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BRETT KELLY

RECIPIENT NAME

**The Bishop | Anglican Diocese of Grafton | Level 1/50
Victoria St Grafton NSW 2480**

CONTACT

39 Warrawee St
Sapphire Beach NSW 2450
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0429141036

14 April 2023

Dear ,

I am applying for the role as Registrar/General Manager. I believe I am well suited to the role and have the requisite skills and abilities to assist the Bishop to deliver the desired future for the Diocese.

I have worked in senior and executive management positions for many years. In my most recent role as General Manager The Shoreline I established all operational aspects of a new aged care and retirement village for a new industry provider.

This included the creation of a new innovative model of care, establishing governance structures, sourcing and implementing policies and procedures, researching and establishing information technology systems that integrated with each other, recruiting a multidisciplinary workforce and embedding a positive organisational culture.

I have a passion for helping vulnerable people within our community and an affinity with the not for profit sector. I believe the role of Registrar/General Manager of the Grafton Diocese will provide me with the opportunity to promote the values of the church within the many communities it services across the North Coast.

Sincerely,
Brett Kelly

Address: 39 Warrawee St
Sapphire Beach NSW 2450

Contact Details: Mobile: 0429 141 036
Email: bnabhk19@tpg.com.au

Employment Proposition:

A highly experienced executive offering the rare combination of the ability to build and maintain a positive, inclusive organisational culture whilst maintaining a strong focus on fiscal responsibility and organisational sustainability and growth.

Personal Attributes and Skills:

- Proven stakeholder relationship building expertise
- Highly developed negotiation and conflict resolution abilities
- Demonstrated ability to exceed sales targets
- Superior leadership of multidisciplinary teams including the proven ability to establish a positive organisational culture and empowered workforce
- Project management and change management expertise
- Strategy and systems development and implementation
- Corporate governance experience
- Strong risk identification and mitigation capabilities
- Quality systems review and analysis expertise for continuous improvement
- Uncompromising honesty and integrity
- Excellent communication, consultation and engagement skills
- Very strong analytical ability
- Outstanding coaching and development skills

Tertiary Qualifications: Diploma of Management (*Deakin University*)
Completed 1999

Accredited External Training:

<u>Core Credit Skills - Band 0006</u> (<i>Omega</i>)	2016
<u>High Performance Leadership</u> (<i>Australasian Mutuals Institute</i>)	2010
<u>Managing for High Performance (Cert IV)</u> (<i>Leadership Management Australia</i>)	2006/7
<u>Statement of Attainment in ASIC Authorisation</u> (<i>TAFE NSW</i>)	2003
<u>Investing in People</u> (<i>Deakin Australia</i>) (<i>Deakin Australia</i>)	1998

Current Studies: Governing for Reform (*Aged Care Quality and Safety Commission*)

Professional History:

Bachrach Naumburger Group (BNG)

3/2021 - 3/2023

General Manager - The Shoreline

Responsible for commissioning and operating a new Residential Aged Care Home and Retirement Village for a new industry player including:

- Co-ordinate the development of a strategic plan for the project through to opening and operation
- Establish governance and risk management protocols including Board reporting
- Provide input to the built environment during construction to fit the model of care
- Gain appropriate regulatory approvals
- Determine and implement the model of care
- Procurement of all equipment and services required to operate the site
- Originate policies and procedures to support the model of care and comply with legislative requirements and industry best practice
- Source and implement appropriate Information Technology Systems to support the model of care and the built environment
- Create and implement a strong community engagement strategy to put The Shoreline at the forefront of the market for both resident sales and staff recruitment
- Develop a recruitment strategy aimed at creating an inclusive and positive culture. Implement the strategy including leveraging off the initial staff to support ongoing recruitment
- Implement an achievable and sustainable resident intake program to maximise resident care and happiness
- Transition from commissioning of the site to full operation

Major Achievements:

- Creation of an integrated senior living environment incorporating multiple shared living spaces for the aged care and retirement living residents not previously seen on the North Coast and rarely seen in Australia
- Recruitment of an engaged and committed multidisciplinary workforce in excess of 100 staff in a full employment economy in a period of 6 months
- Establishment of a traineeship program with a local training provider to ensure a pipeline of future staff
- Pre-sales of Individual Retirement Living Units of in excess of 55% prior to opening and in excess of 90% at time of leaving

RESUME – BRETT GLENNON KELLY

- 50% occupancy of the aged care home within 4 months of commencement and an ongoing strong demand with waiting list of in excess of 50
- Implementation of an additional services regime not previously seen in aged care on the North Coast
- Successful implementation of integrated Information Technology Systems supporting:
 - single client record across administration, clinical and finances systems
 - the recording of care and activities of daily living (ADLs) at the bedside
 - automated rostering and payroll systems including GPS enabled clocking for staff attendance
- Establishment of a positive and inclusive organisational culture including the innovative combination of care and activities into a single role known as a Companion

NVC Group Ltd

10/2017 – 1/2021

Chief Operating Officer

- Oversee operations for all aspects of the group including:
 - 3 Aged Care Homes totalling 258 beds
 - 3 retirement villages with 100 independent living units
 - a Registered Training Organisation
 - Total of approximately 320 staff
- Responsible for HR, Finance, Administration, Maintenance, Business Development, Marketing, Information Technology, Registered Training Organisation

