

Candidate	Professional Experience	Comments
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Anne Bryce
Lismore NSW



Education

- Stanford Executive Program, Stanford Graduate School of Business
- Harvard Leadership Practices, Harvard Business School
- Diploma in Community Organisations, Management, UTS

[Link to CV](#)

Professional Experience

Board Experience

- NED, Healthy North Coast (current)
- NED & Chair, Anglicare North Coast (current)
- NED & Chair, GCLA
- NED, Independent Living Villages
- Commission Member, Grafton Anglican Schools Commission
- NED, National Disability Services
- State Chair NSW, NDS State Committee
- NED, Workability International

Executive Experience

- Strategic Lead, Disability Housing, Life Without Barriers
- CEO, Achieve Australia
- Operations Manager & Network Job Services Manager, Horsnby Challenge Foundation

- Anne is currently a member of the Healthy North Coast board and is looking to be re-elected to her role.
- Anne will be well known to the board – there are details in her CV and cover letter reapplication.

Geoffrey Norman
Kingscliff NSW



Education

- GAICD
- Master of Healthcare Leadership, Southern Cross University
- Postgraduate Diploma, Psychiatric Nursing, University of Melbourne
- Bachelor of Nursing, University of Ballarat

[Link to CV](#)

Board Experience

- NED, Lifebridge Australia

Executive Experience

- Clinical Director, Telstra Health
- State-wide Manager, Lifeline Crisis Intervention and Suicide Prevention Services QLD (current)
- Service Director Tweed / Byron Mental Health Services, Northern NSW Local Health District
- Director of Nursing, Mental Health and Alcohol and Other Drug Services, Northern NSW Local Health District
- Assistant Director of Nursing-Adult and Older Persons Mental Health Community, Gold Coast Mental Health and Specialist Services
- Director of Nursing, Currumbin Clinic
- Clinical Nurse Consultant, Royal Melbourne Hospital

- Kingscliff based Geoffrey Norman is an experienced senior mental health clinician and senior healthcare executive who has worked across hospital, community and primary healthcare settings. Geoffrey has recently commenced as the Clinical Director for Telstra Health (specifically their 1300 RESPECT line), a national role that followed his role as the QLD Director for Lifeline’s Crisis Intervention and Suicide Prevention Services. In recent years Geoffrey worked as a Director of Nursing and Service Director in Mental Health and AOD in the Northern NSW LHD, which makes him very familiar with the health challenges that the HNC region faces.
- Geoffrey brings board experience. He is currently on the board of Lifebridge Australia, a not for profit organisation providing NDIS Support and Aged Care Services in the NSW Far North Coast and South East Queensland. Geoffrey says that Lifebridge have no engagement with HNC, so there would be no conflict of interest. His clinical governance is further enhanced through his current role as a registered assessor with Australian Council on Healthcare Standards.
- While Geoffrey brings a solid clinical background, a large part of his recent roles has involved providing clinical input and oversight into technological based (voice and digital platforms) services.
- Geoffrey is aware of the stipend and has the time and capacity for the role.

Matthew West
Central Coast NSW



Education

- Master of Urban Planning & Urban Design, UTS
- Bachelor of Podiatry, University of Newcastle

[Link to CV](#)

Board Experience

- NED, Healthy North Coast (current)
- Chair, Darkinjung Local Aboriginal Land Council

Executive Experience

- Director, Closing the Gap, Aboriginal Outcomes (current)
- Managing Director, WestHealth Services (current)
- Principal Project Officer, Strategy and Policy, Crown Lands

- Matthew is currently a member of the Healthy North Coast board and is seeking to be re-elected to his role.
- Matthew will be well known to the board – there are details in his CV and cover letter reapplication.

Dear Lindy,

Confidential: Application for Non-Executive Director Healthy North Coast HNC

Integrated health services are crucial to the wellbeing of individuals as Australia and indeed the North Coast sees a growth in the number of older residents. Whilst our region faces into predictable natural disasters, environmental and weather changes, along with impacts from rapidly changing technology and the emergence of AI and longitudinal workforce recruitment difficulties across the health sector, the importance of strong governance, visible leadership in both strategy and execution is paramount.

