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P.O. Box 870
Grafton
NSW 2460
Australia

26/04/2023

Dear Bishop,

RE: Registrar / General Manager of the Anglican Diocese of Grafton.

Please find attached to this application my CV for consideration as **Registrar / General Manager of the Anglican Diocese of Grafton.**

I am passionate about change. So passionate that I am looking for a new challenge, a change. I am also passionate about the people in my team and their continuing development.

With over 20 years of experience in leadership roles, I am confident in my ability to manage and guide the diocese towards its strategic goals. I am a certified Six Sigma Master Black Belt and specialise in Operational Transformation, Capability Development, Risk Management, Organisational Change and Lean Six Sigma application across systems.

I returned to Australia to live in 2019 after 10 years in the United Kingdom, commencing employment with VicRoads where I am currently employed as the Head of Portfolio & Performance, Enterprise Process Management Office. In the UK I established my own Management Consultancy firm focussed on supporting businesses and organisations with the vision and desire to introduce sustainable change through the development of their people. Building high performing teams via capability development and skills transfers, following the 'see one, do one, teach one' approach is second nature to me.

I was formerly a Change Architect within the Process Consulting and Business Intelligence Group, Performance Excellence division, of the Swiss investment bank, UBS AG. Prior to joining UBS, I was a Business Process and Strategy professional in the Management Consulting division of KPMG (United Kingdom) from 2009 to 2015.

I have proven experience in achieving outcomes that address complex issues. I have led and managed diverse teams with multi-sector backgrounds, and varied experience, across countries and continents to achieve client objectives. I am data driven and have firmly established the practice of good governance within VicRoads, and my Team's key role in providing assurance of that governance.

During the Covid pandemic I temporarily moved to Grafton from Melbourne to be closer to my family, working remotely, travelling monthly when restrictions allowed, and successfully delivering for VicRoads at the same time. In 2022 I returned to Grafton permanently, re-establishing my social connections, engaging in the local community, and buying a house.

I am now looking for permanent employment, that stimulates my mind and exercises my energies in an organisation I can respect and be proud to work for. I want to make a positive and lasting difference.

Yours sincerely,

Brenden Polsen

Brenden Polsen

Personal Information

Name: Brenden George Polsen
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Nationality: Dual Australian / British

Summary

Prior to returning to Australia and commencing employment with VicRoads, Brenden was an independent contractor and Director of Karlek Limited (UK), a Management Consultancy focussed on supporting businesses and organisations with the vision and desire to introduce sustainable change through the development of their people. He returned to Australia in 2019 after 10 years in the United Kingdom.

He is a certified Six Sigma Master Black Belt and was formerly a Change Architect within the Process Consulting and Business Intelligence Group, Performance Excellence division, of the Swiss investment bank, UBS AG.

Before joining UBS, he was a Business Process and Strategy professional in the Management Consulting division of KPMG (United Kingdom) from 2009 to 2015. He commenced with KPMG (Australia) in February 2006 before accepting a secondment to the UK firm in 2009.

Brenden specialises in Operational Transformation, Capability Development, Governance and Risk Management, Organisational Change and Lean Six Sigma application across systems, having commenced in this Lean Six Sigma field in 2001.

Countries in which he has worked include Australia, Colombia, Germany, India, Republic of Ireland, Italy, Netherlands, Poland, Spain, Sweden, Switzerland, Ukraine and The United Kingdom.

Brenden is looking for permanent employment that stimulates his mind and exercises his energies in an organisation he can respect and be proud to work for.

