

Item No: 6.1

Date: 22 February 2023

Attachments: A, B, C, D, E

Meeting: Audit Committee

Title: Appointment of Independent Member - Audit Committee

Responsible Manager: Group Manager Corporate Services, Vikki Purtle

Author: Group Manager Corporate Services, Vikki Purtle

Type of Report: Decision Required

Recommendation (Public)

Pursuant to section 90(3)(b).

Pursuant to section 90(2) of the *Local Government Act 1999* (the **Act**) the Audit Committee orders that all members of the public, except the Acting Chief Executive Officer Scott Reardon, Group Manager Corporate Services Vikki Purtle and Council Secretariat Danielle Edwards be excluded from attendance at the meeting for Agenda Item 6.1.

The Audit Committee is satisfied that pursuant to sections 90(3) of the Act, the information to be received, discussed and considered in relation to this Agenda Item is information relating to the personal affairs of living person.

Recommendation (Confidential)

That having considered the information provided by the Selection Panel (Attachment A) the Audit Committee recommend that Council appoint applicant as an Independent Member of the Town of Walkerville Audit Committee for a term of 21 months commencing 1 March 2023 and concluding 9:00am 31 December 2024.

Recommendation (Public)

Pursuant to section 91(7)

That having considered Agenda Item 6.1 in confidence under section 90(2), 90(3)(b),(h)&(k) of the Act, the Audit Committee, pursuant to section 91(7) of that Act orders that the report, Attachment A, and minutes relevant to this Agenda Item be retained in confidence for a period of 5 years, and that pursuant to section 91(9)(c) of the Act the Audit Committee delegates to the Acting Chief Executive Officer the review and power to revoke this Order;

and

That the Audit Committee resolves to end its confidential deliberations pursuant to section 90(2) of the Act and re-admit the public.

Purpose of Report

To provide the Audit Committee with information on the recent Expression of Interest process conducted by the Selection Panel to enable the appointment of an Independent Member to the Town of Walkerville Audit Committee.

Background

Pursuant to its Terms of Reference (**ToR**) the Audit Committee shall consist of two Elected Members and three Independent Members. This is in line with the *Statutes Amendment (Local Government Review) Act 2021* which will require Audit Committees to have a majority of persons on the Committee who are not members of any council, provisions which are scheduled to commence in November 2023.

Following the resignation of an Independent Member in March 2022, Administration commenced an Expression of Interest process to fill the position of Independent Member of the Town of Walkerville Audit Committee.

Pursuant to the ToR a selection panel comprising a Member of the Committee and the Chief Executive Officer or his or her delegate will undertake a selection process and recommend independent candidate(s) to the Council for appointment as Independent Members.

A Selection Panel comprising of Ross Haslam – Town of Walkerville Audit Committee Presiding Member, Scott Reardon – Acting Chief Executive Officer and Vikki Purtle – Group Manager Corporate Services (Manager Finance & Information Management at the time) was formed. Seventeen (17) Expressions of Interest were received in response to the advertisement which was posted both on SEEK and in a state wide circulated newspaper.

From the 17 Expression of Interests received, 4 candidates were shortlisted and interviewed by the Selection Panel. The candidates were asked a series of questions to identify their skills, experience, knowledge of local government and understanding of the role of an Audit Committee.

Key Issues For Consideration

The Selection Panel has completed the interview process for the appointment of an Independent Member to the Town of Walkerville Audit Committee. Based on evaluation criteria, the shortlisted applicants were ranked and recommended for appointment as follows:

1. Paula Davies
2. Natalie Johnston
3. Michele Bennetts
4. Wendy Haydon

Attachments

Attachment A	Expressions of Interest – Shortlisted Matrix
Attachment B	Expressions of Interest Submission – Paula Davies
Attachment C	Expressions of Interest Submission – Wendy Haydon
Attachment D	Expressions of Interest Submission – Natalie Johnston
Attachment E	Expressions of Interest Submission – Michele Bennetts

Expression of Interest: Audit Committee Independent Member Applicant Review

Date: Wednesday, 14 September 2022

Evaluation Panel Members: Scott Reardon, Acting Chief Executive Officer
Vikki Purtle, Manager Finance & Information Management
Ross Haslam, Presiding Member - Town of Walkerville Audit Committee

			Ranking	
Applicant:	Paula Davies	40.20	1	Interview Date 30 August 2022
	Wendy Haydon	35.43	4	Interview Date 30 August 2022
	Natalie Johnston	40.06	2	Interview Date 31 August 2022
	Michele Bennetts	40.03	3	Interview Date 1 September 2022

SUMMARY

Evaluation Criteria	Weighting	Paula Davies	Wendy Haydon	Natalie Johnston	Michele Bennetts
EXPERIENCE IN LG	10.0%	1.35	0.30	1.20	1.35
CAPABILITY/SKILLS Questions 1-3 in interview outline	20.0%	13.80	9.90	13.10	13.50
CONTINUOUS IMPROVEMENT Questions 4,5 & 7 in interview outline	15.0%	9.15	9.38	10.43	9.68
UNDERSTANDING OF FACTORS IMPACTING RISK & ABILITY TO PROVIDE RECOMMENDATIONS Questions 8 & 9 in interview outline	20.0%	8.70	8.80	7.90	7.90
UNDERSTANDING OF FINANCIALS & FACTORS IMPACTING ToW Question 10 in interview outline	20.0%	3.90	4.80	4.20	4.00
WORKING KNOWLEDGE OF THE LOCAL GOVERNMENT ACT 1999 Question 6 & 11 in interview outline - Knowledge of the Act specifically relating to Audit Committees, understanding of LG reforms and how these will impact Audit Committees	15.0%	3.30	2.25	3.23	3.60
TOTAL WEIGHTED SCORE	100%	40.20	35.43	40.06	40.03