Healthy North Coast is well placed following successful strategic objectives to work more closely with our respective Local Health Districts as a key plank of this revised approach backed by Commonwealth initiatives.

I am therefore delighted to be re-applying for the position of Non-Executive Director for the Board of Healthy North Coast. I have valued my experience on the Healthy North Coast Board and would be honoured to serve another term. It has been a pleasure to participate at the board level in strategic planning for the important work of Healthy North Coast and to see the successful implementation of the HNC strategy by a proactive and knowledgeable leadership team.

I am an experienced NED and retired CEO with over 25 years of experience at the Executive level and over 35 years' experience in the disability sector and related health and aged care. I am the current Chair of Anglicare North Coast and Chair of Healthy North Coast's Audit & Risk Management Committee. I have served for over 40 years on various Management Committees and Boards at local, State, National and International levels.

Combined with a deep network that extends across the social sector up to and including Ministerial level, strong personal belief systems, desire to contribute to the community, I believe I have the skills and expertise required for the Healthy North Coast Board in an area that is facing significant social and community pressures and at this time transforming the way Australians live their lives now and into the foreseeable future.

Thank you for your time and consideration, and I look forward to hearing from you in due course and would welcome the opportunity to discuss this opportunity further.

Yours sincerely,

Anne Bryce

Additional Attributes and Experience Summary

Specialist knowledge and experience in clinical governance

- Clinical governance expertise developed from direct service delivery for people with a disability including large numbers of people with complex health.
- Establishment of a Clinical Governance Committee of the board and oversight of the development of Clinical Governance Reports with the support of Committee and Board members with specialist expertise.
- Experience in working with multidisciplinary teams in both health and community settings

Network Capability with the local community

- Resident McLeans Ridges (Lismore LGA)
- Actively involved in post 2022 flood strategic planning via voluntary work with Anglicare North Coast as Chair. This work includes community housing projects which are crucial to the furtherance of meeting housing needs in the region.
- Currently overseeing projects engaging local community organisations including Northern Rivers Housing, Social

Futures and the Buttery in Bangalow to identify suitable responses to housing needs across the region.

- Existing member of Healthy North Coast Board
- Unpaid carer, advocate and guardian responsibilities for family members living in the region who access primary health networks, residential aged care and NDIS.

ANNE BRYCE

Experienced Non-Executive Director & Executive Director | Disability, Aged Care, Community Organisations & NFP's (Retired).
Non-Profit CEO of the Year 2016



PROFILE

With 35+ years' experience, including, current Non-Executive Director of Healthy North Coast and a 15-year tenure as CEO of Achieve Australia, I possess a deep understanding of the complexities of providing disability and aged care services in the community, in addition to the imperatives of, quality of care, profitability and person-centric delivery. With an early career working with people with disability in the community, I serve as a powerful conduit between all levels in an organisation from frontline to Boardroom. Active Community Engagement understanding participants needs in an emerging marketplace has been a corner stone of my personal and professional life.

Highlight achievements include transforming Achieve Australia from a 'quiet operator' into a well-known organisation integrated with the community, increasing budget from \$4M to just under \$90M. I have also led high profile, complex devolutions of services and years of success influencing policy at a state and national level in relation to various reforms, in particular the implementation of NDIS.

Personally, motivated to drive the quality of services in our communities, I am keen to support organisations in delivering meaningful transformation/improvement in the future of its strategic direction and implementation of its social purpose.

