning and Their Implications for Project Managers ANCOLD Bulletin 91 pp 32-40, August 1992.
- Jenkins, B.R. 1991. Changing Australian monitoring and policy practice to achieve sustainable development. The Science of the Total Environment Volume 108 pp 33-50 Elsevier Amsterdam 1991.
- Jenkins B.R. (1991) "Where the buck stops" Engineering World pp 38-40, February 1991.
- Jenkins, B.R. 1988. Ways environmental factors can influence projects. Transactions of Multi-disciplinary Engineering Vol. GE12 No. 1, April 1988, p 1-5.
- Jenkins, B.R. 1988. Integrating environmental factors into mining projects" AusIMM Bulletin and Proceedings, V 293(2) pp 59-65, Mar 1988.
- Ortolano, L., Jenkins, B.R. and Abacosa, R.P. 1987. Speculations on when and why EIA is effective. Environmental Impact Assessment Review, Vol. 7, pp285-92.
- Jenkins, B.R. 1987. Water and waste management for the Pine Creek Gold Mine. Mine and Quarry Environment Supplement. January/February 1987, pp61-62.
- Jenkins, Bryan. 1986. A New System of Values Needed to Protect the Earth, Habitat V 14 (5) p.11, October 1986.

Jenkins, B.R. 1986. Ways environmental factors can influence projects. Paper presented to the 1986 Environmental Engineering Conference in Melbourne, March 1986. Also reproduced in Transactions of Multi-disciplinary Engineering Vol. GE12 No. 1, April 1988, p 1-5.

Jenkins, B.R. and Ortolano, L. 1978. Environmental Specialists in Water Agencies. ASCE Journal of Planning and Management 104/WR1: 61-74.

Jenkins, B.R. 1974. Tests on a flat plate floor. Civil Engineering Transactions, Institution of Engineers, Australia. CE16(2) 1974:164-167.

### **Plenary Presentations and Invited Addresses**

Jenkins, B.R. (2019) From Mitigation to Sustainability, EIANZ South East Queensland Division AGM, 17 July 2019, Brisbane.

Jenkins, B.R. (2018) Challenges in Cumulative Impact Assessment: Case Studies from Canterbury, New Zealand, Environmental Impact 2018: 4<sup>th</sup> International Conference on Environmental and Economic Impact on Sustainable Development, 20-22 June 2018, Naples; published in Environment IV, Casares, J., Passerini, G. and Perillo, G. (eds), WIT Transactions on Ecology and Environment Volume 215 (2018) p 25-36.

Jenkins, B.R. (2016) What's the impact of climate change on water management? Freshwater Management and Infrastructure Conference, 22-23 February 2016, Wellington.

Jenkins, B. R. (2015) From Mitigation to Sustainability: Going Beyond Reactive Approaches, Invited Plenary Address EIANZ Annual Conference, 29-30 Oct, Perth <https://www.eianz.org/institute-programs/conference-presentations/2015-eianz-conference-presentations>.

Jenkins, B. R. (2015) Institutional Arrangements for Managing Water – the RMA and the Canterbury Water Management Strategy. ECO Conference: Dialogues on Freshwater – Navigating Impasses and New Approaches, 28-30 Aug 2015, Christchurch.

Jenkins, B. R. (2015) The Avon Otakaro Network, The Sustainability Series, IPENZ/EWB, 21 May 2015, Christchurch.

Jenkins, B.R. 2014. Water is precious. Keynote address to International Highland Cattle Gathering 2014, South Island Conference 15 November 2014, Queenstown.

Jenkins, B.R. 2014. Progress of the Canterbury Water Management Strategy and some emerging issues. Freshwater Management Forum, 18-19 Feb 2014, Wellington.

Jenkins, B.R. 2013. Managing water quality at allocation limits. Freshwater Management Forum, 24-25 Feb 2013, Wellington.

- Jenkins B.R. 2012. "Fresh Start for Freshwater Reform: The Interactions between the Interventions" Freshwater Management Forum, 13-14 Feb, Wellington.
- Jenkins B.R. 2011. "Summary of main themes" Closing Address to Living Lake Symposium 3, Living Lake, Changing Catchment 2011, Lincoln University.
- Jenkins B.R. 2011. "Canterbury Water Management Strategy: Turning Policy into Reality" Second Fresh Water Management Forum, Wellington 16 Feb 2011.
- Jenkins B.R. 2010. "Is the Dairy Industry Sustainable with respect to Resource Demands?" NZIAHS Forum: Where do we want our dairy industry to be in 20 years' time? NZ Institute of Agricultural and Horticultural Science, Lincoln University 3 September 2010.
- Jenkins B.R. 2010. "Canterbury Water Management Strategy: A Different Approach to Freshwater Management" New Zealand Fresh Water Management Forum, Wellington 15-16 February 2010.
- Jenkins B.R. 2008. "Water Issues in Canterbury". Keynote Lecture to the ICCE 2008 International Symposium. The International Commission on Continental Erosion, University of Canterbury, 3 December 2008.
- Jenkins B.R. 2008. Opening address Wai Wetlands Symposium, University of Canterbury, 14 February 2008.
- Jenkins B.R. (2007) "What role for storage in Canterbury?" Invited presentation to the NZSOLD/ANCOLD Conference "Dams – Securing Water for Our Future", Queenstown, 19-20 November 2007.
- Jenkins B.R. (2007) Opening address to the Te Waihora/Lake Ellesmere Symposium, Lincoln University, 31 October 2007.
- Jenkins B.R. (2007) Water Wars – Challenges of Town and Country, Lincoln Hot Science Series, Christchurch Town Hall, 23 July 2007.
- Jenkins B.R. 2007. "Water allocation in Canterbury" Keynote presentation to the New Zealand Planning Institute, Palmerston North, 27-29 March 2007.
- Jenkins B.R. 2005. Opening address to the Fonterra Dairy & Environment Committee Research Seminar, Christchurch, 20-21 October 2005.
- Jenkins B.R. 1999. "National Council Approaches - Implications for Site Remediation" Keynote address 1999 Contaminated Site Remediation Conference, Fremantle WA.
- Jenkins, B.R. 1995. Cleaner production philosophy of waste management. Keynote Address, Medical Waste Management Conference, South Perth, 30-31 October 1995.
- Jenkins, B.R. 1995. Federal/State Policy Issues. Keynote address, Minerals Council of Australia 20th Annual Environmental Workshop – Managing Environmental Impacts – Policy & Practice, Darwin, 2-6 October 1995.

## Conference Papers

- Jenkins, B.R. (2020) Recovery Assessment: The Process Needed after Impacts have exceeded Sustainability Limits, Environmental Impact 2020, 5<sup>th</sup> International Conference on Environmental and Economic Impact on Sustainable Development, online 10-12 June 2020, <https://www.wessex.ac.uk/images/conferences/2020/EID20/Programme/EID20-24655.pdf>
- Jenkins, B.R. (2020) Community and Indigenous Involvement Using Discursive Democracy Principles, IAIA20 International Association of Impact Assessment Annual Conference, Seville (deferred).
- Jenkins, B.R. (2019) Managing to Limits is not enough, 2019 EIANZ Annual Conference, Adelaide, 4-6 November 2019. DOI: 10.13140/RG.2.2.15372.26244
- Jenkins, B.R. (2019) Nested Adaptive Systems Analysis of Approaches to Managing Health Risk Associated with Water Quality, Operations Research Conference OR61, University of Kent, 3-5 September 2019.
- Jenkins, B.R. (2019) Outcome-based Management for Sustainability, International Association of Impact Assessment Annual Conference IAIA19, Brisbane, 29 April – 2 May 2019. [https://conferences.iaia.org/2019/uploads/edited-presentations/ID30\\_Jenkins\\_Outcome-based%20Management%20for%20Sustainability.pdf](https://conferences.iaia.org/2019/uploads/edited-presentations/ID30_Jenkins_Outcome-based%20Management%20for%20Sustainability.pdf)
- Jenkins, B.R. (2019) Comparison of Sustainable Development Goals and Environmental Impact Assessment, International Association of Impact Assessment Annual Conference IAIA19, Brisbane, 29 April – 2 May 2019. [https://conferences.iaia.org/2019/uploads/edited-presentations/ID507\\_Jenkins\\_Comparison%20SDGs%20and%20IA.pdf](https://conferences.iaia.org/2019/uploads/edited-presentations/ID507_Jenkins_Comparison%20SDGs%20and%20IA.pdf)
- Jenkins, B.R. 2018. Recovery Assessment: The Process Needed after Impacts Have Exceeded Sustainability Limits, EIANZ Annual Conference, 1-2 November 2018, Sydney, <https://www.eianz.org/institute-programs/conference-presentations/2018-eianz-conference-presentations>.
- Jenkins, B.R. 2018. Changing water management practice in Canterbury to address sustainability limits, SIWI World Water Week 2018: Water, Ecosystems and Human Development, 26-31 August 2018, Stockholm.
- Jenkins, B.R. 2018. Environmental Restorative Justice: Canterbury Cases, IAIA 2018: Environmental Justice in Societies in Transition, 16-19 May 2018, Durban. <https://conferences.iaia.org/2018/final-papers/Jenkins,%20Bryan%20-%20Environmental%20Restorative%20Justice.pdf>
- Jenkins, B.R. 2018. Regional Water Strategy for Canterbury, New Zealand, IAIA 2018: Environmental Justice in Societies in Transition, 16-19 May 2018, Durban. <https://conferences.iaia.org/2018/final-papers/Jenkins,%20Bryan%20-%20Regional%20Water%20Strategy%20for%20Canterbury.pdf>

- Jenkins, B.R. 2018. Sustainability Framework for Water Management in New Zealand's Canterbury Region, 20<sup>th</sup> International Conference on Sustainable Water Resources Management, London 15-16 Feb 2018 (voted best paper for the conference).
- Jenkins, B.R. 2017. Making Sustainable Management Operational: The Application of Failure Pathways and Sustainability Strategies, EIANZ Annual Conference, 29 Oct – 1 Nov 2017, Wellington NZ <https://www.eianz.org/institute-programs/conference-presentations/2017-eianz-conference-presentations>.
- Jenkins, B.R. 2017. Audited Self-Management: A More Effective Way for Achieving Compliance, EIANZ Annual Conference, 29 Oct – 1 Nov 2017, Wellington NZ <https://www.eianz.org/institute-programs/conference-presentations/2017-eianz-conference-presentations>.
- Jenkins, B.R. 2017. Evolution of Collaborative Governance in Canterbury Water Management, XVI Biennial IASC Conference Practicing the Commons: Self-Governance, Cooperation and Institutional Change, 10-14 July 2017, Utrecht, Netherlands. <https://www.iasc-commons.org/papers-iasc2017-dlc/>
- Jenkins, B.R. (2017) "Translating Science into Policy: Setting nutrient limits for agricultural use", World Water Congress XVI, 29 May – 2 June 2017, Cancun, Mexico.
- Jenkins, B.R. (2017) "The role of EIA in greenhouse gas mitigation", International Association of Impact Assessment Conference, 4-7 April 2017, Montreal, Canada. <http://conferences.iaia.org/2017/proceedings.php>
- Jenkins, B.R. (2016) The Avon Otakaro Network Vision for the Regeneration of the Avon Otakaro Corridor Red Zone, SOLA Research Symposium: Integrated urban grey and green infrastructure, 9-10 November, Lincoln University.
- Jenkins, B.R. (2016) Legislative changes in New Zealand to address climate change: Do they provide an adequate basis for tomorrow's challenges? EIANZ Annual Conference, 3-4 November 2016, Brisbane, <https://www.eianz.org/institute-programs/conference-presentations/2016-eianz-conference-presentations>.
- Jenkins, B. R. (2015) Sustainable water management in Canterbury: a transformation from regulatory to collaborative governance, Proceedings of the 29<sup>th</sup> Annual Conference Australian and New Zealand Academy of Management, 2-4 Dec, Queenstown.
- Jenkins, B. R. 2015. Collaborative Governance Transformation of Water Management in Canterbury, Poster, OzWater 15, 12-14 May 2015, Adelaide.
- Jenkins, B.R. 2015. Implications of climate change for water management in Canterbury, Proceedings of the World Water Congress XV, 25-29 May 2015, Edinburgh.
- Jenkins, B.R. 2014. Collaborative Governance and Accountability. Environment Institute of Australia and New Zealand 2014 Annual Conference, 30-31



- October 2014, Hobart Tasmania <https://www.eianz.org/institute-programs/conference-presentations/2014-eianz-conference-presentations>.
- Kingham, S., van Looy, N., Jenkins, B., Goslin, H., Poynter, R., Twyman, B., Waller, B. and Yurejevich, M. 2014. Potential of an Active Transport Corridor Along Christchurch's Earthquake Damaged Avon Otakaro River, 2 Walk and Cycle: Communities on the Move 2014 Conference 29-31 October 2014, Nelson.
- Jenkins, B., Friend, J. and Midgley, G. 2014. Canterbury Water Management Strategy, Operations Research Society Open Event: Shaping Choices in Public Policy – a problem structuring approach, 5 June 2014, Royal Society, London.
- Jenkins, B.R. 2013. *Sustainability Analysis of the Approach to the Management of Six New Zealand Lakes*. Palmerston North, New Zealand: New Zealand Association of Impact Assessment (NZAIA) 2013 Conference: Freshwater - Fresh Thinking, 28-29 Nov 2013.
- Jenkins, B. and Henley, G. 2013. *Collaborative Management: Community Engagement Process as the Decision Making Process*. Melbourne, Australia: Environment Institute of Australia and New Zealand 2013 Annual Conference (EIANZ), 23-24 Oct 2013.
- Jenkins, B.R., van Looy, N. and Kingham, S. 2013. "The Avon Otakaro Network". The First New Zealand Tertiary Engagement Summit, 30 Aug 2013, Christchurch.
- Jenkins, B.R. 2013. Progress of the Canterbury Water Management Strategy and some emerging issues. Lincoln University, New Zealand: New Zealand Agricultural and Resource Economics Society Conference 2013 (NZARES), 29-30 Aug 2013.
- Jenkins, B.R. 2013. "The Development of Sustainable Alternatives to Applicants' Proposals Using Collaborative Approaches." Hamilton, New Zealand: New Zealand Planning Institute Annual Conference 2013 (NZPI), 30 Apr-3 May 2013.
- Webster-Brown, J.G. and Jenkins, B.R. 2012. "What will happen when none of the World's rivers reach the coast?" Christchurch, New Zealand: IPENZ Rivers Group 3rd Annual Symposium, 22 Nov 2012.
- Jenkins, B.R. 2012. "Water Issues in Canterbury". Lincoln, New Zealand: Agronomy Society of NZ Annual Conference, 20-22 Nov 2012.  
[http://www.agronomysociety.org.nz/uploads/94803/files/Jenkins\\_Water\\_Issues\\_in\\_Canterbury.pdf](http://www.agronomysociety.org.nz/uploads/94803/files/Jenkins_Water_Issues_in_Canterbury.pdf).
- Jenkins, B.R. 2012. "Resilience Assessments for the Achievement of Sustainability". Sydney, Australia: Environment Institute of Australia and New Zealand Annual Conference 2012, 24-25 Oct 2012.

- Jenkins B.R. 2011. "Strategic Planning and Assessment", Conference on Natural Disasters: Impact Assessment for Sustainable Recovery, NZ Association of Impact Assessment, Lincoln University, Nov 2011.
- Jenkins B.R. and Ward M. 2011. "Beyond EIA: Sustainability Appraisal of Resources at Environmental Limits", Environment Institute of Australia and New Zealand Annual Conference Sep 2011, Sunshine Coast Qld.
- Jenkins B.R. Russell S., Sadler B., and Ward M. 2011, "Sustainability Appraisal of Water Management Strategies for Canterbury, International Association of Impact Assessment Conference on Strategic Assessment, Prague, 21-23 Sep 2011.
- Jenkins B.R. 2011 "Progress towards a Paradigm shift in Canterbury water management". NZ Agriculture and Resource Economics Society 2011 Workshop 26 Aug 2011, Nelson.
- Jenkins B.R. 2011. "Collaborative Governance Arrangements for Water Management in Canterbury", 2011 NZ Planning Institute Conference, Wellington, 29 March – 1 April 2011.
- Jenkins B.R. 2011. "Planning for Liquefaction Risk in Greater Christchurch", 2011 NZ Planning Institute Conference, Wellington, 31 March 2011.
- Jenkins B. R. (2011) "Canterbury Water Management Strategy: Turning policy into reality", Freshwater Management Forum, Wellington, 15-16 February 2011.
- Jenkins B.R. (2010) "Regional Governance Initiatives" The Future of the Mackenzie Country, 26-27 November 2010, Twizel.
- Jenkins B.R. (2010) "Application of Sustainability Appraisal to the Canterbury Water Management Strategy" EIANZ Conference 2010 Wellington, 26-29 October 2010.
- Jenkins B.R. (2010) "Overview of Canterbury Region and Issues" NZ Association of Resource Management, 57<sup>th</sup> Annual Conference, Resource Management in Canterbury – More than just water! 21-23 September 2010.
- Jenkins B.R. 2010. "Is the Dairy Industry Sustainable with respect to Resource Demands?" NZIAHS Forum: Where do we want our dairy industry to be in 20 years' time? NZ Institute of Agricultural and Horticultural Science, Lincoln University 3 September 2010.
- Jenkins B.R. 2010. "Canterbury Water Management: The Need for a New Paradigm", Leadership NZ Water the New Gold Rush, Christchurch, 24 June 2010.
- Jenkins B.R. and Ward M. 2010. "Sustainability appraisal and regional water planning in NZ", Sustainability Assessment Symposium 2010: Towards Strategic Assessment for Sustainability, Fremantle, Western Australia, 25-26 May 2010.
- Jenkins B.R. 2010. "Applications of the strategic assessment approach", Sustainability Assessment Symposium 2010: Towards Strategic Assessment for Sustainability, Fremantle, Western Australia, 25-26 May 2010.

- Jenkins B.R. (2010) "Canterbury Water Management Strategy: A Different Approach to Freshwater Management" Freshwater Management Forum 2010, Wellington, 15-16 February 2010.
- Jenkins B.R. 2009. "Climate Change in Canterbury and its Implications for Water and other Resources in Canterbury". 8th Australasian Conference on Social and Environmental Accounting Research. Christchurch, 6-8 December 2009.
- Jenkins B.R. 2009. "Canterbury Water Management Strategy" 14<sup>th</sup> Annual National Water 2009, Melbourne, 18-20 August 2009.
- Jenkins B.R. 2009. "Best Practice Partnerships at the Local Government Level for the Environment" 2009 Community Boards' Conference, Christchurch, 19-21 March 2009.
- Jenkins B.R. 2009. "Strategic Assessment in Canterbury" Environmental Defence Society Conference, Auckland, 8-9 June 2009.
- Jenkins B.R. 2009. "Are Regional Councils past their use-by date?" Environmental Defence Society Conference, Auckland, 8-9 June 2009.
- Jenkins B.R. 2008. "Water Allocation at the regional council level – the Canterbury approach going forward" Irrigation NZ Conference, Christchurch, 14 October 2008.
- Jenkins B.R. 2008. "Our Water – Regulatory Impediments". NZWWA 50<sup>th</sup> Anniversary Conference, Christchurch, 24 September 2008.
- Jenkins B.R. 2008. "Organisation Design Review at Environment Canterbury" SOLGM Top of the South meeting, 18 July 2008.
- Jenkins B.R. 2008. "Demand management pressures and responses in Canterbury" National Water Conference NZ 2008, Auckland, 26-27 February 2008.
- Jenkins B.R. (2007) "Climate Change: Providing a Local Perspective and Discussing Local Government's Role and Possible Actions", Zone 5 & 6 Conference, Christchurch, 1-2 May 2007.
- Jenkins B.R. 2006. "Future directions for water management in Canterbury. Resource management under stormy skies: water allocation at the crossroads?" presentation to the New Zealand Hydrological Society, New Zealand Association of Resource Management and the Meteorological Society of New Zealand, University of Canterbury, Christchurch, 20-23 November 2006.
- Jenkins B.R. 2006. "Short-term desires versus long-term needs: the implications of long-term council community planning" presentation to the SOLGM "Taking Care of Business" Conference, Nelson, 3-5 September 2006.
- Jenkins B.R. 2005. "Giving statutory backing to non-statutory strategies through Regional Policy Statements; a case study of the Urban Development Strategy for Greater Christchurch" presentation to the Resource Management Law Association Conference, Christchurch, 6-8 October 2005.

- Jenkins B.R. 2004. "Regional planning and sustainability" presentation to ECOPOLIS – Vision and Means, NZILA Conference, Christchurch, 4-6 April 2004.  
DOI: 10.13140/RG.2.2.11184.17922
- Jenkins B.R. 2002. "Sustainable Development in the Pilbara Region" Pilbara Natural Advantages Conference, Karratha WA 2-3 Sep.
- Jenkins B.R. 2002. "The Multiple-Use Planning and Management of the Resources and Environment of the North-West Shelf" Australian Marine Sciences Association 2002 National Conference Fremantle 10-12 July.  
DOI: 10.13140/RG.2.2.31316.83849
- Jenkins B.R. 2001. "Improving the Government Framework for Sustainability" Conservation Council of Western Australia, Sustainability 2001 – The Way Ahead, Curtin University Perth, 1-2 February 2001.
- Jenkins B.R. 2000. "Legislating for Waste Management" Waste Management and Recycling Conference 11 August 2000, Perth WA.
- Jenkins, B.R. 1999. The Role of Western Australia in the National Greenhouse Strategy. 1999 Australian Gas Association Convention and Industry Exhibition: Natural Gas – Adding Value to Australia's Future, Perth, 17-19 Oct 1999.
- Jenkins B.R. 1999. "Accreditation and Enforcement of an Emissions Trading Scheme", Emissions Trading Conference, 12-13 July Sydney NSW.
- Jenkins B.R. (1999) "Changes in Environmental Management of Industry". Chemical Industries and Professions/ACSMA Conference, 30 June 1999, Perth.
- Jenkins B.R. 1999. "Beyond End-of-Pipe Controls: New Directions in the Attack on Diffuse Pollution" International Conference on Diffuse Pollution, 16-20 May Perth WA.
- Jenkins B.R. 1998. "Changes in Regulations and Incentives for Waste Minimisation" WA Waste Management and Recycling Conference 25 September 1998 Perth.
- Jenkins B.R. 1998. "Perth Bushplan" Panel presentation to Urban Development Institute Conference, 4 September 1998 Dunsborough.
- Jenkins B.R. 1998. Western Australia's Response to the National Greenhouse Strategy, Paper presented to Environmental Consultants' Association, West Perth, 20 July 1998.
- Jenkins, B.R. 1997. Application of Risk Assessment to Environmental Decision Making. Risk Engineering Society, Western Australian Chapter, Perth, 4 Dec 1997.
- Jenkins, B.R. 1997. Solution to Environmental Regulation of Groundwater - the Western Australian Approach. Paper presented at the WasteTECH Conference Melbourne, March 1997.
- Jenkins, B.R. 1997. Overview of NEPC Activities Relating to Contaminated Land. Paper presented at the WasteTECH Conference Melbourne, March 1997.

