



Jeff Webb

Resume – Summary of Key Experiences

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CHARTERED ACCOUNTANTS
AUSTRALIA • NEW ZEALAND

Jeff Webb

Experienced Governance & Risk Management Professional



- Graduate Member of the Australian Institute of Company Directors
- Fellow of the Institute of Chartered Accountants Australia & New Zealand
- Professional Fellow of the Institute of Internal Auditors
- Certified Internal Auditor
- Graduate Diploma (ICAAANZ)
- Bachelor of Business (Accounting).

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Skills and expertise

Jeff is a Chartered Accountant with over 30 years' experience (12 with the Big 4), who specialises in business process, risk and assurance. As the Managing Director of JNW, he provides Boards, Audit Committees and Executive with risk insights, controls assurance and business governance confidence.

He is hands on, passionate and prides himself on quality, personalised service that deliver outcomes that:

- Impact the successful achievement of your strategic objectives
- Achieve risk clarity to amplify your capacity and preparedness to act
- Provide comfort on your entities' governance

Jeff has assisted listed companies, councils, regulators, small business and elite sporting organisations with their corporate governance, strategy, risk management, internal audit, legislative compliance, supply chain, business continuity and financial controls.

Through his experience on Audit Committees and industry engagements, he brings better practice insights and in-depth understanding of industry operations, their risks, opportunities and regulatory challenges to make an immediate impact on an entity's strategic and operational direction.

Non - Executive Experience

Audit Committee Chair, Plumbing Industry Commission, now merged with the Victorian Building Authority (2008 to 2013)

As Chair of the Audit Committee, Jeff provided leadership and governance oversight during a difficult period of change. He managed the external and internal audit service providers and strengthened the effectiveness of the Committee to meet its legislative responsibilities and obligations under the Charter, including risk management and strategic processes.

Audit Committee, Monash City Council (2008 to 2013)

As an independent Audit Committee member, Jeff positively influenced the risk journey and governance frameworks adopted by the Council. With a pragmatic, commercial approach, he offered better practice ideas to Management and the Councilors, to strengthen both financial and operational controls over key risks.

Executive Experience

Managing Director, JNW Strategic Consulting (2013 - current)

Jeff currently provides business process, risk and assurance consulting services to a number of clients, including Hawthorn Football Club (governance, risk and internal audit), Ridley Corporation Ltd (risk and internal audit), Essential Services Commission (regulatory framework and compliance evaluations), Nexus Mutual (financial services risk framework), City of Melbourne (risk management health-check), AFL (club Board governance evaluations) and Australian & New Zealand College of Anaesthetists (strategy, risk and business consulting).

Risk Services Director, Deloitte (2008 to 2013)

Jeff was a Client Service Director responsible for delivering consulting, internal audit and risk services to a number of important clients including Telstra Ltd (risk management), Melbourne Cricket Club (internal audit), City of Melbourne (internal audit), Bayside City Council (internal audit), ANZ (financial securitisation systems assessments), Industry Superannuation Property Trust (internal audit), Victoria University (internal audit) and the ESC (water industry regulatory performance audits).

Implementing Deloitte's "and different" methodology, using data analytic tools to interrogate data, leading diverse teams, managing delivery expectations, negotiating with stakeholders, creating innovative, commercial, industry shaping solutions and reporting to Audit Committees, were all part of his daily role.

Jeff was part of Deloitte during the period it was independently rated as the fastest growing professional services firm. He has leveraged Deloitte's global best practices as well as Deloitte Digital and Deloitte Access Economics resources.

Other Experience (1989 to 2007)

Worked for a number of large professional consulting firms, including PricewaterhouseCoopers for six years, servicing client needs, developing business opportunities, leading projects and managing teams.