Paula Davies

Evaluation Criteria	Scott Reardon, Acting Chief Executive Officer	Weighted Score	Vikki Purtle, Manager Finance & Information Management	Weighted Score	Ross Haslam, Presiding Member - Town of Walkerville Audit Committee	Weighted Score	Total Weighted Score
EXPERIENCE IN LG	4.5	0.45	4.5	0.45	4.5	0.45	1.35
CAPABILITY/SKILLS Questions 1-3 in interview outline	23	4.60	22	4.40	24	4.80	13.80
CONTINUOUS IMPROVEMENT Questions 4,5 & 7 in interview outline	20	3.00	19	2.85	22	3.30	9.15
UNDERSTANDING OF FACTORS IMPACTING RISK & ABILITY TO PROVIDE RECOMMENDATIONS Questions 8 & 9 in interview outline	14	2.80	16.5	3.30	13	2.60	8.70
UNDERSTANDING OF FINANCIALS & FACTORS IMPACTING ToW Question 10 in interview outline	7	1.40	6.5	1.30	6	1.20	3.90
WORKING KNOWLEDGE OF THE LOCAL GOVERNMENT ACT 1999 Question 6 & 11 in interview outline - Knowledge of the Act specifically relating to Audit Committees, understanding of LG reforms and how these will impact Audit Committees	8	1.20	7	1.05	7	1.05	3.30
Total Score	76.50	13.45	75.50	13.35	76.50	13.40	40.20

Wendy Haydon

Evaluation Criteria	Scott Reardon, Acting Chief Executive Officer	Weighted Score	Vikki Purtle, Manager Finance & Information Management	Weighted Score	Ross Haslam, Presiding Member - Town of Walkerville Audit Committee	Weighted Score	Total Weighted Score
EXPERIENCE IN LG	1	0.10	1	0.10	1	0.10	0.30
CAPABILITY/SKILLS Questions 1-3 in interview outline	17	3.40	18.5	3.70	14	2.80	9.90
CONTINUOUS IMPROVEMENT Questions 4,5 & 7 in interview outline	25	3.75	20.5	3.08	17	2.55	9.38
UNDERSTANDING OF FACTORS IMPACTING RISK & ABILITY TO PROVIDE RECOMMENDATIONS Questions 8 & 9 in interview outline	15	3.00	17	3.40	12	2.40	8.80
UNDERSTANDING OF FINANCIALS & FACTORS IMPACTING ToW Question 10 in interview outline	8	1.60	8	1.60	8	1.60	4.80
WORKING KNOWLEDGE OF THE LOCAL GOVERNMENT ACT 1999 Question 6 & 11 in interview outline - Knowledge of the Act specifically relating to Audit Committees, understanding of LG reforms and how these will impact Audit Committees	4	0.60	7	1.05	4	0.60	2.25
Total Score	70.00	12.45	72.00	12.93	56.00	10.05	35.43

Natalie Johnston

Evaluation Criteria	Scott Reardon, Acting Chief Executive Officer	Weighted Score	Vikki Purtle, Manager Finance & Information Management	Weighted Score	Ross Haslam, Presiding Member - Town of Walkerville Audit Committee	Weighted Score	Total Weighted Score
EXPERIENCE IN LG	4	0.40	4	0.40	4	0.40	1.20
CAPABILITY/SKILLS Questions 1-3 in interview outline	19	3.80	22.5	4.50	24	4.80	13.10
CONTINUOUS IMPROVEMENT Questions 4,5 & 7 in interview outline	23	3.45	22.5	3.38	24	3.60	10.43
UNDERSTANDING OF FACTORS IMPACTING RISK & ABILITY TO PROVIDE RECOMMENDATIONS Questions 8 & 9 in interview outline	12	2.40	14.5	2.90	13	2.60	7.90
UNDERSTANDING OF FINANCIALS & FACTORS IMPACTING ToW Question 10 in interview outline	6	1.20	7	1.40	8	1.60	4.20
WORKING KNOWLEDGE OF THE LOCAL GOVERNMENT ACT 1999 Question 6 & 11 in interview outline - Knowledge of the Act specifically relating to Audit Committees, understanding of LG reforms and how these will impact Audit Committees	7	1.05	6.5	0.98	8	1.20	3.23
Total Score	71.00	12.30	77.00	13.55	81.00	14.20	40.06

Michele Bennetts

Evaluation Criteria	Scott Reardon, Acting Chief Executive Officer	Weighted Score	Vikki Purtle, Manager Finance & Information Management	Weighted Score	Ross Haslam, Presiding Member - Town of Walkerville Audit Committee	Weighted Score	Total Weighted Score
EXPERIENCE IN LG	4.5	0.45	4.5	0.45	4.5	0.45	1.35
CAPABILITY/SKILLS Questions 1-3 in interview outline	23	4.60	20.5	4.10	24	4.80	13.50
CONTINUOUS IMPROVEMENT Questions 4,5 & 7 in interview outline	21	3.15	21.5	3.23	22	3.30	9.68
UNDERSTANDING OF FACTORS IMPACTING RISK & ABILITY TO PROVIDE RECOMMENDATIONS Questions 8 & 9 in interview outline	14	2.80	11.5	2.30	14	2.80	7.90
UNDERSTANDING OF FINANCIALS & FACTORS IMPACTING ToW Question 10 in interview outline	7	1.40	6	1.20	7	1.40	4.00
WORKING KNOWLEDGE OF THE LOCAL GOVERNMENT ACT 1999 Question 6 & 11 in interview outline - Knowledge of the Act specifically relating to Audit Committees, understanding of LG reforms and how these will impact Audit Committees	8	1.20	7	1.05	9	1.35	3.60
Total Score	77.50	13.60	71.00	12.33	80.50	14.10	40.03

Ms Vikki Purtle
Acting Corporate Services Manager
City of Walkerville

9 June 2022

Dear Ms Purtle

Re: Audit Committee Independent Member

I am keen to be considered for this vacancy which I saw advertised on Seek.

I have degrees in law, economics (accounting major), and a graduate diploma in psychology. I am AICD qualified, an experienced legal practitioner (30 years) and I currently sit on 7 Audit and Risk Committees in local government (6 metropolitan, including the City of Adelaide, and a regional one, the City of Ceduna on the west coast of South Australia). I am financially literate as one of the key responsibilities of these bodies is the review of the Annual Financial Returns, LTFP, and budgets. I am also familiar with asset management plans, as well as risk management, high integrity procurement processes, and management of grants.