- Jenkins, B.R. 1997. Waste Management Infrastructure in Western Australia. Paper presented at the Infrastructure 1997 Conference, Sydney. July 1997.
- Jenkins, B.R. 1997. "Trends and Developments at State Level - A Western Australian Perspective", ACEL Environmental Outlook Conference, Sydney 1997.
- Jenkins, B.R. 1997. Risk Management and Oil & Gas Industry" Australian Petroleum Production and Exploration, Environmental Affairs Committee, 24 April 1997.
- Jenkins, B.R. (1996) Best Practice Environmental Regulation – The Western Australian Approach, Environmental Management Beyond 2000, Griffith University, 5-6 December 1996.
- Jenkins, B.R. 1996. Linking environmental and groundwater protection. Groundwater & Land Use Planning Conference, Fremantle, 16-18 September 1996.
- Jenkins, B.R. 1996. Planning for Environmental Management in the Pilbara. Planning for Future Development Forum, The Pilbara Conference, Karratha, 9-10 Sep 1996.
- Jenkins, B.R. 1996. Government's Response to the Parliamentary Select Committee Report on Recycling. Reduce & Recycle 96, Waste Reduction to the Year 2000, Scarborough Beach, WA, 7 Aug 1996.
- Jenkins, B.R. 1995. Achieving ecologically sustainable development. Paper presented at the Urban Development Institute of Australia, 24th National Congress. Adelaide, February 1995.
- Jenkins, B.R. 1995. Achieving best practice environment management (BPEM). Paper presented at the AIC Conference, Towards achieving effective Environmental Management Systems and understanding the potential impacts of ISO14000. Sydney. April 1995.
- Jenkins, B.R. 1995. Commonwealth EIAs: Changes to the Administrative Process – The New Review Procedures – National Environmental Law Association, 14th National Environmental Law Conference, Sydney, 14-16 September 1995.
- Jenkins, B.R. 1995. Cleaner production approach to waste management. Paper presented at the Department of Environmental Protection/Health Department of WA Medical Waste Management Conference. Perth, 30-31 October 1995.
- Jenkins, B.R. 1994. Pressures for achieving cleaner population. CSIRO/UNIDO Conference 'Economic growth and clean production', World Congress Centre, Melbourne, 7-10 February 1994.
- Jenkins, B.R. 1994. Trends in environmental management. Paper presented at the Fourth Annual Directions for Industry Conference, Perth, 5-6 October 1994.
- Jenkins, B.R. 1994. How green are your accounts? Paper presented at the 1994 International Accounting Conference: Accountability Our Challenge, Adelaide, 14-16 November 1994.

- Jenkins, B.R. 1993. Commentary on regional trends: Environmental law and policy development in the Asian and Pacific region. Australian Centre for Environmental Law Environmental Outlook Conference, 10-11 November 1993. Sydney.
- Jenkins, B.R. 1993. Australian environmental expertise in Asia Pacific region. Environment Institute of Australia National Conference, September 1993. Sydney.
- Jenkins, B.R. 1993. Sydney Airport third runway EIS – Coverage of marine ecology issues. Australian Institute of Biology Proceedings, December 1993.
- Jenkins, B.R. 1993. Putting Valuation to Work: Practical Applications. Environmental Economics Conference 1993 – Moving to Sustainability, Canberra, 15-17 Nov 1993.
- Jenkins, B.R. 1993. Viewpoints on the precautionary principle: The precautionary principle as an information and environmental management strategy. Precautionary Principle Conference, UNSW, 20-21 September 1993. Sydney.
- Jenkins, B.R. 1993. Environmental Control Systems – An Environmental Planner's Perspective. Australian Science Festival Regulating the Environment: Taking Stock, A Seminar on Policy Questions for Government and Business, Canberra, 31 Mar 1993. DOI: 10.13140/RG.2.2.18235.85284
- Jenkins, B.R. 1992. Standards and liability for contaminated sites. RACI Conference on Remediation of Contaminated Sites: Environmental Standards and Health Risk Assessment, 23-24 November 1992. Perth.
- Jenkins, B.R. 1992. International Marketing of Technology Services where Australia has a Competitive Edge. NSTAG meeting in ANU Canberra 13 November 1992.
- Jenkins, B.R. 1992. The role of information in environmental assessment from technical, political and media perspectives. National Conference on Environmental Engineering. Institution of Engineers, Australia, Gold Coast.
- Jenkins, B.R. 1992. Lessons Learnt from Third Runway EIS. Airport Management Conference, Sydney 31 Aug – 2 Sep 1992.
- Jenkins, B.R. 1992. Environmental Regulation Trends. Airport Management Conference, Sydney 31 Aug – 2 Sep 1992.
- Jenkins, B.R. 1992. Integrating environmental considerations into the development of major projects. Conference on facilitating major projects, Sydney, April 1992.
- Jenkins, B.R. 1992. Current and Possible Future Trends in Environmental Control for Industrial Development. Biennial Congress of Royal Australian Planning Institute, Local Government Planners Association, and Australian Association of consulting Planners, Planning for Sustainable Development Conference, Session on Industrial Development and Environmental Control, Canberra, 26-30 April 1992. Also presented to National Ready Mixed Concrete Association Conference, Adelaide, 16 Oct 1992.

- Jenkins, B.R. 1991. Environmental Technologies in Chemical and Mineral Processing. Paper presented to Adding Value to Natural Resources. United Nations Industrial Development Organization Conference, Adelaide, 3-4 December 1991.
- Jenkins, B.R. 1991. Emerging Trends in Water Resources Planning and their Implications for Project Mangers ANCOLD 1991 Conference on Dams, Wirrina SA, 18–21 November 1991.
- Jenkins, B.R. 1991. Technical Approaches to the Resolution of Development Environment Conflict in Infrastructure Projects. Paper delivered to Infrastructure '91, Asia Pacific Conference, Bali, Indonesia, November 1991.
- Jenkins, B.R. 1991. Environmental Audit, how to do it. Paper presented at Conference on Environmental Protection – Striking the Balance, Adelaide. Presented 27 August 1991.
- Jenkins B.R. (1991) “Environmental Auditing – A Key Element of a Modern Environmental Management Conference” 3<sup>rd</sup> Annual Environmental Management Conference, Melbourne, 20-21 August 1991.
- Jenkins, B.R. 1991. The definition and concept of sustainable development, National Engineering Conference 1991 Development and the Environment, Institution of Engineers, Australia, Barton ACT.
- Jenkins, B.R. 1991. Preparation and review of environmental impact statements. Paper presented to National Chemistry Week Symposium 'Chemical Technologies for a Cleaner Environment', Perth, 25 July 1991.
- Jenkins, B.R. 1991. Environmental Audits. Paper presented at the conference on Minimizing Your Exposure to Prosecution under Environmental Law, Melbourne, Brisbane, and Sydney. 20, 21 and 22 March 1991.
- Jenkins, B.R. 1991. The Third Runway at Sydney Airport: Key issues Emerging from the Environmental Impact Study. The 1991 Aviation Industry Conference, Sydney, 18-19 Mar 1991.
- Jenkins, B.R. 1990. Sydney Airport Proposed Third Runway Environmental Impact Statement. Presented at BOMA Special forum on Sydney Airport needs, 16 October 1990; 1991 Aviation Industry Conference, IIR Sydney, 18-19 March 1992; Institution of Engineers, Australia, Canberra, October 1991; Environment Institute of Australia, Canberra, November 1991; and CPLI Conference on Environmental Assessment of Major Projects, Sydney, November 1992.
- Jenkins, B.R. 1990. Environmental management as a commercial opportunity. Paper presented at the Multi-Function Polis conference on Opportunities in the Growth Industries in the Future. Sydney, 29-30 October 1990. Also presented to University of Adelaide, 9 August 1991.

- Jenkins, B.R. 1990. Australian planning and assessment techniques in relation to sustainable development. Paper presented to International Association of Impact Assessment Conference on Science, Assessment and Sustainability, Vancouver, 24 March 1990.
- Jenkins, B.R. 1990. Policy on sustainable development of the Institution of Engineers, Australia. Paper presented to Globe '90, Vancouver, 19-23 March 1990.
- Jenkins, B.R. 1989. Economic rationality and sustainable development. Paper presented to Environment Institute of Australia 1989 National Conference, Environmental Practice/Sustainable Development, Melbourne, 9-11 October 1989.
- Jenkins, B.R. 1989. Preparing environmental impact statements. Paper presented to IRR Conference on New Environmental Laws, Sydney, 19-20 September 1989.
- Jenkins, B.R. 1989. Changing Australian monitoring and policy practice to achieve sustainable development, Paper presented to conference on Sustainable Policies and Making Them Work, University of New South Wales, Kensington 9-10 November 1989.
- Jenkins, B.R. 1989. Planning and evaluation techniques in relation to sustainable development. Paper presented to Institution of Engineers Australia 1989 National Environmental Engineering Conference, Sydney, 20-22 March 1989; and to International Conference on Solid and Hazardous Waste Management, Singapore 27-28 June 1991.
- Jenkins, B.R. 1988. RAAF Base Tindal environmental studies. Paper presented to International Association for Impact Assessment Conference, Brisbane, 5-9 July 1988.
- Jenkins, B.R. 1988. Managing the environmental process. Paper presented to Engineering Management Branch, Institution of Engineers, South Australia, May 1988. Also presented to Mount Gambier Group, November 1988 and Whyalla Group, October 1988.
- Jenkins, B.R. and Thomas, R.I. 1987. Underwater pipeline in an estuarine aquatic reserve. Paper presented to 8th Australasian Conference on Coastal and Ocean Engineering, Launceston, December 1987.
- Jenkins, B.R. 1987. Management of environmental and radiation data – The Olympic Dam project. Paper presented to Australian and Mining Industry Workshop, Adelaide, September 1987.
- Jenkins B.R. 1987. Integrating environmental factors into mining projects. Paper presented to Conference on Mining and Environment – A Professional Approach, Australasian Institute of Mining and Metallurgy, Brisbane, 20-21 July 1987. Also reproduced in The AUSIMM Bulletin and Proceedings, March 1988.



- Jenkins, B.R. 1986. Data management in environmental impact statements. Paper presented to Royal Australian Chemical Institute Environmental Science Group, Seminar on Environmental Impact Statement Management, Roseworthy, July 1986.
- Jenkins, B.R. 1986. Environmental planning and engineering decisions. Paper presented to the 1986 Annual Engineering Conference, Adelaide, 14-18 April 1986.
- Jenkins, B.R. (1986) "Ways Environmental Information Can Influence Engineering Projects" The Institution of Engineers, Australia, 1986 National Environmental Engineering Conference, Melbourne, 17-19 March 1986.
- Jenkins, B.R. 1984. Environmental impact assessment for lignite mines and power stations: Australian case studies. Paper presented to the Seminar on the Role of Environmental Impact Assessment in Planning and Development, Ministry of Physical Planning, Housing and the Environment, Athens, Greece, 29 Oct – 1 Nov 1984. Also presented to the Australian Institute of Energy 1985 National Conference, Melbourne.
- Jenkins B.R. (1984) "The EIS for the Olympic Dam Project – A Copper/Uranium Mine in the Aridlands of South Australia" Strategies for Environmentally Sound Development in Mining and Energy Industries, Chania Crete, October 1984.
- Jenkins, B.R. 1984. Environmental constraint mapping for the Moomba to Stony Point pipeline. Paper presented to the 1984 Transportation Conference, Institution of Engineers, Australia, Perth, 30 October-1 November 1984.
- Jenkins, B.R. 1983. Benefit-cost analysis as a component in evaluation of alternatives. Paper presented at Conference on Engineering Management, Institution of Engineers, Australia, Brisbane 6-7 July 1983.
- Jenkins, B.R. and Fuller, T.G. 1981. Appraisal of road-rail separation schemes using a planning balance sheet approach. Paper presented to the First National Conference on Local Government Engineering, Adelaide, 24-27 August. Institution of Engineers, Australia, National Conference Publication 81/7: 41-44.
- Jenkins, B.R. and Woodhead, W.R. 1980. The role of environmental impact statements in engineering and planning decisions. Paper presented to The Engineering Conference, Institution of Engineers, Australia, Adelaide. 14-18 April. Conference Publication 80/2: 66-69.
- Jenkins, B.R. and Ortolano, L. 1978. The placement of environmental specialists in engineering organizations. presented at Institution of Engineers Environmental Engineering Conference, July 1978.
- Jenkins, B.R. and Sved, G. 1972. Multiple-panel flat plate analysis by finite element method. Paper presented to International Symposium on Computer-Aided Structural Design, University of Warwick, 10-14 July 1972.

**Seminars, Lectures and Workshops**

Jenkins, B.R. (2019) Water Management in Bali, Far Horizons Tour 2019, Makassar, 28 May 2019.

Jenkins, B.R. 2018. Key Findings of Sustainability Analysis of Water Management in the Canterbury Region, Environment Canterbury, Christchurch, 6 April 2018.

Jenkins, B.R. 2018. Sustainability Analysis of Water Management in the Canterbury Region, Environment Institute of Australia and New Zealand, Christchurch, 5 April 2018.

Jenkins, B.R. (2018) Problem Structuring for Decision Making in Complex Systems: The Application of *Strategic Choice* to Water Management in Canterbury, Centre for System Studies Seminar Series University of Hull, 13 Feb 2018, and OR Society Public Policy Design Group, London, 14 Feb 2018.  
DOI: 10.13140/RG.2.2.18517.99042

Jenkins, B.R. 2016. The use of Lidar and remote sensing to reveal the urban form and water management of the Khmer civilisation (9-14<sup>th</sup> century), Geography Seminar Series, University of Canterbury, 11 July 2016.

Jenkins, B.R. (2016) Implications of Climate Change for Water Resources in Canterbury, RDRML Board of Directors Strategy Day, Christchurch, 3 May 2016.

Jenkins, B. R. 2015. The Relevance of Archaeology to Current Water Management Issues, Far Horizons Tour: Cambodia and Vietnam, 18 Nov 2015 Preah Kdame, Cambodia.

Jenkins, B.R. (2015) Sustainability Analysis of Wellington Region Lakes, Greater Wellington Regional Council, Scientific Advisory Group Meeting, Wellington, 5 November 2015.

Jenkins, B.R. (2015) Sustainable Water Management: Lessons from the Past, Issues for the Present, Prospects for the Future, U3A Rutherford, 11 September 2015.

Jenkins, B.R. (2015) "Te Waihora and its Catchment", Youth Hui on Water, Taumutu Marae, 2015

Jenkins, B. R. 2015. Sustainability analysis using nested adaptive systems: the application of panarchy to assess the effectiveness of management regimes of six New Zealand lakes, University of Hull, Centre for Systems Studies Seminar, 11 June 2015, Hull.

Jenkins, B.R. (2015) The Collaborative Approach to the Development of the Canterbury Water Management Strategy and its Implications for Planners,

Guest Lecture to University of Otago Masters in Planning, Dunedin, 5 May 2015.

Jenkins, B.R. (2015) Water: What it means to us and our environment on the east coast of the South Island, South Island Rotary Convention, Blenheim, 2 May 2015.

Jenkins, B.R. (2015) Water Matters – Resilience, Geraldine’s Future Living Festival, Geraldine, 24 March 2015.

Jenkins B.R. (2013) “Key Messages for Councils Involved in Risk Management” Natural Hazard Risk Management Action Plan, Auckland Council, 13 August 2013.

Jenkins, B.R. (2013) The Relevance of Nested Adaptive Systems and the Collapse of the Maya to Water Management in Canterbury, Seminar, Geography Department, University of Canterbury, May 2013.

Jenkins, B.R. (2012) “Governance and Management of the Lake”, UC Community Education Course, Te Waihora/Lake Ellesmere – A Hidden Treasure on our Doorstep, Christchurch, 13 September 2012.

Jenkins, B.R. (2011) Managing Water Quality, FAR Workshop, Taking Care of Business, Akaroa, 16-17 August 2011.

Jenkins, B.R. (2011) “Natural Environment”, Youth Vision 2050, University of Canterbury, Christchurch, 20 May 2011.

Jenkins B.R. 2011. “Cross Tasman reflections on regional NRM planning”, Workshop: Integrated Natural Resource Management and Regional Policy and Planning, HC Coombs Policy Forum ANU, Canberra, 4-5 May 2011.

Jenkins B.R. 2011. “Canterbury Water Management Strategy: A Collaborative Governance Approach to Achieving Sustainable Water Management”, Centre for Water Economics, Environment and Policy Workshop – Emerging Policy Issues in Water, 30 March 2011, ANU, Canberra.

Jenkins B.R. 2011. “Regulatory Innovations in New Zealand Water Management”. Australian National University, Regulatory Institutions Network Seminar, 3 Feb 2011, Canberra.

Jenkins B.R. (2010) “Current and Potential Changes to Governance associated with Land Management – Canterbury Experience” Land Managers Group Meeting, 28 September 2010.

Jenkins B.R. 2010. “Success of the RMA to Deliver Sustainable Outcomes” lecture to Resource and Environmental Management class University of Canterbury, 3 May 2010.

Jenkins B.R. (2008) “Water Management in Canterbury” U3A Okeover Group, Christchurch, 14 March 2008.

- Jenkins B.R. 2008. "Water Management in Canterbury" Ngai Tahu / NIWA Workshop on Water Resource Issues, Christchurch, 12-13 March 2008.
- Jenkins B.R. (2008) "The Functions of ECan" U3A Okeover Group, Christchurch, 7 March 2008
- Jenkins B.R. 2007. "Culture and Sustainability with particular reference to Water Management in Canterbury" presentation to the Ngai Tahu Water Forum, Christchurch, 3-5 February 2007.
- Jenkins B.R. (2006): "Environment Canterbury's Role and Position with Water Quality" Upper Waitaki Water Quality Trust, Water Quality Workshop, Twizel, 29 September 2006.
- Jenkins B.R. (2006) "Environmental management issues and decision making" Lecture to GEOG 438 Management of Physical Earth Systems, University of Canterbury, 11 September 2006.
- Jenkins B.R. 2006. "Clean Air – Canterbury Experiences" presentation to the South Island Regional Councils Forum, Wanaka, 15-16 June 2006.
- Jenkins B.R. 2005. "Code of ethics for environmental practitioners" presentation to EIANZ Ethics Seminar, Christchurch, 18 November 2005.
- Jenkins B.R. (2005) "Issues Relevant to Water Trading and Charging in Canterbury" Irrigation NZ Seminar, Key Issues for Irrigated Agriculture, Lincoln, 4 November 2005.
- Jenkins B.R. (2005) "Land Use Impacts on Water Quality – A Regional Council Perspective" Dairy & Environment Committee Research Seminar, Christchurch, 20 October 2005.
- Jenkins B.R. 2005. "Improving PM10 monitoring: the role of monitoring in management" presentation to NIWA Workshop on Monitoring Particulate Matter in Air", Christchurch, 10 October 2005.
- Jenkins B.R. (2005) "Funding for the Management of Water" Federated Farmers South Canterbury, Timaru, 3 October 2005.
- Jenkins B.R. (2005) "Biosecurity and Pest Management Canterbury Style" In Your Neighbourhood Seminar on Biosecurity, 27 July 2005.
- Jenkins B.R. 2005. "The increasing significance of measurement in water management" presentation to the Hydrological Society Technical Workshop, Timaru, 9 March 2005.
- Jenkins B.R. (2005) "Lynton Dairy Decision Technical Issues" and "Lynton Dairy Decision Legal Response" Environment Canterbury Workshop, 7 September 2005.

- Jenkins, B.R. (2004) Environment Canterbury's Approach to Water Management, presentation to Grasshoppers, Hotel Ashburton, 5 April 2004.
- Jenkins B.R. 2004. "Recent West Australian Experience – Management of Resources and Sustainable Development – Implications for the RMA" presentation to RMLA and NZPI members at the RMLA Canterbury Branch Seminar, Christchurch, 23 February 2004.
- Jenkins B.R. (2002) "Assessment of Cumulative Impact" N319 Environmental Management Course – Cumulative Environmental Management, Murdoch University, 7-11 October 2002.
- Jenkins B.R. (2000) "Environmental management of major roads", presentation to Main Roads Department, Perth WA, 14 August 2014
- Jenkins B.R. 2000. "Environmental Management Systems from a Regulator's Perspective" Royal Australian Chemical Institute Seminar on Environmental Management Systems Perth WA 18 October 2000. Also presented to Quality Assurance Services Breakfast Seminar 14 March 2000.
- Jenkins B.R. 2000. "Multiple-Use Planning and Management of the Resources and Environment of the North-West Shelf" Proceedings of the Workshop: Towards the Development of Options for an Integrated, Ecosystem-based Management Framework for the North-West Shelf 1 August 2000 Perth WA.
- Jenkins B.R. 1999. "Contaminated Sites Legislation" Contaminated Sites Public Forum, 11 December 1999 Perth WA.
- Jenkins B.R. 1999. "Monitoring and Quality Assurance Regulations" National Measurement Act Ministerial Working Group Stakeholder Forum 12 November 1999 Perth WA.
- Jenkins B.R. 1999. "The Role of Western Australia in the National Greenhouse Strategy" National Australian Gas Association Seminar 19 October 199 Perth WA.
- Jenkins B.R. 1999. "Environmental issues for Future Perth" WA Planning Commission Future Perth Workshop 13 October 1999. Perth WA.
- Jenkins B.R. 1999. "Assessment Changes Proposed in the Amendments to the Environmental Protection Act" presentation to the Environmental Consultants Association Seminar 7 October 1999. Perth WA.
- Jenkins B.R. 1999. "Environmental Risk Assessment for Offshore Developments – Its Usefulness, Pitfalls and the Way Forward". Risk Engineering Society Seminar 16 September 1999.
- Jenkins B.R. (1999) "Meet the DEP" Australian Water & Wastewater Association, West Perth, 23 Jun 1999.
- Jenkins B.R. 1999. "Risk Assessment – Its Pitfalls and its Potential" Australia – Japan Environmental Forum, 10 May Osaka, Japan.

