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## JOANNE GREENSILL

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25 April 2023

Dr Murray Harvey  
The Bishop of Grafton  
Anglican Diocese of Grafton  
Level 1, 50 Victoria Street  
GRAFTON NSW 2460

Dear Sir,

### Re: Registrar/General Manager

With extensive experience in leadership positions within both not for profit organisations and the banking and finance sector, it is with pleasure I submit my resume for the recently advertised position of Registrar/General Manager with the Anglican Diocese of Grafton. Upon review, I believe that you will find my skills, knowledge and entrepreneurial leadership experience, coupled with my broad based understanding of business management can add significant value to this position. Additionally, my experience in banking, finance, business and law is in valuable in any type of management role.

As an experienced and outcome driven board member/committee chair and senior manager, I have delivered impressive results and demonstrated specialist expertise in relation to areas such as: volunteer management, volunteer training, assessment and support as well as business growth, business development, profit enhancement, team leadership, marketing, continuous improvement, change management, compliance, operational risk, project management, business and strategic planning. I have served on the board of reputable organisations, as board member, Chairman and Director, where I have participated in and contributed to key decision making processes influencing overall business performance.

My most recent role has provided me the opportunity to further hone my experience in the areas of asset management, insurance, workplace health and safety, payroll and other day to day business finance functions.

With my extensive sporting, banking industry and not for profit expertise, I have developed an extensive network, as well as the ability to drive change, optimise performance, manage overall operations and manage a variety of stakeholders. This experience has involved me working with people from a wide range of backgrounds in a variety of circumstances which has provided the foundation for developing strong empathy and emotional intelligence.

As per my resume, some of my key skills / strengths include:

- ✓ **Responsible and accountable in high profile positions** with demonstrated ability to overcome complex business challenges by making appropriate decisions using experience backed judgement and intuition
- ✓ **High level of business / commercial acumen** with exceptional skills and expertise with respect to risk management, operations management, business development, team leadership and financial management

- ✓ **Engaging leader** who adapts an interactive, inspiring and motivational leadership style that in turn sees people willingly give 100% effort and loyalty
- ✓ **Effective change agent** with comprehensive expertise with respect to implementing and facilitating change whilst ensuring minimal resistance by key stakeholders (including staff and clients)
- ✓ **Exceptional stakeholder engagement / management skills** with proven ability to develop and maintain productive relationships with internal and external stakeholders at all levels
- ✓ **Practiced in contributing to and leading business / strategic planning** and implementation
- ✓ **Accomplished verbal and written communication skills** with demonstrated ability to convey information in a clear, precise and easily understood manner

In addition to the above, I am focused, resilient, organised and highly professional, with a strong work ethic. In recent years I have relocated back to Grafton (my home town) where I grew up as part of the St Matthews Anglican Parish community having been both christened and confirmed. Weekly attendance at Church with my mother was a very big part of my childhood and has influenced the values I have carried with me through adult life.

I look forward to discussing your requirements and expectations in further detail.

Yours Sincerely,



Joanne Greensill

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Highly experienced and result oriented banking and finance management professional complimented by a previous background in law. Demonstrated accomplishments in the areas of: business growth, business development, compliance and governance, team leadership, productivity enhancement, marketing, business and strategic planning as well as P&L management.

Results achieved through delivering forward thinking and diversified business strategies to date include: increased profit / revenue, increased market share and visibility, improved organisational performance and the accomplishment of short and long term business objectives, in addition to securing a sustainable competitive advantage. Exceptional leadership skills with experience in managing multi-disciplinary teams.

## KEY SKILLS

- ✓ **Responsible and accountable in high profile positions** with demonstrated ability to overcome complex business challenges by making appropriate decisions using experience backed judgement and intuition
- ✓ **High level of business / commercial acumen** with exceptional skills and expertise with respect to risk management, operations management, continuous improvement, business development, team leadership and financial management
- ✓ **Effective change agent** with comprehensive expertise with respect to implementing and facilitating change whilst ensuring minimal resistance by key stakeholders (including staff and clients)
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## CAREER SUMMARY