In the NED space I was until recently the Chair of the board of a retirement village in SA. I was brought onto the board to effect change. When I commenced, I immediately took steps to revisit the engagement plan with the key stakeholder (Burnside Council). With their support, I then recruited a skills-based board to support this change. We then underwent a restructure of the organisation to meet these challenges, including the creation of a new Executive Manager role, as well as a resident liaison officer, to reflect contemporary governance and ensure its sustainability. On my departure we had recruited an Executive Manager and overhauled the governance framework to support a proper functioning independent board.

In my executive sphere, I am currently the (part-time) Professional Standards Director for the Anglican Province of South Australia, comprising the Anglican Dioceses of Adelaide, Willochra and The Murray. My role is to investigate and manage all misconduct matters and to support safeguarding and raise awareness of issues relevant to professional standards (including financial integrity issues). I report through the Professional Standards Committee (a triage committee) to the Professional Standards Board (the tribunal).

I have considerable regulatory experience having worked in the SA public sector for over 15 years including stints with SAPOL, SA Health and PIRSA. I left government in 2019 and shortly thereafter I decided to step down from full time to part time employment to enable more time for my NED pursuits. That has included a focus on audit and risk in the local government area especially over the last 3 - 4 years. I was also recently appointed an Independent Member of the Audit Committee for the Eastern Health Authority.

In the voluntary space, I am the Child Safety Officer and Member Protection Officer of my son's rugby club, and a member of its Wellbeing Committee. Rugby is my passion project, not just because I love the sport, but also the connections formed, and the leadership that my son's experience in the sport. I also see parallels between effective rugby teams and high functioning boards and committees.

I enclose a copy of my board CV for your consideration and look forward to hearing from you.

Yours sincerely,



Paula Davies

SUMMARY

- Experienced NED, with exposure across diverse industries including the NFP sector, private business, and all three tiers of government (including as Independent Member on various local government Audit Committees).
- Collaborative contributor who supports management in developing high-performance culture through communication, high integrity, and ongoing commitment to best practice (especially in VUCA environments).
- Advanced corporate governance knowledge, applied at board level, as both Director and Company Secretary.
- Active member of both *AICD & Women on Boards* and committed to continuous professional development (including being a graduate of the 2021 cohort of the *Governor's Leadership Foundation Program*).
- Resilient with political nous and willingness to respectfully challenge others and deliver pragmatic options.

BOARD CAREER HISTORY**Current**

2022 – current	Eastern Health Authority Independent Member, Audit Committee
2021 - current	City of Burnside Independent Member, Audit & Risk Committee
2021 – current	City of Ceduna Independent Member, Audit & Risk Committee
2020 – current	City of Salisbury Independent Member, Audit & Risk Committee
2019 – current	City of Adelaide Independent Member, Audit & Risk Committee
2019 – current	City of Mitcham Independent Member, Audit & Risk Committee
2019 – current	City of Holdfast Bay Independent Member, Audit & Risk Committee
2019 – current	Burnside Rugby Union Football Club Inc Child Safety Officer; Wellbeing Committee; MPIO

Previous

2020 – 2022	Burnside Retirement Services Inc Board Chair; Non-executive Director
2019 – 2020	Minda Group Company Secretary & General Counsel
2018 – 2020	Raising Literacy Australia Inc Non-executive Director
2017 – 2019	Department of Health and Wellbeing Health Research Ethics Committee Legal Member (Deputy)
2016 – 2019	Flinders University of SA School of Anatomy Governance Committee; Institutional Biosafety Committee
2016 – 2019	Southern Adelaide Local Health Network Flinders Health Research Week Steering Committee

2014 – 2020	Adelaide Hills Council Independent Member, Audit Committee; (Chair 2017-2019) Independent Member, CEO Performance Review Panel
2013 – 2015	Blue Light Inc (SA) Non-executive Director; Chair Risk & Compliance Committee
2005 – 2012	Law Society of SA Public Sector Lawyers Committee (2010–2012); Bulletin Editorial Committee (2005)
2003	Flinders University of SA Social and Behaviour Research Ethics Committee
1998 – 2000	Hunter Community Legal Centre Non-executive Director
1995 – 1996	Hobart Community Legal Centre Non-executive Director

EXECUTIVE CAREER HISTORY

2020 – current	Anglican Diocese of Adelaide Professional Standards Director
2019 – 2020	Minda Group Company Secretary & General Counsel
2015 – 2019	Southern Adelaide Local Health Network (SALHN) Director, Research Operations
2011 – 2015	South Australian Police (SAPOL) Senior Legal Counsel
2007 – 2011	PIRSA Fisheries & Aquaculture Manager Strategic Legislative Programs
2009 – 2010	Department of the Premier & Cabinet Principal Policy Officer (on secondment from PIRSA)
2006 – 2007	Office of the Liquor & Gambling Commissioner Manager Gambling Administration
2004 – 2006	SA Ombudsman Senior Legal Officer
2003	Flinders University Tutor, Property Law
1998 – 2000	University of Newcastle Clinical Lecturer & Tutor, Commercial Law Practice; Tutor, Business Law
1998 – 2000	Hunter Water Corporation Manager Legal Services
1996 – 1998	Harrison Wheeler Lawyers Senior Associate
1995 – 1996	Wallace Wilkinson & Webster Associate
1991 – 1994	Frank Boyes & Associates Associate

29 June 2022

Ms Vikki Purdle
Acting Corporate Services Manager
Town of Walkerville
Vpurdle@walkerville.sa.gov.au

Dear Ms Purdle

Expression of Interest – Independent Audit Committee Member

I would like to express my interest in the position of Independent Audit Committee Member for the Town of Walkerville.

I have recently retired from the South Australian Auditor-General's Department after 44 years, the last 8 as Assistant Auditor-General of Field Operations. In this role I was responsible for the external audit of over 60 State Government Departments and Statutory Authorities. Details of these agencies are provided in Appendix 1 of my resume. I am looking to put my knowledge and experience to good use by assisting organisations to achieve governance regimes of the highest order.

Over the course of my career I have attended numerous agency Audit Committee meetings in an observer capacity so I am well versed in their operations and what it takes to be an effective committee. During these meetings I have been able to provide insightful commentary and the benefit of my extensive experience to assist the Committees in their deliberations.