PROFESSIONAL MEMBERSHIPS & BOARD / COMMITTEES

Board Committee, Chair Audit & Risk Management Committee |

<i>Healthy North Coast</i>	2023 to present
Non-Executive Director <i>Healthy North Coast</i>	2021 to present
Non-Executive Director NED & Chair <i>Anglicare North Coast NSW</i>	2021 to present
Non-Executive Director & Chair <i>GCLA</i>	2022 to 2023
Non-Executive Director <i>Independent Living Villages</i>	2021 to 2022
Commission Member <i>Grafton Anglican Schools Commission</i>	2021 to 2023
Alum Member <i>Stanford Alumni</i>	2015 to present
Board Member NED <i>National Disability Services (NDS)</i>	2012 to 2015; 2016 to 2018
Member <i>Australian Institute of Company Directors</i>	2012 to Present
Senior Professional Member <i>Australasian Housing Institute</i>	2010 to present
Vice President NED <i>National Disability Services (NDS)</i>	2017 to 2018

State Chair NSW <i>NDS State Committee</i>	2016 to 2018
Board Member <i>Workability International</i>	2016 to 2018
Chair <i>Audit Committee of NDS Board</i>	2013 to 2015
Voluntary Foundation Member <i>Stanford Executive Program SEP Foundation</i>	2015-2016
Chair <i>National Accommodation and Housing Sub-Committee NDS (Policy)</i>	2014 to 2018
Chair <i>NSW Accommodation and Housing Sub-Committee NDS (Policy)</i>	2010 to 2018
Board Member & Treasurer <i>NSW Council for Intellectual Disability</i>	1993 - 1996
Member <i>Various Other Management Committee Roles</i>	1984 – 2010



EXECUTIVE SUMMARY

Strategic Lead, Disability Housing <i>Life Without Barriers</i>	Apr 2019 – Sept 2020
Chief Executive Officer <i>Achieve Australia Limited</i>	Oct 2003 – Dec 2018
Operations Manager & Network Job Services Manager <i>Hornsby Challenge Foundation Ltd (former entity of Achieve Australia)</i>	Oct 1997 – Oct 2003
Series of Residential Care & Program Coordination Roles <i>QLD Government, Balcombe Heights Residential Services & The Housing Connection (NSW) Inc</i>	Prior to 1997



KEY ASSETS

- **Lifelong community contributor** serving on local State & Federal bodies including Incorporated Associations, Company's & International Foundations orientated to influencing positive social change
- **Influential CEO with 25+ years' success in Human Services**, creating alignment between vision, values and operations, influencing policy and driving quality of care outcomes;
- **Seasoned in multi-year and cyclical strategic planning** to drive organisational turnaround, incl. developing a property/asset management strategy to balance direct service delivery and commercial imperatives;
- **Champions operational excellence**, leveraging front-line tenure to drive strategic and tactical change across program/service delivery, compliance, quality of care and governance;
- **Advanced stakeholder engagement skills**, builds consensus across conflicting factions to secure funding, collaboration and commitment to achieve quality of service delivery objectives;
- **Highly experienced in Government relations and disability advocacy**, bringing a strong industry network, deep knowledge of NDIS and long-standing relationships with Federal/ State Ministers.



SUMMARY OF PROFESSIONAL EXPERIENCE

Strategic Lead – Disability Housing <i>Life Without Barriers</i>	Apr 2019 – Sept 2020
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Life Without Barriers is a community organisation providing services including aged care, foster care disability services and migrant services, employing >7K people in all states and territories.

Chief Executive Officer
Achieve Australia Limited

Oct 2003 – Dec 2018

Achieve Australia Limited is a non-government community organisation providing community participation, employment, and other services to >900 people with disability, employing >1100 staff.

KEY ACHIEVEMENTS



- **Scaled** the company into an integrated, well-known organisation and ‘provider of choice’ for Government, relied upon for the devolution of people from Government institutions across NSW;
- **Improved the living standards of people supported by the company**, championing and securing Board buy-in to a new strategic direction including the initiation of an asset development plan;
- **Strengthened the balance sheet in preparation for NDIS implementation**, presenting options leveraging the balance sheet to realise the company’s sale and asset development;
- **Maintained lower than industry average employee turnover for >12 years**, keeping churn levels at <15% by implementing and retaining a strong culture including strong WHS;
- **Achieved lower than industry LTI metrics** for several years via behaviour-based culture change, ultimately realising significant cost savings on annual premiums for over 4 consecutive years;
- **Reduced overtime costs by 200% during the 2017/2018 year** and eliminated all agency staff for several consecutive years.