Strategy/Internal Audit/Business Process Improvement Engagements

- **Ridley Corporation**, work directly with the Audit & Risk Committee Chair and CEO, and provide strategic risk and controls advice. As the provider of their internal audit program, recently conducted a review of the quality assurance controls over finished goods, which provided transparency to the Board on quality standards at different manufacturing plants.
- **Hawthorn Football Club**, conducted control reviews at their gaming and entertainment venues covering gaming, bar and accommodation. Also assessed controls over online sales and membership and the clubs financial controls. Reported findings provided the Finance & Risk Committee with a better understanding of the maturity of the controls framework.
- **Nexus Mutual**, developed the Business Continuity Framework. This included creating a BIA risk assessment process, a call tree structure, roles and responsibility cards, incident management templates, scenario plans, communication program and team deactivation steps.
- **Australian and New Zealand College of Anaesthetists**, conducted an environmental scan of the financial function, covering financial transaction processing activities, procedures, controls, reconciliations, reporting, roles and responsibilities, system capabilities and future delivery objectives. The outcome was a "Finance Stabilisation Improvement Blueprint" roadmap that identified improvement initiatives, such as creating a vision, designing a fit for purpose staff structure, documenting key financial processes, assessing the risks, estimating the change costs, evaluating the financial reporting system and setting out the project timeline.
- **RMIT**, developed a strategic Market Opportunities paper as part of the University's VE Growth Strategy. This included providing a critical review and evaluation of opportunities in the offshore student sector. Outcomes resulted in an International Market Penetration Strategy.
- **Melbourne Cricket Club**, managed a team that reviewed the venues point of sale cash handling procedures, pricing and financial reporting. Also provided IT governance advice with the implementation of a new membership system, assessed game day event threats and car park contract management. Insights lead to enhanced processes and more efficient systems.
- **Uecomm Ltd**, reviewed strategic acquisitions, new technology platforms and designed and constructed financial models for the rollout of new products. The models included detailed assumptions on take up rates, services to be offered, operating costs and capital requirements, ARPU sensitivity analysis, capital costs and return on investment.
- **ISPT**, conducted regular commercial property audits including analysis of lease management, property services delivery, capital expenditure, budgeting and financial performance reporting across commercial, retail and industrial properties. Jeff's assessment provided benchmarking across the portfolio, enabling consistent practices and process efficiencies to be shared.
- **Uecomm Ltd, United Energy Ltd**, managed the data verification and due diligence process for the \$1b listing on the ASX of Uecomm Ltd (now a part of Optus) and for the \$920 million sale of Pulse Energy (retailer) to Shell and Woodside. Both transactions required strong project management with a heavy focus on relationships and formalising processes.
- **Hawthorn Football Club**, reviewed the governance structures, including board and sub-committee charters. Presented to the HFC Board on "Elevating Governance". One outcome was the clarification of responsibilities and obligations of the Integrity and Compliance Committee.
- **Manningham City Council**, created a Procurement Improvement Implementation Roadmap that considered the governance framework, business rules, automation workflows, communication and training awareness. Importantly, developed a clear simple five steps process that ensures a controlled efficient approach to purchasing.
- **Department of Education and Early Childhood Development**, conducted a business process review to redesign major processes. Results eliminated duplication, reduced silo inefficiencies, created consistent client focused systems and recommended that automation of manually intensive tasks.
- **Surf Coast Shire**, provided advice throughout the \$50 million development of the new precinct, including business case assumptions, execution capability, financial model, risk and project reporting. The project was successfully delivered on time and on budget.
- **Essential Services Commission**, provided advice on local government and water regulatory frameworks, the VDO pricing model and annually audit the water businesses' regulatory accounting statement for compliance with the act.
- **Frankston City Council**, developed an improvement roadmap for Frankston City Council to implement a Customer Focused Service Planning & Costing framework. The service costing methodology provided vital operational cost intelligence to strategically position the Council to take advantage of different service delivery models.

Risk Management Engagements

- **Ridley, Corporation**, reviewed the risk framework, policies and systems and provided advice on how to develop a Risk Appetite Statement and proactive, strategic focused risk management frameworks that is centred on amplifying, demystifying and anticipating risks.
- **City of Melbourne**, conducted an audit/health-check of the risk management framework. Improvement strategies have strengthened the understanding of those risks that may impact the achievement of the organisations strategic objectives.
- **Nexus Mutual**, provided advice on how to strengthen the risk assessment process and updated the Risk Management Policy and Procedure to comply with Prudential Standard CPS 220.
- **Procurement Australasia**, interviewed directors to create their first Risk Appetite Statement. This included determining risk categories and risk tolerance levels.
- **Telstra Ltd**, project managed a large risk consulting engagement for Telstra. The project designed the risk operating model and the necessary transformation program to restructure the organisation into three Lines of Defence (LOD). This included assessing Telstra's risk maturity, conducting an inventory of second LOD risk activities, developing a conceptual risk operating model, designing the Chief Risk Office (structure and resourcing) and establishing a risk transition roadmap. The outcomes from this work were approved by the Board and transformed the way Telstra manages risk going forward.



**Valued Risk
Insights through:**

- ▶ Experience
- ▶ Professionalism
- ▶ Industry Expertise
- ▶ Personal Delivery

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We design strategic solutions to enable Management to take advantage of opportunities in a risk effective manner.

JNW specialise in:

- ▶ Governance Frameworks
- ▶ Business Processes
- ▶ Regulatory Compliance
- ▶ Risk Management
- ▶ Internal Audit

Outcomes for Management include:

- ▶ Cost efficiencies and savings
- ▶ Performance through intelligent business design
- ▶ Better informed decision making
- ▶ Turning uncertainty into opportunity
- ▶ Implementation of Audit recommendations



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