Sector Experience

Industry Sector	Selected Major Clients
Oil and Gas	BP, BG Group
Healthcare & Government	NHS Trusts, Commissioning bodies, NHS England, Nursing & Midwifery Council, Better Value Healthcare, HMRC, HM's Constabulary,

	Nottingham County Council, Australian Defence Department, NSW Health, VicRoads
Financial Services	Lloyds Banking Group, Nationwide Building Society, Suncorp Metway
Telecommunications	BT, Vodafone
Consumer & Retail	SABMiller, Imperial Tobacco, Asda, Bacardi Martini, Travis Perkins, Wilko
Utilities	Southern Water, Sellafield
Real Estate	British Land
Travel & Leisure	Tui UK

RELEVANT EXPERIENCE

Aug 2019 – Current	VicRoads	Head of Portfolio and Performance
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- Currently working for VicRoads (Registration & Licensing), formerly part of the Department of Transport, Victoria, now a Joint Venture with Macquarie Asset Management and others, known as 'VicRoads Registration & Licensing Services'. Brenden led the transition of the VicRoads portfolio of investment projects to the Joint Venture as part of the separation activities from the department.
- As Head of Portfolio and Performance he aids in the execution of strategic initiatives and supports strategic decision making, utilising independent judgement in planning and work scheduling for designated investment projects.
- The role includes undertaking development activities that impact VicRoads, investigating options for operations, integration of systems and processes, service level agreements and technical system requirements, project financial management, portfolio governance and risk management, and project support services, whilst ensuring the provision of appropriate communication to impacted stakeholders.
- The Head of Portfolio role requires effective relationships with internal and external stakeholders including local, state and federal government agencies, ministers and departments. It provides specialist advice regarding project delivery and the ongoing realisation of benefits post implementation.
- The development and implementation of best practice standards for a VicRoads Portfolio Governance Framework, which has since been adopted for the Joint Venture, was a critical first task when commencing as Head of Portfolio. Management of the VicRoads Portfolio and pipeline, including financials and cost-benefit analyses to support the implementation of projects as well as contribution to the development of strategic plans and strategic decision making are core to this role

Apr 2019 – Aug 2019	VicRoads DoT	Project Manager
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- Delivery of Lean process improvement projects within the Finance division of VicRoads, Department of Transport, Victoria.

Jan 2018 – Jun 2018	NHS England	Contractor Project Manager (Karlek Ltd)
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- Project manager for the National Health Service's (NHS) Quality and Outcomes Framework (QOF) programme. QOF was intended to improve the quality of general practice and was part of an effort to solve a shortage of GPs. The QOF rewards GPs for implementing "good practice" in their surgeries. This then led to a service review and process redesign to support the merger of 3 Bedford medical practices.

Jan 2017 – Jan 2018	Lloyds Banking Group	Continuous Improvement Manager (Karlek Ltd)
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- A long-term contract with Lloyds Banking Group, Global Transactional Banking, redesigning Commercial Banking processes. This programme entailed multi-country clients within Mid-Markets (<£25m) and Global Corporates (<£250m) and focussed on opportunities related to all aspects of account interest (credit and debit) management, from set-up to renewal to closure.

Aug 2015 – Dec 2016	SCW CSU	Programme Director (Karlek Ltd)
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- Ran the Project Management Office for the 'National Referral to Treatment Brokerage Project' on behalf of NHS England and South Central and West Commissioning Support Unit. This programme resulted in the transfer of nearly 10,000 long-wait surgical patients to the private sector to address wait list problems and improve quality of life for patients.

Jan 2015 – Aug 2015	UBS AG	Change Architect (Director)
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- Provision of specialist Lean and Six Sigma advice to UBS businesses, including training, strategic guidance and implementation support to frontline, back office and leadership.
- Management support for a team of global change agents, including coaching and mentoring.
- Delivery of the 'Trouble to Resolve' (minors) project for UBS's global IT help desk based in Zurich.

Aug 2009 – Jan 2015	KPMG UK	Executive Advisor
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- Brenden had responsibility for the global development of KPMG's Lean training curriculum and Operational Excellence framework, which forms the basis of KPMG's Lean Academy. Central to the framework is developing the capability of people, in order to achieve long term sustainable behavioural and cultural change leading to performance improvement.

- Client engagements Brenden has led or provided subject matter expertise on since moving to the United Kingdom included transformational change initiatives focussed on cost reduction programmes, organisational redesign, new service design and provision, development and implementation of Operational Excellence programmes and supply chain enhancement projects.

