

## Regional Development and Public Policy Expertise

Since 1997 I have been the Director of Management Solutions (Qld) Pty Ltd (MSQ) a professional development, training and Consultancy Company with the objective of improving public sector capacity in all aspects of policy development and implementation with a particular focus on regional Development.

In 1996, I co-founded the **Sustainable Economic Growth for Regional Australia (SEGRA)** conference (<http://2017.segra.com.au/updates/2016-09-09-the-segra-story>). At the conclusion of each annual national conference, **SEGRA** releases a post conference communique *Speaking Up for Regional Australia* (<http://2017.segra.com.au/resource-centre/communiques>)

**SEGRA** acts to provide end to end value to regional Australia using a systems approach to:

1. Raise the profile of regions as essential parts of Australia's national outlook.
2. Empower regions to be responsible for their own destinies.
3. Identify ideas, regional issues and opportunities
4. Influence policy by encouraging evidence-based responses and supporting practice-based research and projects.
5. Promote regional connectivity

**SEGRA** is now recognised as Australia's most significant and independent voice on issues affecting regional Australia. Last year **SEGRA** marked its 20<sup>th</sup> conference with over 350 delegates in attendance representing senior government, political, industry and community sectors. <http://2017.segra.com.au/about/>

My expertise in regional development and public policy is evidenced by opportunities to deliver presentations at national events with high standing delegates, these include:

- addressed Senior Federal Public Servants across multiple departments regarding key issues affecting regional Australia as a respondent to a presentation by head of OECD Regional Development Policy Division, Dr. Joaquim Olivera Martins. 2017 (<http://2017.segra.com.au/perch/resources/speaking-up-for-regional-australia.pdf>)
- opening address at the Heart 2020 Highfields briefing session that included the elected representatives for each of the Federal, State and local electorates associated with the region. (2017)
- Keynote Speaker at the Etheridge Shire Council Regional Economic Development Forum. Senator Matt Canavan opened the forum (2016)
- opening address on Regional Australia and Public Policy at the RDA South West and Darling Downs 2016
- speaker at the RDA National Forum Canberra (2015)
- Keynote speaker at the Regional Economic Development Forum (WA) on advocacy in regional Australia (2014)
- address the national EIDOS (<https://mindhive.org/organisations/eidos-institute-board>) conference as a speaker on Dynamic Capabilities in Regional Australia (2011)

- address the national EIDOS conference (2012) on the outcomes of the National Regional Summit which I chaired in 2009

## Other qualifications

In addition to my 20 years as a Company Director, I am both a qualified and experienced company secretary confident in the responsibilities and duties as a Director, in legal, financial, governance, risk and audit functions as well as stakeholder engagement.

## Committee /Council/ Board Appointments

- Chair of the **SEGRA** National Steering Committee (2007 - present)
- Chair of the National Advisory Team for the Regional Solutions Framework (2014 - present)
- Councillor, St Johns College (University of Queensland) (2016 – present)
- Convenor **SEGRA** (2001 – present)
- CSIRO Project Reference Group Regional Futures (2016 – present)

## Previous Appointments

- Chief Executive Officer and Company Secretary for the Australian Medical and Radiation Accreditation Council (2012)
- Lead for Queensland University of Technology Human Services Curriculum Review (1995)
- Musica Viva (Queensland) Committee member
- Judge on Queensland Panel for Awards Australia (for outstanding regional initiatives at organisation and individual levels)
- Strategic Directions and Effectiveness Evaluation Team (Department of Family Services)
- Protective Services Evaluation Steering Committee (Department of Family Services)
- Queensland State Government Ministerial Older Persons Advisory Committee
- Commonwealth of Australia, Department of Health, Housing and Community Services Aged Care Advisory Committee

## Directorships

- Director Management Solutions (Qld) Pty Ltd (1997- present)
- Chair, Director **SEGRA** Foundation (2015 – present)
- Director (Policy) Collaborative Investment Management Australia (2015 – present)

## Other Appointments

- Adjunct Senior Research Fellow, (ILWS) CSU (2017)

## Professional memberships

- Associate of Governance Institution of Australia
- Associate of Chartered Institute of Secretaries (International)

## Research

- Regional Solutions Framework (2013 to present)

The Regional Solutions Framework (RSF) is a response to the serious transformation challenges facing the long-term vitality of regional communities raised at **SEGRA** and other regional forums. The project is using a place-based process to accelerate regional Australia's transition into the new economy.