I am passionate about good governance practices and I believe that I would be able to contribute significantly to this goal for the Town of Walkerville. I bring extensive experience in the following areas:

- financial operations and management
- financial and other systems
- financial reporting
- governance frameworks
- internal control environments
- risk management and compliance
- internal audit
- external audit.

Although my career has been in the State Government environment, early in my career I was involved in the audit of a number of local government entities when they were audited by the Auditor-General's Department. In recent years the Auditor-General has also undertaken a number of reviews of aspects of Local Government operations so I have a good understanding of the local government environment through my high level involvement with those reviews.

I believe that with my knowledge and experience, together with my questioning nature and excellent interpersonal skills, I would be an effective contributor to the Audit Committee as an independent member.

I look forward to the opportunity to discuss my suitability for this role at your convenience.

Yours sincerely

Wendy Haydon CPA

WENDY HAYDON

MOBILE: [REDACTED]

EMAIL: [REDACTED]

Skills Summary

I have extensive experience in South Australian public sector operations with a particular focus on good governance arrangements, sound internal control environments, financial reporting and accounting systems.

I am passionate about the South Australian Public Sector operating in the most efficient and effective manner possible so as to deliver high quality services to the people of South Australia. I believe that my knowledge, skills and experience gained in over 40 years service with the Auditor-General's Department places me in a unique position to be able to contribute significantly the governance and oversight of any public sector agency.

I am seeking to contribute to any agency through a Board of management or Audit, Risk and Performance Committee position where my skill set can be used to best advantage to assist the organisation achieve its objectives.

Education/Professional memberships

Batchelor of Economics (major in accounting) from the University of Adelaide

Member of the Australian Society of Certified Practicing Accountants (CPA)

Experience

Employment details

Auditor- General's Department of South Australia – January 1978 to December 2021

Assistant Audiitor-General (Field Operations)

I have recently retired from the Auditor-General's Department after 44 years of service, the last 8 years as an Assistant Auditor-General of Field Operations. In this role I was responsible for the external audit of over 50 government agencies including large government departments (such as the Department for Health and Wellbeing), statutory authorities (such as Return to Work SA, Funds SA, Adelaide Festival Centre Trust, Museum Board) and stand alone statutory funds (such as the Planning and Development Fund, PIRSA industry funds).

The Auditor-General has a wide ranging mandate covering not only the traditional external audit role but also assessing the adequacy of the public sector's internal control environment, reviewing and assessing the economy and efficiency of government operations as well as providing comment to Parliament on any matter he deems important to bring to their attention. The culmination of all of this work is the Auditor-General's Annual Report to Parliament, along with separate reports on individual reviews of importance. I have been a major contributor to all of these reports.

For each of the audit clients I needed to gain a sound understanding of their strategic objectives, governance structures, operational activities, financial management and supporting finance systems.

Agencies that I have been responsible for over the last five years are detailed in appendix 1.

Key knowledge and skills

I have extensive knowledge and understanding of the following:

- central government agencies and their interrelationships with operational agencies
- sound governance activities including the operation of boards of management, audit and risk committees, the role of internal audit, risk and compliance activities
- systems of internal controls
- Financial systems including payroll, accounts payable, revenue, general ledger, inventory, fixed assets, budget and management reporting
- Procurement activities
- Contract management
- Asset management systems
- Financial reporting including the requirements of Australian Accounting Standards and Treasurer's Instructions
- Employee management systems including performance management and training and development
- Information technology including the requirement of the SA Cyber Security Framework

Other skills

- Ability to deal with senior management including Board Chairs and Committee members, Chief Executive Officers, members of Executive Management
- Excellent report writing skills
- Experience in successfully leading and delivering corporate projects
- Experience in leading change management
- Experience in managing agency operations as a member of the Auditor-General's Department Executive team

Appendix 1

Government Departments

Health and Wellbeing

Child Protection

Education

Attorney-General's

Primary Industries and Regions SA

Human Services

Correctional Services

Treasury and Finance (Shared Services SA Division)

Premier and Cabinet

Statutory Authorities

Return to Work SA

Superannuation Funds Management Corporation of SA (Funds SA)

Lifetime Support Authority

Adelaide Venue Management Corporation

Adelaide Festival Centre Trust

Adelaide Festival Corporation

Museum Board

Art Gallery Board

Adelaide Film Festival

Carrick Hill Trust

South Australian Film Corporation

SA Forestry Corporation

Lotteries Commission of SA

South Australian Fire and Emergency Services Commission

South Australian Country Fire Service

South Australian Metropolitan Fire Service

South Australian State Emergency Service

Adelaide Oval Stadium Management Authority Limited

Public Trustee

Independent Commissioner for Corruption

Judicial Conduct Commissioner

Courts Administration Authority

Outback Communities Authority

Professional Standards Council

Small Business Commissioner
 South Australian Local Government Grants Commission
 State Planning Commission
 StudyAdelaide
 Teachers Registration Board of South Australia
 The Legislature
 Australian Energy Market Commission
 Construction Industry Training Board
 Health Services Charitable Gifts Board
 Legal Services Commission
 Local Government Finance Authority of SA
 Aboriginal Lands Trust
 Dairy Authority of SA
 Dog Fence Board
 Commission on Excellence and Innovation in Health
 Wellbeing SA
 Limestone Coast Local Health Network
 Riverland Mallee Corona Local Health Health Network
 Barossa Hills Fleurieu Local Health Network
 Eyre and Far North Local Health Network
 Yorke and Northern Local Health Network
 Flinders and Upper North Local Health Network
 Women's and Children's Local Health Network
 South Australian Ambulance Service

Statutory Funds

Planning and Development Fund
 Agents Indemnity Fund
 Residential Tenancies Fund
 Retail Shop Leases Fund
 Rural Industry Adjustment and Development Fund
 Secondhand Vehicles Compensation Fund
 17 Primary Industry Funds under the control of the Minister for Primary Industries and Regions covering industry segments such as sheep, cattle, grain and wine industries

Natalie Johnston
[REDACTED]
[REDACTED]
Mobile: [REDACTED]

25 June 2022

Vikki Purtle
Acting Corporate Services Manager
Town of Walkerville
66 Walkerville Terrace
GILBERTON SA 5081

Dear Vikki

RE: Town of Walkerville Audit Committee – Expression of Interest for Independent Member

Thank you for the opportunity to respond to the Town of Walkerville Expression of Interest for an Audit Committee Independent Member. Please find attached my resume highlighting my experience working with Local Government, as well as my experience surrounding financial accounting, internal and external audit, assurance, financial management, risk management and compliance.