ABBREVIATED EARLIER CAREER HISTORY

Operations Manager & Network Job Services Manager <i>Hornsby Challenge Foundation Ltd (a former entity of Achieve Australia)</i>	1997 to 2003
General Manager The Housing Connection (NSW) Inc	1995 to 1997
Program Co-ordinator: Community Options Program <i>Balcombe Heights Residential Services</i>	1992 to 1995
Program Co-ordinator Balcombe Heights Residential Services	1992 to 1992
Welfare Officer Department of Veteran Affairs	1991 to 1992
Residential Care Officer QLD Department of Family Services	1988 to 1990
Residential Care Officer in Training QLD Department of Family Services	1985 to 1987

EDUCATION & PROFESSIONAL DEVELOPMENT



Stanford Executive Program (SEP) , Stanford Graduate School of Business	2015
Harvard Leadership Practices , Harvard Business School	2011
Diploma in Community Organisations, Management , University of Technology Sydney	1997
Certificate of Social Welfare Studies TAFE	1990



RECENT AWARDS & INDUSTRY ACHIEVEMENTS

JUDGE Telstra Business Awards <i>Telstra</i>	2021 & 2019
JUDGE Telstra Business Women's Awards <i>Telstra</i>	2018 & 2019
JUDGE NSW Business Chamber Awards <i>NSW Business Chamber</i>	2017
WINNER Non-Profit CEO of the Year <i>The CEO Magazine</i>	2016
WINNER Trevor Parmenter Community Inclusion Award <i>Centre for Disability Studies</i>	2016
WINNER Telstra NSW Business Women's Award <i>Telstra Social Enterprise and NFP</i>	2016
WINNER & STATE FINALIST Business Leader Regional <i>NSW Chamber of Commerce</i>	2014
COMMUNITY RECOGNITION <i>CBA Women in Focus</i>	2014

Geoffrey Norman- Cover Letter

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Dear Lindy,

I am writing to express my interest in the role of Non-Executive Director for the Healthy North Coast PHN. Having lived and worked in Northern NSW for almost 10 years this role provides the opportunity to have input into the health and wellbeing of the communities where my family and I reside.

With over 25 years' experience in health, I would bring a broad and diverse skillset to the HNCPHN board. As a senior mental health clinician and senior healthcare executive I have worked across hospital, community and primary healthcare settings.

In recent years I worked as a Director of Nursing and Service Director in Mental Health and AOD in the Northern NSW LHD. This gives me an in-depth understanding of the health challenges being faced by the communities serviced by the work of the PHN. During these roles I was responsible for the clinical governance and quality programs and had oversight of programs such as the Rural Adversity Mental Health Program (RAMHP) and Farmgate.

Given the key challenges that the HNCPHN has identified and given my experience I believe I would be able to contribute significantly to the PHN's strategic plan as a board member. In my current role I have oversight of the community recovery team in Queensland. Following an environmental disaster the Queensland Government deploy our staff to coordinate hubs to deliver psychological first aid and coordinate access to different services. At the peak time of deployment, we may have up to 200 active staff. This gives me a unique understanding of the immediate needs of a community following a disaster but also an insight into the long-term impacts on communities. In this context our Lifeline Community recovery team successfully applied for Federal Cat C funding jointly with the Queensland Government. This means we will deliver vital programs to build resilience and support the impacted Queensland communities.

As the largest provider of Lifeline services, Lifeline Queensland delivers services across all platforms including voice and digital. We are also one of four members delivering the 13YARN service which gives me an insight into the delivery of services to priority populations. With my experience in the delivery of virtual healthcare across NNSWLHD and voice and digital services I have an advanced understanding of the opportunities within these platforms to support some of the goals HNCPHN have identified related to digital health delivery.

In July 2024 I will be commencing in an executive role as the Clinical Director for 1800RESPECT. This is a national role and will require oversight of the delivery of all services along with responsibility for the clinical governance of the service. We also know that the social determinants of health are influenced by the prevalence of issues such as Domestic, Family and Sexual Violence.

I have a high level of expertise in clinical governance and I am currently a registered assessor with Australian Council on Healthcare Standards. This means I am able to assess health services against the NSQHS standards and other standards such as the Digital Mental Health Standards and Community Managed Organisations Mental Health Standards.