The research leader for the initial stage of the project has been Prof Jeremy Buultjens, Southern Cross University (SCU) and Adjunct Professor at the Institute of Land Water and Society Charles Sturt University (ILWS\_CSU).

To date the principles, methodology and tools have been developed and beta tested. An academic paper is in progress. Earlier papers about the RSF have been published in the Economic Development Australia national journal and presented at Planning Institute of Australia Rural & Regional Planning Conference 2016.

We currently have proposals before CSU and CSIRO to establish a national cluster of demonstration projects that enable regional leaders to turn their big ideas for growth into their best investable business case.

- Securing Adequate Safe Domestic Water for Regional Australia (2014 to present)

This collaborate research project is the result of a **SEGRA** Challenge for 2015-2016 whereby participants at the **SEGRA** Conference, held at CSU's Bathurst campus in November 2015, identified the need for adequate and pathogen-free domestic water for rural and remote regional Australia where residents are not protected by any environmental health regulations.

Research Team Professor Max Finlayson (Project leader, CSU Team), Adjunct Professor Peter Waterman (Interim Project Coordinator), Michael Kitzelmann (CEO, Etheridge Shire Council and Challenge Champion), Kate Charters (Chair, Sustainable Economic Growth for Regional Australia (**SEGRA**) Foundation.

<https://www.csu.edu.au/research/ilws/research/summaries/2016/securing-adequate-safe-domestic-water-for-regional-australia-2016-17>

- National Regional Summit 2009 (funded)

I was the lead researcher in this project that informed the National Regional Summit in Kalgoorlie Boulder WA which I subsequently chaired. The results of this project were published in the Journal for Social Policy. Co-researchers included Adjunct Professor Peter Waterman (ILWS), Prof. Bob Miles (then CQU) and Prof. Peter Vitartas (Monash University).

The outcomes of this research were reported in:

Charters, Kate; Vitartas, Peter; and Waterman, Peter (2011) "*Identifying and Communicating Current Issues for Regional Australia*," Journal of Economic and Social Policy: Vol. 14: Iss. 3, Article 2.

Available at: <http://epubs.scu.edu.au/jesp/vol14/iss3/2>

- Department of Regional Australia, Regional Development and Local Government (2010 and 2011)
  - Researching, developing and delivering professional development needs of Regional Development Australia Boards. Reports on both these events are available on request.
- Great Barrier Reef Marine Park Authority (2007-2012)
  - developed, conducted and reported on a series of two-day senior level government and industry consultations for The Great Barrier Reef Outlook Report
  - Facilitated the development of and participation in each of the Reef guardians Projects, Fishers Reef Guardians, School Reef Guardians and Growers and Graziers Reef Guardians
  - Develop and conduct a two-day workshop that addressed the GBRMPA and LAMC roles and relations and the translation of this to goals task and behaviour
- Rural Industries Research and Development Corporation Research Collaboration (funded)
  - Creating Industry and research collaborations into applied regional research seed funding to conduct a series of workshops to develop the relationships between research and industry. A number of joint research projects were initiated as a result of these workshops that resulted in the following publications:

Vitartas, P., Kilpatrick, S., Homisan, M. & Johns, S. (2013) "New business operator's contribution to regional areas: innovations, skills, and benefits beyond the store front" in Kinnear, S., Charters, K. & Vitartas, P. (eds) (2013) *Regional Advantage and Innovation: Achieving National Outcomes*. Springer-Verlag: Heidelberg. pp. 305-318.

