

Duncan Pendrigh

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Profile

Outstanding record of achievements in senior management positions in government | Proven record of effective project leadership from start up to maintenance | Successful in managing change on large scale projects | Outstanding negotiation and consultation skills | Ability to gain staff cooperation and support for government business improvement | Strong administration skills with exceptional attention to planning and reporting.

Career achievements

- Leading and managing reforms to the regulatory system governing timber harvesting in Victorian native forests.
- Establishing and maintaining governance arrangements, corporate support and operations for statewide land and catchment management boards. Delivering innovative strategic and operational planning for catchment management in Victoria.
- Re-engineering business processes to provide more efficient and effective government services.
- Successfully leading changes to processes and procedures across central and regional government services.
- Bringing together staff following workplace reorganisation to create effective, outward-looking teams willing to implement change.
- Introducing effective management of stakeholder relations in large and complex environments.

Competencies

- Strong capacity to develop and maintain professional relationships; well-developed negotiating skills.
- Effective project and program management skills encompassing business analysis, business alignment with agency goals and strategies, negotiation and facilitation of action plans and risk registers; establishment of key performance indicators and measurement systems.
- Effective contributor to multidisciplinary teams with an excellent understanding of project design, budgeting, policy development, stakeholder relations and staff development.
- Leadership experience in change management, coaching and mentoring.

Qualifications

2008	Australian and New Zealand School of Government Executive Fellow Program
1997 - 2000	University of Melbourne – Melbourne Business School Masters of Business Administration
1994 - 1995	Deakin University - Graduate Certificate Computer Science
1983 - 1986	University of Melbourne - Bachelor of Forest Science

Employment History

April 2014 to present

Director Hazelwood Mine Inquiry Coordination Directorate

Department of Economic Development, Jobs, Transport and Resources
(Department)

On 9 February 2014 the Hazelwood coal mine was ignited by a bushfire. The fire in the mine burned for approximately seven weeks before being brought under control. The fire shrouded Morwell and other towns in the Latrobe Valley with smoke for extended periods over this time.

An Inquiry into the 2014 Hazelwood coal mine fire was announced by the Victorian Government on 11 March 2014 and a three person Inquiry Board headed by Justice Teague was appointed to undertake the Inquiry. The State Government established an Interdepartmental Committee to oversee the State's involvement with the Inquiry. The Government reopened the Inquiry in 2015 to examine health impacts and rehabilitation requirements for the three Latrobe Valley coal mines.

The Earth Resources and Regulation Branch of DEDJTR established a Directorate to coordinate the Department's response to the inquiry and implement recommendations of the inquiry. I have led this directorate since 2 April 2014.

Major achievements.

- ❑ Completed a risk assessment and established an appropriate response strategy for the duration of the original inquiry and reopened inquiry process. Ensured Department leaders supported and championed the strategy.
- ❑ Established project governance and resourcing to deliver project requirements.
- ❑ Provided flexible and strategic responses to changing requirements from the Board of Inquiry and government interdepartmental committee.
- ❑ Delivered high level stakeholder management across the Department and government agencies.
- ❑ The Department and government did not receive adverse findings about mining regulation from the Inquiry report of 2 September 2014.
- ❑ Set up and coordinated implementation of inquiry recommendations including coal mine licence variations to achieve fire risk mitigation in the State's coal mines.
- ❑ Reviewed the rehabilitation liabilities of the mines to revise the coal mine bonds.
- ❑ Assessed the risk assessment and management plans prepared by the three coal mines as required by their licences.

Employment History

October 2012 to March 2014

Director Operations and Compliance Land Division in the Land, Fire and Environment Group of Department of Environment and Primary Industries (DEPI)

The Operational Support and Compliance Branch in Land Division supported effective management of the eight million hectares of public land in Victoria by delivering the following services.

- Led and supported improvement of policies and the delivery of public land acquisition, disposal, leasing, licensing, consents and permits.

- Preparation of strategic asset and risk management and quality assurance programs.
- Maintained, monitored and enforced the environmental regulatory framework for timber harvesting on public land.
- Designed and monitored adherence to standards for public land management programs.
- Maintained effective and respectful relations with key stakeholders, partners and statutory authorities to deliver key government land management priorities.

Major achievements

- ❑ Introduced key reforms under the government's Timber Industry Action Plan.
- ❑ Reformed environmental regulatory framework for timber harvesting in native forests.
- ❑ Delivered key public land development projects in Mt Buffalo and Point Nepean national parks.
- ❑ Delivered DEPI's land management responsibilities for the bushfire buyback scheme.
- ❑ Reformed funding approach for a range of public land risk management programs.
- ❑ Established or improved working arrangements and relationships with stakeholders and partners – particularly VicForests, Game and Forestry, Parks Victoria, DEPI Regions and Environmental Policy division.