In addition to the above I also have a number of other skills and experience which would make me an ideal board member. I am a Graduate of the AICD company Director course (GAICD) and I am currently a NED with Lifebridge Australia, which is a medium sized Aged Care and Disability Service provider based in Northern NSW. I am also on the sub board Quality, Safeguarding and Clinical Governance Committee. I have experience on commissioning panels for the Gold Coast PHN along with ongoing groups monitoring the performance of jointly delivered health and PHN services (Wayback). I recently participated in two co-designs to develop new programs with participants with a lived experience. Whilst working for NNSWLHD I was also responsible for the lived experience and peer worker staff and supported the implementation of the Aboriginal and Torres Strait Islander trainee program.

I have the ability to dedicate the time required to serve as a board member, along with potential board committees. Given I last worked in the NNSWLHD 3 years ago and Lifebridge does not deliver any PHN funded programs I don't feel there are any conflicts of interest.

I look forward to being able to meet to expand upon my experience and outline the significant contribution I could have to the PHN board. I have also included my LinkedIn profile below.

<https://www.linkedin.com/in/geoffrey-norman-89393122b/>

Sincerely



Geoffrey Norman

BN, PGradDipMH, MHL, AFCHSM, CHM, GAICD

Personal Details:

[REDACTED] [REDACTED]
[REDACTED] [REDACTED]
[REDACTED] [REDACTED]
[REDACTED] [REDACTED]
[REDACTED] [REDACTED]

Registrations/Accreditations/Memberships:

- Registered Nurse (AHPRA)
- Assessor- Australian Council on Health Care Standards (ACHS)
- Australasian College of Health Service Management (ACHSM)- Associate Fellow and Certified Health Manager
- Australian Institute of Company Directors-GAICD

Education:

2023 Company Director Course-AICD- Graduate
2016-February 2018 Master of Healthcare Leadership-Southern Cross University
2011 Certificate IV in Training and Assessment (ANF)
1999 University of Melbourne
Postgraduate Diploma – Psychiatric Nursing
1995- 1997 University of Ballarat
Bachelor of Nursing

Curriculum Vitae'

Board Appointments:

Nov 2023- Present Non- Executive Director
Lifebridge Australia

Employment History:

Commencing July 2024 Clinical Director-1800RESPECT
Telstra Health

Jan 2022- Present State-wide Manager- Lifeline Crisis Intervention and Suicide
Prevention Services Queensland

- Overall operational and strategic management of Lifeline Services in Queensland including 10 call centres and digital services (350 volunteers, 180 staff)
- Management of Community Recovery Services following disasters- 200 staff

August 2020- Jan 2022 Service Director Tweed/Byron Mental Health Services
Northern NSW Local Health District

- Operational and strategic management of hospital, community-based and telehealth services
- 250 staff including medical staff
- 40 Million dollar budget responsibility

April 2019- August 2020 Director of Nursing, Mental Health and Alcohol and Other Drug
Services
Northern NSW Local Health District

- Oversight of Quality Program for MHAOD services with successful multi-site accreditation and oversight of governance processes/framework
- Discipline specific leadership and workforce development

Oct 2015-Apr 2019 Assistant Director of Nursing-Adult and Older Persons Mental Health
Community
Gold Coast Mental Health and Specialist Services (GCMHSS)

- Implementation of multiple new models of care and roles

October 2014- Sept 2015 Director of Nursing
Currumbin Clinic (Gold Coast) 104 bed facility

- Management of all services including clinical, administration and hotel services

Curriculum Vitae'

January 2011- Sept 2014	Clinical Nurse Consultant (RPN 5)-Consultation Liaison Mental Health Nurse Royal Melbourne Hospital
Jan 2008- December 2010	Clinical Nurse Consultant (RPN5)-Consultation Liaison Nurse Western Health
August 2006- Jan 2008	Mental Health Consultation Liaison Nurse (RPN 4) Alfred Hospital- Mental Health Services
Aug 2002- July 2006	Various clinical roles in Mental health Community Services Melbourne and London (UK)
Aug 2000-Aug 2002	Quality Coordinator Psychiatry/General Hospital Alfred Hospital-Quality Unit
January 1999-July 2000	Division 1 Registered Nurse- Ward/ECT Nurse Alfred Hospital-Mental Health Services
Jan 1998- Dec 1998	Division 1 Registered Nurse- Graduate year Alfred Hospital- Ward 2D Trauma Services & Orthopaedics