Kilpatrick, S., Vitartas, P., Homisan, M. & Johns, S. (2011) "Optimising the Benefits of the Highly Skilled, but Mobile Workforce: What can Country Towns Do?" in John Martin and Trevor Budge (eds) *The Sustainability of Australia's Country Town: Renewal, Renaissance, Resilience*. Victorian Universities Regional Research Network Press, Ballarat, Australia.  
The outcome of this work included publication of the book:

Kinnear, S., Charters, K. & Vitartas, P. (eds) (2013) *Regional Advantage and Innovation: Achieving National Outcomes*. Springer-Verlag: Heidelberg.  
<http://2015.segra.com.au/PDF/IssuesPapers/flyer-book.pdf>

- Research into perceptions of the place of Agriculture in regional economies.  
This was published as follows

Cockfield, Geoff; Charters Kate; and Saxon. Elizabeth (2013) *Perceptions of the place of Agriculture in regional Economies: a scoping study*. Available at:  
[http://2015.segra.com.au/PDF/RIRDC\\_AgricultureRegions.pdf%20GCKC.pdf](http://2015.segra.com.au/PDF/RIRDC_AgricultureRegions.pdf%20GCKC.pdf)

## Publications

Kinnear, S., Charters, K. & Vitartas, P. (eds) (2013) *Regional Advantage and Innovation: Achieving National Outcomes*. Springer-Verlag: Heidelberg.  
<http://2015.segra.com.au/PDF/IssuesPapers/flyer-book.pdf> (5 citations)

Pennniccard, C., Vitartas, P. & Charters, K. (2013) "Solutions to Contested Land Uses and our Emerging Landscape" in pp. 373-384. <http://2015.segra.com.au/PDF/IssuesPapers/flyer-book.pdf>

Cockfield, Geoff; Charters Kate; and Saxon. Elizabeth (2013) *Perceptions of the place of Agriculture in regional Economies: a scoping study*. Available at:  
[http://2015.segra.com.au/PDF/RIRDC\\_AgricultureRegions.pdf%20GCKC.pdf](http://2015.segra.com.au/PDF/RIRDC_AgricultureRegions.pdf%20GCKC.pdf)

Vitartas, Peter; Kinnear, Susan; and Charters, Kate (2013) "Supporting Innovation in Regional Australia – Perceptions from Regional and Urban Innovators," *Journal of Economic and Social Policy*: Vol. 15: Iss. 2, Article 4.  
Available at: <http://epubs.scu.edu.au/jesp/vol15/iss2/4>

Vitartas, Peter and Charters, Kate (2011) "Special Issue: Current Issues in Regional Australian Economic and Social Policy," *Journal of Economic and Social Policy*: Vol. 14: Iss. 3, Article 1.  
Available at: <http://epubs.scu.edu.au/jesp/vol14/iss3/1>

Charters, Kate; Vitartas, Peter; and Waterman, Peter (2011) "*Identifying and Communicating Current Issues for Regional Australia*," *Journal of Economic and Social Policy*: Vol. 14: Iss. 3, Article 2.

Available at: <http://epubs.scu.edu.au/jesp/vol14/iss3/2>

JESP articles 11 citations (Researchgate.net.au)

Communique Speaking up for Regional Australia accessible at (<http://2017.segra.com.au/resource-cen/communiques>)

## Key Strengths

The activities listed above demonstrate a strong capacity in:

- Identifying and interpreting structural and functional systems at a high level
- Analysing complex situations and identifying key elements
- Critically reviewing situations using clear, logical and conceptual thinking
- Negotiating and undertaking organisation and functional evaluations often of a highly sensitive or contentious nature
- Be an independent thinker

## Build relationships with industry, government and other institutions.

In my role as Convenor of **SEGRA**, I have established strong working relationships with many Regional Development Authorities across Australia, a large number of regional councils, the Department of Infrastructure and Regional Development, State Local Government Authorities, not for profit agencies, Universities, Regional Organisations of Council, Ministerial Staff, regional economic development officers, senior staff of relevant state departments.

I regularly met with the office of the Minister for Regional Development and the Shadow Minister for Regional Development and the Federal Government Department.

Testimonials to my capacity in this regard can be found at: <https://www.youtube.com/watch?v=1zP3aNwrYJc>

## Key strengths

The positions held above demonstrate a strong capacity in:

- Understanding of all spheres of government, government process and the interaction of government, business, the on-government sector and the community
- Issues management as related to the desired outcome of client engagement
- Good faith negotiation strategies
- The principles and application of the Collaborative Advocacy Framework

- The critical organisation elements to sound facilitation and consultation
- Managing competing needs and interests using communities of interest framework

## Teaching experience

- For 10 years from 1997-2007 I was the lead facilitator for MSQ professional development and training.