Employment History

April 2012 to October 2012

Executive Director Forests and Parks Division in the Land and Fire Group of Department of Sustainability and Environment (DSE)

Forests and Parks role was to develop and enhance the value of Victoria's parks and forests. Key services were as follows.

- Providing policy services for parks, reserves and forest management.
- Improving stewardship of parks, reserves and forests.
- Managing the Department's relationship with Parks Victoria and VicForests, and associated regulatory responsibilities.
- Fostering a whole of government perspective regarding assets on the parks, reserves and forests estate.
- Developing and implementing indigenous land policy, including Native Title claims.

Major achievements.

- ❑ Implementation of new regulations – firewood, tour operators.
- ❑ Negotiation of funding for an indigenous joint management agreement
- ❑ Commenced development of public land reform project.
- ❑ Resolving a range of serious compliance and litigation matters.
- ❑ Led change in the division and in the land and fire group in a time of significant government funding contraction.

Employment History

October 2011 to April 2012

Director Planned Burning – Fire Division in Department of Sustainability and Environment (DSE)

The Planned Burning Project was established to enable DSE to double the

size of the planned burning program to deliver 390,000 hectares annually by 30 June 2013.

Major achievements.

- ❑ Developed a new operating model for planned burning in DSE.
- ❑ Contributed to increased burning in 2011/12 by:
 - ❑ setting and monitoring key delivery performance indicators;
 - ❑ the introduction of new operational planning standards; and
 - ❑ accelerating burn planning to enable increased area results.
- ❑ Led or participated in regular meetings with peak stakeholder groups – wine industry, tourism, national parks association, apiary industry, national parks advisory committee.
- ❑ Negotiated operating standards for planned burning with the Environmental Protection Authority to manage particulate pollution of the Melbourne airshed from planned burning.

Employment History

June 2007 to September 2011

Director Natural Resources Planning Branch – Natural Resources Division in Department of Sustainability and Environment (DSE)

The Natural Resources Planning Branch coordinated the delivery of land, biodiversity and water outcomes in Victoria through the Catchment Management Framework; was responsible for state and regional strategic planning, regulation of the Catchment Management Authorities; coordination of investment and measuring performance through high level monitoring and reporting and; coordinated data and reporting inputs from DSE divisions, Department of Primary Industries, Department of Planning and Community Development, the Australian Government and regional partners.

Major achievements.

- ❑ Completed Regional Catchment Strategy guidelines for Catchment Management Authority plans.
- ❑ Repaired the governance model and regulatory experience of the CMAs
- ❑ Prepared a draft Victorian Catchment Plan (planned for release in 2011).
- ❑ Developed standards for natural resource assets assessment used in state and regional planning (2011).
- ❑ Developed Natural Resource Management indicators for Land and Biodiversity White Paper (2009).
- ❑ Championed the approach to 'Flagship' areas for priority natural resource management.
- ❑ Introduced Australian Business Excellence Framework to measure management performance.

Employment History

April 2005 to July 2007

Director Parks and Forests Programs – Parks and Forests Division DSE

The Parks and Forests Programs Branch of Parks and Forests was responsible for a range of policy services for the Parks and Forests service.

- Forest and Fire Management Planning.
- Governance arrangements and partnership development with Parks

Victoria, Country Fire Authority, Dept of Primary Industries.

- Parks and Forests Division Business Planning and performance monitoring.
- State Forest Recreation projects and services.
- Forest Research and Development programs and purchasing arrangements.
- State Forest Recreation projects and services.
- Fire Community Education and Engagement projects and services.
- Fire regulations enforcement, advice and implementation.

Major achievements.

- ❑ Completed a Statewide Fire Community Engagement Strategy.
- ❑ Implemented state of the art recreational assets management system across the state.
- ❑ Completed an Emergency Management Agreement with the Department of Primary Industries.
- ❑ Embarked on new partnership arrangements with Country Fire Authority.
- ❑ Released the Horsham/Portland Forest Management Plan.
- ❑ Established strategic priorities for Parks Victoria 2005/06 Corporate and Business Plan.

Employment History

2001 – 2005

Manager Business and Infrastructure – Parks and Forests Division (fire program)

The DSE Parks and Forests fire program was the strategic framework for the delivery of DSE's statutory fire prevention and fire suppression responsibilities. DSE is one of three statutory fire services in Victoria, along with the Country Fire Authority and the Metropolitan Fire and Emergency Service. In an average year some 600 unplanned fires occur in Victoria's parks and forests. These burn around 100,000 hectares. DSE used prescribed burning to treat between 100,000-150,000 hectares annually for fuel management, ecological and silvicultural purposes. Across DSE around 2000 staff were trained and accredited for various fire suppression roles. In summer DSE employed an additional 600-800 firefighters. The Department maintained an extensive fire related infra-structure that included a tanker and related vehicle fleet, heavy machinery, airstrips and helipads and fire towers. Over summer DSE's Fire Management managed on behalf of itself and Victoria's Country Fire Authority, a fleet of between 20-30 aircraft.