Recent Professional Development:

- Oct 2023- ACHSM Congress
- Oct 2023- ACHS Assessor Competency Training
- May 2023- AICD Company Director Course- Graduate

Profile:

- Demonstrated ability to fulfil senior healthcare leadership positions across large organisations
- Ability to manage the financial and operational aspects of inpatient and community based clinical services inclusive of digital and virtual healthcare
- Experience managing large multidisciplinary teams of clinicians and non-clinicians to provide a full suite of treatments and interventions
- Clinical Governance expertise. Registered assessor with the ACHS
- Experience as a Non-Executive Director
- Ability to engage with internal and external stakeholders

Professional Referees: TBA

Dear Nominations Sub-committee,

I write at the end of my current term as a Director of Healthy North Coast (HNC) to express my interest in renewing my tenure for a further term.

My experience as a community leader, health practitioner, senior public servant, and researcher uniquely equips me for this role. From this experience I possess both, a comprehensive understanding of the intricate and complex operational environment of HNC and a robust network of relationships with stakeholders who inform and influence the health policy ecosystem. With my knowledge and expertise, I'm well-positioned to provide informed and insight advice to the board and executive leadership team to effectively respond to the drivers of HNC's complex operating environment including, changing community needs, increasing resource constraints and the demands of the authorising (government) environment. Furthermore, I have a robust track record of effectively promoting collaboration between community and government stakeholders. Given HNC's focus on improving the health of the North Coast Aboriginal community I'm well equipped to support HNC to achieve its strategic priorities.

I've demonstrated myself to be a highly capable director in this space by being an early and strong advocate for the establishment of a formal partnership between the HNC and the North Coast AMS network. When joining HNC there was a view that relationships with the Aboriginal community should be decentralised and the community level, supported by individuals. While this is important, I'm of the view that in the same way building and maintaining engaged and robust relationships with our LHD partners is critical for our work so too is the need build similar relationships with our AMS partners. With this view having informed the governance environment of HNC the CEO has done an excellent job formalising an MoU with all regional AMS's and the early benefits of this relationship are beginning to show with improved communication informing enhanced resource allocation and trust.

I would continue to bring a broad and diverse skill set to this role, along with a proven track record of effective program management to achieve complex outcomes in contested environments, including delivering health services in the AMS setting and design and delivering Closing the Gap (CtG) policy.

My experience includes:

- Serving on the HNC Nominations Subcommittee, Clinical and Aboriginal Health Advisory Councils, Finance and Performance Subcommittee, and CEO Recruitment Subcommittee.
- Advocating for and participating in the drafting of the HNC strategic plan.
- Securing and managing \$26m of NSW government investment into the CtG programs.
- Managing a podiatry service across three AMS's, including Galambila in Coffs Harbor.
- Serving as the Chairperson of the Darkinjung Local Aboriginal Land Council which managed a balance sheet of \$42m in community owned and managed assets.

A key requirement for success in this role will be the ability to build and maintain positive relationships across the private and community sectors and all levels of government to achieve sustained engagement and impact. I have highly advanced engagement, advocacy and negotiation skills and a strong and diverse network, with collaborative practice and effective communication a defining feature of my career. An example of this is the leading role I played in

development of the Darkinjung Delivery Framework (DDF). While at Darkinjung I was a leading figure advocating for planning reform to support the aspirations of the Aboriginal Community and enable improved land use by LALC's. Through my advocacy I negotiated the delivery of the DDF which is the first successful integration of LALC interests into the NSW planning system. This demonstrates that as a leader and advocate I'm capable to composing compelling positions that unite government and community stakeholders to deliver innovative community building reforms.