I am currently the Manager, Internal Audit for SA Water, a role I commenced in April 2020. My primary responsibility is to proactively contribute to enhancing the value of SA Water's Internal Audit function. I therefore provide independent and objective assurance, advice and insight on the operational effectiveness of SA Water's risk management, governance and internal control processes to the SA Water Board, Executive Leadership Team and Senior Management. More specifically, I have recently been responsible for drafting SA Water's Fraud Risk Profile and Fraud and Corruption Control Plan as well as performing a detailed review of SA Water's Risk Management Framework and providing pragmatic recommendations to be implemented by management.

I believe I am well suited for this role for the following reasons:

- I am currently the Chair of the Town of Gawler Audit Committee and an Independent Member of the Adelaide Hills Council Audit Committee which demonstrates my strong Local Government Audit Committee experience and credentials. In addition, I was an Independent Member of the City of Marion Finance and Audit Committee (FAC) from February 2018 to October 2020.
- As a result of my 20 year tenure at EY, I have extensive experience across financial management/reporting, corporate governance, strategic planning, operations, enterprise risk management, external and internal audit. During my time at EY my primary responsibility was to assist clients in reducing organisational costs through the identification and improvement of risk management, operational controls and business processes. My clients spanned from publicly listed companies through to State and Local Government.
- I spent the first eight years of my career delivering external audit services and together with my Chartered Accountant (CA) qualification, I was sought after to act as a Finance Manager for a SA Government agency in which I demonstrated my strong understanding of accounting and reporting standards as well as further my understanding of financial risks.

- I have spent two years as Associate Director, EY Oceania Advisory Operations and was responsible for supporting the EY Oceania Advisory executive leadership team to identify and implement initiatives and projects to improve business and project performance and protect reputational risk. During this time the Oceania Advisory division consisted of approximately 100 Partners across Australia and New Zealand who were responsible for 1,500+ staff. Whilst in this role my team was responsible for the project management of EY's acquisition of data analytic companies, C3 Business Solutions and ISD Analytics, as well as the acquisition of market research company, Sweeney Research.
- In addition to the City of Marion Elected Member Risk Workshop in August 2019, I have facilitated a number of workshops to Executive Leadership Teams including a Board Risk Workshop for OZMinerals and Enterprise Risk Management reviews for the Department of Planning, Transport and Infrastructure (DPTI) and the Department of the Premier and Cabinet (DPC) thus demonstrating my ability to identify key risks within the infrastructure and government sectors. Whilst delivering these workshops I ensured the audience considered upside risk that can lead to opportunities for an organisation.
- My experience includes performing reviews within the emergency management sector for Local Government and DPC thus demonstrating my understanding of environmental risk factors.
- I am an Accredited Facilitator for the Human Synergistics Leadership Styles Inventory (LSI) which helps organisations improve performance by developing leaders, teams and organisational cultures and so I consider the cultural factors within the control environment when performing my reviews.
- I have a strong understanding of the operations and metrics of audit providers and understanding how cost effectiveness and expectations can be appropriately managed to enhance the value of the external and internal audit functions.
- My long tenure at EY demonstrates that I am a self-motivated individual with a very strong work ethic and who is used to achieving high standards in accordance with key metrics.

I am excited by the opportunity to join the Town of Walkerville Audit Committee and I look forward to discussing my application with you in more detail.

Yours sincerely



Natalie Johnston

NATALIE JOHNSTON CA, CIA

PROFILE

I am an enthusiastic and highly motivated individual who thrives on performance and the achievement of outcomes. With resilience as a key attribute, I embrace challenges head-on and am adept at leading, motivating and developing team members to the best of their potential. With a strong focus on professional development, I have indisputable personal integrity with a strong sense of responsibility and commitment.

QUALIFICATIONS & MEMBERSHIPS

Qualifications:

- AGSM @ UNSW Business School Risk Specialisation Program – Completed in 2022
- Certified Internal Auditor (CIA) – Completed in 2005
- Chartered Accountant (CA) – Completed in 2002
- Bachelor of Commerce/Finance, University of Adelaide, 1995-98

Memberships:

- Institute of Internal Auditors (IIA)
- Chartered Accountants Australia and New Zealand (CA ANZ)
- Human Synergistics – Accredited Facilitator – Leadership Styles Inventory (LSI)
- Baseline Australian Government security clearance, Australian Government Security Vetting Agency (AGSVA)
- DHS Working with Children Check – Not prohibited

RELEVANT CAREER SUMMARY

- April '20 – present Manager, Internal Audit – SA Water
- 2018 – April '20 Senior Manager, Advisory – Risk, EY
- 2015 – 2017 Associate Director, Oceania Advisory - Operations, EY
- 2008 – 2015 Senior Manager, Advisory – Risk, EY
- 2004 – 2008 Senior Manager, Assurance and Business Advisory Services, EY – Adelaide
- 2002 - 2004 Manager, Assurance and Business Advisory Services, EY – London, Ontario
- 1999 – 2002 Senior Consultant, Assurance and Business Advisory Services, Arthur Andersen

LEADERSHIP & COMMITTEE POSITIONS:

- Apr '22 – present Member – Audit, Risk & Compliance Committee, Operation Flinders
- Mar '22 – present Chair - Audit Committee, Town of Gawler
- Nov '21 – present Member – Audit Committee, Pembroke School
- Jan '21 – Mar '22 Independent Member - Audit Committee, Town of Gawler
- Dec '20 – present Independent Member - Audit Committee, Adelaide Hills Council
- Feb 2018 – Oct '20 Independent Member - Finance and Audit Committee, City of Marion
- 2009-2014 Treasurer, Conyngham Street Community Childcare Centre
- 1999-2001 Treasurer, Adelaide University Boat Club

EMPLOYMENT HISTORY

April 2020 – current

Manager, Internal Audit - SA WATER, Adelaide

Key responsibilities:

Leading SA Water's Internal Audit function that provides independent and objective assurance, advice and insight to the Board, Audit Committee, Chief Executive and Senior Management that SA Water's risk management, governance and internal control processes are operating effectively, ensuring quality outcomes and deadlines have been met.

