

# **Attachment F**

**CVs of Recommended Additional Members  
for the Audit Risk and Compliance  
Committee**

## CURRICULUM VITAE

Full name: Rosemary Milkins PSM

Address:

Phone:

Email:

*A distinguished and respected public servant, Rosemary spent over 20 years at senior executive level. Experienced in reform with a flair for innovative approaches, she has deep knowledge of emergency services, health, education, the government sector, government relations and private sector partnerships.*

## CAREER OVERVIEW

Current **Director**  
**40 Learnings Consultant & Advisory Services**

Providing subject matter expertise on reform programs - design and implementation, particularly in the government sector. Consulting on policy review & development, strategy, planning, business redesign, human capital management (including training), infrastructure, logistics, IT/cyber, governance and culture. Specialist areas include Law Enforcement, Emergency Services, Health and Education sectors.

**Chair (non executive, independent)**  
**Red Piranha Ltd**

An Australian company providing advanced cyber security products

**Chair**  
Mid North Coast Local Health District Audit & Risk Committee

**Member**  
Nepean & Blue Mts Local Health District, Audit & Risk Committee  
NSW Health Education & Training Institute, Audit & Risk Committee  
NSW Customer Service, Audit & Risk Committee  
Bureau of Health Information  
Health Professional Councils Authority, Audit & Risk Committee

**Director (non executive)**  
Eryldene Foundation – an historic house charity

- 2017-2019 **Deputy Commissioner  
NSW Police Force**
- Reform and leadership of all business functions for the NSW Police Force, an agency of over 20,000 employees serving 8 million people.
- Provided strategy and improvement initiatives across finance (\$3.5 billion budget); procurement; information technology, cyber and communications (including call centre); human resources; WHS; education & training (including Goulburn Academy); Office of General Counsel; regulatory functions; infrastructure planning/delivery (incl. buildings and fleet); Project Management Office; governance and audit; Shared Services Centre.
- 2010-2016 **Deputy Chief Executive/Deputy Commissioner  
Fire & Rescue NSW**
- Leadership of all business functions and for organisational reform of one of the world's largest urban fire and rescue services covering 7000 employees in over 300 fire stations and facilities across NSW.
- This included: finances (budget \$700 million), human resources/WHS/industrial relations; IT and communications technology; community safety; education & training (including Academy); governance, audit & legal; infrastructure development (buildings, fleet, equipment) and logistics.
- 2008-2010 **Assistant Director General, Public Sector Workforce  
NSW Department of Premier and Cabinet**
- Leadership and management of the Public Sector Workforce Branch. It provided policy development, industrial relations strategy, workforce planning, workforce development and performance strategy, workforce information services, workforce legal and legislative support, equity and diversity strategies covering all public sector agencies employing over 300,000 employees.
- 2007-2008 **Director, Corporate Governance  
NSW Department of Premier and Cabinet**
- Responsible for strategy and expertise services in a range of corporate areas including human resources, finances (budget \$220m), governance and audit, IT strategy and management, accommodation, procurement, record keeping, office support, web and publication services.

## Rosemary Milkins

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1997-2007

### **Director, Executive and Corporate Support NSW Department of Health**

Leadership and management of the Division providing strategy and delivery of a range of human resource, personnel, training and payroll services, financial and administrative services, IT and web services, accommodation and facilities management, information and records services, security, procurement and transport services.

1991-1997

### **Manager, Strategic Services NSW Department of Education**

Responsible for strategic planning & reporting, demographic services, media, ministerial services and policy support in Metropolitan North Region covering schools from the Harbour to the Central Coast. Relocated to Metropolitan West and then Head Office providing policy support to the Assistant Director General responsible for schools.

1988-1991

### **Senior Policy Advisor NSW Board of Studies**

Responsible for policy advice on curriculum reform, legislation, assessment and certification in relation to the School Certificate and Higher School Certificate as well as corporate and strategic planning. Former high school teacher.