- Jenkins B.R. 1999. "WA Greenhouse Strategy" Paper presented Chamber of Minerals and Energy Seminar - Responding to Climate Change" 23 March 1999, South Perth.
- Jenkins, B.R. 1998. "Perth Bush Plan: Environmental Protection Features" Presentation to Phillips Fox Client Seminar, Perth, 15 Dec 1998.
- Jenkins, B.R. 1998. "Bushland and the Environmental Protection Act" Paper presented to Urban Bushland Seminar "Managing our Wetlands" 16 October 1998 Perth.
- Jenkins, B.R. 1998. "Best Practice Environmental Regulation - WA Approach" Presentation to Australian Institute of Management Seminar 19 June 1998 Perth
- Jenkins, B.R. 1998. "Current Issues in Environmental Management" Seminar, University of Western Australia Soil Science and Plant Nutrition, 18 June 1998, Perth.
- Jenkins, B.R. 1997. "Future Directions for Policy Relating to Bushland Retention" Save our Bushland Seminar, Wildflower Society of WA Perth, November 1997.
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- Jenkins, B.R. 1995. Achieving best practice environmental management (BPEM). ISO14000 and EMS: Towards achieving effective Environmental Management Systems and understanding the potential impacts of ISO14000, Sydney 10-11 April 1995.
- Jenkins, B.R. 1995. Environmental Science as a Component of Environmental Management, Lecture to Course on Environmental Policy and Applied Science, Murdoch University, April 1995.
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- Jenkins, B.R. 1993. Australian Environmental Expertise in the Asia Pacific Region. EIA National Conference 1993, Partnerships for Change – environmental practice in the 1990s, Sydney, 22-24 Sep 1993.
- Jenkins, B.R. 1993 Greening engineering graduates – is there a need? 4th Annual Faculty of Engineering Symposium, Environmental Issues in Engineering Education, UNSW, September 1993. Sydney.
- Jenkins, B.R. 1992. International Marketing of Technology Services where Australia has a Competitive Edge. National Science and Technology Analysis Group – Going Global: Australia’s Part in International Science and Technology, Canberra, 13 Nov 1992

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- Jenkins B.R. (1991) "Environmental Audits" Directors' Briefing, Environmental Law: Managing your Risk, Adelaide, 12 June 1991.
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- Jenkins, B.R. 1991. Advantages and Disadvantages of the EIA Process. Environment Institute of Australia, ACT Division Training Course of the environmental assessment of proposals, ANU Canberra, 21 June 1991.
- Jenkins, B.R. 1990 "Trends and Future Directions in Environmental Assessment"  
Lecture to SAIT Built Environment Programme, 10 October 1990,  
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- Jenkins, B.R. 1989. Economic Rationality and Sustainability. EIA 1989 Conference Environmental Practice / Sustainable Development, Melbourne, 9-10 Oct 1989.
- Jenkins, B.R. 1988. Managing the Environment Process. Institution of Engineers Australia Engineering Management Branch Seminar, Adelaide, 12 May 1988. (Also Mount Gambier and Port Augusta)



Jenkins, B.R. 1987. Data Management in Environmental Impact Statements, Environmental Science Group Seminar, Planning for Impacts, Adelaide, 1987.

Jenkins, B.R. 1987. Control mechanisms in relation to EIS – some international comparisons. Paper presented to Environmental Science Group Adelaide, June 1987. DOI: 10.13140/RG.2.2.32713.16481

Jenkins, B.R. 1983. Olympic Dam (Roxby Downs) EIS. Institution of Engineers Australia, Western Australian Division, Environmental Engineering Branch, West Perth, 2 Nov 1983; Australian Conservation Foundation, Sydney Chapter, Australian Museum, 15 May 1984; and, Lecture to Civil Engineering Department, University of Adelaide, June 1984.

Jenkins, B.R. 1978. The Placement of Environmental Specialists in Government Agencies. Environmental Engineering Conference, Environmental Enquiry, Sydney, 12-14 July 1978.

Jenkins, B.R. 1976. Some organizational aspects of water resources planning organizations. Paper delivered to Seminar on Environmental Impact Assessment, Stanford University.

#### **Inquiries, Reports, Media, and Blogs**

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### **Public Presentations**

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Jenkins B.R. (2016) “Where do we go from here? What can be done to address Canterbury water management issues” U3A Okeover, 28 July 2016.

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Jenkins B.R. (2015) “The Relevance of Archaeology to Current Water Management Issues” Far Horizons Tour Angkor Wat, November 2015.

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- Jenkins B.R. 2007. "Water wars – the challenges for town and country" presentation to Lincoln Hot Science Series Forum, Christchurch, 23 July 2007.
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- Jenkins B.R. 2006. "Environment Canterbury's role and position with water quality" presentation to the Upper Waitaki Water Quality Trust Water Quality Workshop, Twizel, 29 September 2006.
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- Jenkins B.R. 2005. "Funding the management of water" presentation to South Canterbury Federated Farmers, Timaru, 3 October 2005.
- Jenkins B.R. 2005. "Community involvement in storage proposals and Central Plains Water Scheme" presentation to the Malvern Hills Protection Society AGM, Coalgate, Canterbury, 25 August 2005.

- Jenkins B.R. 2005. "Irrigation issues" presentation to Mid-Canterbury Federated Farmers, Ashburton, 18 August 2005.
- Jenkins B.R. 2005. "Water for all?" presentation to the Southern Environmental Trust Public Forum, Christchurch, 17 August 2005.
- Jenkins B.R. 2005. "Biosecurity and pest management Canterbury style" presentation to the In Your Neighbourhood Seminar on Biosecurity, Christchurch, 27 July 2005.
- Jenkins B.R. 2005. "What is ECan doing?" presentation to the Rotary Club of East Christchurch, Christchurch, 27 June 2005.
- Jenkins B.R. 2005. "Regional management of water quantity and quality" presentation to the New Zealand Institute of Agricultural & Horticultural Science Convention, Lincoln University, 23 June 2005.
- Jenkins B.R. (2005) "Water Management Strategy for Canterbury: Emerging Issues" Council Workshop, 25 May 2005.
- Jenkins B.R. 2005. "Environment Canterbury water charging strategy" presentation to the SOLGM Top of the South Branch Meeting, 12 May 2005.
- Jenkins B.R. 2005. "The significance of water nationally and globally" presentation to U3A, Christchurch, 11 May 2005.
- Jenkins B.R. 2005. "Progress towards a performance-managed organisation delivering community outcomes" presentation to Directors and Managers Meeting, Environment Canterbury, Christchurch, 4 April 2005.
- Jenkins B.R. 2005. "Achievements of Community Outcomes" presentation to the Policy and Planning Group, Environment Canterbury, Christchurch, 17 March 2005.
- Jenkins B.R. 2004. Presentation to the Environment Canterbury Strategy Workshop, Christchurch, 8-9 November 2004.
- Jenkins B.R. 2004. "Management of water in Canterbury: release of PCE report "Growing for Good"" presentation, Christchurch, 5 November 2004.
- Jenkins B.R. 2004. "Direction of Environment Canterbury" presentation to the Association of Consulting Engineers, Christchurch, 20 October 2004.
- Jenkins B.R. 2004. "Achieving sustainability: partnerships for community outcomes. Travis Wetland and beyond" presentation to Travis Wetland Trust AGM, Christchurch, 19 October 2004.
- Jenkins B.R. 2004. "Water in Canterbury" presentation to the Rotary Club of Christchurch, Christchurch, 12 October 2004.

- Jenkins B.R. 2004. "Where is Local Government going?" presentation to the Local Government Customer Services Conference Christchurch, 7 October 2004.
- Jenkins B.R. 2004. "My first twelve months as Chief Executive of Environment Canterbury – what I learnt about water" presentation to the Ashburton Rotary Club, Ashburton, 5 October 2004.
- Jenkins B.R. 2004. Welcome address to delegates to Hazdent Expo 2004, Christchurch, 21 September 2004.
- Jenkins B.R. 2004. "Where do our Environment Canterbury rates go?" presentation to the Russley Probus Club, Christchurch, 23 August 2004.
- Jenkins B.R. 2004. "Sustainability framework for Environment Canterbury community outcomes" presentation to Directors' & Managers' Meeting, Christchurch, 10 August 2004.
- Jenkins B.R. 2004. "Environment Canterbury's role in pest management and bovine Tb control" presentation to Pest Management Liaison Committee Chairmen, Christchurch, 10 June 2004.
- Jenkins B.R. 2004. "Best Practice: facilitating better management" presentation to Section Managers' Meeting, Christchurch, 8 June 2004.
- Jenkins B.R. 2004. "Environment Canterbury's role in pest management and bovine Tb control" presentation to Council Workshop, Christchurch, 2 June 2004.
- Jenkins B.R. 2004. "Environment Canterbury's role in protecting rivers in Canterbury" presentation to the Orari River Protection Group, Geraldine, 25 May 2004.
- Jenkins B.R. 2004. "Water allocation" presentation to the Mid-Canterbury Federated Farmers Annual Conference, Ashburton, 14 May 2004.
- Jenkins B.R. 2004. "Water Resource Management Issues" presentation to the South Canterbury Federated Farmers Annual Conference, Timaru, 6 May 2004.
- Jenkins B.R. 2004. "Waitaki management options" presentation to the Waitaki River Users Liaison Group, Oamaru, 6 May 2004.
- Jenkins B.R. 2004. "Draft Environment Canterbury Community Plan" presentation. April 2004.
- Jenkins B.R. 2004. "Environment Canterbury's approach to water management" presentation to Grasshoppers, Ashburton, 5 April 2004.
- Jenkins B.R. 2004. "The Regional Government's role" presentation to the Creating Livable Communities Course, University of Canterbury, 10 March 2004.
- Jenkins B.R. 2004. Presentation to the Probus Club of Burnside, Christchurch, 9 March 2004.

- Jenkins B.R. 2004. "Performance management and the Local Government Act" presentation to the Canterbury Quality Forum, Christchurch, 4 March 2004.
- Jenkins B.R. 2004. "Environment Canterbury's role in Project Aqua" presentation to open forum, Washdyke, 1 March 2004.
- Jenkins B.R. 2004. Presentation to the Kaikoura Area Environmental Flow Public Meeting, February 2004.
- Jenkins B.R. 2004. "Sustainable development issues in South Island water management" presentation to Mayors and MP's of the South Island, Rolleston, 20 February 2004.
- Jenkins B.R. 2004. Presentation to the Motunau Environmental Flows Public Meeting, Motunau, 16 February 2004.
- Jenkins B.R. 2004. "Performance management and productivity measures" presentation to Directors, Senior Managers and Portfolio Managers, Environment Canterbury, Christchurch, 16 February 2004.
- Jenkins B.R. 2004. Presentation to the Waipara Catchment Public Meeting, Waipara, 10 February 2004.
- Jenkins B.R. 2003. "Future direction for Environment Canterbury" presentation to the Environment Canterbury and Christchurch City Council Joint Seminar, Christchurch, 5 December 2003.
- Jenkins B.R. 2003. "Performance Management" presentation to Directors' and Manager' Meeting, Environment Canterbury, Christchurch, 2 December 2003.
- Jenkins B.R. 2003. "Recent West Australian experience – management of resources and sustainable development" presentation to the Ministry of Agriculture & Forestry, Wellington, 28 November 2003.
- Jenkins B.R. 2003. "Interaction Analysis" presentation to Environment Canterbury staff, Timaru, 15 October 2003.
- Jenkins B.R. 2003. "Interaction Analysis" presentation to Environment Canterbury staff, Christchurch, 13, 14 & 16 October 2003.
- Jenkins B.R. 2003. "Focus on Water - Environment Canterbury's approach to water allocation and planning" presentation to public forum, Timaru, 29 September 2003.
- Jenkins B.R. 2003. Address to Hornby Rotary Club, Christchurch, 18 September 2003.
- Jenkins B.R. 2003. "Rangitata water management" presentation to Ashburton Community Water Trust, Ashburton, 3 September 2003.

- Jenkins B.R. 2003. "Strategic issues for the Canterbury Region" presentation to the LTCCP Retreat for Councillors, Directors and Portfolio Managers, Christchurch, 2 September 2003.
- Jenkins B.R. 2003. "Sustainability as the pathway to prosperity" presentation to the Family Help Trust, Christchurch, 27 August 2003.
- Jenkins B.R. 2003. "Environment Canterbury as a shopping centre" presentation to Directors' and Managers' Meeting, Environment Canterbury, Christchurch, 27 August 2003.
- Jenkins B.R. 2003. "What is policy ...?" presentation to the Policy and Planning Group, Environment Canterbury, Christchurch, 20 August 2003.
- Jenkins B.R. 2003. "Cockburn Sound" presentation to the Avon Heathcote Ihutai Trust AGM, Christchurch, 11 August 2003.
- Jenkins B.R. 2001. "Western Australia's Approach to developing a Greenhouse Strategy" Presentation to the Commonwealth Joint Standing Committee on Treaties.
- Jenkins B.R. 2001. "Trends in Industry Environmental Regulation in Western Australia" presentation to the Kwinana Industries Council, Kwinana WA, 10 January 2001.
- Jenkins B.R. 2000. "Environmental Forensic Science" Lecture to Forensic Science Course Murdoch University 21 August 2000.
- Jenkins B.R. 2000. "Western Australia's position on Greenhouse" Presentation to the Senate Inquiry on National Greenhouse Strategy, 17 April 2000, Perth WA.
- Jenkins B.R. 1999. "Developments in Environmental Impact Assessment" Presentation to the Council of the Chamber of Minerals and Energy, 9 November 1999 Perth WA.
- Jenkins B.R. 1998. "Status of WA Greenhouse Response" Presentation to Environmental Consultants Association 20 July 1998 Perth.
- Jenkins, B.R. 1997. "Development of a Performance Management and Productivity Measurement Model in the context of an Enterprise Agreement", August 1997.
- Jenkins, B.R. 1997. "Application of Risk Management to Environmental Decision Making" AGM Risk Engineering Society, Perth, December 1997.
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- Jenkins, B.R. 1996. Transformations in the Public Sector. NATA, Perth, 20 August 1996.
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- Jenkins, B.R. 1995. Government's view of EIA's role in the decision-making process. Paper presented to School of Biological and Environmental Sciences, Murdoch University. Perth, 27 May 1995.
- Jenkins, B.R. 1995. Achieving best practice environmental management—the regulatory response. Paper presented at the AMIC Industry Workshop, Environmental Management – Industry Performance. Canberra. 31 May 1995.
- Jenkins, B.R. 1995. Environmental impacts of Perth's urban development, Harvard Club, Perth, 5 July 1995.
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- Jenkins, B.R. 1995. Current Issues Concerning Registration of Environmental Consultants. Environmental Consultants Association West Perth, 13 Sep 1995.
- Jenkins, B.R. 1994. Accountability and Managing Risk. Perth Press Club, 8 Dec 1994.
- Jenkins, B.R. 1992. Kinhill's International Environmental Work. Environmental Management Industry Seminar, Hobart, Sep 1992.
- Jenkins, B.R. 1992. Current and Possible Future Trends in Environmental Regulation in Australia. Paper delivered to Short Course on Environmental Regulations, Compliance and Liability, University of New South Wales, 6–7 February 1992.
- Jenkins, B.R. 1992. Engineers and the Environment. Paper presented to Physics and Engineering Summer School, University of Adelaide, January 1992.
- Jenkins, B.R. 1991. EIS's—do they tend to be biased? Debates in environmental issues. Talk to students in environmental education project, University of Sydney. Presented 23 January 1991.
- Jenkins, B.R. 1990. Trends and future directions in environmental assessment. Lecture to South Australian Institute of Technology Built Environment Programme, 10 October 1990.
- Jenkins, B.R. 1989. Trends and Future Directions in Environmental Assessment. Environmental Law Association (SA), Adelaide, April 1989.
- Jenkins, B.R. 1984. Environmental considerations in water resources planning. Paper presented to a short course in Planning of Water Resource Systems. University of Adelaide.
- Jenkins, B.R. 1983. Engineers and the protection of Adelaide beaches. University of Adelaide Engineering Action 83, 18-19 May 1983.

### Theses

Jenkins, B.R. 1983. Models of organization systems: Their relevance to organizational effectiveness and conflict. Masters thesis, Department of Administrative Studies, Monash University. DOI: 10.13140/RG.2.2.23471.36000

Jenkins, B.R. 1977. Changes in water resources planning: An organization theory perspective. PhD thesis, Stanford University, Civil Engineering Department.

Jenkins, B.R. 1974. The behaviour of reinforced concrete flat slabs. ME thesis, University of Adelaide, Civil Engineering Department.

Updated: 30 August 2020

Mr Chris Cowley,  
Chief Executive Officer,  
City of Burnside,  
PO Box 9,  
Glenside SA 5066

Dear Chris,

**EASTERN REGION ALLIANCE WATER BOARD- INDEPENDENT CHAIRMAN**

As Chairman of Centennial Park Cemetery Authority, a member of the Brownhill Keswick Creeks Stormwater Board and previously the Eastern Region Alliance Water Board (term expired Jul 19) I believe I offer strong credentials for the role of Chairman of the Eastern Region Alliance Board. My CV, attached, demonstrates sound in depth experience in all the skills listed in the Candidate Briefing Notes.

My current Board appointments include:

- Centennial Park Cemetery Authority, Chairman, Chairman of People and Culture Committee (recently renamed from CEO Performance Review Committee) and previously Chairman of Audit and Risk Management Committee and Chair of the Operations Complex Committee..
- KeyInvest Ltd (Formerly the IOOF Friendly Society) – Member of Board, Chair of Audit Committee, and member of Risk Committee and Finance and Investment Committee. Previously chair of Corporate Governance Committee and Risk Committee.
- Brownhill Keswick Creek Stormwater Board. Member of Board and member of Audit and Risk Committee.
- UHY Sothertons. Chair of Advisory Board.

I have been a board member and/ or Chairman of a number of other boards and committees as listed in my CV.

I am currently CEO of the Industry Leaders Fund Inc, which is a private NFP body which identifies and invests in the development and realisation of the potential of future industry leaders in South Australia. Grants of up to \$50,000 are offered to talented applicants. This occupies three days per week.

My qualifications and professional memberships include:

- B Ec (Adel)
- Senior Fellow, Financial Services Institute of Australia
- Fellow, Australian Institute of Company Directors
- Fellow, Chartered Governance Institute.
- Fellow, Governance Institute of Australia
- Fellow, Australian Society of CPA's
- Assoc (CIP) (life) - Aust & NZ Institute of Insurance and Finance
- Certified Treasury Professional (Snr) - Finance and Treasury Assoc.

I have served in the Army Reserve for over thirty years, and am currently a Lt Col, with responsibility for construction of Police Stations for the Joint Military Police Unit.

I can provide referees if required.

I hope you will view this application favourably and look forward to explaining my credentials and enthusiasm to contribute further to the success of the Board.

Yours Sincerely,



Geoff Vögt

B Ec, FAICD, FCGI, FGIA, SF Fin, ANZIIF (Assoc) CIP, FCPA, CTP (sen)

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# GEOFF VOGT

## CONTACT DETAILS



## EXPERTISE

- Strategic Planning
- Financial Management
- Investment Management
- Local Govt Subsidiary leadership
- Governance
- Insurance and Risk Management
- Corporate Affairs
- Social Marketing
- Capital Project Management
- HR Management
- Government Relations
- Stormwater Management
- Contract Negotiation and Administration
- Public Speaking

## EDUCATION

- Swinburne College of Technology Income Tax Law
- Adelaide University -Bachelor of Economics (Commerce).
- Prince Alfred College -Matriculation.

## MEMBERSHIPS

- Fellow – Australian Institute of Company Directors
- Fellow – Chartered Secretaries Australia
- Senior Fellow – Finance and Securities Institute of Australia
- Life Member - Aust & NZ Institute of Insurance and Finance(CIP)
- Certified Practising Accountant (Australian Society of CPA's)
- Certified Treasury Professional (Snr) - Finance and Treasury Assoc
- Lt Col – Australian Army Reserve.

## DIRECTORSHIPS

May 2010 - KeyInvest Ltd-Director, Member Board Risk Committee, Chair Audit Committee, Member of Finance and Investment Committee.  
Friendly Society providing full range of friendly society investment products, mortgage broking services (in top ten in Australia), and retirement village owner.  
Revenue approx \$21m pa; Assets approx \$220m; staff 22

Jun 2011 - Centennial Park Cemetery Authority –Chairman, Chair People & Culture committee.  
Local subsidiary of two Councils providing cemetery and cremation services.  
Revenue approx \$10m; Assets approx \$48m; staff 56

Oct 2019 – UHY Sothertons- Chairman. Accounting & bus advisory firm, 5 partners, 20 employees

Jul 2017- Jun 2019 Eastern Region Alliance Water Board- Member, Acting Chairman for 3 months

Feb 2009 – Oct 2018 United Way SA Inc -Volunteer Treasurer and Director.  
SA licensee of United Way Australia providing workplace giving and community impact services. Revenue approx \$0.4m; Assets approx \$0.3m; staff 5, volunteers 35.

Nov 2009 – Nov 2018 United Way Australia Inc -Volunteer Director and Chair of Audit Committee. Australian licensee of United Worldwide, non-denominational not for profit charity, largest Privately Funded NFP in the world according to Forbes rankings. Revenue approx \$1.9m; Assets approx \$1.2m; staff 12, volunteers 20

Jul 2016- May 2017 Lightforce Australia- Chairman of Advisory Board.

Aug 2005 – Feb 2012 Australian Reinsurance Pool Corporation –Member, member of Audit Committee, member Risk Committee.  
Commonwealth statutory authority providing terrorism reinsurance; Revenue approx \$200m pa; Assets approx \$700m, Staff 20.