Feb 2006 – Aug 2009	KPMG Australia	Manager
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- Six Sigma methodology guidance, strategy review and data analysis for the New South Wales Health Department including a strategic review of the Cardiac Catheter Laboratory procedures, scheduling, and service provision for a major Sydney public hospital
- Delivery of personalised professional development of key management personnel within regional and Western Sydney hospitals and an organisational redesign for a geographically dispersed Area Health Service. As a result of his work, Brenden was contracted to provide mentoring assistance to each project lead tasked with responsibility for the successful development and implementation of solutions. This engagement required intensive one on one coaching of management across a programme of work covering 12 separate services.
- Team Leader of the Joint Logistics Command-Army, Maintenance Enhancement Project for the Australian Defence Department. Project scope encompassed all relevant project management documentation, cross functional and third-party negotiation, business model scoping and evaluation of training liability and contracting requirements.

Previous Experience

Nov 1995 – Feb 2006	Suncorp Metway	Various
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- Brenden previously worked at a major Australian bank assurance company, beginning in retail banking before moving into Audit as part of the fraud detection and prevention group. This role involved acting as one of four authorised signatories on behalf of Suncorp Metway Ltd, preparing police briefs and appearing in court as an expert witness.
- He led transformation activities to merge GIO and Suncorp IT gateways and guidelines for IT scheduling and development based on agile methods and reorganised Suncorp, Metway and Queensland Investment Development Corporation banking control procedures into one uniform and congruous procedure manual/database following the merger of these companies.
- After being accepted into the Six Sigma programme and achieving certification as a black belt, Brenden went on to train and mentor new green and black belt candidates, in conjunction with project delivery and ultimately achieving his Master Black Belt.

PROFESSIONAL QUALIFICATIONS

2005	MBA – QUT (Deferred)
2003	Swedish – Svenska För Invandrare (SFI), Skolverket, Sweden
2001	Six Sigma Master Black Belt Training – Six Sigma Academy
1995	Bachelor of Arts (Double Major Economics, Minor Public Administration) - UQ

PROFESSIONAL MEMBERSHIPS

2015-2019 Institute of Directors (UK)
2020-2022 Gemmological Association of Australia
2015-Current The Britain-Australia Society

REFERENCES

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P.O. Box 870
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NSW 2460
Australia

26/04/2023

Dear Bishop,

RE: Response to the Selection Criteria – General Manager / Registrar

Further to my CV and Cover Letter, please allow me to address each of the selection criteria in turn.

1. An active commitment to the Christian faith;

I am a Christian. It is part of my identity. Having returned to Grafton during 2022 and re-establishing my connection to the Parish, I have come to realise how much a part of my identity my faith has been over the previous decades, albeit more unconsciously at the time.

I have an active commitment to the Christian faith and regularly participate on Sunday's at the Cathedral, and in community activities such as the men's breakfasts. I have always undertaken charitable activities as part of my employment – e.g., assembling new bicycles as part of Christmas party activities to be donated to needy children, or herding sheep across Southwark Bridge in London as part of the Sheep Drive & Livery Fair charity event.

I want to add value to my community and be part of ensuring the church is sustainable in that community. I want to contribute something meaningful. As I consider what I want to do for employment, how I want to spend my time, and with whom, that desire to contribute grows.

2. A sympathetic understanding of and commitment to the ethos and values of the Anglican Church and an appreciation for the mission of the Anglican Church;

I understand the importance of the role of the General Manager in supporting the Diocese, the Bishop, and the wider community. I am committed to maintaining the Church's values and ethos while also bringing a different viewpoint to the role of General Manager / Registrar to facilitate innovation and change.

A great deal of personal satisfaction comes from my employment – the value I add. Adding value to something meaningful, and not just the financial return to shareholders is becoming more important to me. All my work has revolved around transforming organisations, challenging inefficiencies, contributing to change, and responding to the needs of

stakeholders in an attempt to improve things. The most satisfying jobs have been those where I have made a real difference to someone else's life in a positive and lasting way. These are the memories of past work that I value most.