Major Achievements:

- Group returned to profitability following substantial downturn from combined effects of changes in government legislation and funding models and negative industry perception due to Aged Care Royal Commission
- Implemented succession plan across the group
- Completed \$10M redevelopment project - Riverside Gardens aged care home at Nambucca Heads
- Commencement of a greenfield site - Fairway Gardens Retirement Village
- Substantial improvement in organisational culture evidenced through 10% improvement in staff survey results
- Significant process improvement in areas such as Rostering, Payroll, Finance Reporting and Asset Management

Westpac Banking Corporation

7/2012 – 9/2017

Senior Relationship Manager

- Manage and grow a portfolio of Commercial clients in excess of \$100M
- Represent the bank as the most senior staff member in the area

Major achievements:

- Alfred Davidson Award winner (top 1% of Retail and Business Banking in Australia and New Zealand) 2014
- Hold highest level lending delegation in Commercial Banking

BCU (Credit Union)

3/2010 – 6/2012

Regional Manager Commercial Banking

- Leading a commercial team to grow BCU's commercial loan book
- Manage Commercial portfolio of circa \$80M
- Review and implement draft policies
- Negotiate pricing and meet return on investment targets
- Manage problem exposures including development and implementation of exit strategies

Major Achievements:

- Establish the brand as a viable alternative in the small to medium enterprise (SME) banking market to the major banks
- Achieved \$50M in new lending and 20% growth of existing commercial book in 2010/11 financial year

5/2006 – 3/2010

Head of Lending Relationships

- Leading all member facing lending staff within the organisation including retail and commercial located across 25 sites
- Direct involvement in global pricing decisions for the Credit Union
- Member of the Credit Committee to determine ongoing risk appetite for the Credit Union
- Coach, develop and mentor staff
- Performance management & review
- Development and implementation of structural changes to deliver improved member service, asset growth and profitability
- Exceed sales growth and cross sale objectives.
- Handling of all lending related complaints
- Review lending processes, recommend and implement solutions for improvement

Major achievements

- Total restructure of the lending stream of the organisation providing a significantly improved customer experience with appropriate skilled lenders servicing their needs. This set up the business to properly compete in the SME market
- Reduced lending run of from refinances by 50% thereby enabling the Credit Union to return to lending growth following a period of stagnation

Holiday Coast Credit Union (Now Regional Australia Bank)

9/2004 – 5/2006

Executive Manager Credit Administration

- Maximum individual lending authority
- Manage Lending and Collections departments.
- Exercise pricing discretion to attract and retain business
- Credit Policy development and implementation
- Develop Commercial Lenders
- Developing lending training programs for both new and experienced lenders
- Compliance
- Product development

Major Achievements:

- Reduced bad debts and lending losses by 20% including exiting a number of problem exposures
- Achieved lending growth of 10% through a more focussed approach to the target market in SME lending

1/2001 – 9/2004

Commercial Loans Manager – Coffs Harbour

- Establishment of a client base in a new market with no existing profile or physical infrastructure

Major Achievement:

- Created a \$20M loan book to allow the opening of a Branch

Westpac Banking Corporation

12/1985 – 12/2000

During this period I worked in numerous roles from Examiner/Teller, Managers Assistant/Credit Analyst through to Business Credit Manager at various locations throughout NSW and the ACT.

Personal Interests: Watching sport, outrigger canoeing, travel, reading

Referees:

David Morgan Chief Operations and Financial Officer
Bacharach Naumburger Group
0408 483632

John Butler Chief Executive Officer
NVC Group Ltd
0458 084117

Andrew Davis
Regional General Manager North Coast
Westpac Banking Corporation
0409 043028

Statement in relation to selection criteria for Registrar/General Manager Position with the Anglican Diocese of Grafton

1. I identify as a Christian, believe in God and was baptised and married in the Anglican Church. Our 3 sons are also baptised in the Anglican Church and attended Bishop Druitt College for their secondary schooling.
2. I have a very strong alignment with the Anglican faith, its values, ethics and beliefs. The overarching ethos of treating others as you wish to be treated yourself has served me well throughout my life. I am a very patient and respectful person who treats people with dignity and have a particular affinity with the support and protection of vulnerable people.
3. As a previous commercial banker, I have a sound risk management background. I also have demonstrated experience in the area of governance in my most recent roles within the heavily regulated aged care and retirement living industries.
4. I have a solid background in human resource management, including the proven ability to create a positive organisational culture.
5. I have many years experience in financial and asset management through both my time in the finance industry as well as in the aged care and retirement industries.
6. I have always worked in highly regulated industries with the necessity to apply relevant legislation. I have a sound knowledge of WHS and anti-discrimination laws and an awareness of child protection legislation.
7. I have previously been a Responsible Person with the Australian Charities and Not-for-profits Commission in my time with NVC Group and continue to meet these standards.
8. Building and maintaining strong relationships with diverse stakeholders has been the key to my success during my career.
9. I have previously held a NSW Working with Children's Check and am happy to renew this requirement. I am confident I meet the Professional Standards of the Anglican Diocese of Grafton.
10. I am not currently an active member of an Anglican Church. I do have a knowledge of the Diocese and some of its workings having previously been the relationship Banker for Bishop Druitt College which included several dealings with the Diocese.

Brett Kelly
27 April 2023