Nov 2003 to Jun 2010 - Burnside Trust - (Chair from July 2008)

Oct 2004 to Jul 2008 - Centre For Automotive Safety Research - Member

Oct 1996 to Jul 2008- Road Safety Advisory Council of SA - Member

Aug 1999 to Jul 2008 - National Road Safety Strategy Panel – Member

Dec 1997 to Jul 2008 – Third Party Premiums Committee - Member

## **DIRECTORSHIP OBJECTIVES**

My aim on any Board is to be an active forthright and constructive team player to ensure the organisation fulfils its charter in terms of its performance for all direct participants, meets the highest governance standards and overall is a valuable strategic contributor to society.

As a Chairman I additionally seek to build a close relationship with the CEO, guide discussions in meetings efficiently towards consensus, encourage the peak performance by board members individually and as a whole, and ensure owners are fully informed and that there are no unpleasant surprises

## **ROLES**

- Part time lecturer in small business management at TAFE SA (2 years).
- Part time lecturer and chief examiner for Insurance Institute of Australia (five years).
- Part time lecturer for FINSIA (11 years).
- Chair of Public Sector Update for Governance Institute of Australia (fifteen years).
- CEO of Industry Leaders Fund Inc, (scholarship fund similar to the Churchill Fellowship); Assets -\$11m, staff reporting -1.
- Returning Officer for AGM of People’s Choice Credit Union; Assets -\$6bn, staff reporting -5.
- Director of Beston Pacific Asset Management (corporate advisory and secretarial services).
- CEO of Motor Accident Commission; Assets -\$2bn, staff reporting -26.
- Ministerial Adviser to Deputy Premier and Treasurer of South Australia.
- Group Financial Controller of Pioneer Homes (second largest home builder in Australia); Assets -\$200m, staff reporting -21.
- Manager Group Funding for Adelaide Steamship Company; Borrowings -\$5bn, staff reporting -4.

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- State Manager SA of Capel Court, National Mutual Royal Bank (bank/merchant bank); Assets - \$300m, staff reporting -10.
  - Financial Accountant at SA Housing Trust (social housing, industrial property developer); Assets -\$1.5bn, staff reporting -5.
  - Systems Project Leader at National Mutual (second largest Life Insurer in Australia); Assets - \$3bn, staff reporting -2.
  - Senior Head Office Accounts Officer at National Mutual.

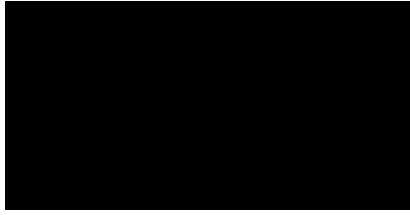
## **CAREER ACHIEVEMENTS**

- Established Industry Leaders Fund candidate selection process, promoted the fund and achieved growth in applicant numbers and recognition in accordance with Board plans.
- Achieved above benchmark performance 10 years out of 11 on \$2.2bn investment portfolio and negotiated/managed multiple investment manager contracts.
- Compulsory Third Party Fund net assets increased from \$4m to \$422m in 4 years to 2007.
- Generated continuous positive public perception amongst approx 1m policyholders, about 5,000 claimants pa, and with stakeholder groups.
- Represented MAC in the media, at public forums and industry conferences etc
- Chairman and organising committee member for CSA annual public sector governance update in South Australia, the most successful in Australia.
- Recognition of my experience and knowledge of governance and financial reporting acknowledged through membership of numerous board audit, risk and compliance committees.
- Broke negotiation deadlock for SA government on IT Outsourcing with EDS and was lead negotiator for government for Roxby Downs expansion.
- Met all written board performance targets whilst at MAC and the ILF.





Andrew Haste



1 September 2020

Dear Chris,

Please accept this letter of introduction and my attached resume as my application for the position of Independent Chair ERA Water.

As you know I am the CEO of LGA Procurement, the only procurement organization that supports all SA councils with aggregated purchasing power, training and capacity building and the provision of direct consultancy services.

This role requires me to demonstrate strong leadership in governance and accountability of process and decision making with statewide scrutiny. I successfully manage the financial and commercial realities of a diverse commercial business whilst operating sensitively to the needs of councils.

I report to the LGA Procurement Board chaired by Mayor David O'Loughlin (Prospect) and to the LGA Board itself as the sole shareholder. Hence, I am quite conversant with the corporate and transparency requirements in responding to these Boards and managing the various relationships to a high level. I am also experienced and comfortable in addressing elected member bodies understanding and advocating for complex and high cost projects.

You may not be aware that I am the Chair of the Community Wastewater (CWMS) Management Committee as nominated by the Minister for Local Government and the President of the LGA and have held this position for nearly nine years. The CWMS Management Committee is made up of members from the EPA, SA Health, DEW, OLG and councils and manages a \$47M, 10-year subsidy funding agreement for the construction of new CWMS schemes across the state.

Over the past nine years I have been pivotal in funding and managing around 20 new CWMS builds costing from \$2.5M to \$20M and ranging from 60 to 1200 connections with construction times of up to 24 months. I have also managed several stormwater retention and reuse schemes in the past. These projects have spanned the complete consultation, design, build, commissioning process and have involved many of the same firms that are used by ERA Water to date.

Each of these large-scale infrastructure projects have been different and challenging and I have navigated the complex and competing governance, project management and financial requirements of state government, council, community and contracted parties with great success. I have addressed multiple councils and public meetings as required throughout the project lifecycles and problem solved design and construction disputes effectively.

As Chair of this Committee I work very closely with the CWMS Program Manager in the day to day operation of the program providing an empowering and productive working relationship that recognizes each other's strengths and contributions. I clearly understand the boundaries between the role of the Chair and the General Manager and have demonstrable and current experience of both sides of the equation.

I have amassed a great deal of technical capability and knowledge in the field of large-scale water related infrastructure projects, supported by several years' prior employment with the Civil Contractors Federation. I understand how the civil sector works and how to manage construction contracts. I know where cost overruns can occur in such projects and how to manage contractual variations.

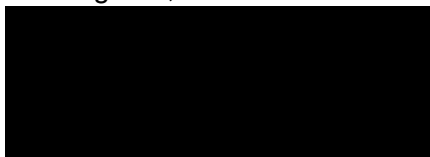
I am aware of a potential material conflict of interest due the purchase of electricity supply from LGA Procurement by ERA Water but believe this can be addressed adequately through the normal disclosure process as the need arises.

I believe I bring a level of local government contextualized technical, financial, governance and motivational leadership that will deliver on the long-term goals of such a visionary project. In addition, I will work productively and effectively with each Council CEO, staffs and elected members bringing a level of gravitas and humility to the role.

In closing, I believe that I present a unique combination of experienced local government Chair and operating Executive who is fully conversant with CWMS/Stormwater systems within the local government sector and look forward to the possibility of leading ERA Water and constituent councils meeting and exceeding expectations at this particularly important junction in its lifecycle.

I trust that this adequately conveys my suitability for this important role. Should you require further information or clarification, please do not hesitate to let me know.

Regards,



Andrew Haste

## RESUME

Andrew HASTE

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### Profile

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Andrew has had the good fortune to be employed by some of the State's leading not-for-profit Industry Associations and Registered Training Organizations following on from a rewarding career as a Secondary Teacher. Andrew's planned career development trajectory has shown an increasingly upward trend including more than five years as the Chief Executive Officer of what is now regarded as the most successful and valued procurement service to SA councils.

Throughout his career journey, Andrew has remained focused on a deep personal sense of altruism; caring for the needs of others (students, members, clients and staff) whilst achieving the commercial realities of a successful service delivery business. The tension and opportunities between profit and personal service is well understood and expertly navigated by Andrew.

An outstanding communicator and facilitator, Andrew is highly effective in working with politicians and management boards influencing positive outcomes and managing complex relationships. He is highly respected by his peers for developing an enabling and affirming culture and supports functional, engaged and ethically results orientated teams where the person is central to mutual success.

### Employment Summary

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September 2015 – Present

**Chief Executive Officer LGA Procurement**

*Local Government Association of SA – Adelaide CBD*

November 2011 – June 2016

**Director Member Services**

*Local Government Association of SA – Adelaide CBD*

July 2011 – October 2011

**Manager- Strategic Projects**

*Civil Contractors Federation SA – Thebarton SA*

April 2009 – June 2011

**Business Manager- Training**

*Civil Train SA – Dry Creek / Munno Para / Thebarton SA*

Feb 2008 – April 2009

**Business Development Manager**

*Service to Youth Council- Training Prospects- Elizabeth SA*

Oct 2000 – Jan 2008

**Learning and Development Consultant & IT Systems Manager**

*Engineering Employers Association SA Group Training Scheme Inc.- Unley SA*

1992 – Oct 2000

**Technology Studies Teacher & IT Systems Manager**

*Cornerstone College- Mt Barker SA*

1987 – 1991

**Technology Studies Teacher & IT Systems Manager**

*Ouyen Secondary College- Ouyen Vic*

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## Qualifications

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2017	AICD Foundations of Directorship
2015	Executive Coaching Program- Brian Cunningham & Associates
2015	Certificate IV Training & Assessment (TAE40110)
2014	LGA Media Training
2012	Child Safe Environment- Reporting Child Abuse and Neglect (DECS)
2011	Master of Business Administration (on-going study- AIMSA)
2006	Certificate IV in Occupational Health & Safety Management (S&G Learning & Development)
2003	Certificate III – Information Technology- Network Management (TAFE SA)
2000	Metal and Engineering Competency Standards Registered Assessor (Business SA)
1987	<b>Bachelor of Education - Technology &amp; Industrial Arts</b> (South Australian College of Advanced Education)
	<b>Current Teacher Registration in SA</b> (including current National Police check)
	<b>Introduction to Local Government (LGA of SA)</b>
	<b>Procurement Fundamentals (LGA of SA)</b>
	<b>Work Zone Traffic Management Permit (Civil Train SA)</b>
	<b>Forklift License (Civil Train SA)</b>
	<b>Construction Industry White Card (Civil Train SA)</b>
	<b>Basic 4WD Driving Certificate</b>

## Committee and Board Memberships

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- Board Director Wirraway Homestead
- Chairperson - State Community Wastewater Management Schemes (CWMS) Committee
- LGA Executive Leadership Team
- LGA Procurement Representative at all regional LGA's
- National Procurement Network SA member

## Detailed Professional Experience

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September 2015– Present

### Chief Executive Officer LGA Procurement

*Local Government Association of SA – Adelaide CBD*

Reporting to the LGA Procurement Board I have led the transformational change in product and service alignment to market expectations and recovered reputational status of the organization. This has been achieved through a comprehensive strategic planning and implementation process that has ensured financial resilience and majority market share.

Key Achievements:

- Achieved 300% revenue growth over three years to FY19/20.
- Achieved profit to budget in each financial year to date.
- Completed staff restructure including tripling of staff numbers and realigning expertise.
- Completed analysis of income/expenditure patterns and developed new income streams.
- Commenced a data acquisition and analysis project that is underpinning commercial decision-making process.
- Developed a tighter focus on customer service and quality of product/s.
- Spotlight on positive team development and development of internal and personal values.
- Strategic Marketing, Business and Long-Term Financial Plans developed and adopted by LGA Procurement Board.
- An overall purchase value to councils of around \$120M and combined savings of \$12.7M FY19/20.
- FY19/20 purchase of electricity for all SA councils (about 8% of the states total load). \$14M saving over three years.
- \$42M project value in direct consultancies with a saving of around \$4.7M FY19/20.
- \$120M purchased through LGA Procurement arrangements FY19/20. Saving of \$18M.

- A buy local strategy that is supporting small and large businesses through the COVID-19 period.
- Current on-going Chair of LGA Community Wastewater Management Schemes (CWMS) Management Committee responsible for the rollout of significant CWMS infrastructure projects across regional SA under the \$47M State Local Government CWMS Agreement.

**November 2011 – September 2015**

### **Director Member Services**

***Local Government Association of SA – Adelaide CBD***

Responsible for the delivery of Member Services to each of the 68 South Australian Councils across Education and Training, Electronic Services Program, LGA Outreach, Human Resources and Industrial Relations Services and Community Wastewater Management Schemes and seeking ways to deliver these services with an increasingly commercial outlook. Key responsibilities include:

Key Achievements:

- Managed 10 direct reports and off-site contractors across all commercial services.
- Policy development and corporate governance across current portfolio.
- Strategic growth plan for Education & Training developed and implemented.
- Financial budgeting and reporting for each commercial function including Board engagement strategies.
- Managed Member relationships and feedback.
- Managed and oversight of LGA Outreach Program.
- Development and rollout of iResponda emergency services training program.
- Establishment and rollout of \$2M Regional Youth Traineeship Program.
- Establishment and management of the LGA HR/IR Panel including all contractual and performance reporting requirements.
- Completed Research & Development projects including ageing workforce, outreach services, videoconferencing and online learning methodologies.
- Completed strategic restructure of all Member Services focusing on improved operational and financial efficiencies.
- Completed the sector wide Workforce Planning project.
- Chaired the highly successful 2012 Year of Procurement in Local Government initiative.

**July 2011 – October 2011**

### **Manager- Strategic Projects**

***Civil Contractors Federation SA – Thebarton SA***

Responsible for the project management and delivery of complete revamp of the CCF offices and development of leading edge training spaces including the implementation of a suite of civil machine simulators. This was achieved with the assistance of a \$8.1M Education Investment Fund (EIF) grant.

Key Achievements:

- Led the completion of all aspects of the EIF project as required by the funding agreement.
- Ensured that all milestones as required by the \$8.1M EIF grant where met and financial accountability met.
- Prepared and presented progress reports to Government, Board and EIF Project Team.
- Directed the professional work teams including Architects, Project Engineers, Builders etc. (inc. from Sweden and the USA).
- Developed a curriculum suited to maximizing skill development through the use of simulation.

**April 2009 – June 2011**

### **Business Manager- Training**

***Civil Train SA – Dry Creek / Munno Para / Thebarton SA***

Responsible for managing the day to day running and strategic development of one of the state's largest private Registered Training Organisations.

Key Achievements:

- Developed and managed the annual budget of over \$5M, including exceeding budget forecasts during my tenure.
- Lead a staff of 28 including contract trainers including being the key driver of the Quality Management system.
- Implemented an organization wide OHS Policy based system including conducting staff training.
- Ensured that all principles of corporate governance where adhered to in accordance with the Board's requirements.
- Established and managed of the Playford Alive- Live Works site (Munno Para) including \$1.5M of civil construction work for Land Management Corporation.
- Led the RTO through the re-registration process (per ASQA) with no non-compliances.
- Lead Civil Train SA to runner up in SA State Training Awards 2011, Large Training Provider of the Year.
- SkillsDMC: Civil Advisory Committee Member

**Feb 2008 –April 2009**

**Business Development Manager**

***Service to Youth Council- Training Prospects- Elizabeth SA***

Responsible for developing and maintaining sustainable business initiatives, revenue streams and growth and client relationships for Training Prospects.

- Developed positive client relationships across the defence, manufacturing, business, retail, mining and utilities sectors.
- Development of strategic business and marketing plans for increased levels of customer service and commercial viability/profitability for Training Prospects.
- Employment transition programs for ex Mitsubishi and Holden workers.
- Developed and marketed training programs for long-term unemployed.
- Identification and coordination of new training projects in-line with client requirements.
- \$5M Business Development revenue target 2008/09 and 4 Business Development staff reporting to me.
- Met or exceeded training targets for every month.

**Oct 2000 – Jan 2008**

**Learning and Development Consultant & IT Systems Manager**

***Engineering Employers Association SA Group Training Scheme Inc.- Unley SA***

Learning & Development Consultant

Responsible of the recruitment and management of apprentices in the Electrical, Electronics, Mechanical and Fabrication trades.

- Recruited Electronics, Electrical and Mechanical apprentices (aptitude testing, interviews, medicals, host appointment, off-job study co-ordination) for DSTO, Tenix, ETSA, BAE Systems, Clipsal, Cooper Standard, ASC, Codan, Redarc, NTS, etc.
- Managed the Engineering Internship program including liaison with Universities and Host Companies and Electronics Industry Association.
- Completed Host Company OHS&W site audits and accident investigations including Work Cover claims.
- Developed on-job competency assessment tool for the training management of apprentices.

IT Systems Administrator

Responsible for the complete re-development and ongoing management of all Information Technology systems as required to efficiently and securely run an organization including system design, purchasing, installation and staff training.

**1992 – Oct 2000**

**Technology Studies Teacher & IT Systems Manager**

***Cornerstone College- Mt Barker SA***

Responsible for teaching Years 8-12 in Technology Studies, Geography and IT related subjects. Also responsible for leadership of the Technology Studies faculty and design and management of the College's IT infrastructure.

- Development of curriculum in major teaching areas.
- Design, implementation and management of the College's IT network infrastructure, including all software, hardware, curriculum and staff training requirements.
- Design and development of new Technology Studies workshops and machinery.
- Management of multiple Pedal Prix teams.
- Pastoral Care- Year 9/10 Year Level Coordinator

**1987 – 1991**

**Technology Studies Teacher & IT Systems Manager**

***Ouyen Secondary College- Ouyen Vic***

Duties as above for Cornerstone College.

**Referees**

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Supplied on request

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**From:** Jennifer McKay [REDACTED]  
**Sent:** Thursday, September 3, 2020 8:29:30 PM  
**To:** Robert Dabrowski <RDabrowski@burnside.sa.gov.au> [REDACTED]  
**Subject:** ERA Water Independent chair application



4 Sept 2020

Chris Cowley, Chief Executive Officer, Burnside Council

Via email [rdabrowski@burnside.sa.gov.au](mailto:rdabrowski@burnside.sa.gov.au)

Dear Chris,  
Re application for Independent Chair of the ERA (Eastern Region Alliance) Water Board

A colleague suggested strongly to me to express an interest for the role of Independent Chair of the Board of the ERA Water. I understand that the project of stormwater capture, treatment and distribution in eastern Adelaide has been underway for some years and is advanced in many infrastructure aspects. I see this as a very exciting project as it is an important leap into the realm of adaptation to climate change and sustainable development.

The project offers leadership in SA and internationally, in several dimensions such as climate change adaptation but also equity, cost recovery and does this within a cooperative collaborative strategy via the LGA (SA) act. According to the agenda and minutes from March this year<sup>[1]</sup>, several purchasers of stormwater have been identified and further opportunities exist, for example, sales to 17 schools and to other Councils. I note that external advisors and the GM have already prepared a draft contract for sales. I also have noted that the Charter is next up for review in 2023. Overall, the project has overcome technical issues and low flow issues to be ready to operate and be extended, and it is noted that the State government context is supportive of further opportunities for cooperation and sales. The contractors have expertise in the project however, many of them would be due for review by the new Chair.

I plan to outline my credentials for this position (as per the selection criteria) and my passion and expertise as an academic lawyer who conducts research and teaches environmental law, contract law and company law at UniSA. I will then include a 2 page short CV expressing, values statement, qualifications, experience, skills, awards, knowledge and affiliations- work related and personal.

I am passionate about sustainable development and have conducted research on the implementation of Ecologically sustainable development, in particular, the best governance models. My career objectives have always been to *Always add Value*. This is my 3-word motto in Pridham Hall at UniSA. I would like to add value to the mission of ERAW by bridging disciplines, promoting the project and bringing an international perspective. I expect I could achieve this by bringing skills in corporate governance, fiduciary obligations, corporate and contract law, environmental law, water law, environmental governance, research as well as experience in governance of state government boards, voluntary associations and in leading co-operative board deliberations.

Referring to the Purpose and functions of the role, I note a strong emphasis on support to the GM in strategic planning with overarching effective financial reporting and risk management controls. There is also a strong emphasis on legal risk management which brings in several commonwealth and state laws. Finally fostering good collaborative relations with external stakeholders. I outline my skills and experience in these below. These functions require a unique skill set and experiences and I am able to bring these to the table.

#### Independent Chair Purpose and Functions

1. Attend and Chair all meetings of the Board (six per year) – *this is possible for me even day meetings, and I note that these have been the norm. I see the day moves around and that will assist me.*

2. Assist the Board in performing a governance role that respects and understands the separation of Board and Management duties. *I understand this separation through my experience as an inaugural Ministerial appointee to the SA Natural Resources Management Council from 2004-2006 (NRM Council), the SA Water resources Council (1990) and membership of regional water planning boards. The NRM Council drafted the first State NRM plan reviewed it and monitor it for effectiveness in achieving sustainable landscapes, social and citizen dimensions of NRM, climate change*

*adaptation and integration*<sup>[2]</sup>

*I have since had roles in charity organisations such as Variety SA and Defence Reserves Support Council and Defence Reserves Association (SA Branch) Inc. I also ran a funded Research Centre at UniSA between 2002-2013 the Centre for Comparative Water Policies and Laws (CCWPL). Here, I*

was like the GM of ERAW and had a chair from an international organisation for example, the Water research foundation of South Africa. The Centre had over \$750k of funded research from State government, the Private sector and international bodies and Cooperative research centres. In the CRC for Irrigation Futures, I led a research sub program and also reported to UniSA.

3. Exercise other functions as the Board determines- I am an experienced chair of meeting and resolution drafting and have a law degree so I am active in implementing conflicts of interests rules either perceived, material or actual and have excellent experience in meeting procedures. When in

legal practice for Finlaysons, I did commercial advisory work and often attended board meetings of private clients. For the CRC Irrigation Futures<sup>[3]</sup> I lead a team and sub program on Policy and Planning for Change and was also the UniSA partner representative.

4. Putting in place overarching effective financial reporting and risk management controls- I have experience in reporting and acquitting on over \$750k of research grants from the private and public sector bodies whilst conducting water governance research at UniSA. With regard to risk management, I drafted controls whilst running CCWPL and am aware of the risk issues in the stormwater harvesting project of ERAW. Some of the risks are with water quality others are compliance issues.