DATE	ROLE	ORGANISATION
March 2021 – current	Manager Business & Improvement	Anglicare North Coast
March 2020 – February 2021	NEIS Business Trainer, Assessor & Mentor	NORTEC
June 2019 – March 2020	Project Officer (Casual)	Hockey Queensland
January 2019 – April 2019	Election Manager – District of Clarence (Contract)	NSW Electoral Commission
July 2018 to January 2019	Loans Officer, NILS (Part-time)	NRCG Inc.
Sept 17 – May 2018	Project Manager – Product Initiatives	Bank of Queensland
Sept 16 – Sept 17	Acting Snr Manager - Retail Risk	
May 2015 – Sept 17	Operational Risk Manager – Retail	
August 2013 – May 2015	Manager, Network Effectiveness	
July 2008 – August 2013	Lending Manager	
July 2012 – October 2012	Tax Consultant (Casual)	H&R Block
May 2007- June 2008	Relief Manager (Franchise & Corporate)	Bank of Queensland
August 2003- February 2007	Franchise Owner (Branch)	

## **EMPLOYMENT HISTORY**

### **Manager Business & Improvement/Anglicare North Coast (Current)**

#### *Key Responsibilities*

- Provide line management, supervision, and developmental support to the finance and administration team.
- Develop and maintain contingency arrangements for critical finance, admin and HR duties.
- Lead the delivery and improvement of operational systems for admin, IT and asset management services.
- Develop and co-ordinate systems and processes to embed organisational compliance with legislated standards.
- Develop systems to monitor, assess, analyse gaps and recommend improvements relating to quality and risk management.
- Lead and coordinate ANC's participation in relevant accreditation programs.
- Manage projects as identified through accreditation reviews, audit and system/process improvement.
- Provide strategic support to the Executive for planning business growth, investments, and initiatives.
- Promote continuous improvement through effective work practices.
- Manage relevant databases, analyse data and report on issues and/or trends.
- Assist staff to develop and implement effective strategies and plans for development of policies and procedures within work areas.

#### *Achievements*

- Redesigned chart of accounts in relation to Government Funding Reporting; Budget preparation and financial monitoring
- Successfully upgraded Chintaro (rent management) system from desktop to Cloud including transition to direct data transfer to MYOB
- Successfully re-engineered and implemented Accounts Payable, Payroll, Petty Cash and Corporate Credit Card processes
- Researched IT upgrade options and managed successful change of IT infrastructure from server to cloud
- Successful transfer of payroll processing from Employment Hero to MYOB
- Research, assist design and implement donation management system (eTapestry)
- Design and implement a number of tools and processes to improve efficiency in program delivery
- Above and other administrative efficiencies resulted in reduction in one FTE
- Initiated and supervised IT Asset review

### **NEIS Trainer/Mentor & Project Advisor / NORTEC**

#### *Key Responsibilities*

- Deliver face to face Small Business and New Business Assistance with NEIS Training to potential participants to develop program compatible Business Plans enabling transition to New Business Assistance with NEIS Assistance adhering to all RTO and program compliance requirements.
- Provide accurate and current information about, and actively promote New Business Assistance with NEIS to Employment Providers, DHS and potential program participants.
- Assisting in application process for potential program participants to enter training when required.

- Provide New Business Assistance with NEIS participants with mentor support (business advisory), once they have entered the program, as per the Federal Government's New Business Assistance with NEIS contract, assisting job seekers to develop sustainable businesses.
- Work with NORTEC's RTO to support a smooth training process for all stakeholders and maintain professional training currency through professional development and designated training workshops.
- Project advice and support to the Project Management Office which is in its development stage

#### *Achievements*

- Successfully delivered numerous rounds of training to NEIS participants including 1:1 mentoring, guidance and assistance.
- Average of 70% of training participants successfully entering the NEIS program despite ongoing challenges to business start ups brought about by the pandemic
- Developing a corporate communication framework
- Developing a range of Change Management tools for use by projects (currently in pilot phase)

### **Project Officer / Hockey Queensland**

#### *Key Responsibilities*

- Support Manager Operations in relation to day to day functioning of the organisation
- Review, improve and implement State Championship policy; procedure and ancillary documentation in consultation with key stakeholders
- Organise, communicate and implement new engagement strategies with Member Associations and players
- Prepare Grant Applications, Board Papers and Tender Documents
- Review and improve Terms of Reference for all Operational Committees
- Review and manage operational compliance issues such as Blue Card Registers and Member Protection requirements