3. Demonstrated experience in the areas of governance and risk management;

I established the Governance Framework at VicRoads, introducing order, transparency, and accountability where there was none. Removing decision making from vested interests within VicRoads that treated public funds as their own, to a collective decision-making body, the *Portfolio Authority* made up of the 4 divisional directors and the CEO. This collective approach created greater engagement, a sense of collaboration and shared benefit.

Risk management is a natural part of every project and engagement I have been involved with, be it with KPMG, at UBS (the most risk averse company I have ever worked for), in my own consultancy, and latterly at VicRoads. Identifying and managing the risk of operational or project failure, reputational and strategic risk, or compliance and financial have always been part of the day job.

4. Senior and varied experience in human resource management;

I pride myself on creating high-performing teams. Teams based on trust, respect, a shared sense of purpose and working together. Having worked for KPMG, I have built and managed diverse teams of people from a variety of backgrounds and cultures, all focussed on the delivery of a common goal – achieving the desired outcomes for clients. This has not always been easy. I do believe that the greatest asset of any organisation is its people. If not respected and treated appropriately, this can also become an organisations biggest liability.

Most recently, working for VicRoads, I have managed a team of permanent and contractor staff, in what is a highly unionised environment. Over my 28 years in the corporate and government sectors, it is fair to say I have encountered the odd 'human resource management' issue so have accumulated experience in dealing with difficult situations.

5. Significant experience in financial and asset management;

I am the Head of Portfolio & Performance, EPMO at Vic Roads. We are currently undertaking changes to become a group that is fit for purpose for a newly privatised, ROI driven business. I have been instrumental in setting the groundwork for this change.

Prior to the Joint Venture my team was responsible for an investment portfolio of some \$60m+ of technology and operational spend. Now, with the implementation of the Joint Venture transformation programme and 5 years business plan, this will expand to over \$200m.

Whilst not on anything like a similar scale, managing my own business for several years also provided added perspective I drew on at VicRoads.

For the investors in VicRoads, Macquarie Asset Management, Aware Super, and the Australian Retirement Trust who hold an 81% stake worth \$7.8 billion, financial and asset management has been a huge focus of the redesign of the Portfolio - EPMO to date, and will remain so over the next several years.

6. Proven knowledge and ability to apply relevant legislation including WHS, Anti-discrimination, and Child Protection;

In my roles in the UK and Australia, as mentioned in point 4, I have worked in environments where vulnerable people's needs are a priority, and have ensured compliance with various legislation, such as WHS and anti-discrimination legislation. An ability to seek interpretation and apply legislative and regulatory requirements has been critical.

Some sectors and clients have been heavily regulated due to their monopoly position, such as Southern Water in the UK and VicRoads, or due to their national security significance, Sellafield Nuclear in the UK, and the Australian Defence Force. Each environment comes with its own challenges and peculiarities, and I am a quick learner.

7. A capacity to meet the Australian Charities and Not-for-profits Commission's Standards for Responsible Persons;

I have familiarised myself with the Charities and Not-for-Profit Commissions Standards for Responsible Persons documentation and I meet these requirements.

8. An ability to establish and maintain strong working relationships with board members, honorary appointments and volunteers.

I believe that my varied life experience, emotional intelligence, and general nature reflect positively on this point. Without the ability to listen, to enquire, to support and work with others, I would not have had the career I have built.

9. Must hold a current NSW Working with Children's Check (WWCC) and meet the Professional Standards requirements of the Anglican Diocese of Grafton.

I have received the WWCC approval as part of my vetting as a Parish Council member.

I meet the Professional Standards requirements of the Anglican Diocese of Grafton, having checked these on the website.

10. Being an active member of an Anglican Church with knowledge of the Diocese is an advantage.

I have reconnected with my mother church since my return to Grafton to live. Whilst my ecclesiastical knowledge is far from comprehensive, I was born and raised in Grafton, so my knowledge of the geography, cultural and political mores of the Diocese is strong.

Please consider this as part of my application for the role of General Manager / Registrar,
and I look forward to being able to answer any questions you may have.

Yours sincerely,

Brenden Polsen