As a professional development and training company MSQ was a preferred supplier for the:

- Queensland Government
- The Institute for Public Administration (Qld)

Key content areas included advanced policy, intensive policy, introductory policy, stakeholder management, implementation and evaluation of policy, program management.

Other clients included:

- Australian Prudential Regulation Authority (location and management of regulatory authority in public policy)
- Queensland Department of Transport (creating electronic licencing provisions)
- Queensland Department of Main Roads (established the Depts. Policy Audit Framework and Process)
- Queensland Council of Social Services (Strategic plan)
- I have given occasional lectures on:
  - Project management for business Undergraduates at Southern Queensland University (SQU)
  - Public policy and community engagement for Environmental Science Masters Students at University of the Sunshine Coast (USC)
- As part of the RSF team I have co-conducted 6 one-hour training webinars to a national audience of paying delegates representing senior public servants, academics and business people (2014)
- I carry primary responsibility for the development of the **SEGRA** program including design, development and precis for the highly regarded **SEGRA** spotlight sessions each year
- I have conducted workshops at **SEGRA** on a regional development and public policy on a number of occasions and more recently have conducted workshops on the Regional Solutions Framework in a number of settings – Southern Downs Regional Councils workshop, RDA Boards in SE Queensland

- I have provided mentorship to a large number of people across all industries and enjoy the opportunity to increase people's professional capacity

Testimonials and evaluation forms are available.

## Key strengths

In undertaking the above responsibilities, I have demonstrated a capacity for:

- Strong interpersonal and communication skills
- Developing rapport with a broad cross section of professionals
- Working in multi-disciplinary settings
- Management of group dynamics conflict resolution
- Information and knowledge management systems
- Quality assurance and competency development
- Performance and evaluation mechanisms

## Innovation capacity

I have been the key driver for a number of initiatives throughout my career including:

1. Co-developed the Regional Solutions Framework which bring together public policy, planning and design thinking concepts to assist regions in Australia transition to the new economy <https://www.regionalsolutions.net.au/>
2. Co-founded the **SEGRA** conference <http://2017.segra.com.au>
3. Inaugurated the highly successful **SEGRA** Challenge <http://2017.segra.com.au/segra-challenge/>  
This has resulted in three significant applied intrastate and national research outcomes:
  - Secure and Safe Water (Etheridge Shire Council, **SEGRA and ILWS** (CSU)
  - Regional Solutions Framework (MSQ, Vital Places, SQU, Department of Industry NSW, Department of Infrastructure and Regional Development)
  - Building Regional Start-ups and Entrepreneurship (**SEGRA**, TheSpace, CSU, Department of Industry NSW)
4. Established the Queensland Government's first continuity of care policy for vulnerable children (a significant shift in alternative care policy at the time) (1986)
5. Pioneered and beta tested Australia's first Self-selection Process for Alternative Care Providers (1984-1986)
6. Established and implemented the first case management and transfer policy and protocol for managing at risk families for the Queensland government (1981)

## Key Strengths

In undertaking the above initiatives, I have demonstrated a capacity to:

- Recognise problems, to find workable means for meeting those problems
- Understand the importance of prioritisation and order of precedence in problem solving
- Gather and marshal pertinent (relevant) information
- Recognise unstated assumptions and values
- Comprehend and use language with accuracy, clarity, and discernment
- Interpret data, to appraise evidence and evaluate arguments
- Recognise the existence (or non-existence) of logical relationships between propositions
- Draw warranted conclusions
- Put to test the conclusions and generalisations at which one arrives
- Reconstruct one's patterns of beliefs on the basis of wider experience
- Render accurate judgments about specific things and qualities in everyday life

## Awards

- Leonard Chant Scholarship -Provided study fees to complete the Graduate Diploma in Advanced Corporate Governance. Value \$12,840
- Banksia Award - For meritorious service in a local area and in the wider community, for more than is usually expected for the qualification or appointment held. Girl Guides