

# Attachment 1

## Nomination Form for Appointments to the Board

|  |   |   |
|--|---|---|
| <b>Full Name:</b>  | Judith Choate   |   |
| <b>Phone Number:</b>   | [REDACTED]  |   |
| <b>Email Address:</b>  | [REDACTED]  |   |
| <b>Postal Address:</b>   | [REDACTED]  |   |
| <b>Current Employment:</b>   | Director, KPMG Law<br>National Governor, College of Law Limited   |   |
| <b>Returning or New Board Member:</b>  | <b>Returning:</b> Yes<br><b>Years Active:</b> 2.75  | <b>Ne</b> : No  |
| <b>Demonstrable skills in the following areas (please complete those applicable to you):</b> | Corporate financial management  | ✓   |
|  | Corporate governance  | ✓   |
|  | Project management  |   |
|  | General managemen   | ✓   |
|  | Engineering   |   |
|  | Economics   |   |
| Environmental man ement  |   |   |
| <b>Any additional skills you feel will add value to the Board:</b>                           | 31 years practising corporate and commercial law including of property law matters and litigation<br>Strong management skills<br>Strong stakeholder engagement skills<br>Strong strategic planning skills | Chair of the SA Chapter Board, College of Law Limited<br>Member, Audit and Risk Committee, College of Law Limited |
| <b>Attach Your CV:</b>   | Attach copy of your CV and covering letter to this form and email it to <a href="mailto:paula.foy@cstormwater.com.au">paula.foy@cstormwater.com.au</a>  |   |

## PERSONAL DETAILS

Judy Choate  
151 Pirie Street  
Adelaide SA 5000

[www.linkedin.com/in/judychoate](http://www.linkedin.com/in/judychoate)

## SUMMARY

I am a Corporate/Commercial senior lawyer and academic with over 31 year experience in corporate governance, risk management and stakeholder issues, specialising in complex projects, particularly in the property and infrastructure sectors.

I am currently a Non-Executive Director, National Board of Governors, College of Law Limited and Chair, SA Chapter Board, College of Law Limited. I have been the Chair of the Brown Hill and Keswick Creeks Stormwater Management Board since August 2018, and Chair of its Audit and Risk Committee.

I am a skilled communicator, mentor and facilitator, with strong analytical capabilities.

I have over 25 years' experience managing and developing businesses providing professional services. I am the foundation Director of KP G Law SA.

I am currently designing a post-graduate course in corporate and business governance with the University of Adelaide School of Business.

### Areas of Specialty

- Corporate governance
- Risk management
- Stakeholder engagement
- Business succession
- Corporate and commercial law, particularly in the property and infrastructure sectors
- Tax andamp ty law

### Achievements

- Selected representative of the Law Council of Australia on the peak federal consultative body the National Tax Liaison Group, and its GST Subcommittee
- Chartered Tax Adviser, Tax Institute of Australia
- Specialist Accredited Adviser, Family Business Australia
- Tax Institute of Australia's Chartered Tax Adviser of the Year Award 2015 finalist, nominated by my clients and peers
- Nominated by clients and peers for the inaugural Family Business Australia Accredited Adviser Award 2018

## CURRENT BOARD ROLES IN ADDITION TO BROWN HILL AND KESWICK CREEKS STORMWATER MANAGEMENT BOARD

### 1. The College of Law Limited

Public unlisted company  
Education / Training sector  
Global legal training provider

#### Non-Executive Director, National Board of Governors

February 2018 – present

The National Board of Governors is ultimately responsible for the management of the global business of the company. The Board is responsible for and has the authority to determine all matters relating to the policies, practices, management and operations of the company. I am required to do all things that may be necessary to be done in order to carry out the objectives of the company. The Board has final responsibility for the successful operation of the company.

