

## Andrew Roach

Dynamic Change Manager, Commercial Strategist, Team Builder and Innovator

### PROGRESSIVE EXECUTIVE & CATALYST FOR LASTING CHANGE

Cultivating ties with Elected Representatives, Boards, Customers, Regulators, Employees & Community

<p>Strategic community leader recognised for sweeping improvements to efficiency, service delivery, innovation in the workplace and delivering improved financial positions within short time frames.</p> <p>Trusted advisor to elected officials especially when dealing with sensitive community issues, and managers a process to gain maximum benefit for those involved.</p> <p>Respected change manager that builds teams from the bottom up, developing organisations based on values.</p> <table border="0"> <tr> <td></td> <td>Areas of Expertise</td> </tr> <tr> <td>Financial Management</td> <td>Commercially focussed</td> </tr> <tr> <td>Strategic Planning</td> <td>Network Builder</td> </tr> <tr> <td>Risk Management</td> <td>Innovator to service delivery</td> </tr> <tr> <td>Team Building</td> <td>Human Resource Management</td> </tr> </table>		Areas of Expertise	Financial Management	Commercially focussed	Strategic Planning	Network Builder	Risk Management	Innovator to service delivery	Team Building	Human Resource Management	<p>Andrew is a great thinker, he can visualise where we need to be, and how we are going to get there....I really enjoy working with him!</p> <p>Former employer</p> <p>Andrew has a innate skill to network and build diversity within his circle of trust, which really benefits the organisation he's with at the time.</p> <p>Colleague from the University Sector</p>
	Areas of Expertise										
Financial Management	Commercially focussed										
Strategic Planning	Network Builder										
Risk Management	Innovator to service delivery										
Team Building	Human Resource Management										

### EXECUTIVE PERFORMANCE BENCHMARKS

- 📍 Managed Pandemic for Island with Closed Borders for 4 months as one of 4 on the Emergency Management Team. Developed operational matrix and recovery plan
- 📍 Completed \$50M upgrade of International Airport
- 📍 Installation of \$12M 4G mobile data network
- 📍 Restructured Operational Budget back to core services and moved \$5M into roads network.
- 📍 Delivered four significant surplus budgets at Ipswich, including halving debt
- 📍 Strong governance & financial acumen with significant Capital Programs across multiple Councils and specific asset builds, for example Glasshouse, Water & Sewerage networks, Rail infrastructure (Blayney Port & Logistics) and Major Road constructions
- 📍 Company Secretary & Company Director experience to companies for improved service delivery, focussing on property development, centre for excellence in call centre delivery and service provision, motor sport and events development and smart city initiatives
- 📍 Project sponsor and Chair of the Smart Digital City Strategy for Ipswich, Top 7 most intelligent cities in the World 3 consecutive years
- 📍 Improved the Operational Budget forecasted for 10 years for Southern Downs by \$30M
- 📍 Turned a \$21M deficit Budget into a \$4M surplus in one year at Port Macquarie
- 📍 Completed the construction and opened the National Award winning Glasshouse \$50M, Art Gallery, Conference & Theatre venue for Mid north Coast of NSW

