

**Attachment A****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 National Governor, College of Law Limited	
<b>Returning or New Board Member:</b>	<b>Returning:</b> Yes <b>Years Active:</b> 6	<b>New:</b> No
<b>Demonstrable skills in the following areas (please complete those applicable to you):</b>	Corporate financial management	✓
	Corporate governance	✓
	Project management	✓
	General management	✓
	Engineering	
	Economics	
<b>Environmental management</b>		
<b>Any additional skills you feel will add value to the Board:</b>	34 years practising corporate and commercial law, including significant property law matters and litigation Strong governance skills Strong risk management skills Strong stakeholder engagement skills Strong project management skills Strong strategic planning skills	National Governor, College of Law Limited Chair of the SA Chapter Board, College of Law Limited Member, Audit and Risk Committee, College of Law Limited
<b>Attach Your CV:</b>	Attach a copy of your CV and covering letter to this form and email it to <a href="mailto:ea@bhkcstormwater.com.au">ea@bhkcstormwater.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 34 years' 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 and Chair of its Audit and Risk Committee since August 2018.

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

I have over 28 years' experience managing and developing businesses providing professional services. I am the foundation Director of KPMG Law in SA.

### Areas of Specialty

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

### Achievements

- Selected SA 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. It is 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 relation 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 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 analytic 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 internationally, particularly in the property development and infrastructure sectors.

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

Academic

##### Visiting Lecturer

December 2016 – 2021

I have developed a post-graduate course in corporate and business governance at the invitation of the University and in conjunction with the School of Business, together with Dr Chris Graves.

I have also developed curriculum for an Adviser Accreditation Course to be offered by Family Business Australia.

#### 3. Piper 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 2008, 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.

#### Academic Qualifications

LL.M University of Adelaide 1998

GDLP SA Institute of Technology 1989

LL.B University of Adelaide 1988

BA (High Hons) Western Illinois University 1982

#### Memberships

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, CEO, College of Law Limited

Justice Joe Catanzarini, Board Chair, College of Law Limited

Hoda Nahlous, Partner and Co-Head of Corporate Law, KPMG Law

Dr Chris Graves, Associate Professor, University of Adelaide, Adelaide Business School, Faculty of Arts, Business, Law and Economics



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	
Returning or New Board Member:	Returning: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	New: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
	Years Active:	
Demonstrable skills in the following areas (please complete those applicable to you):	Corporate financial management	20 years experience Boards & Committees
	Corporate governance	Extensive experience in business planning strategy, long term financial plans, risk, WHS.
	Project management	Managed design/delivery of major infrastructure across LG, water & transport sectors
	General management	Extensive career as senior executive in LG, utilities transport + consulting
	Engineering	18 years exp. in LG engineering investigation, design, project planning
	Economics	Financial modelling; cost/benefit; project evaluation
	Environmental management	Experience in environmental strategy; WSD; water reuse; solar; energy management
Any additional skills you feel will add value to the Board:	<p>9.5 years experience working on BHKC Stormwater project</p> <p>Previous Board director &amp; Audit Committee member</p> <p>Worked on BHKC:</p> <ul style="list-style-type: none"> <li>• concept designs, project planning, mitigation options</li> <li>• project costings, SMPs, community consultation.</li> <li>• legal frameworks for creek works on private/public land</li> <li>• environmental strategy as part of SMPs.</li> </ul>	
Attach Your CV:	Attach a copy of your CV and covering letter to this form and email it to <a href="mailto:ea@bhkcstormwater.com.au">ea@bhkcstormwater.com.au</a>	

Mr Howard Lacy

10 March 2024

Ms Vanessa Geerts  
Executive Assistant  
Brown Hill & Keswick Creeks Stormwater Project  
PO Box 124  
Unley SA 5061

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

Dear Ms Geerts,

I am pleased to submit my application for reappointment as a Board Member of the Brown Hill and Keswick Creeks Stormwater Board. My resume is attached 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 18 years I have held senior executive positions in SA Local Government, including 9.5 years working on the Brown Hill Keswick Creek Stormwater Project. My roles have included 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 will continue to 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 (9.5 years)**