The Manager Business and Infrastructure was responsible for fire program strategic planning, infrastructure management and the development and management of budget processes across the State. The development and oversight of corporate and business plans and the management of the associated systems and the processes for monitoring and reporting performance against key indicators.

Major Achievements.

- ❑ Provided a business case to Government in February 2004 seeking appropriate resources to manage public land fire risk. Significant additional resources were provided in May 2004 by the state

Government.

- ❑ Organised Fire Management's input and liaison with the Auditor-General during its fire prevention and preparedness audit between August 2002 and May 2003.
- ❑ Developed a risk template to report the areas of the fire management program that require active management to improve controls.
- ❑ Successful introduction of 'Strategy 2010' in 2002, a long term corporate plan for the fire program.
- ❑ Participated in the Public Land Fire Initiative project from April to August 2004. This project designed and commenced the implementation of a new model for public land fire management in Victoria.

Employment History

1999 – 2001 DSE (formally Department NRE) Melbourne, Victoria Manager Vic FISAP and Chair Forest Industry Development Assistance Committee (FIDAC)

The Victorian Forest Industry Structural Adjustment Package (Vic FISAP) was a joint Commonwealth and State program worth \$42.6 million for provision of restructuring assistance to the native hardwood industry.

My responsibilities in this role were twofold; I was the chair of FIDAC, the joint Victorian and Commonwealth committee established to oversee the development of guidelines for the delivery of the grants and assistance and for the assessment of applicants for funding. Secondly, I managed the Vic FISAP Secretariat which implemented the program.

Major achievements.

- ❑ Successful introduction of Worker Assistance, Business Exit, Industry Development and Rescheduling Assistance Guidelines.
- ❑ Completed delivery of Rescheduling, Business Exit and Worker Assistance programs to 20 businesses and 120 timber workers.
- ❑ Finalised the majority of Industry Development Assistance (IDA) applications and agreements for 2 separate IDA rounds worth \$15 million and 60 applications.

1997 – 2000 DSE (formally Department NRE) Melbourne, Victoria Chair Industry Competitiveness Committee (ICC)

The ICC was a sub-committee of the national Standing Committee of Forestry . Its role was to identify and implement strategies to improve the competitiveness of Australia's forest industries. I oversaw the delivery of a range of programs.

- ❑ Benchmarking studies of plantation growing costs.
- ❑ National log pricing studies.
- ❑ Studies of recent plantation prospectus' to improve their reliability.
- ❑ Input into the Australian accounting standard AAS 35.

1999 – 2000 DSE (formally Department NRE) Melbourne, Victoria Manager Business Development Forestry Victoria

Forestry Victoria was formed during 1999/00 as the Commercial Forestry service agency within the Department of Natural Resources and Environment.

My achievements as the Business Development Manager were:

- ❑ developed and maintained log allocation, pricing, licensing and

contractual processes for the annual harvest and sale of 2.3 million cub.m. of native hardwood logs from Victorian State Forest;

- ❑ developed new opportunities for the sale of 600,000 cubic metres per annum of uncommitted residual round wood; and
 - ❑ further developed arrangements for the sale of native forest products other than logs, including; firewood, fencing timbers and extractives.
- Forestry Victoria turnover was \$70 million in 1999, there were 93 log customers and 225 employees.

**Employment
History**

**1996 – 1999 DSE (formally Department NRE) Melbourne, Victoria
Manager Commercial Forestry Branch**

Commercial Forestry Branch operated within the then Forests Service of the Department of Natural Resources and Environment.

Commercial Forestry Branch together with a regional management was responsible for the:

- ❑ annual harvest and sale of 2 million cub.m. of native hardwood logs from Victorian State Forest;
- ❑ annual regeneration of 7000 hectares of native forest; and
- ❑ supply of a range of native forest products other than logs, including, firewood, fencing timbers and extractives.

Major achievement.

- ❑ Produced a comprehensive business plan to assist the establishment of Forestry Victoria and delivery of \$5 million of special purpose funding from Treasury for projects outlined in the plan.
- ❑ Oversaw a 20% efficiency dividend in commercial forestry services whilst maintaining the key services of log sales and marketing, log utilisation systems, commercial systems and silviculture.
- ❑ Delivered the state-wide forest production objectives through effective liaison with Commercial Forestry regional management, customers and stakeholders.
- ❑ Developed service agreements and strategic forest production plans to deliver commercial forestry program outcomes.

**Interests and
activities**

Sports including: Golf, Tennis, Cycling, Running
Tennis Club Committee; Senior and Junior teams coordinator

Tree-farm development

Referees

Names of referees are available upon request.