## PROFESSIONAL HISTORY

January 2020 to present	<p>Chief Executive Officer Norfolk Island Regional Council</p> <p>One of the most unique Local Government Authorities in Australia, running services that most States control. With direct links to the Commonwealth Government, negotiating with Marine Parks, Border Security, Biosecurity, and Infrastructure.</p>	<p>\$142 Million Assets \$35M Operational Budget \$80M Capital Budget 200 Staff Population 1,800 NIRC is more like a small State Government than a Local Government, as the role controls the following services:</p> <ul style="list-style-type: none"> <li>* Electricity Generation and Distribution</li> <li>* Telecom Services (terrestrial, mobile, data)</li> <li>* International Airport</li> <li>* Sea Freight</li> <li>* Registry/Court/Licensing</li> <li>* Land Titles</li> <li>* Management World Heritage Site KAVHA</li> <li>* Category 6 Fire Station (Air Services)</li> <li>* Liquor Bond</li> <li>* Emergency Management - Pandemic control</li> <li>* Restructured organisation to return to core services, and improve fiscal position</li> </ul>
April 2018 to December 2019	<p>Short term Contracts Roles include -</p> <ul style="list-style-type: none"> <li>* 10 week CFO role with HR Firm (Board and Financial advice)</li> <li>* 16 week role as Chief Operating Officer at the City of Darwin</li> <li>* Mentoring role for Senior Exec team at Darwin City for 12 months</li> <li>* Business Development with GWI Pty Ltd into the Sydney market (especially around Smart Cities programs)</li> <li>* HR review for Mount Barker District Council</li> <li>* Business Development for Community Data</li> <li>* Brisbane State High School - developed Business Plan for Sporting School of Excellence</li> </ul>	<p>I provided services through short term contracts to Councils in SEQ, Board &amp; financial advice to HR Commercial firm</p> <p>Board Governance, Finance &amp; IT systems review Asset Management Plans, LTFFP, Governance, HR &amp; IR issues, Smart City program (\$10M) and Darwin City Deal (\$220M) - an integral part of the team that managed this process to be signed by Prime Minister, Chief Minister and Lord Mayor in November 2018.</p> <p>Open Gov is a platform of analytics based on existing LG software, that allows open data platforms to build budgets, and analyse data in an open and transparent environment.</p>
Sept 2014 to April 2018	<p>Chief Financial Officer Ipswich City Council (Finance, ICT, Human Resources, Governance, Risk Management, Property, &amp; Customer Contact Centre, including Acting CEO)</p>	<p>\$2.5 Billion Assets \$485M Operational Budget \$125M Capital Budget 1200 Staff (350 Direct) Population 201,000 Chair Smart Cities Program Chair Change Management Program CBD Project Control Group (\$250M) Chair ICT redevelopment program</p>
Aug 2012 to Sept 2014	<p>Chief Executive Officer Southern Downs Regional Council</p>	<p>\$1.1 Billion Assets \$100M Operational Budget \$40M Capital Budget 420 Employees Population 38,000 Area 8,500km2</p>
Feb 2011 to Sept 2012	<p>Associate - Jude Munro &amp; Associates Associate - LG Solutions  Trading as BigMansMate Consulting</p>	<p>Reviews of ACT Government, Council of Mayors SEQ, and several government agencies across Australia, including research in California and United Kingdom</p>

Oct 2008 to Feb 2011	Chief Executive Officer Port Macquarie Hastings Council	\$2.2 Billion Assets \$150M Operational Budget \$85M Capital Budget 615 employees Population 80,000 Area 4,500km <sup>2</sup> Development of the CSU campus Completed development of the iconic Glasshouse Resolved significant budget issues left by sacked Council
Aug 2003 to Sept 2008	Chief Executive Officer Blayney Shire Council	\$525 Million Assets \$15M Operational Budget Population 6,500 Area 1,860km <sup>2</sup> Major economic development platform with Nestle, Newcrest Mining, Blayney Sealink and Australian Native Landscapes.
1992 to 2003	Financial & Administrative Management Roles at Bathurst City Council, Maclean Shire Council & Blayney Shire Council	Budgets from \$15M to \$120M Experience in City, Coastal and Rural organisations

## PROFESSIONAL ACHIEVEMENTS

### Leadership

- 🔗 Delivered a 10 year financial plan that took the Council from 7 years of adopted deficits to balanced budgets, improving the cash position by \$30M
- 🔗 Delivered a new organisational structure that deliver a \$1.3M saving
- 🔗 Developed a new lobbying document to achieve sharper results at both Federal & State Levels of Government
- 🔗 Developed new meeting procedures, a code of conduct, and improved the delegations register of Council to improve service delivery

### Community & Employee Relations

- 🔗 Built a new Customer Contact Centre and team to address its customer service deficiencies, and implemented a new customer request management system. The new team have achieved better than the agreed target of 3 out of 4 customers receive their answer from the first person they talk to. Target 75% - Achieved 83%.
- 🔗 Conducted a staff survey for the first time in 6 years, and based the outcomes on building One Team, One Council philosophy. The outcome being a new Values based organisation, developed by the team of Communication, Efficiency, Leadership, Integrity & Cooperation.
- 🔗 Implemented a new Communications Action Plan and developed better relationships with media, regular meetings, and open exchange of information

### Business Development

- 🔗 Developed Blayney Shire as External Port, creating an environment that made it the busiest inland container terminal in Australia. 54,000 TEU left Blayney per annum, dealing with companies such as FCL Linfox, Patricks, and Toll
- 🔗 Extensive work with Newcrest Mining at Cadia Valley Operations, which is the richest Gold deposit in Australia. Helped develop the Slurry Pipe Line to Container terminal for export to Japan for smelting. 640,000 oz of gold & 54,000 tonnes of copper. Also negotiated Community Enhancement Programs and significant road infrastructure upgrades to the region.
- 🔗 Assisted a local company, Blayney Sea Link, develop the largest freezer warehouse in the Southern Hemisphere, which secured the business of Chrisco Hampers distribution.
- 🔗 Developed the first privately Regional Saleyards Complex at Carcoar, with Paladine Regional Infrastructure. Created a \$200M per annum business for a town of 150 people.
- 🔗 Lead the development of the first University Campus in Port Macquarie with \$20M Federal funding for Charles Sturt University
- 🔗 Secured \$22M in Federal funding for the Port Macquarie Airport expansion, and negotiated commercial terms with Virgin Australia to fly Embraer jets into Port Macquarie.