## **ACADEMIC BACKGROUND**

Graduate, Australian Institute of Company Directors  
Bachelor of Arts, Diploma of Education - Macquarie University  
Master of Arts degree (Education) - Macquarie University  
Teaching Certificate

## **HONOURS & AWARDS**

Public Service Medal

## **MEMBERSHIPS**

Member of the Australian College of Educators  
Member, Emergency Leaders for Climate Action  
Justice of the Peace  
Former Trustee of Casino Community Benefit Fund  
Former Member of Optical Dispensers Board  
Former Member of the HealthQuest Board  
Former Member of the NSW State Contracts Control Board  
Former Member of Health Education & Training Advisory Council

# Resume - Robert Lagaida BEc MComm FCPA GAICD PSM

## PROFILE

A Senior Executive with over 25 years' experience in public sector, aged and disability sectors who has worked directly with Boards, Board Chairpersons and Chief Executives to provide strategic advice for the delivery of health and social services and related strategic procurement of goods and services.

Skilled at negotiating with government departments and private sectors to coordinate the delivery of services, undertake strategic procurement goods, develop and implement infrastructure, and information technology. Extensive experience in managing recurrent budgets of over \$1.5 billion, capital projects of over \$200m per annum, and undertaking statewide contracts with total annual spend of \$900M to support the delivery of health related and other community services.

In the Australia Day 2018 Honours List, I received a Public Service Medal (PSM) in recognition of my resource management contributions to the NSW public hospital system.

I have extensive experience as a Board Director and an Independent Chair / Member of Audit and Risk Committee in state and local governments, health, disability and aged care sectors. I currently serve as a Board Director, independent Chair / Member of Audit and Risk Committees in a number of government and not for profit organisations.

## QUALIFICATIONS

### Professional

- Graduate and a member of the Australian Institute of Company Directors (GAICD)
- Fellow of the Certified Practising Accountants (FCPA)
- Pre-qualified by the NSW Government as Chair and Member of Audit and Risk Committee

### Tertiary Education

- Bachelor of Economics (University of Sydney - BEc)
- Graduate Diploma in Information Systems (Charles Sturt University)
- Master of Commerce (University of New South Wales - MCom)

## PROFESSIONAL AND PERSONAL ATTRIBUTES

### Board and Committee Experience

- Proven experience in making contributions, providing strategic advice and establishing effective relationship with the Boards of a diverse range of government and not for profit organisations
- Proven experience in planning and managing strategic organisational resources, and governance matters through the Sub Committees of the Boards, such as Finance Committees, Audit & Risk Management Committees.

### Professional Experience

- Proven skills in complex service delivery, strategic procurement, corporate and business planning
- Extensive experience in management of large and diverse organizations and business entities
- Proven strategic commercial and financial skills
- Extensive experience in enterprise risk management, governance, internal and external auditing, management control framework, performance management and financial reporting.

### Personal Attributes

- Extensive experience implementing change management and continuous improvement practices
- Excellent interpersonal and negotiation skills, works well with a broad range of groups of stakeholders

## BOARD AND COMMITTEE EXPERIENCE

### Current Board Directorship

- Trustee, Responsible Gambling Fund, NSW Department of Enterprise, Investment and Trade (responsible advising NSW Government on minimizing gambling harm in the community)
- Board Director, NSW Local Government Procurement Pty Ltd
- Board Director and Chair of Audit Committee, LiveBetter Pty Ltd (one of the largest not for profit companies providing aged and disability services in regional NSW and Queensland)
- Board Director, Bureau of Health Information

### Current Finance, Audit and Risk Committee Membership

- Chair, Audit and Risk Management Committee, Multicultural NSW
- Chair, Audit and Risk Management Committee, Health Education and Training Institute
- Chair, Audit and Risk Management Committee, Nepean Blue Mountains Local Health District
- Chair, Audit, Risk and Improvement Committee, Orange City Council.
- Independent Member, Audit, Risk and Improvement Committee, Blacktown City Council, Liverpool City Council, Bayside Council, Northern Beaches Council and Wollongong City Council.

### Previous

- Board Member and Chair of Finance and Performance Committee, Nepean Blue Mountains Local Health District December 2020 - December 2023
- Board Member, Psychology Australia (NSW) August 2020 - November 2022
- Board Director and Chair of Finance and Audit Committee, Arthritis and Osteoporosis NSW October 2017 - March 2021
- Chair, Audit, Risk and Compliance Committee, North Shore Community Transport (a not for profit company providing transport for disabled and elderly people) November 2018 - December 2019
- Chair, Audit, Risk and Committee, Bureau of Health Information March 2020 – March 2023