I've displayed a highly advanced ability to develop and deliver innovative solutions in complex policy environments. An example of this is operating to find and appoint a new HNC CEO in a tight timeframe. The previous CEO had only a small notice period of several weeks leaving the board only a limited window to find a replacement. I was volunteered to participate in the CEO recruitment committee by my peers, which reflects their collective view of my strengths and capabilities in trusting me to participate in this critical task. The process despite limited time was one which produced a highly capable CEO, who's elevated the capability and esteem of HNC in only a short period of time. A key contribution I made to the recruitment process was structuring the final round of interviews, which informed the board's decision, as a semi-structured discussion in two parts, one focused on the first 100 days and the other considering future state of HNC in 5 years' time.

Drawing on both my lived experience as a proud Aboriginal man and allied health professional I would continue to provide invaluable lived experience to inform the ongoing focus HNC has in improving the health and wellbeing of the local Aboriginal community of the North Coast region.

My resume which is attached provides further detail as to my experience, networks, other positions of community leadership and work duties.

Your consideration of my application is appreciated,



Dr. Matthew West



Profile

Dr West is a Wiradjuri man whose family come from the Nanima Mission, Wellington, NSW. Dr West's early career focussed on improving the health of his community, he has since leveraged the skills and knowledge developed in this pursuit to successfully achieve positions of advocacy and leadership at local, state and federal levels. Dr West was pleased to play a key role in the development and implementation of *the Darkinjung Delivery Framework* (2019), this series of planning measures is the first successful attempt to reconcile the NSW planning system with the NSW Aboriginal Land Rights Act.

Since joining the NSW public service in early 2021 Dr West has distinguished himself as a negotiator, solutions broker and innovator at the cutting edge of NSW Aboriginal land and housing policy, delivering ground brokering housing and community outcomes in Forbes, Dungog, Cooma and North Tuncurry.

Professional Objective

"I strive to build and lead high-performing, effective teams that deliver meaningful, positive impacts for people and communities."

-Dr M. West

Current positions

2022-Present: Director, Closing the Gap, Aboriginal Outcomes

Current projects I manage include delivering 15 Closing the Gap (CtG) initiatives in the NSW CtG implementation plan and continuing to support Aboriginal solutions brokerage outcomes.

Key achievements: As Director of the Closing the Gap Team I successfully secured and now manage approx. \$26m of government investment into the Closing the Gap program, growing the team from two to eleven personnel. Brokering land solutions valued at approx.

Curriculum Vitae – Matthew West

\$100m between Aboriginal communities and state government agencies, these include Land and Housing Corp, Landcom and Crown Lands.

Key Responsibilities: Providing expert advice at the senior executive level including to the Deputy Secretary, Secretary & Minister. Negotiating on behalf of government with all stakeholders. Managing eleven team members across the housing, water and land policy areas, budget and risk management, project development and delivery.

2021-Present: Board member, Healthy North Coast

Healthy North Coast (HNC) is the Primary Health Network which operates in the North Coast region of NSW. Funded by the Commonwealth government HNC operates as a NFP to improve the access to and quality of primary health care in the region. I have served on the boards nominations and finance and performance subcommittees with a focus on policy and strategy innovation and supporting the Aboriginal Community.

Key achievements: Pursuing an MoU with all Aboriginal Community Controlled Health Organisation in the region to allow for a more direct relationship at the executive level. Driving the vision of the strategic plan.

Key Responsibilities: Maintaining governance to the highest standards, ensuring rigour and transparency through review of the financial statements, reviewing and selecting candidates for offices at HNC (including both board members and CEO).

2014 – Present: Managing Director, WestHealth Services

A private enterprise I have owned since undertaking my post graduate studies, providing high quality culturally appropriate care in Aboriginal health settings.

Key achievements: Integrating latest research into front line service delivery, growing a network of clients across several regions, growing year-on-year turnover.

Key Responsibilities: financial and budgetary management, responding to a constantly changing regulatory space, managing complex network of stakeholders, leveraging innovative solutions in a space that has scarce resources available.