#### Skills required for this role:

- Governance
- Leadership
- Strategic planning / Implementation

### 2. The College of Law Limited South Australia

Public unlisted company  
Education / Training sector  
Legal training provider

#### Foundation Chair, South Australian Chapter Board

July 2017 – present

The role of the Board is to assist the company conduct its business in SA in a way that maintains an SA identity and is cognizant of local needs and stakeholders' perspective. The Board assists in maintaining SA relationships with the regulators and stakeholders. It acts as an interface between the company nationally and stakeholders in SA. The Board provides local competitor intelligence and market analysis and assists in the development of an SA marketing strategy. The Board also provides feedback on curriculum content. The Board comments on matters affecting the sustainability of the company's operations in SA and provides the national board of the company with recommendations for a whole of company strategy for communications.

#### Skills required for this role:

- Leadership
- Stakeholder engagement
- Business operations

## BIOGRAPHY

I am experienced as a senior lawyer in commercial firms at bringing academic rigour and intellectual discipline to bear in complex matters, tempered by commercial reality. My strong analytical ability allows me to focus on commercial imperatives and strategic ends, while maintaining command of detail. The communication and interpersonal skills I have developed through my lengthy legal practice and academic career enable me to build a strong rapport with colleagues. I am accustomed to handling large volumes of work while balancing competing deadlines.

I have considerable experience in managing businesses providing legal services.

### Work history

#### 1. KPMG

Commercial / Professional Services

##### Foundation Director, KPMG Law SA

January 2016 – present

I am responsible for provision of corporate and commercial legal services to public, private, government, not-for-profit and institutional clients. My practice supports the provision of corporate and commercial legal services to clients of KPMG nationally particularly in the property development and infrastructure sectors.

#### 2. University of Adelaide School of Business

Academic

##### Visiting Lecturer

December 2016 – present

I have developed a graduate course in corporate and business governance at the invitation of the University and in conjunction with the School of Business, which I expect I will deliver in late 2021, together with Dr Chris Grass.

I am also currently developing curriculum for an Adviser Accreditation Course to be offered by Family Business Australia.

#### 3. Pipe Alderman Lawyers

Professional Services

### Senior Partner, National Head of Tax and Revenue

October 2001 – January 2016

I was a senior partner in the Corporate Division responsible for provision of corporate and commercial legal advice and federal and State tax and revenue law advice to public, private, government, not-for-profit and institutional clients across 4 offices of the firm. I managed a significant commercial law practice for SMEs, particularly in the property and infrastructure sectors. Between 2004 and 2011, I successfully managed a highly complex suite of litigation in the Supreme Court of South Australia essentially involving property law issues.

I was the National Head of Tax and Revenue Section of the firm for 14 years

I was also a lecturer in tax law in Law Society of SA's Practical Legal Training program for 17 years, solely responsible for the development and delivery of the Tax Law subject

I have been a mentor of junior female practitioners throughout my career and a mentor of international post-graduate students for the University of Melbourne Law School

### Membership

Member, AICD

1997 – current

Tax Institute of Australia

Chartered Tax Adviser, 1993 – current

Family Business Australia

Specialist Accredited Adviser, 2009 – current

Law Society of SA

Member, 1990 – current

### Referees

Neville Carter

Joe Catanzarini

Kathryn Laurie

Graham Joblin

David Apo

Brett Mitch

Dr Chris Grave

Mr Howard Lacy

██████████  
██████████  
23 May 2021

Ms Paula Foy  
Executive Assistant  
Brown Hill & Keswick Creeks Stormwater Project  
PO Box 124  
Unley SA 5061  
**By Email**

**Re: Application – Board Member - Brown Hill & Keswick Creeks Stormwater Board**

Dear Ms Foy,

I am pleased to submit my application for role of Board Member of the Brown Hill and Keswick Creek Stormwater Board. I have attached my resume in support of my application.

I am a qualified Civil Engineer with over 40 years' experience working on the management and delivery of infrastructure in both public and private sectors. Over the past 15 years I have held senior executive positions in SA Local Government, including 6.5 years working on the Brown Hill Keswick Creek Stormwater Project. My roles have included direct line responsibility for management, engineering, project delivery, operation and maintenance of Local Government infrastructure.