5. Support the GM in the practical implementation of the strategic plan/s and measurement of performance-.The GM and the teams from the councils and I will work together to implement the strategic plan and measure performance. I see this as a collaborative exercise and one I have engaged in before as I did the same for CCWPL research group at UniSA. I drafted annual strategic plans for CCWPL for 10 years. The strategic plan for ERAW is now in implementation and the values and mission are clear but will need to be amended to account for existing and new issues and threats. This is where I have skills to offer. For the CRC Irrigation Futures, to develop and amend the strategic plan, I liaised with many representatives of several organisations, for example, Peter Smith NSW DPI, Eddie Parr NSW DPI, Mike Smith WLBC SA, Alan Harradine, General Manager, Water Resources Division, National Water Commission, Britt MAXWELL Acting Director National water Policy, Lois Hunt of NWI, Colin

Creighton of National Flagships Program CSIRO, and CSIRO Brian Walker<sup>[4]</sup>.

The identification of threats and opportunities for ERAW will evolve and with these the strategies to implement measures to account for the risks that may be posed.

6. Contribute to strategic planning processes that establish the strategic direction of ERA Water – As above, the strategic direction of ERAW will need to respond to new threats and opportunities with new policies that remain within the vision and mission of ERAW. The changing climate and fiscal constraints allow some prediction of issues but further issues will arise through the consultation with the constituent Councils and external advisers. There will still be unknown/unknowns in the environment and I am aware of the need to be alert to these and have experience in designing and implementing strategies.

7. Support the Board in the management of relationships with external stakeholders.- I have many networks in SA and internationally and endorsement see my LinkedIn profile [Profilehttps://au.linkedin.com/in/jennifer-mckay-6261ab4](https://au.linkedin.com/in/jennifer-mckay-6261ab4). Locally, the Australian Water Association (AWA) and internationally the International water Association (IWA) and several academic networks for example as a reviewer for the journal Water Policy and the Australian Journal for Environmental Management. I am experienced in addressing diverse audiences, I have given over 1000 lectures on sustainability and Corporate law at UniSA and externally to the government of SA, and at several conferences in the UK, USA and Africa.

8. Assist in the development of the following strategic plans for the Region in a collaborative manner: • Annual Budget • Annual Business Plan • Long Term Financial Plan • Annual Report • Asset Management Plans • Water Management Strategy • National Competition Policy • Any other plans the Board or legislation required August 2020 – with respect to these I have has experience in developing them all with respect to UniSA research and the CRC Irrigation Futures. I share legal qualifications with the GM and have particular expertise in SA laws LGA Act, EPA Act and Landscape SA Act and Commonwealth legislation, the EPBC Act, ACCC Act, Corporations Law and ASIC Act. I am also experienced at statutory interpretation.

### Skills and Experience

1. Experience as an Independent Chair of a similar Board- I have had Ministerial appointments on NRM Council where the position of chair was reserved for public sector. I was inaugural chair of an AWA special interest group on water regulation. For the International Water Association, I was on their Board( called strategic council) for 3 years( all appointments were time limited) and chair of their Special interest group water management and regulation. Both groups had diverse members, public private sector and consultants.

2. Familiarity with the Local Government Act 1999 and environment – I am familiar and teach aspects of the LGA 1999 as well as Landscapes SA Act, EPA Act, and EPBC act as well as National Competition law.

3. Strong governance and accountability skills- I have strong skills in these from private practice at Finlaysons and University management of finances. I am financially prudent and aware of conflicts of interests processes and declarations such as recusing from meetings.

4. Financial acumen- I am acutely aware and teach accounting students about the Accounting standards and their duties. I ran the CCWPL very well and achieved outcomes at or below budget.

5. Demonstrated track record of collaborative work as a Board member and Chair- I have been given exceptional roles at Finlaysons and at UniSA, CRC Irrigation futures and in private sector boards, Variety and Defence reserves due to my collaborative manner.

6. Business experience within a water, commercial and technical setting-I have advised SA Water on water and legal issues in confidential reports, the PM on recycled water<sup>[5]</sup> and also the Government of Singapore.

7. Experience in stormwater management – I have provided advice to SA Water and to governments on water law and policy. I was part of a team on a project for the Goyder Institute in Adelaide on water supply governance and co-produced reports with other scholars from CSIRO and the other SA universities. The topic was A study into the supply, demand, economic, social and institutional aspects of optimizing water supply to metropolitan Adelaide – preliminary research findings

My focus was on the institutional arrangements. Several highly cited publications resulted from this work these were in international and national journals and showcased the water policy settings in South Australia. The final report is - Institutional Arrangements for Implementing Diverse Water Supply Portfolio in metropolitan Adelaide – Scoping Study. Goyder Institute for Water Research Technical Report Series No. 14/14, Adelaide, South Australia. ISSN 1839-2725.

8. AICD qualification desirable – I teach accounting students and law students company law. Hence, I am familiar with directors duties and obligations and financial reporting requirements.

9. Delivery of a large scale capital program- I was a member of a committee at UniSA engaged with campus building for the (then) new City West campus in 1995.

10. Network experience that will compliment / enhance ERA Water-I am a member of local, national and international water research bodies such as the Hydrological Society of SA, the Australian Water Association (AWA) and the International Water Association. I am also a member of the Law Society of SA. The members of CCWPL received an award from the Water Industry Alliance for leadership in contributing to Local Government in water governance. This was for work done for the Goyder Institute for water Research. My connections and endorsements are seen here

[Profilehttps://au.linkedin.com/in/jennifer-mckay-6261ab4](https://au.linkedin.com/in/jennifer-mckay-6261ab4).



Happy to answer any questions.

Kind regards

Prof Jennifer McKay

- [1] [https://www.walkerville.sa.gov.au/\\_data/assets/pdf\\_file/0035/555794/AFRAW03-300320-Agenda-30-March-2020.pdf](https://www.walkerville.sa.gov.au/_data/assets/pdf_file/0035/555794/AFRAW03-300320-Agenda-30-March-2020.pdf)
- 2 Natural Resources Management Council Annual Report 2009-2010, Government of SA and see [http://www.dwlbc.sa.gov.au/nrm/nrmplan/consult\\_plan.html#Consultation\\_document](http://www.dwlbc.sa.gov.au/nrm/nrmplan/consult_plan.html#Consultation_document) The NRM Council was established on 9 December 2004 under the auspices of the Natural Resources Management Act 2004
- 3 Ran between 2003 and 2010 <https://www.irrigationaustralia.com.au/publications/irrigation-futures>
- Here I conducted a study [An Evaluation of the Corporate Governance Arrangements of Australian Irrigation Water Providers](#)
- 4 <https://www.irrigationaustralia.com.au/documents/item/189> see pages 36 ff
- 5 Prime Minister's Science Engineering and Innovation Council: 2003, Recycling Water For Our Cities, Federal Government of Australia, Canberra.

## JENNIFER MCKAY

I am passionate about sustainable development and local initiatives.

My career objectives have always been to *Always add Value*. This is my 3-word motto in Pridham Hall at UniSA. I would like to add value to the mission of ERAW as Independent Chair, by bridging disciplines, promoting the project and managing risk and bringing an international perspective. I expect I could achieve this by bringing skills in corporate governance, fiduciary obligations, law, environmental governance, research as well as experience in governance of voluntary associations and in leading co-operative board deliberations.

### EXPERIENCE

**APRIL 2020 PROFESSOR OF BUSINESS LAW, UNISA-JUSTICE AND SOCIETY**

**1992- 2020 PROFESSOR OF BUSINESS LAW, UNISA-BUSINESS**

Obtaining research Grants and acquitting these with integrity (over \$750k from government such as *Australian Research Council* to private sector) and publishing 183 items ranging from reports, books, chapters, journal articles with a high citation index  $h = 17$ . Head of School, governance Committees at UniSA, promotion and appointment committees, Research policy Committee, executive committees and academic restructuring committee (several over many years).

Cited 665 times in last 5 years over 2300 citations. I have 183 publications see ORCID <https://orcid.org/0000-0002-1190-3286?lang=en>

and

Google scholar <https://scholar.google.com.au/citations?user=XHcLj5kAAAAAJ&hl=en>

Teaching Company law to over 6000 business students and Law students for over 15 years.

**2004-2006 MINISTERIAL APPOINTEE NATURAL RESOURCES MANAGEMENT COUNCIL**

**ATTENDED WATER RESOURCE PLANNING MEETINGS**

**1993 STATE WATER RESOURCES COUNCIL**

1988 – 1993

SOLICITOR, FINLAYSONS

Commercial advisory work for several clients advising on business law issues. Skills in interviewing clients, asking the right questions, legal contract drafting, and finding the legal way for the client to achieve the deal that they want .

## EDUCATION

Qualifications

BA HONS Melbourne	1978	Geography
PhD Melbourne	1983	Environmental Policy
LLB Adelaide	1989	Top student business law.
Graduate Diploma in Legal Practice	1990	UniSA
Diploma in Human Rights Law	2009	American University, DC.

Areas of academic contribution:

Human rights law, water law, environmental law, sustainable development law and policy (national and international) and the law of war and the environment. This is a scholarly contribution to the water sector, a birds eye policy view.

In 2013, the Centre for Comparative Water Policy and Laws received a commendation from the Water Industry Alliance for work assisting local government in water management.

## AWARDS

List of recent awards

Adjunct Professor ANU, and Lincoln UK

2019 Excellence in supervision of research award UniSA whole university award. Supervised 14 PhD students

2018 research award Division BUE UniSA

2013 Leadership commendation for members of the *Centre for Comparative Water Policy and Laws* for contributions to local government planning in water, Water Industry Alliance.

2009 and 2011 Business and Enterprise, Division Senior Research Excellence Award for Established Researcher (first win in 2009, second win in 2011)

2008-2009 Fulbright Senior Fellowship, Berkeley, Boalt School of Law, University of California where I spoke to Legislators in in Utah, California and Washington state about Australia's water reform.

2008 Women's Honour Roll, for service to water management in South Australia, Minister Rankine

2004-2006 Ministerial appointment Natural Resources Management Council

1995 to present Commissioner of the Environment, Resources and Development Court

## SKILLS

- Skills in identifying legal issues in businesses
- Skills in being on boards for Government and UniSA and charitable bodies Variety SA and Defence Reserves Support Council.
- Implementing fiduciary obligations
- Creative skills in putting different knowledges together
- Summarising deliberations and setting out action plans
- Good communicator
- Financial acumen

## AFFILIATIONS AND KNOWLEDGE

## Memberships

1. John Bray Alumni Network Law graduates UniSA
2. Fulbright Alumni group
3. Kathleen Lumley College U of A
4. Law Society of South Australia
5. Australian Water Association
6. International Water Association
7. University of Melbourne Alumni Association
8. Naval, Military and Air force Club
9. Queen Adelaide Club
10. Variety SA General member of Tent 75 committee.
11. Defence Reserves Association-SA (life time member)
12. DogSA
13. Friends of the Heysen Trail (life time member) completed in 2018.
14. Open Gardens Scheme life member
15. Adelaide Youth orchestra sponsor of Trumpet Chair for 7 years

## Work related

I have given back to the students (over 6000 UG taught and 14 PhD's) and the general community at UniSA and am grateful for that opportunity to teach a new generation of lawyers and equip them with modern days skills to deal with several challenges in human rights and the environment. Recently, I did a TedX talk on this topic- The title is " A duty to Co-operate making messy mosaic laws into judicious jigsaw." <https://www.youtube.com/watch?v=qeGsWmu0RPY>.

I have created a collection of law books at UniSA and there are 390 results in this collection . This is used by scholars interstate

<https://find.library.unisa.edu.au/primo-explore/search?>

[https://find.library.unisa.edu.au/primo-explore/search?query=lsr21,contains,%22Centre%20for%20Comparative%20Water%20Policies%20and%20Laws%22&search\\_scope=Catalogue&vid=UNISA](https://find.library.unisa.edu.au/primo-explore/search?query=lsr21,contains,%22Centre%20for%20Comparative%20Water%20Policies%20and%20Laws%22&search_scope=Catalogue&vid=UNISA)

## Private

- I breed Lagotto dogs (*TrufadodogSA* is the kennel name). These dogs are therapy dogs and some work in hospitals all over Australia.
- My garden was a part of the *Open Garden Scheme* in 2015 and the proceeds went to *Variety SA*.
- I have done the Variety Bash 5 times and also the four-wheel drive challenge and raised \$50,000 and am now on the governance board of Tent 75 in Adelaide.
- Assisted South Australian Museum with its *Dogs: a story of our best friend* exhibition in November 2019.

**Professor Jennifer McKay BA(Hons);LLB;GDLP;PhD;G Diploma Human Rights Law  
Professor of Business Law  
UniSA Justice and Society**

Law Building George St Room LB2-09  
City West Campus University of South Australia  
GPO Box 2471 Adelaide SA 5001

CRICOS Provider No. 00121B

ORCID record of publications <http://orcid.org/0000-0002-1190-3286>

SSRN PROFILE [https://papers.ssrn.com/sol3/cf\\_dev/AbsByAuth.cfm?per\\_id=859286](https://papers.ssrn.com/sol3/cf_dev/AbsByAuth.cfm?per_id=859286)

- **Duty to Cooperate: Making Messy Mosaic Laws into Jigsaw Laws | Jennifer McKay | TEDxFulbrightAdelaide** MARCH 2019 <https://www.youtube.com/watch?v=qeGsWmu0RPY>

[1] [https://www.walkerville.sa.gov.au/\\_data/assets/pdf\\_file/0035/555794/AERAW03-300320-Agenda-30-March-2020.pdf](https://www.walkerville.sa.gov.au/_data/assets/pdf_file/0035/555794/AERAW03-300320-Agenda-30-March-2020.pdf)

[2] Natural Resources Management Council Annual Report 2009-2010, Government of SA and see [http://www.dwlbc.sa.gov.au/nrm/nrmplan/consult\\_plan.html#Consultation\\_document](http://www.dwlbc.sa.gov.au/nrm/nrmplan/consult_plan.html#Consultation_document) The NRM Council was established on 9 December 2004 under the auspices of the Natural Resources Management Act 2004

[3] Ran between 2003 and 2010 <https://www.irrigationaustralia.com.au/publications/irrigation-futures>

Here I conducted a study [An Evaluation of the Corporate Governance Arrangements of Australian Irrigation Water Providers](#)

[4] <https://www.irrigationaustralia.com.au/documents/item/189> see pages 36 ff

[5] Prime Minister's Science Engineering and Innovation Council: 2003, Recycling Water For Our Cities, Federal Government of Australia, Canberra

## ERA Water Board – Independent Chair - Cover Letter - Meghraj Thakkar

2<sup>nd</sup> September, 2020

To,  
Chris Cowley  
Chief Executive Officer, City of Burnside

Re: ERA Water Board – Independent Chair position

Dear Chris,

I am a graduate of AICD (GAICD) and serve on the boards of several companies in the financial services, healthcare, aged care, education and utilities sectors. I am also on various committees (Finance, Audit, Risk, Remuneration, Stakeholder Engagement, Marketing, Consumer Engagement, ICT Steering).

Previously, I was:

- Board Director of Stormwater Australia (peak national body of the Stormwater Industry)
- Chair, Stakeholder Engagement Committee (Stormwater Australia)
- Chair, National ICT Steering Committee (Stormwater Australia)
- Member, SQIDEP Governance Panel (Stormwater Australia)

I have a portfolio career comprising of Board Director, Executive Technical Advisor, Treasurer, Gateway Reviewer, Consultant and Author. My skills are diverse with proven communication and presentation skills from my work as a widely published author, international keynote speaker and developer of numerous successful software products. I have been voted best speaker numerous times and am a recipient of corporate awards for teamwork and professionalism.

I have over 25 years of experience working globally (Australia, Europe, Canada, UK, Singapore, China, India and USA) for clients in numerous industries including healthcare, telecommunications, banking, financial services, insurance, transport, software, education, aviation, media and government.

I have provided strategic management advice and consulting to executives on various technical issues. I conduct and participate in SWOT analysis for critical client projects and am a Gateway Reviewer (registered with the Department of Treasury & Finance) conducting reviews of high risk / high value government infrastructure projects in Australia & New Zealand. In addition, I am a PMP (Project Management Professional).

I believe in the core values of working with utmost integrity, providing excellent customer service and creating a successful and respectful environment for all. I also agree with the required traits from an Independent Chair to be an effective collaborative team player, good listener, ethical and a fair judge who would listen and evaluate all diverse aspects of issues before making decisions.

I am confident that I can provide a lot of value to the ERA Water Board, in particular:

- Experienced Chair
- Governance (including digital audit, compliance and strategy)
- Risk management and internal controls (including Data privacy and Cybersecurity)
- Technology industry knowledge
- Banking & Financial services sector knowledge
- Retail sector knowledge
- Healthcare, community services & Aged Care sector experience
- Utilities sector experience

I would appreciate an opportunity to discuss further the value I can provide the ERA Water Board.

Regards,  
Meghraj Thakka XXXXXXXXXX

# MEGHRAJ THAKKAR, PMP GAICD

## Profile summary

I have a portfolio career comprising of Board Director, Executive Technical Advisor, Gateway Reviewer, Consultant and Author. I have over 25 years of experience working for clients worldwide (Australia, Europe, Canada, UK, Singapore, China, India and USA) in numerous industries including healthcare, telecommunications, banking, transport, software, education, aviation, media, utilities and government. I have experience in project management, governance, risk management, stakeholder management, business strategy, data analytics, data security, software development, administration, consulting, performance tuning, architecture, software design, implementation and customer relationship management in a number of capacities ranging from contract management to solutions delivery. My skills are diverse with proven communication and presentation skills from my work as a widely published author, international keynote speaker and developer of numerous successful software products.

## Career Summary

Company	Dates	Position/Client
ITjewel Pty. Ltd.	May 2004 – Present	Founder & Managing Director Consulted at clients worldwide including: Australian Taxation Office, HSBC (USA), Telstra, Ameriprise Financial (USA), Jetstar, MEBank, HUK-Coburg (Germany), DBS Bank (Singapore), The Dominion (Canada), OCBC Bank (Singapore), Solaire (Philippines), IDP Education, AGL, Tollgroup, QBE, Medibank, CACF (France), AMDOCS, SP Ausnet, ITSS, MLC, ABN AMRO (Europe), Rogers (Canada), ANZ, CSC, Linfox, NAB, Deutsche Bank (Germany), QLD Health, Volkswagen (Germany), Yarra Valley Water, Dept. of Finance & Dereg, FIMAT (UK), Goldman Sachs JBWere, Coles Myer Limited, Toyota, Fairfax Australia
Huon Regional Care	Aug 2019 - Present	Board Director Member; Finance, Audit & Risk Committee
Stawell Regional Health	July 2019 - Present	Board Director Chair; Audit & Risk Committee Member; Finance Committee
Bendigo Community Bank (Aspendale Gardens – Edithvale)	Feb 2019 - Present	Board Deputy Chairperson & Treasurer Chair; People, Performance, Governance & Risk Committee Chair; Finance & Audit Committee Member; Marketing Committee Member; Community Engagement Committee
Windermere	July 2018 – Present	Member; Service & Enterprise Risk Committee
CSV Limited	May 2018 – Present	Board Director Member; Finance, Audit & Remuneration Committee
Productivity First	Dec 2015 – Present	Non-Executive Director
CPT Global	July 2005 – Present	Principal Consultant.
Stormwater Australia (SIA Limited)	Dec 2018 – May 2020	Board Director Chair; Stakeholder Engagement Committee Chair; National ICT Steering Committee Member; Governance Panel - SQIDEP Member; Finance, Audit & Risk Committee
Clickstream Pty. Ltd.	May 2004 – July 2005	Principal Consultant.
Quest Software Pty Ltd	April 1999 – May 2004	Director of Database Technologies Domain Expert
Monash University	Jan 2000 – Feb 2003	Occasional Instructor
Oracle Corporation, USA	Sept 1996 – Feb 1999	Technical Specialist Senior Technical Analyst
American Digital Tech, USA	Sept 1994 – Sept 1996	Project Manager Senior Information Systems Consultant
University of California (Irvine)	July 1995 – June 1996	Occasional Instructor

## EDUCATION

- Graduate, Australian Institute of Company Directors
- Master of Computers Science (GPA 3.93 out of 4.00), University of Oklahoma, USA
- Bachelors of Electronics Engineering, University of Bombay, INDIA (First Class)

## Honors and Awards

JJ Saunders Award – Consulting Excellence	CPT Global (2012)
Outstanding Achievement – Teamwork	Telstra (2007)
Best Speaker	AUSOUG (2001)
Best Speaker	AUSOUG (2000)
Outstanding Achievement – Teamwork	Oracle (1999)
Outstanding Achievement – Customer Relationship	Oracle (1998)

## PUBLICATIONS

Authored the following books:

<u>Title</u>	<u>Publisher</u>	<u>ISBN</u>	<u>Publication Language</u>
e-Business for the Oracle DBA	MacMillan/(SAMS)	0672321475	English, Chinese
e-Commerce Applications using Oracle8i and Java from Scratch	MacMillan/(QUE)	0789723387	English, Arabic
Teach Yourself Oracle8i on Windows NT in 24 Hours	MacMillan/(SAMS)	0672315785	English, Chinese, Japanese, Bulgarian

Co-Authored the following books: [Oracle9i: Instant PL/SQL Scripts](#), [Migrating to Oracle8i](#), [Using Oracle8](#), [SE Using Oracle8](#), [SE Using Oracle8/8i](#), [Oracle8 Server Unleashed](#), [C++ Unleashed](#), [COBOL Unleashed](#), [OCP Training Guide: Oracle DBA](#)

**Presented papers at technology conferences:** [Oracle World](#), [International Oracle Users Group \(IOUG\)](#), [Computer Measurement Group - USA \(CMG-USA\)](#), [Oracle Development Tools Users Group \(ODTUG\)](#), [UKCMG](#), [AUSOUG national series Oracle 20:20 series](#), [New Zealand Oracle Users Group \(NZOUG\)](#), [Atlantic Training Oracle Conference](#), [iDevelop Chinese Technology Conference](#), [European Oracle Users Group](#), [UK Oracle Users Group \(UKOUG\)](#), [East Coast Oracle Users Group \(ECO\)](#), [Authored over a dozen articles at www.informit.com and featured as the 'Expert Advisor'.](#)

## PROFESSIONAL CERTIFICATIONS:

- Gateway Reviewer
- Project Management Professional (PMP)
- Retail Pharmacy Management and Ownership trained
- AWS Certified Solutions Architect
- Dynatrace Appmon Associate
- GTD© Practitioner
- Oracle10g Technician
- Oracle Certified Professional (OCP)
- Oracle Certified DBA
- Microsoft Certified Systems Engineer (MCSE)
- Enterprise Certified Netware Engineer (ECNE)
- SCO Certified Unix ACE
- Lotus Certified Notes Consultant (LCNC)
- Microsoft Certified SQL Server Instructor
- Microsoft Certified Visual Basic Instructor
- Microsoft Certified Professional for Visual C++
- Microsoft Certified Professional for Windows NT
- ITIL foundation course in IT service management

## Rohit Sumbli

Australian Citizen



### Professional Snapshot:

- A talented Senior Management and operations Professional with a successful track record across the Renewable, Power, Mining, infrastructure & oil and gas sectors. Part of the senior leadership teams with a growth oriented & progressive companies and steering the business towards achieving budgeted goals by capitalizing on rich professional techno commercial experience of over 20 years in managing P&L operations etc. across Australia, MEA & India. Leveraged core strengths of technical expertise, strategic planning & management etc. along with global perspective & entrepreneurial drive towards creating & enhancing value for all stakeholders.
- Detailed planning, resources estimation, monitoring, controlling Budgets, rescheduling & timely execution of master project plans
- Strategic interfacing within engineering and financial aspect of the business. Ensuring cost & resource optimization to control activities in line with budget forecasting
- Assisting in the preparation of performance measures, logging, tracking work requests and completing tasks & representing the schedule meetings for coordinating with the sub-contractors

*Seeking a senior management & leadership role that will leverage my management skills to play a direct role in the unlimited growth and success of solid organisational achievements.*

### Qualifications

- Certified Practicing Portfolio Executive ( CPPE ) -AIPM (2020)
- Master's in Business Administration (Project Management) - IIBMS (2010)
- Post Grad Diploma - Power Plant Engineering – National Power Training Institute, (2003)
- Bachelor of Electrical Engineering – Karnataka University, (2001)

## Work Experience

**Siemens Gamesa**  
**Head of Project Operations - Australia/New Zealand/New Caledonia**

**2017 – Present**

### Key Responsibilities

- Part of the Leadership Management group for Australian/NZ operations; Accountable for the Profit /Loss of Major Capital programs amounting to \$850M. Reporting to the Managing Director and APAC Executive Management for the successful operations associated with Australian and New Zealand.
- Responsible for the Profit and loss of the Projects Renewable Business on the behalf of Executive Management in terms of safety and Governance framework of the company. Oversight and management of all project's operation.
- Setting and monitoring budgets, analysing and modifying costs resulting in increased profitability and managing procurement and commercial functions including finalising vendors, payment terms, bonds and bank guarantees and insurance
- Conduct a detailed review with the Commercial managers and understand commercial scope, cost estimates, as-bid versus as-sold CM/profit margins, cash flow requirements, boundary conditions, reporting requirements, etc.
- Overseeing all aspects of operations from recruitment and training to identifying and allocating material and manpower requirement, site management, and monitoring KPIs and program milestones.
- Ensure that the financial results according to set targets are managed with due professional care and optimizes the project gross profit, cash flow and assets and financing instruments.
- Analyse the scope of work planned to gain a thorough understanding of project objectives, client requirements, financial/non- financial resources, risks and constraints.