Key achievements

- Leading the develop and delivery of a risk-based internal audit plan that provides the Executive Leadership Team and the Board with assurance over the high-risk activities of SA Water, updating the plan as required during the year in response to business or industry/market developments.
- Preparation and presentation of reporting to the Board, Audit Committee, Executive Leadership Team, Auditor-General's Department and Regulators including the Office of the Technical Regulator (OTR) and the Essential Services Commission of SA (ESCOSA)
- Ensuring business plans are developed to achieve strategic priorities and performance goals of team members are aligned, ensuing accountability and authorities are clear and that direct reports have the authorities need to be able to achieve their work
- Building and maintaining a strong, constructive working relationship with my staff, focussed on achieving business goals and enabling my staff to work safely to their full potential
- Leading and managing the development and implementation of the assurance program, reporting systems and processes and ensure assurance leading practice, management skills and capabilities
- Leading the co-ordination of all external and internal audit activities that impact SA Water and ensure quality outcomes
- Liaising with managers on the adequacy of proposed actions in risk areas highlighted by audit reports and ensure timely and accurate reporting to the SLT and the Board on the status of and response to audit findings.
- Providing business advisory services and undertake reviews or tasks as required
- As required by the Fraud and Corruption Control Coordinator, ensuring SA Water has in place policies and procedures to prevent, detect or investigate fraud or corruption
- Ensuring SA Water's Board and associated subcommittees are appropriately supported and informed of contemporary corporate governance practices
- Driving compliance with legislative and regulatory obligations
- Assisting in identifying and managing risks in line with SA Water's and the Board's risk appetite.
- Establishing a trusting relationship with SA Water's regulators
- Contributing to and enhancing a proactive risk aware culture.

March 1999 – April 2020 Senior Manager, Consulting - EY, Adelaide

Key responsibilities:

Effectively managing high performance teams to deliver high quality consulting services to my portfolio of Local Government, State Government and Corporate clients.

Key clients:

Local Government	State / Federal Government	Corporate
- City of Adelaide - City of Marion - City of Charles Sturt - City of West Torrens - City of Port Adelaide Enfield - City of Onkaparinga	- University of South Australia - Department of Planning, Transport and Infrastructure - Department of the Premier and Cabinet - State Procurement Board - South Australia Financing Authority (SAFA) - Shared Services SA - SA Health, Central Adelaide Local Health Network (CALHN) - Super SA - Australian National Audit Office – including Aboriginal Land Councils and the Bureau of Meteorology - Department of Defence (Canberra)	- Elders Australia Limited - Elders Financial Services Group - Genesee & Wyoming Australia - Australian Rail Track Corporation (ARTC) - Tenneco Inc - SKYCITY Entertainment Group - Royal Automobile Association of South Australia (RAA) - Kangaroo Island Sealink - Clemenger BBDO - Royal Society of the Blind - Various Canadian manufacturing clients

Key activities

- Strategy and business planning
- Business process improvement reviews including human resources, payroll, WHS and wellbeing
- Change management reviews
- Corporate governance framework reviews
- Internal audit services including the use of data analytics
- External audit services
- Enterprise risk management services including fraud risk management
- Portfolio, Program and Project Management Office including capital project infrastructure reviews
- Financial accounting and reporting services
- Emergency management framework reviews and exercises
- Control assessments
- Sarbanes-Oxley (SOX) compliance testing
- Compliance reviews
- Assurance reviews.

REFERENCES

Terry Crackett
Director Corporate Services, Adelaide Hills Council
Email: [REDACTED]
[REDACTED]

Peter Brass
Former Chair, Audit Committee, Town of Gawler
Independent Member, Audit Committee, Adelaide Hills Council
[REDACTED]
[REDACTED]



PROPOSAL FOR SERVICES

GENERAL

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.lgiQ is pleased to submit the following proposal to support your organisation in improving its financial management and accounting capabilities to fulfil its statutory and community obligations.

1. YOUR REQUIREMENTS

The following is what we understand are your organisation's needs.

1.1. Consistent and ongoing finance staff

Many rural and remote councils find attracting and retaining skilled professional finance staff difficult. This can lead to extended periods when the organisation lacks a financial controller, leading to many essential and sometimes legislative tasks not being completed.

Located within Adelaide, we have access to a larger pool of finance professionals and the ability to provide career advancement within our organisation. We can also access temporary staff with our experienced local government finance experts supervising.

1.2. Local government and financial skills

While a good accountant will be able to apply their skills and adapt to any sector, there is always a lead time before gaining the depth of understandability experience brings. We add value from day one because we already have a practical understanding of the sector built from years of experience in similar councils to yours.

Often qualified financial professionals working in rural and remote locations are left to make financial management decisions on their own as they are the only officer within the organisation with finance knowledge. We have a network of local government and financial management experts to share our ideas and problems with, and we understand the likely pitfalls and risks because we have been through them before.