- 📍 Finalised construction of Glasshouse Entertainment/Conference Venue and the leading Art Gallery in Regional NSW.
- 📍 Tour of California with a link to City of Rancho Cordova (Development of a new City Council less than 5 years old). New Governance, team building, new policy development and city development. Connection with Ted A Gaebler, author of “Reinventing Government”, and City Manager of Rancho.
- 📍 Work in United Kingdom - Central Scotland - review and study of Stirling, Clackmannanshire and Edinburgh Council
- 📍 Preparation of Environmental Scan and Analysis of the Council of Mayors (SEQ) - Detailed report about long term strategic benefits for Council of Mayors
- 📍 Review of the ACT Government Strategic Board - Detailed research on long term strategies to improve team work, shared services
- 📍 Director & Company Secretary - Property Development of small (20) to large (250) lot developments, including local shopping and service centres. Over a 3 years period, we developed two Coles/Woolworths type developments, conversion of an old fire station into Innovation/Incubator Lab, and several residential developments. Total development value \$120M.
- 📍 Director & Company Secretary - Business Service Delivery company that delivered the customer service arm of Council, with a locally based call centre, counter operations, rate and debt recovery, and other back of house operations of the Council. This was an \$11M operational business that delivered a \$4M profit annually, and provided the same service to 19 other LGA's across Queensland
- 📍 Director & Company Secretary - Motorsport Park company to manage a \$220M redevelopment of the Park, primarily motorsport, but with focus on other events. The park has touring car, go karts, drag racing, motor-cross, rally car options, and many other options. Apart from being a Director, I also have operational control of the full development and negotiating new events. The company had negotiated long term agreements with Supercars for 10 years (\$8M deal) & CMC rocks for 5 years (\$3M deal).

## EDUCATION

Higher - The Scots School - Bathurst (1986-1990)  
 Tertiary - Charles Sturt University - Bathurst - Bachelor of Business (Accounting)  
 Post - Anti-Corruption Course - Australian National University; Planning Development & Regulation - UNSW; Corporate Performance - NIDA  
 Graduate - Australian Institute of Company Directors (2016)

Training - Positive Powerful Leadership, Business Excellence Framework (SAI Global), Change Management, Customer Relations (TAFE), Conflict Resolution, Corporate Negotiating, Team Building, OHS & Consultative Committees, Risk Management (SWMS & Site Specific), various Microsoft & Corporate Computer courses (Oracle, CIVICA & Tech One), MagiQ Software

## PROFESSIONAL & CIVIC AFFILIATIONS

- Membership
  - Member - Local Government Managers Association (LGMA)
  - Graduate Member - Australian Institute of Company Directors
  - Member - The Brisbane Club & The Warwick Club
- Local Government Finance Professionals (LGFP) – State Executive – Vice President (2002 - 2007)
- Local Government Managers Australia – NSW Board of Directors (2007-2011)
- NSW Spatial Council (2009-2011)
  - I sat on the Spatial Council Board as the only Local Government representative. The Spatial Council are charged with developing a State wide position on all spatial data for the Government Authorities. This board is in alignment with National targets for spatial development.
- NSW e-Planning Board (2009-2011)
  - I sat on this Board that advises the NSW Department of Planning in the development on e-Planning software for the development industry. The committee is funded a federal grant.
- NSW CPAS Board (2009-2011)
  - This Board was charged with state wide addressing information, and standardising this across multiple agencies.
- Mid North Coast Regional Development Australia Board (2009-2011)
  - Appointed to this Board for a period of 4 years. This is a joint board appointment between State & Federal Government, that advises on priority issues across the region. I have recently resigned following my move to Queensland.
- Secretary MIDGOC (2008-2011)
  - I took on this role to unite and provide focus to the 8 Councils across the Mid-North Coast region. Their primary goal is to lobby as one, across 6 primary areas. The formalising of this group during my stewardship, has allowed a stronger voice on issues such as Flood Mitigation, Coastal Erosion, Local Government financing, and Waste Management
- President Qld Pipe Band Association (2014 - present)
  - We run an Association of 1000 members who compete, perform and parade throughout Queensland for ceremonial, competition and education of the Art. We are currently preparing to host the Australian Pipe Band Championships in April 2018.
- President Qld Highland Pipers Society (2013 - present)
  - This Association has 200 members that concentrates on solo performances of the great highland bagpipe through competition and education.
- Inveraray & District Pipe Band 2017 World Champions
  - I have been travelling and competing with this band since 2011 and we won the Grade 1 World Pipe Band Championships in August 2017 on Glasgow Green. The band has won many major championships over the past 7 years, but this was the pinnacle.
- St Andrews Pipe Band Brisbane – Pipe Major 2019 onwards