#### *Achievements*

- Build and issue Member Survey; complete data analysis on survey results
- Completed review of all Championship policy, procedure and documentation with all improvement initiatives approved and implemented
- Compliance gaps identified and process updated and implemented
- Construction tender document drafted and issued

### **Election Manager / NSW Electoral Commission (Contract)**

#### *Key Responsibilities*

- Established and managed the Election Manager's office including the set-up of processes and amenities to ensure that it was fit for purpose and complied with Work, Health and Safety requirements including decommissioning of the office and management of supplier payments
- Manage self and a team in a high pressure and deadline driven environment to achieve business outcomes, including the flexibility to adapt to changing role requirements throughout the election cycle
- Recruit, lead and motivate a large temporary team across a variety of locations to ensure that election services are consistently delivered
- Provide a high level of management and communication to a diverse range of stakeholders such as candidates, scrutineers, media and the public

- Manage a broad range of office and administrative tasks including the delivery, collection and security of election material, systems and allocation of resources
- Deliver critical election tasks on time and according to legislative requirements and policy
- Act with integrity, impartiality and transparency in the conduct of the election
- Schedule, manage and facilitate face to face and online training of all Voting Centre Managers, Early Voting Centre Managers and Declared Facilities Staff

#### *Achievements*

- All temporary staff (including reserves) recruited within timeframes (220+ personnel)
- Election Manager Office counting and check counting completed within expected timeframes and guidelines
- Positive stakeholder feedback in relation to management of activities, staff and venues
- Election result achieved without issue

### **Project Manager – Product Initiatives / Bank of Queensland**

#### *Key Responsibilities:*

- Managing a group of initiatives to improve product performance from both a customer and compliance perspective. Initiatives included system upgrades, process and reporting changes.
- Responsible for managing project budget; change management; communications, updating of relevant policy and process and business stakeholder engagement.
- Engaging with a range of internal risk stakeholders to ensure compliance with internal risk policies and regulatory requirements.

#### *Achievements*

- Identifying and prioritising a number of initiatives with key stakeholders including Business and Risk Executives
- Co-ordination of several streams into one project ensuring optimum use of resourcing both external and internal stakeholders/contractors
- delivered new system change to core banking system with limited change resistance and no technical outages
- delivered successful change to a number of exception reports and related policies and procedures with limited change resistance
- Create ongoing awareness with senior management of issues; priorities; external factors
- Delivering change impacting both internal and external customers

### **Senior Manager Retail Risk (Acting) / Bank of Queensland**

#### *Key Responsibilities:*

- Leadership of four direct reports responsible for organising, developing, maintaining, and adjusting compliance, operational risk, monitoring and supervision and governance programs for each product line and distribution channel within the Retail Banking business unit.
- Collaborate with enabling functions to design the strategic direction for Retail governance, develop compliance policies and guidelines, ensure the effective implementation of the Operational Risk Management Framework and oversee the implementation of the Code of Conduct and risk culture.
- Oversee the management and monitoring of compliance review activities; develop compliance programs and procedures to ensure all bank services comply with federal and state laws and

regulations; work collaboratively with key business partners and subject matter experts to perform compliance policy changes; manage Non-Lending Losses and Provisions and serve as a liaison to external and internal auditors.

- Act as a SME on various projects (including replacement lending system; introduction of CRS reporting; cheque digitization; responsible lending program; upgrade of credit scoring system; CCI upgrade and new products) impacting retail banking including review of training; change management, communications; procedure and risk policy including credit and Delegated Approval Authority policy.

#### *Achievements*

- Took on additional leadership responsibilities to provide stability during a period of ambiguity with business structure and strategy whilst continuing to complete BAU activities of the Operational Risk Manager role.