1.3. Specialist Projects

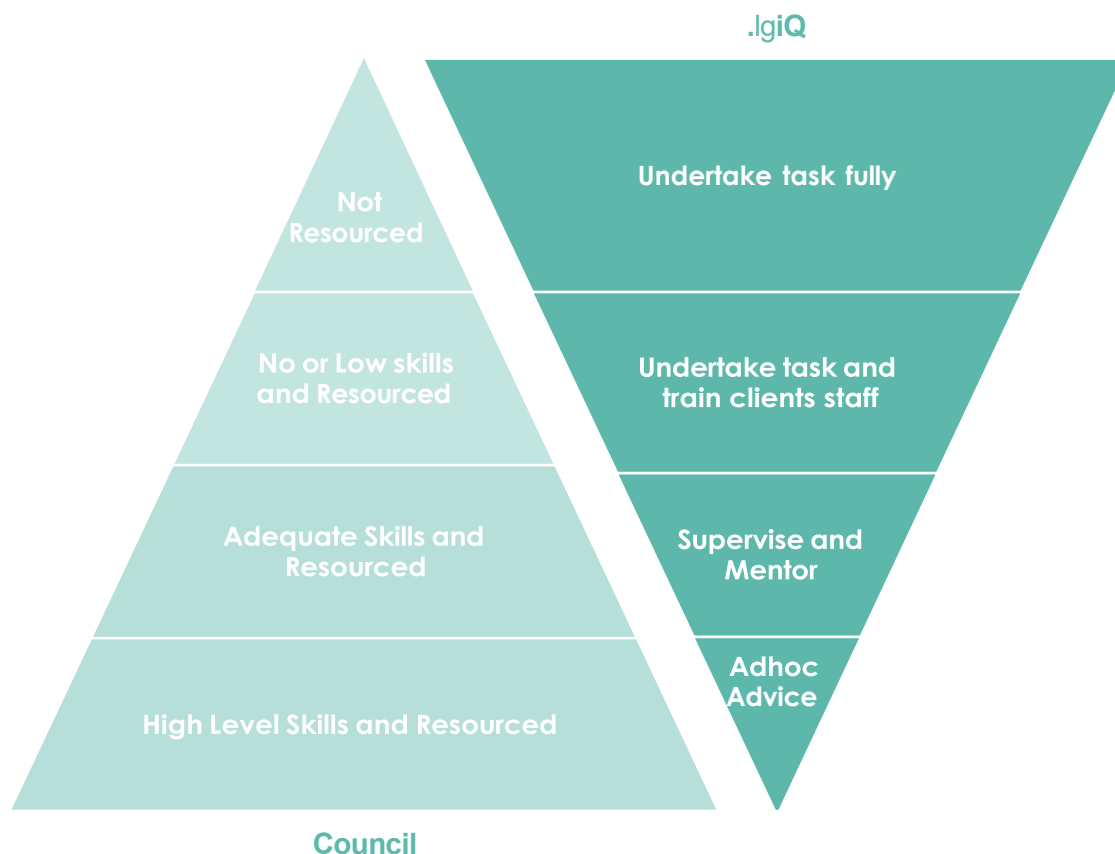
Often once-off special projects arise that you don't have or need the skills on an ongoing basis in your organisation. If there is time available in your set hours, we can do the research and deliver the project for you. If there isn't time, we can still do it for you at the already contracted hourly rate.

1.4. Unplanned staff absence

The smaller the council, the less likely you are to have the resources to backfill when there are unplanned absences or staffing shortages. Having a working knowledge of your organisation's financial processes and requirements, we can quickly provide staff to make sure any critical activities are still completed.

2. OUR SERVICE MODEL

At .lgiQ, we provide a wide range of accounting and financial management services. We understand that you may have the resources in some instances but not the skills. So, we apply the following model to make sure your organisation gets the most out of what we offer.



The ultimate goal in this model is to build your organisation's financial management capabilities, whether that means using our resources or upskilling and mentoring yours.

We do this by having a dedicated senior accountant who manages your contract and understands your priorities and requirements. This person and any other resources we provide embed themselves within your organisation like any other staff member, becoming part of your finance team.

3. OUR SERVICES

The following is not an exhaustive list. However, it provides what .lgiQ can offer you, and of course, we can discuss any other financial management tasks you may require.

3.1. Management Accounting

- Review of income and expense accounts and processing of required journals
- Preparation of monthly management reports
- Review of plant hire and wage oncosts
- Project and Grant Accounting, including acquittals
- Monthly meetings with business unit managers regarding budget to actual variances
- Preparation of quarterly budget reviews as required by the LG Act, including areas of concern and recommended budget adjustments

3.2. Financial Accounting

- Management and reconciliation of subsidiary ledgers and registers, including;
 - Accounts Payable
 - Debtors – rates
 - Debtors – General
 - Bank
 - Payroll
- Reconciliation of other balance sheet and clearing accounts on a rolling quarterly basis
- General ledger maintenance, including account creation/suspension
- Debt management review
- Review of payments, including payroll before payment
- Review of invoices raised and any credits/adjustments
- Council officer ad-hoc queries and support
- Business Activity Statement
- Management of end of month to trial balance
- Fixed asset accounting

3.3. Treasury Management

- Review of cash flows to determine immediate cash requirements
- Liaison with LGFA (following instruction from Client)
- Reporting of Treasury performance to Administrator and Audit Committee

3.4. Internal Financial Controls

- Review of internal financial controls as per the legislated model (initial review will be a project)
- Development and documentation of new controls
- Reporting to the audit committee of the progress of any actions from internal and external audits

3.5. Financial Advice, Mentoring and Support

- Finance group 1-hour weekly meeting with your finance staff to determine priorities and resolve issues
- Ad hoc phone/email/online meeting support for council's finance and other staff
- Attendance at council and committee meetings

3.6. Additional Project-Based Financial Management Services Available

- Review of the adequacy of the current general ledger structure
- Development of monthly management reports, including electricity
- Management of the development of infrastructure asset management plans
- Initial assessment of internal financial controls.
- Development and annual review of long-term financial plans
- Pricing/Cost analysis for CWMS and other minor charges using Full Cost Attribution
- Policy development
- Preparation of annual financial statements
- Annual budget process

4. OUR CURRENT CONTRACTS

We are currently providing financial management expertise to the following organisations

- District Council of Coober Pedy

We have a dedicated senior accountant working remotely with the District Council of Coober Pedy, as well as providing an additional two days in higher level financial management and strategic planning advice. Since beginning work with the council we have implemented regular monthly management and council reporting, recovered income that was owing to the council, improved creditor and payroll processing, prepared the Annual Business Plan and improved the financial understanding of managers within the organisation. We have also undertaken the day to day and monthly processes of a senior finance role.

- Municipal Council of Roxby Downs

A recent contract that began in late March of 2022 we have a dedicated finance manager with many years of local government experience working remotely with the Municipal Council of Roxby Downs, as well as providing an additional two days in higher level financial management and strategic planning advice. Since beginning work with the council we have coordinated and finalised the interim audit, prepared the annual budget and assisted with the Annual Business Plan as well as undertaken the day to day and monthly processes of a senior finance role.