I believe my unique combination of project knowledge, skills and extensive executive experience in will greatly assist the Board to deliver its obligations for the Brown Hill and Keswick Creek Stormwater Project. In particular, I highlight the following:

**Previous Experience - Brown Hill Keswick Creek Stormwater Project (6.5 years)**

- City of Mitcham's Project Manager and Technical Lead on BHKC Stormwater Project – September 2011 to April 2018
- Mitcham representatives at CEO Project Steering group
- In conjunction with Project Director, worked extensively on:
  - flood modelling & flood damage assessments
  - development of mitigation options, concept designs, environmental and WSUD plans
  - preparation of project delivery plans & cost estimates
  - community, stakeholder & resident liaison
  - liaison with project partners, State agencies and consultants
  - preparation and approval of various SMPs
- Ran various community information sessions and presentations to Elected Members
- Involved in project governance and resolution of project related legislative and legal issues

**Engineering & Infrastructure Management**

- 15 years recent Director/General Manager in SA local government at Adelaide Hills, Mitcham and Holdfast Bay with responsibilities for:
  - infrastructure management, engineering, project delivery, field operations, maintenance planning in both rural and urban environments
  - project investigation, design, business cases preparation and Council approvals
  - preparation of infrastructure strategies, asset management plans, capital investment programs, business plans, operations and maintenance plans, long term financial plans
- Managed in-house engineering teams as well as numerous consultancy assignments

- Prepared and reviewed numerous technical reports including Stormwater Management Plans for Brown Hill and Keswick Creeks Project, Mitcham and Holdfast Bay
- Developed environmental strategies for Adelaide Hills, Mitcham and Holdfast Bay including WSUD, water reuse, protection of biodiversity, climate change responses, renewable energy

### Construction & Project Management

- Director and/or Project Manager responsible for investigation, design and delivery of major infrastructure and environmental projects including:
  - stormwater and drainage, urban and rural creek rehabilitation, water reuse, WSUD
  - roads, bridges, kerb & gutter, footpaths, playgrounds, sports & recreation facilities
  - tree management, weed removal, creek and dune stabilisation
  - water and wastewater, tunnels and rail rolling stock
- Prepared Annual Capital Programs, presented to Council and obtained financial approvals
- Developed procurement strategies and managed project delivery by both direct labour and contractors including tendering and contractor management
- Managed project/site workplace health and safety
- Monitored and reported on program and project status and financial performance.

### General Management Experience

- 15 years recent Director/General Manager in SA local government at Adelaide Hills, Mitcham and Holdfast Bay. Prior executive experience in consulting, transport and major utilities
- Detailed knowledge of SA legislation, regulations and policies particularly the legal framework for creek rehabilitation on public and private land
- Prepared annual business plans, risk management and WHS strategies
- Managed effective community and stakeholder engagement strategies
- Managed corporate governance including working with audit committees and internal audit
- Implemented financial controls, reporting frameworks, insurance and legislative compliance

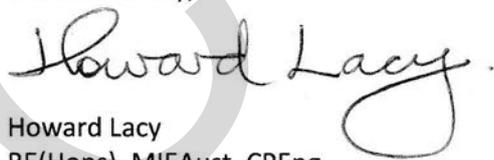
### Previous Board and Committee Experience

- Mitcham representative – BHKC Stormwater Project CEO Steering Group (6.5 years)
- Board member - Northumbrian Water PLC; South Gippsland Water; Halcrow Pacific P/L
- Audit Committee Member – South Gippsland Water; State Rail Authority; Brisbane Water
- Local Government s43 Committees – Member:
  - Adelaide Plains Council Infrastructure and Environment Committee (current)
  - Gawler River Floodplain Management Authority
  - Adelaide Hills Regional Waste Management Authority
  - LGA Working Groups - Flood Mitigation; Public Lighting; Rail Interface Working Group
- Attendance and presentations to Council Meetings, Committees and numerous public forums

I look forward to discussing my application with your Nominations Panel.

I can be contacted on (m) 0417 861 826 or (e) python\_hal@bigpond.com.