- 3 years as Board Member, Brownhill and Keswick Creeks Stormwater Board
- City of Mitcham's Project Manager and Technical Lead on BHKC Stormwater Project – September 2011 to April 2018, including Mitcham representative at CEO Project Steering group
- In conjunction with BHKC Project Director, worked on:
  - flood modelling & flood damage assessments
  - mitigation options, concept designs, environmental and WSUD plans
  - 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 experience as a Director/General Manager in SA local government at Adelaide Hills, Mitcham and Holdfast Bay. Responsibilities included:
  - infrastructure management, engineering, project delivery, field operations, maintenance planning in both rural and urban environments
  - project investigation, design, business case 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/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 delivered projects with direct labour & contractors
- Managed project/site workplace health and safety
- Monitored and reported on program/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 senior 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
- Managed corporate governance including working with audit committees and internal audit
- Managed financial controls, reporting frameworks, insurance and legislative compliance

#### **Board and Committee Experience**

- Board & Audit Committee Member – Brownhill & Keswick Creeks Stormwater Board
- Chair - Adelaide Plains Council Infrastructure and Environment Committee (current)
- 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:
  - Gawler River Floodplain Management Authority
  - Adelaide Hills Regional Waste Management Authority
  - LGA Working Groups - Flood Mitigation; Public Lighting; Rail Interface Working Group

I look forward to being considered for reappointment to the BHKC Stormwater Board.

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

Yours sincerely,



Howard Lacy  
BE(Hons), MIEAust, CPEng  
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 HR Drivers licence

#### Professional Affiliations

Member - Institution of Engineers, Australia. Certified Practising Engineer

#### Key Skills & Experience

- Experienced business and change 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.
- 18 years' experience in SA local government at Director/General Manager level
- Detailed knowledge of Local Government legislation, regulations, governance, procurement, financial and industrial frameworks.

#### Referees

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 Advisory 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
  - Board Member – Brownhill and Keswick Creeks Stormwater Board
  - Audit Committee Member – Brownhill and Keswick Creeks Stormwater Board
  - Chair – Adelaide Plains Council Infrastructure and Environment Committee

### Employment History

#### SELF EMPLOYED – CONSULTANT/DIRECTOR

April 2021 – Current

- Commenced own business with focus on 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

- Senior Executive Team – included corporate strategic planning, long term financial plan development, risk management, performance and statutory reporting, governance, process improvement, efficiency, systems development and Elected Member support.
- General Manager – responsible for management of field 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.
- Managed Council's commercial business units – commercial property portfolio, caravan park, cemeteries business and Partridge House function centre.

#### CITY OF MITCHAM, ADELAIDE

Sep 2011 – April 2018

##### General Manager/Director Engineering

- Senior Management Team – included corporate strategic planning, long term financial plan development, risk management, performance and statutory reporting, governance, process and efficiency improvement, systems development and Elected Member support.
- General Manager/Director – responsible for field service delivery, engineering, asset management, capital works planning & project delivery, city maintenance, contracts, waste management, environment, natural resource management and climate change.

- Managed waste collection business unit, workshops and represented Council at CEO Steering Committee for Brown Hill Keswick Creek Stormwater Management project.

**ADELAIDE HILLS COUNCIL, ADELAIDE****Dec 2006 – Sep 2011****Director Engineering**

- Senior Executive Team – as member of the Senior Executive Team involved in corporate strategic planning, long term financial plan development, risk management, performance and statutory reporting, governance, process improvement, efficiency and systems development and Elected Member support.
- Director – responsibilities included field service delivery, engineering, construction & maintenance, contracts, environment, climate change, public health, regulatory services, waste collection and Council's building and property portfolio.
- Managed cemeteries and recycled water business units. Represented Council on Gawler River Floodplain Management Authority and Adelaide Hills Waste Management Authority.

**HALCROW PACIFIC P/L, MELBOURNE****Nov 2003 – Nov 2006****Director/Regional Manager**

- 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****Dec 2001 – Apr 2003****Chief Executive**

- 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****Apr 2000 - Dec 2001****Divisional Manager (CEO)**

- Commercialised water utility owned by Brisbane City Council providing water and sewerage services to residents & 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.

Resume – Howard Lacy

March 2024

**KBR, ADELAIDE****Business Development Advisor****Jan 2000 - Apr 2000  
(3 month contract)**

- Developed business development strategies for Asia Pacific Division of an international engineering and project management consultancy.

**SA WATER CORPORATION****Executive General Manager, Operations****Aug 1997 - Jan 2000**

- Managed 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. Included call centre, customer account management, 24/7 field service, water/sewer network operations 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 operations & 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 UK Monopolies & Mergers Commission.

**Various public & private sector employers****Pre 1993**