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- Providing the commercial advice while negotiating and executing contracts with suppliers and subcontractors.
- Developing the business development and Project Management strategies in line with the governance frame of the Company.
- Providing support to the Management in terms of Market intelligence and advise them in development of business strategies.
- Developing the winning strategies for various tender bids and negotiate the contract terms with the different clients.
- Staff management – including project and technical staff – managing all aspects of employee related matters.
- Actively communicates with customer representatives on all matters relating to the project operations and business and manages solving of issues.
- Reporting on all aspects of performance – internal and external stakeholders up to the highest level of management.
- Ensure overall implementation of key processes including: EHS and quality plans and practices.

#### **Portfolio:**

- **The Bulgana Green Power Hub comprising of 234MW renewable project- Victoria (Australia) :**  
Engineering, Procurement and construction of 56 wind turbines, Balance of plant and battery storage of 20MW near the town of Stanwell, Victoria.
- **Waipipi Wind farm comprising of 134MW renewable project; Waverley (New Zealand):**  
Engineering, Procurement and Installation of 31 wind turbines in south-west of Waverley, in South Taranaki; New Zealand.
- **Yate Wind farm comprising of 21MW renewable project; Noumea, New Caledonia:**  
Engineering, Procurement and Installation of 24MW wind turbines in Noumea, New Caledonia.
- **Avoline solar Farm Project comprising of 200 MW renewable Project:**  
Engineering, Procurement and construction of 200MW solar Project and Balance of plant in NSW.
- **Badgingarra wind farm comprising of 130MW renewable project; WA (Australia) :**  
Engineering, Procurement and construction of 37 wind turbines and Balance of plant in east of Cervantes, Western Australia.
- **Hornsedale Wind Farm comprising of 315MW renewable project:**  
Engineering, Procurement and construction of 99 wind turbines, Balance of Plant located between 8km and 24km north of Jamestown in South Australia, in the locality of Hornsdale.

**Jacobs –Australia**

**09/2017-12/2017**

#### **Manager-Transmission & Distribution-Victoria**

##### **Key Responsibilities**

- Responsible for the Profit and loss of the Design Projects on the behalf of Executive Management in terms of safety and Governance framework of the company.
- Developing the winning strategies for various tender bids and negotiate the contract terms with the different clients.
- Developing the business development and Project Management strategies in line with the governance frame of the Company
- Overseeing all aspects of project delivery from recruitment and training to identifying and allocating material and manpower requirement, site management, and monitoring KPIs and program milestones
- Negotiating and executing contracts with suppliers and subcontractors

**GHD –Australia**

**2014 - 2016**

Project Director for the delivery of Portfolio of Major Programs of works which includes delivery of 150MW combined cycle gas-based power plant project, 220KV and 132 KV Transmission line and substation projects.



**Key Responsibilities**

Responsible for the Profit and loss of the Projects on the behalf of Executive Management and accountable to Board for the successful completion of Projects in terms of safety and Governance frame work of the company.

- Managing a project team of multidisciplinary staff including Project Mangers, Design Manager, construction Managers, Project Engineers, Lead engineers, safety personnel and planners.
- Showed the leadership & liased with the design team to develop more cost effective designs leading to \$10 million savings; developed the effective Resource strategy & reduced project management cost by \$5million.
- Setting and monitoring budgets, analysing and modifying costs resulting in increased profitability from 15% to 25%; managing procurement and commercial functions including finalising vendors, payment terms, bonds and bank guarantees and insurance
- Overseeing all aspects of project delivery from recruitment and training to identifying and allocating material and manpower requirement, site management, and monitoring KPIs and program milestones
- Negotiating and executing contracts with suppliers and subcontractors
- Managing the internal and external stakeholders and developing the long-term relationships so that projects and assignments can be completed within the expectations of customers as well as meet corporate goals.
- Overseeing all aspects of project delivery including recruitment and training, identifying and allocating material and manpower requirement, site management, and monitoring KPIs and program milestone.

**Portfolio**

- **\$550 million; Pilbara Power Generation Project -150 MW Gas based combined cycle power plant Project- Port Hedland, Pilbara, WA.**
- **\$30 million; 220 KV Transmission Line & Substation Project –Port Hedland, Pilbara, WA.**
- **\$28 million; 132KV Transmission and Substation Project- Port Hedland, Pilbara, WA.**

**Horizon Power- Australia****Aug 2011 to 2014**

Senior Projects Manager responsible for the delivery of complex generation and Process projects on time and within budget

**Key Responsibilities**

- Responsible for the Profit and loss of the Projects on the behalf of Executive Management and accountable to Board for the successful completion of Projects in terms of revenue and governance Framework set by the company.
- Successfully executed the development, design, procurement contracts, construction and commissioning of a 100MW open cycle gas based power plant with an associated 220KV AIS substation and transmission line project including the upgrade of various existing substations within Budget and as per the time frame set by the Management for the completion.
- Successfully executed the delivery of scope of works, statutory approvals and financial management of 2MW power station EPC. Was also successful in obtaining additional funds required for the successful completion of the Project.
- Successfully completed the EPC Contract for power line carrier systems for Karratha, Cape Lambert and Hedland Terminal from scope of works to handover.
- Managed a project team of multidisciplinary staff including construction Managers, Lead engineers, safety personnel and planners
- Liaised with the design team to develop more cost-effective designs leading to \$5million savings; developed the Resource Management Plan, reducing project management cost by \$2million, and the Project management Plan leading to a saving of \$5million
- Overseen all aspects of project delivery from recruitment and training to identifying and allocating material and manpower requirement, site management, and monitoring KPIs and program milestones
- Negotiated and executed contracts with suppliers and subcontractors
- Managed the internal and external stakeholders and developing the long-term relationships so that projects and assignments can be completed within the expectations of customers as well as meet corporate goals.

**Portfolio:** \$138 million; South Hedland Power Generation and 220KV Transmission Line Project-Port Hedland, Pilbara, WA. \$27 million; ARCPSP; 2MW Diesel power station Project and Transmission upgrade-Kalumburu-WA. \$1.5 million; NWIS Power line carrier Project-Karratha-Western Australia.

### Lindenberg Emirates LLC, United Arab Emirates

Sep 2008 to Aug 2011

Project Director responsible for technical, commercial and management expertise to deliver various complex, multimillion-dollar Transmission and Substation projects

#### **Key Responsibilities**

- Successfully negotiated new business in the form of variation orders to the value of \$20 million.
- Leveraged and developed relationships to win new business, playing an instrumental role in gaining \$40million in new projects, including \$25million for the newly established Oil and Gas Department.
- Development of processes and plans for the department in line with the strategic plans of the organization increasing profitability from 15% to 25%.
- Oversaw contract negotiation and management, staffing, budgeting and reporting; implementing and monitoring KPIs and other project milestones.
- Analyzed, monitored and modified budgets and cash flow to maximise efficient operation and profitability.
- Managed the technical delivery of project requirements onsite within projected budget and within scheduled timeframe.
- Negotiated and executed contracts with clients, suppliers and subcontractors from procurement to finalization of vendors.
- A key contact for all stakeholders attending client meetings on a weekly and monthly basis.
- Managed the engineering, procurement, erection, testing and commissioning of 20 large LVAC boards for Ruwais housing complex for Abu Dhabi distribution oil company.
- Delivered 11KV system for the Mega Braka Nuclear Power Plant.

#### **Major Portfolio**

- \$120 million; engineering, procurement, construction, erection, testing and commissioning of 5 bays of 132KV GIS substation, 2 x 25MVA transformers, 2 x 12 feeders of 33KV switchgears, 2 x 21 feeders of 11KV switchgears and 2 x 5km of 33KV underground cables.
- \$50 million; engineering, procurement, erection, testing and commissioning of 20 large LVAC boards
- \$75 million; engineering, procurement, erection, testing and commissioning of HV substations, 15km of 11KV cable and 10MW power plant
- \$75 million; engineering, procurement, erection, testing and commissioning of 33KV GIS substation and 33KV cable laying project, delivering 4 HV switching stations and 33KV cabling projects. \$20 million; engineering, procurement and construction of 11KV system for Mega Braka Nuclear Power Plant Project

### Bahwan Engineering Company, Oman

Apr 2007 to Aug 2008

Project Manager responsible for delivering major projects on time and within budget

#### **Key Responsibilities**

- Managed the design, supply, erection, testing and commissioning of 8 bays of 132KV GIS, 2 x 50MVA transformers, 2 x 12 feeders of 33KV switchgears and 2 x 11.3km of 132KV overhead line of steel towers.
- Overseeing all works and technical implementation of projects on site, designing project processes to save costs and align outcomes with corporate strategy.
- Executed contracts with clients, suppliers and subcontractors from inception to completion of projects; managed claims and successfully increased project revenue by \$5 million through variation orders.
- Involved in tendering for key projects including serving as a core tender team member winning a \$500 million transmission and substation project.
- Develop project wide budgets, analyzed job costs, identified and organized material and manpower requirements for project execution.
- Developed and submitted tender documents, developed project execution plans and schedules upon winning contracts.

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- Led a 200 member team on a gas based power plant project for the Petroleum Development of Oman to establish the power distribution network including substation equipment, and cables up to 132KV and restructure the distribution network; planning, installing, testing and commissioning transformers, switchgears and laying HT cable network across the region; reviewed tenders and quotations for electrical and mechanical works and selected subcontractors, increasing profitability by 7%.
- Led a multinational team of 300 members including engineers and technicians to plan, install, test and commission transformers, switchgears and lay at HT cable network across the Manah Adam region

**Portfolio:**

- **\$150 million; 180MW (2 x 90MW) Open cycle gas based Power Plant Project; \$110 million; Manah Adam Grid Station & 132KV transmission Line Project**

**Vedanta Plc (Bharat Aluminum Company Ltd (Balco)- India.****Sept 2003 to Mar 2007**

As Associate Power Project Manager: directed a team of 20 including project engineers, liaised with authorities and acquired approval and all statutory clearances from state and central governments for project delivery

**Key Responsibilities**

- Designed and developed detailed contract documents and technical specifications
- Successfully executed and delivered the Balance of plant Packages including water handling system, Coal handling systems, firefighting ,Electrical BOP packages & Turbine Generator Packages for units 1 to 4 for 4x135 MW coal based power station Project.
- Reviewed and short listed tenders from international bidders and awarded EPC contracts
- Developed project execution plan, prepared project budgets, monitored and controlled cash flow and project schedules for execution
- Led the project team of power project engineers and coordinated site erection and commissioning activities including quality assurance, inspection and performance testing
- Improved design and processes saving \$70million; back charged the station transformer 4 weeks ahead of schedule resulting in early commercial generation
- Established and operated an effective safety permit system, erected safety boards and facilitated safety meetings, reducing LTIs from moderate to zero

**Major Portfolio**

- **\$450 million; 1200MW (2 X 600MW) Coal based Thermal Power Plant Project, India**
- **\$350 million; 540MW (4 X 135MW) Coal Based Captive Thermal Power Plant Project, India**

**Vijay Projects Ltd****Aug 2001 to Aug 2003**

Project Engineer

**Key Responsibilities**

Led an Engineering team ensuring effective allocation of resources. Led a team of electrical and mechanical engineers for erection and commissioning of an electrical and mechanical systems for raw water equipment and firefighting system for 25MW captive power plant project, completing the project on time and within budget

- Successfully completed projects with zero lost time incidents

**Project Portfolio**

- **25MW Captive Coal based Power Plant Project ,India**

**PERSONAL DOSSIER****References- On request**

I am willing to provide details of referees that can comment on my ability and work experience.

Rohit Sumbli

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25 August 2020  
The Chairperson  
Selection Committee  
City Of Burnside

Dear Chairperson,

Re: Independent chair of the ERA Water Board

I am an experienced audit and accounting professional having served in Queensland public sector and local governments since 2005.

I am a qualified CPA and a CIA which has given me solid technical knowledge and base in the profession. With an additional certification in fraud examination (CFE) I have honed my skills in fraud & ethical controls. I am knowledgeable in how a better practice internal audit function should work and the monitoring process over the same function. My accounting/finance background enables me to view information from a finance perspective to promote better business decisions, based on evidence, facts and analysis. My experience for the Queensland Audit Office has given me insights in to better practice public sector audit committee functioning.

To further my skills and knowledge in governance at the top level, I have acquired a formal qualification from the Australian Institute of Company Directors which has given me the skills required at the Board/Committee level. I am serving as a non-executive director in a NFP in Melbourne.

I have strong experience in the Queensland public sector in the state government departments, government owned corporation and local level government. I have worked as outsourced internal auditor in 10 local level governments in rural/remote Queensland between 2015-16. My last role was as the principal internal auditor reporting to the CEO and the audit committee at Western Downs Regional Council in Queensland. The council has one of the better rated internal audit and control environment in Queensland as is evident from the state auditor general's report. I have been fortunate to be one of the active contributor to this improvement.

Currently, I serve as a Councillor in the Queensland Chapter Council of the institute of Internal Auditors. This is a leadership role engaged in developing and executing strategies designed to further IIA's business objectives.

I am passionate about improving ethics, internal controls, governance processes and risk management. I have attached my CV for your consideration which detail the chronological record of my employment and the nature of roles performed by me. The depth and breadth of my experience gives me the insights and foresight required to monitor finance, risk management, internal audit and governance & internal controls from the very top level.

The attached sheet details my experience against the specific selection criteria in your advertisement.

I look forward to the opportunity to discuss this further.

Yours faithfully

Subhasis (Suby) Sen CPA CIA CFE GAICD

## **Details of experience against each selection criteria**

### **1. Level and breadth of senior governance, risk management, organisational performance, and / or business transformation experience;**

- Currently working as a non-executive director in a NFP based in Melbourne supporting the board in finance and accounting and specifically investment portfolio management
- Currently working as an elected chapter councillor of Queensland for the Institute of Internal Auditor giving effect to the national strategy of the organization across Queensland
- Worked as the principal internal auditor reporting to the CEO and the audit committee at Western Downs Regional Council
- Worked as the auditor reporting to the CEO and respective audit committees at 10 regional and remote councils in Queensland via the LGAQ
- Worked as auditor at Department of Transport and Main Roads, Queensland Rail, Dep of Public Works
- Worked as auditor in a number of external audit assignments for the QAO
- Worked for the DFAT in a number of institutional strengthening programs in Papua New Guinea
- Worked as head of finance in FTSE50 company in India and UAE where I led transformation projects and start-up projects.

### **2. Knowledge and understanding of financial and performance reporting and auditing requirements;**

- I have strong knowledge and understanding of the *Local Government Act 2009* and *Local Government Regulations 2012* gained via internal auditing assignments in Queensland local governments
- I have demonstrated knowledge, understanding and experience of financial and performance reporting and auditing in the Queensland public sector via Queensland Audit Office
- I have the technical knowledge and understanding of financial and performance reporting and auditing gained via my formal learnings (mentioned below) and continuous professional education

### **3. Board and / or audit and risk committee experience;**

- Currently working as a non-executive director in a NFP based in Melbourne supporting the board in finance and accounting and specifically investment portfolio management
- Currently working as an elected chapter councillor of Queensland for the Institute of Internal Auditor giving effect to the national strategy of the organization across Queensland
- Reported to the audit committee at Queensland regional and remote councils and gained experience and exposure on the functioning of audit committees

### **4. Level of familiarity with local government operations, together with risks and issues impacting the sector; and**

- I am familiar with local government operations through my experience working as the principal internal auditor at WDRC and ten other local governments. This enabled me to understand the local government context, the challenges faced by local government, the risks facing local governments and the various governance issues applicable to this sector.

### **5. Relevant qualifications (e.g. CAANZ, CPA, etc.).**

- 2019: Graduate of the Australian Institute of Company Directors
- 2018: Certified Fraud Examiner (CFE) from Association of Certified Fraud Examiners, USA
- 2016: Certified Internal Auditor (CIA) from Institute of Internal Auditors, USA
- 2005: Certified Practising Accountant (CPA) from CPA, Australia (ranked 10th in auditing and with high distinctions in financial reporting and corporate governance).

## SUBY (Subbasis) SEN GAICD

### PROFILE

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An outcome focused **AUDIT AND RISK PROFESSIONAL** with over 35 years' experience in the public sector and private sector. With success built on a strong accounting foundation, leading teams and providing internal audit and advisory services in Australia Papua New Guinea, UAE and India.

Reported to the CEO and the audit committee to deliver value adding services to strengthen governance, risk management and internal controls.

Currently, working as a member for the Queensland Chapter Council of the Institute of Internal Auditors providing oversight in strategy development and performance monitoring of IIA's activities across the state.

### KEY STRENGTHS

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#### **Leadership**

- provided professional direction to develop independent, objective but agile internal audit function which delivered audits within agreed timelines, budgets and to the satisfaction of the clients.
- supported the senior management team to strengthen the ethical tone of the organization.

#### **Strategic policy and planning**

- prepared audit reports that provided strategic direction on policy and planning issues in procurement controls, asset management, repairs & maintenance, fraud & ethical controls, workplace health and safety, business continuity & disaster recovery management etc.

#### **Risk management**

- instigated the review of risk appetite statements and risk assessment processes at the operating division level and contributed to improvement of risk management practices to strengthen the first and second lines of defense in the internal control structure.

#### **Relationship management**

- built and maintained effective and valued working relationships with senior stakeholders both within and external to the organization to foster trust and teamwork.

#### **Capacity development**

- from 2009 to 2013, strengthened institutional capacity over:
  - annual financial statements preparation at 19 provincial treasuries across Papua New Guinea
  - bank reconciliations at 37 national departments, and
  - non-tax revenue management and revenue recovery at 19 provincial treasuries.
- from 2000 to 2004 co-developed and co-implemented the accounting and financial management and review processes governing donor (AusAID, NZAid and Asian Development Bank) funded expenditures at 19 provincial health offices across Papua New Guinea.

## **QUALIFICATIONS**

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- 2019: Graduate of the Australian Institute of Company Directors (GAICD)
- 2019: Lead Auditor Quality Management Systems Audit from SAI Global
- 2018: Certified Fraud Examiner (CFE) from Association of Certified Fraud Examiners
- 2016: Certified Internal Auditor (CIA) from Institute of Internal Auditors
- 2005: Certified Practising Accountant (CPA) from CPA, Australia

## **MEMBERSHIPS**

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- Australian Institute of Company Directors (AICD)
- Institute of Internal Auditor (IIA),
- CPA Australia (CPA)
- Association of Certified Fraud Examiners (ACFE).

## **KEY SKILLS SETS AND ATTRIBUTES**

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- Oversight of performance management framework
- Monitoring the adequacy and effectiveness of compliance framework
- Strengthen risk management via review of control effectiveness
- Fraud and ethical controls
- Strengthen financial governance through review of financial submissions
- Enhance accountability through monitoring of performance vis-à-vis strategic plan
- Strengthen culture through culture review, monitoring of governance processes,
- Capacity and capability development etc.

## **EMPLOYMENT HISTORY**

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### **1. Western Downs Regional Council, Dalby January 2018 – June 2020**

#### PRINCIPAL INTERNAL AUDITOR

Western Downs Regional Council has a turnover of \$170 million and asset base of \$1.78 billion, employing 713 staff.