## EXECUTIVE CAREER

### **2012 – 2017 (retired) Director, Finance and Corporate Services (HealthShare and eHealth NSW)**

#### **Major Responsibilities**

- Lead, direct and manage financial and asset resources to ensure delivery of effective and quality financial and budget performance for all business units.
- Lead and direct business strategy and initiatives, and implement continuous improvement initiatives to achieve realisation of value for money for NSW Health.
- Undertake contestability processes through benchmarking and implementation of commercial business models, leading to market testing for specified services.
- Lead, establish and implement business unit budgets, management reporting, and financial controls, and provide strategic advice on budget forecasting to the Board.
- Develop and manage transparent and effective pricing and costing mechanisms to demonstrate value for money for NSW Health entities using the industry benchmarks, ensuring financial.

### **2006 –2012 Director, Operations and Strategic Procurement (HealthShare and eHealth NSW)**

#### **Major Responsibilities**

- Lead the corporate services reforms for NSW public hospitals through the establishment of state wide shared business units for financial, human resources, procurement, information technology, warehousing, food, linen and disability program (with a total of 4000 corporate staff affected).
- Manage the procurement reforms for NSW public hospitals through state wide contracts reforms for goods, IT and other services, online requisitioning, electronic purchase orders, standard catalogues and rationalisation of warehousing and logistics, to achieve savings.
- Implement public and private sector partnership through successful negotiations with the private sector to support the delivery of health services

**2004 –2006 Director, Clinical Operations (Sydney West Area Health Service)**

**Major Responsibilities**

- Oversee the clinical operation, coordination and management of clinical staff, equipment, asset and other resources, to ensure clinical services were delivered effectively and efficiently at Westmead, Auburn, Lottie Stewart and St Joseph Hospitals.
- Lead the change management processes of determining clinical service priorities and allocating resources on the basis of consultation, agreed priorities and community needs.
- Manage the continuous improvement processes for the clinical services for accreditation.

**2003 –2004 Executive Director, Resource Management (Wentworth Area Health Service)**

**Major Responsibilities**

- Manage the development and implementation of Three Year Forward Financial Plan, Annual Budget Plan and Budget Allocation Strategies for business units and hospitals
- Implement financial analysis, monitoring and controls for large capital projects for the redevelopment of Nepean Hospital campus.
- Develop and implement sustainable staff recruitment and retention strategies through staff development, education and training, to meet service needs for clinical and corporate services.

**2000 –2003 Director, Health System Performance Branch (NSW Department of Health)**

**Major Responsibilities**

- Manage and evaluate Performance Agreements with Health Services to ensure that NSW Health Services are accountable to the Government and the community.
- Manage the performance accountability process between the Director-General of NSW Health and the Boards of Health Services for service delivery and resource management.
- Develop, monitor and report on progress of Department of Health's Corporate and Business Plans including the delivery of health services in rural NSW.

**1998 - 1999 Director, Finance and Corporate Services (Mid-Western Health Service Bathurst)**

**Major Responsibilities**

- Manage and oversee the overall financial management of hospital and community health services within Mid-Western Area Health Service.
- Oversee the functions of Business Units (Linen and Pathology Services) and Corporate Support Services within the Mid-Western Area Health Service.
- Establish pathology and laboratory networks across the entire western region of NSW, involving 29 laboratories and 800 staff.

**1994 –1998 Director, Industry and Commercial Services (NSW Health Department)**

**Key Achievements**

- Purchase public health services from the non-government sector in respect of Port Macquarie Base and Hawkesbury Hospitals, Prince of Wales Ambulatory Clinic, Lithgow, Lourdes and Albury Mercy Hospitals
- Develop and implement commercial agreements on the co-location of private hospitals in public hospital campuses at Royal North Shore, Prince of Wales and Armidale Hospitals.

**1990 - 1994 Manager, Information Policy and Data Services (NSW Health Department)**

**Major Responsibilities**

- Manage and coordinate complex projects for system-wide financing and costing including:
  - production of costing data and the introduction of standard chart of accounts
  - introduction of clinical costing systems in major hospitals
  - identification of teaching and research costs and assessment of public/private patient mi

**1987 - 1990 Manager, Planning and Economic Services (Maritime Services Board of NSW)**

**1983 - 1987 Senior Budget Officer (The University of Sydney)**

**1981 - 1983 Financial Accountant (The University of Sydney)**

**1979 - 1981 Finance Officer (Conveyor and Hoist Pty Ltd)**