### **Operational Risk Manager Retail / Bank of Queensland**

#### *Key Responsibilities:*

- Accountability for providing advice, guidance and assisting Management in the identification, assessment, mitigation, management and reporting of all operational risks, issues, and incidents within Retail Bank.
- Risk & Control Self-Assessments: Assisting management to undertake risk and compliance assessments on all new projects, products, and business initiatives. Providing guidance and support to Management in formally reviewing their operational risks and controls, including ratings on a regular basis.
- Issue & Incident Management: design and implement appropriate actions including the assigning of actions to resolve the issues and incidents and reduce the likelihood and/or impact.
- Key Risk Indicators: Assisting Management to develop and implement KRI's and define tolerance thresholds for key risks across all of Retail Bank, in consultation with Group Operational Risk.
- Monitoring & Supervision: Identifying key operational risks and key controls that need monitoring and testing and ensuring these are documented in the Monitoring & Supervision Business Unit Plan.
- Risk Culture: Fostering a risk aware culture within the Division through sharing information, lessons learnt, and feedback via regular Divisional meetings, the Operational Risk Committee and other governance forums as directed.
- Act as a SME on various projects impacting retail banking including review of change management plans, training; communications; procedure and policy.

#### *Achievements:*

- Lead the remediation and change program for Commercial Loan Reviews resulting in the reduction of commercial loan facilities reporting from over 10,000 to 300 including strategy development, communication plan and reporting.
- Implemented ongoing reporting for Commercial Loan Reviews and the related RAS to ensure visibility at all levels of the Retail business to ensure upcoming issues could be proactively managed.
- Lead the remediation of Customer Grouping in the Retail Network taking the business from a low of 39% to 90%.
- Working on Audit Remediation via input into operational changes; development of the Income and Expenditure Guide; changing processes for management of unsecured debt refinances; introduction of insurance checks by the Loan Centre.

## QUALIFICATIONS

2023	Diploma of Governance (commenced – expected completion January 2024)
2021	Wordpress Essentials Course
2020	Certificate IV in Training & Assessment
2019	International Hockey Federation Academy Educator
2018	Diploma of Business & Diploma of Leadership & Management
2017	Blanchard International – Situational Leadership Process M & Analysis with BIC
2016	ICAgile Certified Professional
2012	Australian Sports Commission – Assessor Training Program Australian Sports Commission - Presenter/Facilitator Training Program H&R Block Taxation Course

## AWARDS / AFFILIATIONS / APPOINTMENTS

- International Hockey Federation (FIH) International Technical Appointments (Durban, SA 2015; Gold Coast 2016, Darwin 2016; Hawkes Bay, New Zealand 2017, 2018 Commonwealth Games, Gold Coast, 2019 & 2020 FIH Pro-League; 2022 Tran-Tasman Test Series, Auckland, 2022 Commonwealth Games, Birmingham, 2023 Indoor World Cup, Pretoria)
- 2022 Corporate Trustees, Anglican Diocese of Grafton
- 2014-2021 Chair Hockey Queensland Technical Operating Committee
- 2014-2021 Chair Hockey Queensland High Performance Technical Committee
- 2018-19 Chair, Brisbane Gala Dinner, Charlie Teo Foundation
- 2018-2020 Hockey Australia Working Group – Technical Education and Accreditation
- 2017 Hockey Australia Female Technical Official of the Year; Hockey Queensland Technical Official of the Year
- 2016 Bank of Queensland – Quarterly Proving Its Possible award winner
- Life Member Maroochydore Hockey Club Inc.

## REFERENCES

Mirella Prasad  
Head of Strategy & Innovation  
Transurban Ltd  
PH: 0417 486 615

Leon Ankersmit  
Former CEO  
Anglicare North Coast  
PH: 0421 693 243

Ronda Nix OAM  
Retired  
PH: 0409 615 514



## **Statement – Joanne Greensill**

I was raised as an active member of the Anglican Parish of St Matthews South Grafton where I attended Sunday School and my mother attended Church. I was christened and confirmed in this Parish and my mother was an active member of the Mother's Union. I now hold a position on the Anglican Diocese of Grafton's Corporate Trustees. Both this role and my role with Anglicare North Coast have provided me the opportunity to gain a greater understanding both of the work of the Anglican Church and my faith. I believe I hold a sympathetic understanding of and commitment to the ethos of the Church and that my personal values also align with those of the Church.

I hold a current Working with Children's Check and meet the Professional Standards requirements of the Diocese. I also have capacity to meet the Australian Charities and Not-for profits Commission's Standards for Responsible Persons having never been listed on the Disqualified Persons list with either the Australian Securities and Investment Commission or the Australian Charities and Not-for profits Commission.