In this role, I reported directly to the Chief Executive Officer and the Audit Committee, to provide the following services:

- Preparation of 3 Year Strategic Audit Plan and Annual Audit Plans in consultation with the Chief Executive, Executive Management team and Audit Committee members
- Delivery of a range of performance audits, assurance audits and compliance reviews included in the audit plan, taking independent responsibility for the entire audit process (i.e. from audit engagement planning, evidence gathering process, exit meetings, audit communication, audit documentation, monitoring of the recommendations and client relationship management)
- Attendance at quarterly audit committee meetings and reporting to the Audit Committee on the progress of the annual audit plan, significant audit issues and status of implementation of accepted recommendations
- Provision of support to the Chairman of the Audit Committee as required
- Provision of advice on internal controls, risk management and governance related matters as and when required by the client managers
- Ongoing controls monitoring using data analytics to achieve efficiency and extended coverage of the subject.

#### **Achievements:**

- Developed the audit universe linked to the 5-year corporate plan and annual operating plan.
- Delivered 100% of the audit plans for the last two plan periods, including backlog of earlier years.
- Raised awareness of senior management on important issues e.g. fraud risk & controls, contractor controls in WHS, risk management and various other governance arrangements.
- Achieved 98% acceptance of recommendations made across all the audits.

### **2. Queensland Government (various temporary positions) July 2016 – November 2017**

#### i. Department of Science, Information Technology & Innovation

TEMPORARY PRINCIPAL INTERNAL AUDITOR      September 2017 - November 2017

- Project managed multiple audit assignments from start to finish in the areas of:
  - effectiveness of privacy management,
  - business readiness of a SAP upgrade project,
  - design effectiveness of controls in an ongoing Content Delivery system project.
- Monitored the implementation of the accepted audit recommendations of earlier audits and contributed to the progress reporting to the Audit and Risk Management Committee.

#### ii. Queensland Audit Office

CONTRACTOR

June 2017



Provided financial audit services in the areas of:

- Financial assets, investment income and payroll data analytics at Public Trustee Queensland
- Collection assets and revenue management at Queensland Museum.

iii. Department of Transport & Main Roads

TEMPORARY PRINCIPAL INTERNAL AUDITOR

September 2016 – May 2017

- Led a small team of internal auditors in operational audits and assurance audits across the various business areas of the Queensland Department of Transport & Main Roads.
- Project managed multiple audits and reviews taking responsibility for the entire audit process (i.e. budget preparation, engagement planning, developing the Risk and Control Matrix and engagement test program, managing the evidence gathering process and ongoing supervision of team, evaluation and assessment of the audit evidence, development and review of audit findings, conclusions and recommendations, conduct of the exit meetings, preparation of audit reports, monitoring the implementation of the audit recommendations, and quality of audit documentation and analysis in conformance with IPPF Standards)
- Liaised, consulted and negotiated with key stakeholders, including senior management, about the audit process, scope, findings, issues and recommendations throughout the audits
- Provided advice on process improvement, governance, risk management and internal controls on IS related projects (e.g. Digital Licensing, Records Management, etc.)
- Provided assistance to Chief Auditor on special reviews & investigation of a terminated IS project
- Supported actions and processes to generate efficiency in audit planning and audit delivery (e.g. data analytics).

iv. Queensland Audit Office

TEMPORARY SENIOR AUDITOR - INFRASTRUCTURE

July 2016 - August 2016

Provided financial audit services at Queensland Department of Housing and Public Works. My role was focused on the audit of

- property, plant and equipment;
- financial statements for the subsidiary entities e.g. Public Works, Housing etc.; and
- consolidation

**3. Local Government Association of Queensland**

**July 2015 – June 2016**

SENIOR CONSULTANT (AUDIT & ADVISORY)

Provided outsourced internal audit services at ten local governments across rural and remote Queensland. My responsibilities included:

- Preparation of 3 Year Strategic Audit Plan and Annual Audit Plans in consultation with the respective Chief Executives, Senior Management and Audit Committees of the client councils;
- Conducting a range of performance audits, assurance audits and compliance reviews taking independent responsibility for the entire audit process (i.e. from audit planning, evidence gathering process, exit meetings, audit communication, audit documentation, monitoring of the recommendations and client relationship management);
- Quarterly reporting of progress of the annual audit plan and significant audit issues to the respective Audit Committees;
- Provision of advice on internal controls, risk management and governance related matters as and when required by the client managers;

- Review of internal audit engagements carried out by external contractors, as required; and
- Attending audit committee meetings as required.

My achievements during the brief tenure were:

- Delivered 100% of the respective audit plans across all the client councils, including backlog of earlier years
- Achieved high level of client satisfaction as evidenced by formal client survey feedback
- Achieved more than 95% acceptance of recommendations made across all the client councils

#### **4. Queensland Shared Services December 2014 – May 2015**

##### TEMPORARY SENIOR ACCOUNTANT

Managed a team of four officers to deliver the general ledger and reporting functions for Department of Housing and Public Works (DHPW).

- Managed the team on a day to day basis and conducted fortnightly performance reviews
- Planned resourcing in line with available work, monitored performance against the plan and participated in weekly planning and review meetings with Manager
- Prepared quarterly general-purpose financial statements and lead schedules using SAP and Excel spreadsheets for submission to client
- Reviewed monthly reconciliations of selected general ledger accounts and advised client managers on issues arising out of such reviews and monitored corrective actions
- Coordinated the end of month closing of accounts and SAP period–end rollover

#### **5. Queensland Audit Office April 2014 to August 2014**

##### TEMPORARY AUDIT SENIOR

Provided financial audit service at the Department of Housing and Public works.

My area of audit included: property, plant and equipment (with emphasis on assets under financial lease and assets held for sale), loans and receivables management, creditor management, appropriation revenue, expenditure management, grants management and annual financial statements and consolidation.

#### **6. Coffey International Limited June 2009 – June 2013**

##### ADVISER

- Worked as Accounting & Compliance Adviser in the Ministry for Finance, Port Moresby, Papua New Guinea under the Australian Government's PNG Economic and Public -Sector Program.
- Was accountable to the two deputy secretaries in the ministry and my counterpart officers were the three First Assistant secretaries in the host ministry.
- Strengthened institutional capacity in the areas of annual financial statements of 19 provincial treasuries, selected local level governments and provided advice and support in the areas of non-tax revenue management, enhanced internal controls over bank reconciliations prepared at 37 National departments.

#### **7. Roles prior to June 2009 - details available on request**

- i. Various contract roles:

- **Queensland Audit Office** provided audit services at Department of Natural Resources and Mines, Local Government Infrastructure Service, Queensland Treasury Holding, Queensland Department of Education and Training and Public Trustee Office
  - **Queensland University of Technology, International Project Unit:** provided services as International Expert in three internal audit projects in Philippines and Fiji under the Australia- Philippines Government Economic Reform program and Australia Awards Fellowship program respectively.
  - **Queensland Department of Public Works** conducted financial compliance audit at CITEC, Brisbane.
  - **AusAID Law and Justice Sector Program, Papua New Guinea:** evaluated the economy, efficiency and effectiveness of the infrastructure expenditure in the PNG law and justice sector
  - **Federal Government's Insolvency & Trustee Service, Australia:** assessed, planned and implemented individual bankruptcy administration; reviewed bankruptcy information, coordinated asset sales and recoveries, instructed solicitors, and conducted needs-based investigations.
- ii. Permanent/Long term roles:
- a. Queensland Rail (June 2007 - May 2008)**  
SENIOR INTERNAL AUDITOR
  - b. Translink, Queensland Transport (June 2006 - May 2007)**  
SENIOR INTERNAL AUDITOR
  - c. JTA International (since acquired by Abt Associates) (Oct 2000 - June 2004)**  
ADVISER - at Ministry for Health, Port Moresby, Papua New Guinea under Australian Government's PNG Health Sector Support Program.
  - d. Kolta KPK Regd.Accountants,Port Moresby,Papua New Guinea(May1999 - Jun 2000)**  
Outsourced project accounting and auditing work in World Bank and ADB funded projects
  - e. Alotau Enterprises, Alotau, Milne Bay, Papua New Guinea (Oct 1997 to May 1999)**  
FINANCIAL CONTROLLER reporting to the General Manager of the business
  - f. Reckitt Benckiser, New Delhi, India & Dubai. U.A.E (Oct 1992 - Oct 1997)**  
MANAGERIAL roles reporting to the General Managers of respective business
  - g. Dunlop India Limited, Kolkata, India (Oct 1985 - Oct 1992)**  
Internal auditor, Corporate Accountant, Management Accountant, Treasury Accountant
  - h. Price Waterhouse, Kolkata India (up to 1984)**  
Trainee and junior officer.

## **REFEREES**

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Details available on request.

# SUSAN LAW

I am a Chair, Non-Executive Director and CEO with over twenty-five years of board level experience across the commercial, government and not for profit sectors with particular experience in: local government, public administration, business and community services. Board level highlights include: Chair of Austrics and TransAdelaide during their transitions from State Government Departments to commercially state-owned entities.

As Chair of the SA Local Government Reform Facilitation Panel I provided strategic expertise to guide council mergers and amalgamations.

I was a Director of the Adelaide Tourism and Convention Authority, the Executive Committee Member of the World IT Congress of 2002 and the Adelaide Entertainment Centre.

In an executive capacity I was recently the CEO of the Armidale Regional Council leading the merger of two councils and developing the economic strategy to reposition the new council entity to lead the region as the residential and business hub for the New England region.

Previously as the Managing Director/owner of LKS Quaero I worked with local government councils throughout Australia developing their financial and organisational strategies to achieve the complex organisational mergers.

Earlier, as the CEO of the Wokingham Borough Council in the UK I led the £300M regeneration of the Town Centre and leveraged Council assets to develop affordable housing for the town. As Managing Director of the Doncaster Metropolitan Borough Council, I led major regeneration projects including the Doncaster Racecourse, Airport, Sports Complex and Waterfront with a value of >£500M.

I also have experience as the CEO of Adelaide City Council and the City of Charles Sturt.

In New Zealand I was General Manager and Regional Manager of HealthCare Otago and Housing New Zealand respectively.

Finally, I have a Bachelor Laws, have completed governance courses with the Australian Institute of Directors and completed the Senior Executive Program at Stanford University, USA.

## BOARD & EXECUTIVE SUCCESSES

- Chair, Board Director, Executive Committee Member and CEO with over 25 years of board level experience: in public administration, business and community services.
- At **Armidale Regional Council**: refocusing the economic development strategy to reposition Armidale as the regional hub for New England while resolving long term issues of financial sustainability.
- At **LKS Quaero**: devised Program of changed leadership, culture and ways of working for Coffs Harbour City Council to enable savings of more than \$6M;
- At **Wokingham, Doncaster Borough Councils**: Managed revenue budgets of more than £252M, annual capex of >£500M; Led development of 3-year transformation program - 30% reduction in operating costs; Resident satisfaction rating nationally with >88%;
- At **Doncaster Metro Borough Council**: managed £380M revenue budget and >£150M annual capex and led the establishment of a Public-Private Partnership which developed major regeneration projects valued at >£500M. These included new schools, affordable housing and regeneration of blighted estates;

- As **World Bank** appointed Strategic Advisor to the Executive Mayor at Cape Town City Council merged 3 Councils, implemented democratic reforms to enable participation of all residents and delivered their 20-year strategy to equitably provide basic services to them
- At **Adelaide City Council** and the **City of Charles Sturt**: Boosted capital spending on city infrastructure by 148%; Improved completion performance of major projects from 60% to 105%.
- Eliminated \$20M deficit by implementing new structures and clinical operating models for **Healthcare Otago**.
- Led the establishment of the state-owned low income housing provider, **Housing New Zealand** in the Lower North region, focusing on serious and special needs housing

## NON-EXECUTIVE & COMMITTEE EXPERIENCE

**1999 - 2004** **Chair and Executive Chair, Board of Directors**

**Austrics Ltd**

*The world leading passenger transport scheduling software provider*

- Member Audit and Risk Committee.
- Provided the scheduling and rostering software and operators for the Sydney Olympics.
- Sales of the South Australian developed software to major global transport providers in France, UK, Australia, and Europe.

**1999 - 2003** **Chair**

**TransAdelaide**

*A publicly owned corporation which provided suburban train, tram and bus services in Adelaide, under contract to the Government of South Australia.*

- Initially chaired the Audit and Risk Committee before chairing full Board.
- Effected the transition from a State Department to a commercially competitive government owned entity.

**2000 - 2003** **Board Director**

**Adelaide Tourism and Convention Authority**

*The peak independent body for business events in South Australia.*

A Director on the Board, giving the broader economic impact view

- Despite global economic impacts business events grew significantly.

**2002** **Executive Committee Member**

**World Congress IT**

*An annual global information and communications technology (ICT) event.*

- Successfully bid for the holding of the World IT Congress in Adelaide.
- Registered participants in the Congress, greatest on record.
- Economic Impact of Congress in excess of \$200m to the City.

**1998 - 2000** **Board Director**

**Adelaide Entertainment Centre**

*The principal venue for concerts, events, and attractions for audiences - 1,000 to 11,300.*

- Member of the Finance Committee.
- Successfully brought the Centre to its first year of profitability.

**1998 - 1999** **Chair**

**S.A Local Government Boundary Reform Facilitation Panel**

*Providing expert advice to guide local council boundary reforms in South Australia.*

- Advised the government on the merger of 2 remote South Australian Councils.
- Made recommendation to Government on models of co-operation between Councils.

- Assessed evidence and views from the community on boundary changes.

## EXECUTIVE BOARD EXPERIENCE

- 2018 – Present**                      **CEO**                      **Armidale Regional Council**
- Member - New England Joint Organisation' General Managers' Advisory Committee.
  - Honorary Member - Advisory Committees – Regional Growth, Community Well-being, Environment Sustainability, Audit and Risk.
  - Member - Project Zero 30 (Council and University of New England).
  - Member - Regional Cities.
- 2007 – 2012**                      **CEO**                      **Wokingham Borough Council**  
(UK)
- Member - Berkshire Economic Partnership between local authorities and major business (including global corporates such as Microsoft, Sage, Oracle)
  - Member - Community Safety Committee (Council, Police, Youth Justice and umbrella Women's Groups)
- 2004 – 2007**                      **Managing Director**                      **Doncaster Metro Borough Council**
- Member - South Yorkshire Transport Authority (operated all buses around South Yorkshire)
  - Member- Regional Development Authority (Sheffield, Rotherham, Barnsley and Doncaster Councils)
  - Doncaster Neighbourhood and Community Alliance
- 2003 – 2004**                      **Advisor to the Mayor of Cape Town**                      **World Bank**
- Ex-officio member of all the Mayor's Cabinet sub-committees
- 2000 – 2003**                      **CEO**                      **Adelaide City Council**
- State Economic Development Board
  - Capital Cities Committee (Sydney, Melbourne, Hobart, Brisbane, Perth, Canberra)
  - Adelaide City Committee (State Government and Council) sub-committees
- 1998 – 2000**                      **CEO**                      **City of Charles Sturt**
- Member Digital Precinct Board of Management
- 1992 – 1998**                      **General Manager**                      **HealthCare Otago**  
**Regional Manager**                      **Housing New Zealand**
- Chair of Mental Health, Women's and Children's Health, Aged Care and Disabilities Clinical Practice Groups
  - Executive Committee of Serious and Special Needs Housing, Housing New Zealand, Housing Corporation

## EXECUTIVE EXPERIENCE

- 2018 – Present**                      **Chief Executive Officer**  
**Armidale Regional Council, Armidale, NSW**  
*The local government area in the New England and Northern Tablelands regions of NSW.*
- Realising the benefits of the merger of two non-viable Councils, integrating the organisational process, systems and cultures to provide a regional focus for the communities – socially and economically.

- Refocusing the economic development strategy to reposition Armidale as the regional hub for New England while resolving long term issues of financial sustainability.
- Brought down first surplus budget
- Increased working cash by 150%
- Managed the worst drought in over 100 years without any losing any businesses
- Developed and implemented strategy to change the behaviour of community to reduce average water consumption from 220l/person/day to 160l/person/day
- Case managed businesses water consumption to ensure businesses remained viable

**2012 – 2018** **Managing Director**  
**LKS Quaero Pty Ltd, Sydney, NSW**

*A leading management consulting firm focusing on organisation design and the creation of constructive cultures.*

- Worked with local government councils throughout Australia, undergoing amalgamations by developing strategies to facilitate complex organisational restructures.
- Drove the redesign and implementation of new corporate systems and processes.
- Reviewed structure and culture of Kempsey Shire Council, implementing new structure, leadership team and long-term planning.
- Integrated administrations of Kentish and Latrobe Councils whilst retaining separate elected members by implementing new structure and systems.
- Devised T2S Program of changed leadership, culture and ways of working for Coffs Harbour City Council to enable savings of more than \$6M.
- Established alternative service delivery vehicles, utilising wholly owned subsidiaries, outsourcing and shared services strategies.

**2007 – 2012** **Chief Executive Officer**  
**Wokingham Borough Council, Wokingham, UK**

*Unitary local council, overseeing infrastructure maintenance and development, education, social services, economic development, housing and primary healthcare;*

- Established a wholly owned subsidiary company to deliver aged care services.
- Managed revenue budget of £252M and annual capital spend of >£500M.
- Formed strategic partnerships across national, regional, sub-regional and local forums.
- Launched £300M regeneration of the Town Centre, leveraging town assets to enable new retail, commercial and residential developments.
- Initiated program to remodel the Council, including commissioning services for community through to a range of different provider organisations.
- Facilitated adoption of 20-year Spatial Strategy which defined the Borough's housing, community and infrastructure development.
- Led a 3-year transformation program - achieved a 30% reduction in operating costs.
- Achieved second highest resident satisfaction rating nationally with >88%.
- Improved Children's Safeguarding from rated 'poor' to ranking in top quartile nationally.
- Established customer contact centre, enabling the shift of 80% of customer enquiries to 'First Contact Resolution' (FCR).

**2004 – 2007** **Managing Director**  
**Doncaster Metro Borough Council, Doncaster, UK**

*The local authority of the Metropolitan Borough of Doncaster in South Yorkshire, England.*

- Led Metropolitan Borough Council of 14,500 staff providing services to 300K residents.
- Managed £380M revenue budget and >£150M annual CAPEX.
- Led the release and implementation of major regeneration projects >£500M – Doncaster Racecourse, Airport, Sports Complex, Waterfront, 6 Streets Estate.
- Initiated 'regeneration scheme' covering 50 acres within Town Centre, new civic centre, library, mixed retail, commercial and residential use.

- Establishing a PPP spanning 10 years for 'regeneration scheme' through management of intensive and competitive dialogue with key stakeholders.
- Implemented a new model of service delivery, removing the silos of Education, Social Services and Development Boards.
- Developed service delivery structures for 6 areas and 15 neighbourhoods and devolved 80% of service expenditure to area and neighbourhood teams.

**2003 – 2004** **Advisor to the Mayor**  
**World Bank, Cape Town, RSA**

*A vital source of financial and technical assistance to developing countries around the world.*

- Supported the establishment & development of one of world's most significant councils.
- Guided strategic direction, supported the design of governance and administrative processes, advising on the management of a 2B Rand (\$500M) annual budget and designing a delivery model of services to 3 million residents.
- Established a 10-year Integrated Development Plan through the significant community engagement and the Mayor's Listening Campaign.
- Implemented programs to register compliance/ownership of the city's governance and regulatory services - residents, civic and business leaders.
- Reorganised workforce of 25K; reduced 7K positions to enable 10% saving.
- Implemented world-class, best practice financial management reforms, program/ output-based budgeting, and management accountability.

**2000 – 2003** **Chief Executive Officer**  
**Adelaide City Council, Adelaide, SA**

*A local government area in the metropolitan area of greater Adelaide, South Australia.*

- Led and managed the central municipal authority of South Australia and oversaw the provision of services to the city's residential, industrial and business ratepayers.
- Implemented structural and cultural change by steering Adelaide Council's 'New Direction Strategy' to reposition the council's reputation.
- Controlled \$110M annual budget and \$800M balance sheet.
- Maintained relationships between the council and stakeholders in relation to business interests, e.g. state/federal governments and NGOs
- Boosted capital spending on city infrastructure by 148%, i.e. \$28M without increasing rates, taxes or user charges
- Improved completion performance of major projects from 60% to 105% and launched external branding campaign to market city's brand values
- Managed the \$50M annual disbursement on city infrastructure with no increase in rates.

**1998 – 2000** **Chief Executive Officer**  
**City of Charles Sturt, Charles Sturt, SA**

*A local government area in the western suburbs of Adelaide, SA, stretching to the coast.*

- Oversaw one of the largest cities in South Australia, positioned services competitively within the local government services market
- Managed \$65M annual operating budget and \$454M in assets
- Amalgamated 3 local authorities into one which involved establishing a single Political Council, Executive and Administration
- Achieved \$600K savings on operating budget and doubling the capital expenditure on city infrastructure by \$10M during 1st year of tenure
- Won the Australian National Customer Service Award 1999.



## 1995 – 1998 **General Manager**

### **HealthCare Otago, Dunedin NZ,**

*Provider of health care services to the Dunedin community.*

- Managed mental health services across primary, secondary and tertiary care, overseeing \$100M total revenue
- Positioned health services to be competitive by implementing a patient-centred model
- Eliminated \$20M deficit by implementing new structures and clinical operating models based on pathways
- Restructured businesses, creating business units led by Clinicians with their own profit centres as well as increasing utilisation rates of theatres
- Removed non-clinically viable inpatient services and replaced with new local medical centres including visiting Clinicians and telemedicine
- Transferred the mental health business of \$23.5M to a formal partnership of strategically allied providers.

## 1989 – 1995 **Regional Manager**

### **Housing New Zealand**

*State-owned company providing housing for low income housing and housing for those with special needs*

- Established the Lower North region of the company
- Member of the Ministerial Committee on serious and special needs housing
- Developed and undertook housing renewal program of 14,000 housing units; setting baseline standards and facilities

Further roles available upon request

## **EDUCATION & PROFESSIONAL DEVELOPMENT**

- 1997 Stanford Executive Program Stanford University, USA
- 1989 Bachelor of Laws Victoria University of Wellington, New Zealand
- 1989 Law Professionals Victoria University, Wellington New Zealand

## **MEMBERSHIPS, EXTRA-PROFESSIONAL ACTIVITIES & INTERESTS**

- Member Australian Institute of Company Directors (1998 – present)
- Interests: Music, 20<sup>th</sup> Century Constitutional History, Rugby Union.