Yours sincerely,



Howard Lacy  
BE(Hons), MIEAust, CEng  
encl:

# RESUME

**Howard Andrew LACY**

BE(Hons), MIEAust, CPEng

## Personal Details

**Name:** Howard Lacy

**Address:** [REDACTED]

**Contacts Details:**

M:

[REDACTED]

H:

[REDACTED]

**Email Address:** [REDACTED]

## Qualifications

Bachelor of Civil Engineering (Hons), University of Sydney, 1977

Diploma, Australian Institute of Company Directors, Directors Course, 2008

Unrestricted Drivers licence

## Professional Affiliations

Member - Institution of Engineers, Australia Certified Practising Engineer

## Key Skills & Experience

- Experienced business manager and leader in public and private businesses.
- Extensive knowledge in governance, strategic planning, risk management, financial management, service planning and delivery, customer service, asset management, contracts, procurement, capital project delivery and project management.
- 15 years' experience in SA local government at Director/General Manager level
- Detailed knowledge of Local Government legislation, regulations, governance, procurement, financial and industrial frameworks.

## Referee

Available on request

## Board & Audit Committee Experience

- Director / Board Memberships (previous)
  - Director & Board Member - Northumbrian Water
  - Director – Halcrow Pacific P/L
  - Director – South Gippsland Water
  - Ex officio member – State Rail Authority Board
  - Ex officio member – Brisbane Water Board
- Previous Audit / Committee Memberships
  - Member – South Gippsland Water Audit Committee
  - Member – State Rail Authority Audit Committee
  - Member – Brisbane Water Audit Committee
- Current Audit / Committee / Board Memberships
  - Member – Adelaide Plains Council Infrastructure and Environment Committee

## Employment History

### SELF EMPLOYED – CONSULTANT/DIRECTOR

April 2021 – Current

- Commenced own business with focus business advisory and consulting services, as well as Board and Committee roles.

### CITY OF HOLDFAST BAY, ADELAIDE

April 2018 – April 2021

#### General Manager City Assets & Services

- Management of operations, engineering planning and development, regulatory services, commercial and leasing property management. Responsible for service planning & delivery, engineering, asset management, capital works planning, project delivery, property maintenance, contracts, waste collection environment, climate change, regulatory services, development services and commercial operations. As member of the Executive Team involved in corporate planning, LTFP development, Asset Management Plans, strategic planning, governance and risk.

### CITY OF MITCHAM, ADELAIDE

Sep 2011 – April 2018

#### General Manager/Director Engineering

- Field service delivery engineering, asset management, capital works planning & project delivery, city maintenance, contract waste collection, environment, natural resource management and climate change. Executive Team member involved in corporate planning, LTFP development, Asset Management Plans, strategic planning, governance, risk, internal audit, process improvement, efficiency and systems development.

Project Manager and Technical Lead – Brown Hill Keswick Creek Stormwater Project. One of two Mitcham City representatives on CEO Project Steering Group. In conjunction with Project Director, worked extensively on:

- flood modelling & flood damage assessments
- development of mitigation options, concept designs, environmental and WSUD plans
- preparation of project delivery plans & cost estimates
- community, stakeholder & resident liaison
- liaison with project partners, State agencies and consultants
- preparation and approval of various SMPs

**ADELAIDE HILLS COUNCIL, ADELAIDE**  
**Director Engineering**

**Dec 2006 – Sep 2011**

- Field service delivery, engineering, construction & maintenance, contracts, environment, climate change, public health, regulatory services, waste collection and Council's building and property portfolio. As member of the Executive Team involved in corporate planning, LTFP development, Asset Management Plans, strategic planning, governance and risk.

**HALCROW PACIFIC P/L, MELBOURNE**  
**Director/Regional Manager**

**Nov 2003 – Nov 2006**

- Australian subsidiary of international engineering consultant Halcrow Group Ltd providing engineering and project management services to clients in water, rail, transport planning, tunnelling and utility regulation.
- Business growth, governance and profitability for Victoria, South Australia & NZ regions. Delivered a wide range of engineering studies and projects.
- Member of Halcrow's Global Water leadership team

**STATE RAIL AUTHORITY, SYDNEY**  
**Chief Executive**

**Dec 2001 – Apr 2003**

- Operator of passenger rail services in NSW employing 9,500 people throughout NSW with annual budget of around \$1.3bn and a capital investment program of \$450m pa.
- Responsible for overall management of State Rail including governance, Board and Audit Committee, strategic planning, policy advice, customer service, rail operations, asset and maintenance management, financial management, organisational development, business reform, change leadership, risk, safety and industrial relations