I have been involved in governance in some capacity for my entire working career. Having started my working life in law where I worked across a number of disciplines including company law, commercial leasing, conveyancing, debt recovery and mortgage origination. I also commenced roles in a volunteer capacity on sporting boards during this time. I have served on a wide range of committees/boards both professionally and voluntarily. I chaired a State sporting body Technical Operating Committee and High Performance Committee for seven years. I was also a member of the Retail Operational Risk Committee at Bank of Queensland. Amongst a number of specialist roles I have also served as Board Chair, Secretary and Treasurer for various entities including President and Treasurer of Body Corporates. My recent role with Anglicare North Coast has exposed me to the requirements of the Australian Charities and Not-for profits Commission and the governance requirements of that organisation.

My experience has provided me with an excellent understanding of good corporate governance – what it looks like, how to achieve it and how to sustain it. I contribute to the required strong and focused leadership, a positive culture, robust systems and effective risk management. These factors reinforce behaviours that ensure board members act in the best interest of the entity, its leaders and stakeholders. It emphasises transparency and accountability.

Application and implementation of risk principles has been a component of all of my roles since starting in banking and finance. As a lender, financial risk, security risk and credit risk were fundamental to my role. As a result, I have a sound understanding of asset and property management which has been enhanced via my roles on Body Corporates.

As an Operational Risk Manager and then Senior Manager Retail Risk I was tasked with assisting the business identify, assess, mitigate, manage and report all operational risks, issues and incidents. I was required to assist management undertake risk and compliance assessments on new products, projects and business initiatives as well as rating and re-rating of these risks on a regular basis. I was also responsible for the management of the implementation of actions to reduce risk along with testing of mitigants. I was also heavily involved in improving the risk culture within the business from frontline staff to Executive level through sharing of information, lessons learnt and feedback via regular divisional meetings, the Operational Risk Committee and other governance forums.

My compliance and risk experience in the banking and finance sector has provided me with a strong understanding of regulatory frameworks, how they work, structuring policy, process and systems to support and implement the requirements of the framework together with the usually required monitoring and supervision standards.

I have strong experience in financial and business management having been both a business owner and holding several paid positions responsible for income generation, expense management and balance sheet management/analysis. As a former Project Manager and Senior Risk Manager I have a wide range of skills and experience in budget control, leadership, monitoring and supervision, risk frameworks, organisational management, contract management, procurement and planning. These roles have also provided me with an opportunity to be involved in strategic planning to reset business goals and priorities.

I have managed people in both professional and volunteer capacities. A large part of my previous Chair role was to develop volunteers, manage resources and ensure stringent succession planning. In a professional setting, I have managed and developed staff for over 17 years. I am a big believer in staff development and hold a Certificate IV in Training and Assessment to round out my experience in this area. I have been contracted to the New South Wales Electoral Commission as an Election Manager where part of my role was to employ in excess of 200 staff for various election activities, plan their deployment, rostering and facilitate training in a high pressure environment. This role also provided me with an understanding of government and political process.

My years working in a corporate head office was largely spent working and negotiating with stakeholders – I consider this a strength. I served as a subject matter expert on a number of large compliance and technology projects where my role was to represent the interests of the business and end-line customers whilst ensuring all regulatory and legislative requirements were met. During this time I also was heavily involved in change management, communication plans and product development. I have been tasked with the development of various surveys and the completion of the data and trend analysis to increase engagement levels with membership bases, provide an understanding of drivers, issues and solutions.

I have a high level of communication and interpersonal skills. Both my verbal and written communication is of a high standard. I am generally direct in my approach, however, also have the skill and intuition to recognise when a different approach is required. I am both a good judge of people and situations. I am a quick thinker and many years of being a sporting official at an elite level have ensured I have an enormous amount of experience dealing with people from all backgrounds, races in a wide range of situations. This coupled with my corporate experience ensures that I have the required experience in this area.

In my role at Anglicare North Coast I am responsible for the management and application of WHS and anti-discrimination legislation. My involvement in many facets of sport has ensured I also understand of Child Protection legislation.