## **REFEREES**

- Kevin Dupe Chief Executive and Managing Director Regional Australia Bank
- Andrew Fletcher Former Vice President Haliburton

Contact details available on request

Chris Cowley,  
Chief Executive Officer, City of Burnside,  
PO Box 9, Glenside SA 5065  
email [rdabrowski@burnside.sa.gov.au](mailto:rdabrowski@burnside.sa.gov.au)

Dear Chris

**Independent Chair of ERA Water**

Please accept this letter as my expression of interest in undertaking the role of Independent Chair of ERA Water. In support of my expression of interest, I attach my CV.

In addressing the criteria:

**Experience as an Independent Chair of a similar Board**

In addition to having chaired the Boards of TransAdelaide and Austrics in South Australia, I have also chaired community groups such as the Community Safety Committee in Wokingham, United Kingdom and the South Yorkshire Transport Authority in Doncaster, United Kingdom. This has given me experience in chairing a governing body that is not just a single organisation, but one made up of many others. This required me to facilitate and mediate the views, perspectives, and legitimate agendas of different organisations in order to achieve unified goals

**Familiarity with the Local Government Act 1999 and environment**

I was a CEO of Charles Sturt and Adelaide City Councils and therefore very familiar with the South Australian local government legislation. I was a CEO when the legislation was first introduced, when it represented a step change in the role of local government in the State. As CEO of the 2 Councils I was also the Councils' representatives on the G8 Purchasing Group and member of the Metro CEOs. My participation in the sector meant that I experienced dealing with other Councils, the interaction with the State government on often contentious issues.

## **Strong governance and accountability skills**

My legal background gives me a strong conceptual basis for understanding governance in organisations, knowledge of Corporations Law and the duties and responsibilities of Directors. Having served on Boards of Directors and reported as an executive to them, I have seen and understand the accountabilities that flow from the different roles.

## **Financial acumen**

Throughout my career as a CEO of different organisations, financial management has been a significant feature of undertaking that role. I have managed and been accountable for significant sized budgets – up to \$A1b. In many Councils, I have had responsibility for commercial activities (e.g. airports, leisure facilities, real estate developments) that were required to operate as profitable businesses. I therefore have significant experience in growing and developing those businesses for the benefit of the Council owner.

## **Demonstrated track record of collaborative work as a Board member and Chair**

As described above, I have worked collaboratively with members of the Board as the Chair as well as with the executives of the organisation while understanding the respective roles. In an organisation such as ERA, which is comprised of different organisations, leadership is required to ensure different agendas and perspectives can be accommodated or managed to achieve a shared outcome. In chairing the Community Safety Partnership in Wokingham, I worked collaboratively with neighbouring Councils, the Thames Valley Police, Youth Justice groups and community outreach agencies to hold Wokingham's crime rates down to one of the lowest in the country.

The Berkshire Economic Partnership of which I was a member was a coalition of the public and private sector working to grow the economy of the M4 corridor which has become the UK 'Silicon Valley'.

## **Business experience within a water, commercial and technical setting**

When I returned from the UK, I established and ran my own consulting company. Most of our clients were in NSW and in the regions, the Councils were their own water authorities. Some of the consultancy work we undertook involved reviewing these services which included the review of catchment management practices, the management of the network and the appropriate pricing for water for residential, commercial, and agricultural use.

As CEO of Armidale Regional Council, I was accountable for the towns' water supply. This included the management of the technical staff – water engineers, hydro geologists and others who managed the catchment, treatment, and

reticulation of the water. We also established a pricing methodology that enabled the payment of a dividend from the water business back to the Authority.

### **Experience in stormwater management**

As CEO of local authorities, I have managed and interacted with staff who directly managed the stormwater of the area. In undertaking that role, I needed to understand the technical issues and either use that information to make operational decisions or explain them in governance terms to the elected members and supported them in making responsible community decisions. During the worst drought in 100 years (2018,19)in New England, it was necessary to make crucial decisions in relation to the management of the catchment, dams and seek alternative sources of water to maintain adequate supply for potable, agricultural and commercial uses.

### **AICD qualification desirable**

I have undertaken training and attended courses at the AICD. As a graduate of the Senior Executive Program at Stanford University, California, USA, I completed modules on governance, duties and responsibilities of Directors and risk management as well as the standard business courses.

### **Delivery of a large scale capital program**

As CEO of Councils in South Australia, the UK and NSW, I have delivered significant sized capital programs. Some were delivered within a single financial year such as Adelaide City Council where the capital spend was doubled from the previous year, others such as the £500m town centre regeneration in Doncaster transversed multiple years and involved many parties – some with financial interests, others environmental or political . Some programs involved different methods of delivery – partnerships with other Councils, private-public partnerships and private companies.

### **Network experience that will compliment / enhance ERA Water**

Having undertaken roles at senior executive level in 4 countries I have developed a wide network with whom I maintain contact. These people range from former colleagues, technical specialists with whom I have received services as well as those with whom I, through my roles have worked in partnership. In establishing and growing my company, I maintained an updated 'address book for the purposes of business development. These include the colleagues and networks from my time in South Australia.

In my role as Chief Executive, Armidale Regional Council, I frequently drew upon my network's knowledge, experience, and expertise gained in other environments to help clarify thinking or gain the benefit of lessons learned.

I recognise that this role is based in metropolitan Adelaide, South Australia and I am resident in NSW. If appointed to the role I will commit to being available for all occasions when face to face meetings are required or desirable (Covid-19 permitting). This might include meetings of the Board, Councils, or business development opportunities.

Certainly, the pandemic has shown us all that electronic means of communication can be effectively used to conduct business.

I look forward to hearing from you.

Yours sincerely



Susan Law

04 September 2020



**STEVE MATHEWSON**

MAICD, A/DIP ACC

EXECUTIVE DIRECTOR  
INNOVISION ENTERPRISES PTY LTD

[REDACTED]

## PROFESSIONAL SUMMARY

Energetic and innovative individual with diverse experience in executive/organisational leadership, management and project delivery across a range of disciplines and industries.

A natural leader with proven capacity in delivering across complex projects and inter-related business functions. Combines vision, innovation and pragmatism to find solutions and deliver outcomes that balance risk and stakeholder expectations. Excellent communication, emotional intelligence and interpersonal skills with a strong customer focus and commitment to the provision of quality services.

Experience includes a broad range of disciplines and extends across local government, state government and the private sector with qualifications in finance.

## CAREER SUMMARY

Position	Organisation	Date of employment
Executive Director / Consultant	Innovision Enterprise Pty Ltd	Jul 2019 - present
Director Services	City of Adelaide	Apr 2016 - Jul 2019
Director Finance and Commercial Chief Financial Officer	City of Onkaparinga	Oct 2007 - Apr 2016
Executive Director / Consultant Chief Operating Officer (contract)	Innovision Enterprises Pty Ltd	Nov 1998 - Oct 2007
Leader Application Systems Senior Accounting Officer Geographic Information System Manager	City of Onkaparinga	1988 - 1998

## SKILLS & EXPERIENCE

- Executive and organisational leadership
- Strategic planning
- Strategic financial planning and management
- Commercial projects and business activities
- Economic development and investment attraction
- Change leadership
- Organisational service and operational efficiency
- Organisational marketing, media and communications
- Project management and delivery of strategic and infrastructure projects
- Information and communication technology management and project delivery
- Organisational land and property management
- Asset management
- Procurement and materials management

## QUALIFICATIONS AND MEMBERSHIPS

- A/Dip Accounting
- Member** Australian Institute of Company Directors
- Board Member** Southern Region Waste Resource Authority (2014-2016)
- Chairperson** Fleurieu Regional Aquatic Centre Authority
- Audit Committee Member** District Council of Coober Pedy

## REFEREES

- Available Upon Request

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## DETAILED CAREER HISTORY

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### Innovision Enterprises Pty td

July 2019 - present

#### Executive Director / Consultant

Innovision was formed to provide consulting services for private, state and local government clients. I have returned to my personal executive consulting business and undertaken the current roles and projects to date:

- **Marina Review – District Council of Robe**

Project to review the Lake Butler Marina including current status, operations and challenges. To provide a 'whole of life' financial model and recommendations on future directions, options and opportunities for the Marina, associated services and surrounding land assets.

- **Executive Consulting Services – District Council of Robe**

Ongoing consultancy role to support during period of organisational change including Business Planning and Budgeting, long term financial planning, asset management, review of strategic commercial opportunities, grant opportunities, strategic development opportunities and transitioning to new organisational structure.

- **Project Management and Asset Management Review - District Council of Robe**

Project to review a number of project and asset related functions and activities of council, develop a customised integrated Project Management Framework and identify opportunities for improvement.

- **Growth State Strategic Advisory role**

Innovision was contracted to develop the Governance structures and Program Management framework for implementation of the Growth State Agenda consistent with the SA Government's International and Interstate Engagement Bodies and Functions Review (Joyce Review).

This included Risk Management, Reporting, Resourcing and annual programs and reporting to the Steering Committee. Dual engagement and reporting to the Department of Premier and Cabinet and the Department for Trade, Tourism and Investment.

- **Chairperson - Fleurieu Regional Aquatic Centre Authority**

Appointed to the Board Chairperson role by the two constituent councils with a key focus in facilitating the immediate and long-term viability and sustainability of the centre.

- **Audit Committee Member – District Council of Coober Pedy**

Appointed to the Audit Committee role by the State Government appointed Administrator with a key focus in facilitating the long-term viability and sustainability of the council.



**City of Adelaide****April 2016 – July 2019****Director Services****Apr 2016 – July 2019**

The Director Services role was a member of the Executive Leadership Team comprising the four portfolio Directors and the Chief Executive Officer. The role is responsible for organisational leadership, strategic direction setting as well as operational responsibility, leadership and management of the Services portfolio.

**Key Statistics****Organisational**

Budget (18/19)	\$237 million
Assets	\$1.5 billion
Employees	800 ftes

**Portfolio responsibility**

Operating expenditure	\$30 million
Operating revenue	\$155 million
Employees	180

**Key responsibilities**

- Executive organisational leadership, management and strategic planning.
- Elected Member relationship management ensuring a collaborative and high functioning working relationship between the elected body and the executive leadership team/organisation.
- External advocacy, stakeholder engagement and relationship management into state and federal government, businesses and community on key projects and areas of responsibility.
- Ensuring strong organisational and financial stewardship, governance, risk, legal and strategic planning.
- Ensuring long term financial sustainability, strategic financial planning, performance management and legislative compliance.
- Executive sponsorship and leader for key commercial projects including telecommunications infrastructure (10GBA), strategic land acquisitions and leading property development opportunities to market.
- Portfolio leadership, management and operational responsibility for the following:
  - Finance and Procurement – Strategic long term financial planning, budget, annual business plan, annual financial statements and legislative compliance. Includes Management accounting and financial accounting, finance business partners, revenue and rating, strategic procurement and departmental administration.
  - Commercial and Council Businesses – Management and operation of Council Businesses including UPark, Adelaide Aquatic Centre, North Adelaide Golf Club and Adelaide Town Hall.
  - People – Human Resource Management, Organisational Development, Business Improvement, Recruitment, Learning and Development, Occupational Health and Safety, Emergency Management and Business Continuity.
  - Governance and Strategy – Civic and corporate governance, 'Council' business, Legal, risk, Freedom of Information, internal reviews, internal audit, civic events, Strategy, Policy and research.

- Rundle Mall Management Authority – Subsidiary under s42 Local Government Act formed to market and manage the premier retail precinct. Council's responsible officer.
- Adelaide Central Market – Subsidiary under s42 Local Government Act formed to manage the Adelaide Central Market. Council's responsible officer.

In addition, there have been some temporary responsibilities undertaken in supporting organisational change, including:

- Property – Strategic property projects, land management, property management, permits and licensing, community land management plans and leasing.

## Achievements

- Executive Sponsor and organisational lead for strategic commercial projects, including:
  - Ten Gigabit Adelaide – feasibility, business case, Council approval, stakeholder management, successful commercial and contract negotiations. Project scope includes running fibre optic cable down all city streets providing innovative high speed data and value added services to businesses. This project will provide significant competitive advantage to Adelaide on a national and international scale.
  - 88 O'Connell St - significant strategic land acquisition, commercial negotiation, activation, stakeholder and public relations management. An international Expression of Interest undertaken for the development of the site within Council and community defined expectations.
  - Adelaide Central Market Arcade Redevelopment – interim role as executive sponsor and lead for an international Expression of Interest approach to market for the development of the site within Council and community defined expectations.
- Development and implementation of an organisation wide series of Program Reviews. Designed to drive organisational efficiencies, cultural change and develop a high performance organisation. Subsequently transitioned to a Service Review program supported by a Business Improvement Team approach.
- Customer centric, partnering and business focussed financial planning, annual review and budgeting approach (integrated with the Program and Service Reviews). Resulted in significant reductions across four consecutive budgets with over \$10m (10%) reduction in the council wide Operating Budget.
- Improved long term financial planning and budgeting processes to address significant city wide investment in last term of Council and ensure financial sustainability requirements. Council is in a sound financial position with forecast financial surpluses and meeting all Key Financial Indicator targets over the next 10 years.
- Review and performance improvement across Commercial Businesses including UPark, North Adelaide Golf Course, Adelaide Aquatic Centre and Adelaide Town Hall.

**City of Onkaparinga****October 2007 – April 2016**

Initially employed to the position of Chief Financial Officer in 2007, changed to the role of Director in 2012 with responsibility for a number of different business functions as the portfolio has grown and various restructures have occurred.

**Director Finance and Commercial****Feb 2012 – Apr 2016**

The DFC role is a member of the Directors Group comprising the four departmental Directors and the Chief Executive Officer. The role is responsible for organisational leadership, strategic direction setting as well as operational responsibility, leadership and management of the Finance and Commercial department.

**Key Statistics****Organisational**

Budget	\$174 million
Assets	\$2 billion

**Operational responsibility**

Operating expenditure	\$53 million
Operating revenue	\$130 million
Projects and capital works	\$17.5 million
Employees	80

**Key responsibilities**

- Organisational Leadership, management and strategic planning.
- Elected Member relationship management ensuring a collaborative and high functioning working relationship between the elected body and the executive leadership team/organisation.
- Organisational advocate into state and federal government on key projects and areas of responsibility.
- External stakeholder engagement and management.
- Ensuring long term financial sustainability, strategic financial planning, performance management and legislative compliance.
- Departmental leadership, management and operational responsibility for the following:
  - Finance – Management accounting and financial accounting, finance business partners, revenue and rating, departmental administration, strategic long term financial planning, budget, annual business plan, annual financial statements and legislative compliance.
  - Property and Commercial – Strategic land management, property management, green buildings implementation, permits and licensing, leasing, commercial activities (business operations), water business unit and community wastewater management systems.
  - Economic Growth and Investment – Economic development, investment attraction, tourism and visitor information centre.
  - Projects and Development Policy – Project management and delivery of council's significant/major projects, development policy planning, land use planning, strategic analysis, district planning and heritage planning.

Over this time there have been refinements of the organisation structure resulting in relocation of various business functions. Previously operational responsibilities have included:

- Marketing, media and communications - external and internal communications, marketing, graphic design and media management.
- Asset Management – Strategic asset management, asset management planning, development of project/works programs and budget for all infrastructure assets.
- Service Review framework and business process improvement.
- Information and Communication Technology (ICT) – Strategic ICT planning, local and wide area network implementation and management, core enterprise systems, development and maintenance of applications systems, ICT security and stewardship.

## Achievements

- As a member of the executive leadership team, led the development and implementation of the organisation's 'Just Imagine' program. Program designed to drive cultural change and develop a high performance organisation that is collaborative, positive, innovative, challenging and accountable.
- Progressed the drive into the foreign investment market specifically focussing on China with a number of agreements established with both Government and private entities including a Sister City with Changli, MOU with Jinan Bureau of Commerce (leading to a Friendly City agreement with Jinan City Government).
- Progressed development of a business growth and support program as part of the Economic Growth and Investment Strategy
- Led development of a Service Review framework and finance business partnering program that achieved baseline (recurring) savings of \$3 million over three years in addition to continued operating surpluses over the same period.
- Improved Council's financial sustainability, development and continued improvement of council's strategic financial planning, budgeting and management. Council is now in a strong financial position with forecast on-going financial surpluses and achieving all Key Financial Indicator targets over the next 20 years.
- Development and ongoing implementation of a number of key strategies including Economic Growth and investment Strategy, Placemaking Strategy, Financial Sustainability Strategy (LTFP), Corporate Asset Management Plan, Land Use Strategy (Development Policy), District Planning and various master plans.
- Led reviews and improved performance of Commercial Activities (business operations) across the portfolio including Golf Course, Tourist Parks, Recreation Centres, Aquatic Centre and the Water Business Unit.
- Initial development of a Strategic Land Assessment framework to identify opportunities for rationalisation and strategic acquisition for both operating and community land.
- Led development of integrated long term financial planning incorporating asset management plan outcomes and resource modelling.
- Led a number of significant projects related to potential development, investment attraction and regional development including: Noarlunga Regional Centre development project, Christies Downs revitalisation project and Southern Sporting Complex.
- Delivery of a number of key infrastructure projects across the region including: Saubier House, Foreshore Coast Park (staged), Clarendon Streetscape, Frank Hilton Reserve development, Aldinga Main Street and Kangarilla Landfill remediation.

**Chief Financial Officer****Oct 2007 - Feb 2012**

The CFO role was responsible for providing high level advice to ensure strong financial management and the long term sustainability of the organisation. The role was a member of the Corporate Management Team with a direct report to the Chief Executive Officer on financial sustainability and strategic financial issues.

**Key responsibilities:**

- Ensuring long term financial sustainability and viability.
- Provision of financial planning, reports and advice to Council, Management Team and the wider organisation.
- High level of interaction and key reference point for elected members and external stakeholders.
- Responsible for organisational budget (over \$150 million).
- Responsible for organisation infrastructure assets (almost \$1.4 billion)
- Providing systems, information and support to ensure sound financial outcomes, organisational efficiency and application of best value principles.
- Stewardship role in relation to council resources.
- Ensuring compliance with relevant legislation, accounting and industry standards.
- Departmental Leadership, management and operational responsibility for (inc. 30 FTEs):
  - Finance – Management accounting and financial accounting, revenue and rating, strategic long term financial planning, budget, annual business plan, annual financial statements and legislative compliance.
  - Asset Management – Strategic asset management, asset management planning and implementation, development of project/works programs and budget for all infrastructure assets.
  - Spatial information Systems – geographic information systems design, development and implementation, asset and geographic data collection, spatial analyses and integrated mapping.
- Meeting organisational accountabilities including OHS&W, equity and diversity.

**Achievements**

- Strengthening long term financial sustainability by developing strategic approaches to our financial planning and budgeting and continually adapting these strategies to respond to the prevailing economic environment (eg global financial crisis), including:
  - Enhanced integrated long term financial planning.
  - Development of a three year budget strategy.
  - Integrated and enhanced debt modelling.
  - Strategic approach to funding and definition of key financial indicators and targets for borrowings.
  - Definition of targets for key financial indicators.
  - Developing the Asset Management Framework including asset management plans and improvement plans.
  - Enhancements and improvements to the Major Projects Fund and Climate Change Response Fund processes.

- Continued review and development of key financial governance, planning and management processes to ensure delivery of efficient and effective services, compliance and stewardship of council resources, including:
  - Ongoing review and improvement of the long term financial plan, annual financial planning and budget processes.
  - Enhanced treasury management processes to ensure access to adequate funds for operational purposes while minimising interest costs.
  - Enhanced prioritisation processes for project and capital works including alignment with strategic plans and Risk Management Framework.
  - Implementation of systems and processes to simplify and streamline the budgeting processes and reporting on financial performance.
  - Implementation of a new financial reporting system (EIS).
  - Implementation of key accounting legislative requirement.
  - Development of the Financial Management Framework including accounting policies and procedures.
  - Implementation of asset management and improvement plans with extensive data collection projects to inform long term planning for key asset classes.

## Innovision Enterprises Pty td

Nov 1998 – Oct 2007

### Executive Director / Principal Consultant

Nov 1998 – Oct 2007

Innovision was formed to provide consulting services for private, state and local government clients. I was the sole owner and held the role of Principal Consultant. Over the 9 years we undertook a wide range of projects across a number of clients and industries. A considerable amount of our projects were as a result of repeat business reflecting the high degree of integrity and delivery. The projects and our roles were diverse and included:

- Strategic planning
- Financial planning and management
- Asset management
- Information systems management
- Project management
- Business process re-engineering
- Business analyses
- Solutions and systems development.

The following summarises some of the more relevant projects and roles undertaken:

#### Financial management

- Executive information systems
- Financial management systems
- Business process review

#### Asset management

- Asset management and planning frameworks
- Strategic Asset management plans
- Asset valuation
- Business process review
- Information systems review, requirements and development
- Data collection and management
- GIS and spatial data collection and integration

#### Business improvement

- E-Business and E-Services implementation
- Operational and maintenance program review, development and implementation
- Development assessment processes and systems
- Section 7 process review

#### Information systems

- Strategic planning and business planning
- System selection, review and implementation
- System development

Key clients included:

- Fujitsu Australia
- City of Adelaide
- City of Marion
- West Torrens City Council
- Apertura Pty Ltd
- Coded Australia Pty Ltd
- Yankalilla District Council
- Department of Transport
- City of Onkaparinga
- City of Mitcham
- Department of Health
- Asia Online
- Northern Area Development Board
- Wakefield Regional Council

## City of Onkaparinga / former City of Noarlunga

Sept 1988 – Nov 1998

### Various positions and areas of responsibility

- Acting Manager Information Services
- Acting Manager Finance.
- Senior Accounting Officer.
- Leader Application Systems.
- Geographic Information System (GIS) Coordinator.

### Roles on organisational leadership, innovation and development teams

- Corporate Finance Team – facilitator/leader.
- Customer and Activity Management Team – facilitator/leader.
- Information Technology Project Team – team member for assets, finance, information systems and geographic information systems.
- Intranet and Internet Development Team – facilitator/leader.