**BRISBANE WATER, BRISBANE**  
**Divisional Manager (CEO)**

**Apr 2000 - Dec 2001**

- Commercialised water utility owned by Brisbane City Council providing water and sewerage services to residential businesses across metropolitan Brisbane. Employed 900 staff with turnover of \$475m pa and capital program of around \$90m pa.
- Reported to Advisory Board. Responsible for operational, customer experience, service quality, environmental and commercial objectives.
- Member of Executive Management Team of Brisbane City Council.

**KBR, ADELAIDE**  
**Business Development Advisor**

**Jan 2000 - Apr 2000**  
**(3 month contract)**

Develop business development strategies for Asia Pacific Division of an international engineering project management consultancy.

**SA WATER CORPORATION**  
**Executive General Manager, Operations**

**Aug 1997 - Jan 2000**

- Manage water & sewerage operations, capital program, trade waste, customer service and billing. Managed outsourced operations and direct workforce of approx 500 staff.

**NORTHUMBRIAN WATER, DURHAM, UK**  
**Customer Director**

**Apr 1996 - Jul 1997**

- Director/Board Member responsible for water supply & sewerage operations, customer service and billing for approximately 2.4 million customers in North East England. Include call centre, customer account management, 24/7 field service, water/sewer network operation and maintenance.
- Managed merger of operations and customer service divisions of North East Water and Northumbrian Water following takeover.
- Successfully negotiated major commercial water supply & effluent treatment contracts with petro-chemical industries and major businesses in NE England.

**NORTH EAST WATER, NEWCASTLE, UK**  
**Technical Director**

**Aug 1994 - Apr 1996**

- Successfully managed operations, maintenance and engineering functions at North East Water serving around 1.2 million in the North East of England.
- Managed customer service; water supply operation & maintenance; water supply dams, asset and service planning; regulatory relationships; stores & logistics; fleet; procurement; laboratory services; engineering and project delivery.
- As part of acquisition team, developed operational, capital and business plans for acquisition of Northumbrian Water. Included submissions to Monopolies & Mergers Commission.

**Various public & private sector employers**

**Pre 1993**

Nomination Form for Appointments to the Board

Full Name: HOWARD ANDREW LACY

Phone Number: [REDACTED]

Email Address: [REDACTED]

Postal Address: [REDACTED]

Current Employment: SELF EMPLOYED - DIRECTOR + CONSULTANT + BUSINESS ADVISOR

Returning or New Board Member:

|            |     |                                     |      |                                      |    |
|------------|-----|-------------------------------------|------|--------------------------------------|----|
| Returning: | Yes | <input checked="" type="radio"/> No | New: | <input checked="" type="radio"/> Yes | No |
|------------|-----|-------------------------------------|------|--------------------------------------|----|

Years Active: 20 yrs exp. - Boards + Committees

Demonstrable skills in the following areas (please complete those applicable to you):

- Corporate financial management: Extensive experience in strategic planning; budgets long term financial plans; budget control; reporting, risk management; audit; & legislative compliance.
- Corporate governance: Risk management; reporting; compliance at major corporations both public + private
- Project management: Extensive experience in major infrastructure project delivery
- General management: Extensive career in senior executive, CEO; Director roles across Local Govt; utilities; transport + consult.
- Engineering: Recent 15yr experience in engineering; asset management design; approvals + delivery
- Economics
- Environmental management: Previous experience in environmental strategy; WSD; water reuse; energy; solar power; bidwin

Any additional skills you feel will add value to the Board:

- 6.5 yrs direct experience working on BHKC Stormwater project
- investigation; concept design; delivery planning; optioning; project costing
  - preparation + assessment of SMPs
  - community + stakeholder management + consultation.
  - Understanding legal framework for creek rehabilitation on public + private land.

Attach Your CV:

Attach a copy of your CV and covering letter to this form and email it to [paula.foy@bhkstormwater.com.au](mailto:paula.foy@bhkstormwater.com.au)