Previous positions

2021-2022: Principal Project Officer, Strategy and Policy, Crown Lands

In this role I managed development of the Public Values Framework for the Crown Land Estate and Aboriginal Solutions Brokerage Outcomes Projects.

Key achievements: operating as the lead negotiator I successfully brokering solutions at the Dungah Common and Cooma. I was also principle author of the DPIE submission to the

Curriculum Vitae – Matthew West

review of the *Aboriginal Land Rights Act 2021*. Other strategy achievements include the final report for the Aboriginal Economic Land Reform Taskforce.

Key Responsibilities: Providing expert advice to the senior executive level including to the Deputy Secretary, Secretary & Minister. Engaging with a diverse range of stakeholders to understand and disseminate complex information across internal and external agencies, negotiating and delivering agreements across stakeholders with interjurisdictional interests.

2015 – 2020: Director/Chairperson, Darkinjung Local Aboriginal Land Council

Darkinjung Local Aboriginal Land Council (DLALC) is a non-profit statutory authority on the NSW Central Coast. Managing a region 566.4Km² in size DLALC operates as the steward of the regions Aboriginal community managing all aspects of advocacy from matter related to culture to economic self-determination. The largest non-government landowner in the region I led an aspirational community prosperity agenda supported by a refocused goal-oriented approach to fostering public and private partnership.

Key achievements: Darkinjung Delivery Framework, Navigation of the Land Negotiation Program, Refreshed comprehensive working relationship of DPHI networks, continued growth of balance sheet value in times of economic uncertainty.

Key responsibilities: Leadership, advocacy across local, state & federal levels, strategic planning, governance, risk & compliance, stakeholder engagement & relationship building, motivating, developing strategic effective solutions to complex problems with limited available resources in high pressure setting.

Education and Qualifications

2021: Enrolled in a Master of Urban Planning & Urban Design, University of Technology Sydney, NSW

2021: Awarded PhD of Podiatry '*Footprints for Life*': Foot Health of Aboriginal and Torres Strait Islander Peoples, the University of Newcastle, NSW

2015: Bachelor of Podiatry (Honours), the University of Newcastle, NSW

2013: Bachelor of Podiatry, the University of Newcastle, NSW

- Dr West is recognised as the first Aboriginal person to graduate from the University of Newcastle with this degree.

2009: Higher School Certificate, Mary Mackillop Catholic College, Warnervale, NSW

2007: School Certificate, Mary Mackillop Catholic College, Warnervale, NSW

Curriculum Vitae – Matthew West

Awards and Honours

2017: Recognised by the Prime Minister at the 2017 Closing the Gap; *Celebrating Aboriginal and Torres Strait Islander Professionals* Event.

2013: Received Australian Health Practitioner Regulation Agency registration.

2013: Won the National ‘Future Leaders in Indigenous Allied Health Award’ for being an inspirational role model for Aboriginal and Torres Strait Islander peoples and for his contribution to Aboriginal and Torres Strait Islander communities and health.

2008: Long Tan Youth Leadership and Teamwork Award. This award is supported by the Australian Government Department of Defence and recognises students who demonstrate leadership and teamwork within both the school and the broader community.

Leadership and Community Activities

2021: Elected to the Healthy North Coast PHN Board.

2018: Elected Chairperson of the Darkinjung Local Aboriginal Land Council.

2017: Elected as a youth Delegate to attend the National Referendum Council forum (Uluru).

2016: Board Member of Indigenous Allied Health Australia (IAHA).

2015: Board Member of the Darkinjung Local Aboriginal Land Council.

2015: Coordinated lower limb health screening at the Central Coast Local Health District NADIOC celebrations.

2014: Volunteer at camp breakaway which offer respite to the families of children and adults who have a disability.

2013: Received the Indigenous Cadetship Support cadetship with the CCLHD podiatry department. Dr West was the first student to receive a cadetship under the program for any allied health discipline within NSW.

Employment History

2014 – 2020: Associate Lecturer, University of Newcastle

- *Employed in the school of Health Sciences*

2013 – 2015: Podiatrist

- *Central Coast Local Health District (CCLHD)*
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Curriculum Vitae – Matthew West

References

Available upon request