- Fleurieu Regional Waste Authority

With the loss of the Senior Accountant for a 4–6-month period we are providing a short-term resource to assist the council subsidiary get through the busiest time in the accounting calendar. This includes undertaking end of year tasks, preparing financial statements as well as day to day accounting and coordinating the interim and end of year audit.

5. HOW WE GET STARTED

Our first steps when undertaking a contract is to

- Detail a list of tasks to be completed over the term of the contract
- Determine your current organisation capability for each task
- Determine .lgiQ's and your responsibility concerning each task
- Determine the frequency and timing of each task.

Generally, every three months, we will reassess your organisation's skill level and determine how we need to support you. As your organisation progresses, attains more skills and can do more, we can spend more time on other value-added activities.

Due to not knowing what items are outstanding or require more work than usual to achieve a standard that would fulfil all legislative requirements of good public administration, we will work together to set achievable timelines and agreed priorities.

Even though we have only been doing this for six months, we have learnt that using an external contractor located remotely can often create a disconnect between your organisation and your contracted staff. We will be on-site more often in the early months to overcome this. In other contracts we have undertaken, this has involved a week a month for the first three months, then a week every quarter. As every organisation is different, we will work with you to determine what is best suited for you.

6. RESPONSIBILITIES

6.1. Our Responsibilities

- We will recruit and employ staff to provide the services we agree to undertake for you.
- We will make sure we have adequate methods of communicating with you via video and voice.
- We will regularly communicate directly to senior management areas of concern that we find while carrying out the terms of the arrangement. This includes any suspected incidents relating to fraud and maladministration
- We will meet with the contract sponsor every three months to find out what we do well and what we can improve on.
- Because we value the well-being of our employees, we will be available during regular business hours being weekdays between 8:30 am and 5:30 pm. We understand that sometimes there are matters of importance that may require contact out of hours. Still, we ask that any such communication be prearranged or through the managing director only.

6.2. Your Responsibilities

- You will provide remote access to those systems required for us to provide the services we agree to undertake for you. This includes your corporate enterprise system (including your) accounting system, network files, Excel, Word and other similar products.
- You will ensure staff and resources are available to complete tasks you agree to carry out.
- You will notify us three months before the cessation of the contract if you do not wish to renew. If advice is not received, the contract will automatically renew for an additional three months.
- As a shared proposal, it will be essential to coordinate resourcing requirements between your organisation and .lgiQ.

7. PROPOSAL

7.1. We will provide

We will provide resources as follows.

- Junior Accountant (2-5 years of accounting experience)
XX hours per week charged at \$XX per hour (plus GST)
- Senior Accountant (Greater than 5 years of accounting experience)
XX hours per week charged at \$XX per hour (plus GST).
- Consultant (Local Government and financial management specialist)
XX hours per week charged at \$XX per hour (plus GST).

Any additional hours will be billed separately within seven days of the end of the month, payable within 14 days from the date of invoice.

This rate is based on the acceptance of a 12-month contract period.

Where travel is required, we will charge you at a rate discounted by 40%, plus meals and accommodation at cost (or ATO km's when a vehicle is used).

The hours allocated do not assume that all services listed in section 1 would be completed.

7.2. Next Steps

If you wish to discuss anything contained within this proposal or you would like to proceed, don't hesitate to contact Michele Bennetts, Managing Director of .lgiQ.

Attachments

Attachment 1: Michele Bennetts Curriculum Vitae

ATTACHMENT 1

Michele Bennetts Curriculum Vitae

CAREER OVERVIEW

As a senior manager and consultant, I have over twenty-five (25) years of experience across various sectors, including local government and not-for-profit.

My key focus as a consultant is to aid and advise rural and remote councils in understanding strategic, financial, and operational risk areas, developing appropriate actions in response to those areas and implementing those actions.

I have experience working with councils with critical organisational, governance, and financial issues that threaten their future viability.

CONSULTING HISTORY

January 2022 – Current

.lgiQ Pty Ltd Managing Director

Major Projects and Activities

- Municipal Council of Roxby Downs - General Consulting
- District Council of Coober Pedy – General Consulting
- Outback Communities Authority – Costing and Rating Principles for a future outback levy

March 2015 – January 2022

Michele Bennetts Consulting Principal

Major Projects and Activities

- Organisation Review of Finance Departments and related services
- Development CWMS long term pricing strategies, water and electricity operations
- Review and responses to government and ministerial investigations
- Implementation of Technology One
- Financial reporting and budget improvement
- Implementation of Synergy Soft
- Development of Asset Management Plans
- Coordination and preparation of Annual Business Plans, Annual Reports and Strategic Plans
- Coordination and preparation of end of year financial statements
- Review of council policies including purchasing, asset management, risk management, treasury management and budgeting
- Mentoring of finance staff and attendance at council meetings
- Development of Long-Term Financial Plans
- Internal Financial Controls Review and development of improvement programs
- Rating reviews
- Presentation of reports at council and audit committee meetings
- Councillor and staff training

EMPLOYMENT HISTORY

Barkly Regional Council (NT), Acting Director, Corporate Services

Local Government Association of South Australia, Project Adviser – Financial Sustainability

Director of Corporate Services, Interwork Limited (Not for profit Employment Services Provider)

Manager, Finance and Administration, City of Norwood, Payneham & St Peters

Senior Financial Accountant, SA Ambulance Service

Financial Accountant, Sydney Olympic Park Authority (NSW State Government)

Senior Accountant, City of Marion

AAS27 Research Officer, Local Government Association of South Australia

RISK AND AUDIT COMMITTEE EXPERIENCE

Current

District Council of Mount Remarkable – Audit Committee Chair and Independent Member

Coorong District Council – Audit and Risk Committee Chair and Independent Member

District Council of Mount Barker – Audit and Risk Committee Chair and Independent Member

Light Regional Council – Audit Committee Independent Member

Port Pirie Regional Council – Audit and Risk Management Committee Independent Member

Wakefield Regional Council – Audit Committee Independent Member

Previous

Rural City of Murray Bridge – Audit Committee Chair and Independent Member

QUALIFICATIONS

Bachelor of Arts (Accountancy) University of South Australia

Certified Practising Accountant (Australia)

IPWEA (Member)