



Uniting Church in Australia

ASSEMBLY

Assembly Standing Committee

1- 12 November 2023

DOCUMENT 9A

Title	
Type of Paper (Information/Decision)	Decision
Assembly or ASC Minute	Proposal to approve the appointment of three new Members to the Frontier Services Board
Consultation	Yes
Purpose	Approve the appointment of three new Members to the Frontier Services Board.
Rationale & Findings Summary	<p>The governance of Frontier Services is provided by the Board which may consist of up to nine members inclusive of a chairperson who is appointed by the Assembly. The Assembly General Secretary is an ex-officio member as well. Four members are required for a quorum. Since the end of 2023 there have been two Frontier Services Board vacancies.</p> <p>Prior to the Triennial Assembly in July 2024, two Members will retire by rotation.</p> <p>The current Chair, Lisa Sampson, will retire voluntarily on December 31, 2023 after almost eight years as a Board Member.</p> <p>The Frontier Services Board has worked on a robust succession plan involving the development of a skills matrix, recruitment of candidates, interviews and reference checks. After six months we have identified three exceptional candidates all of whom are suitable for the Frontier Services Board and would bring greater depth of skills and experience to the governance and strategic direction of the organisation.</p> <p>The culture of the board and thus the environment in which good strategic decisions are made will change and continue to evolve positively as we strengthen and refresh our Board membership. The skills matrix informed the Board member recruitment process.</p> <p>Required skills and experience include Governance, Accounting and Finance, IT and Cyber. These critical skill sets among current members are limited. Only one Member has specialist skills in accounting and investment.</p> <p>Longer term, in 2024 we will need to seek more knowledge, skills and experience for our Board including; rural, fundraising, marketing, reputation management, stakeholder management, governance and First Nations.</p>

	<p>A process of advertising and interviewing candidates was completed. Frontier Services advertised in Ethical Jobs, LinkedIn, Women on Boards and national UCA communications.</p> <p>At its September meeting the Frontier Services Board approved three new Members to be nominated to ASC for their appointment to the Board.</p> <p>The recommended new Members are;</p> <ol style="list-style-type: none"> 1. Renata Paliskis, Mundaring, WA <ul style="list-style-type: none"> - Board Member Animal Health Australia - Owner of the Lakes Cattle Company - Treasurer Chidlow Community Church (WA). 2. Stephen Webster, Brisbane Qld. <ul style="list-style-type: none"> - Currently mission facilitator UCA Qld Synod, has held fundraising and communications roles. 3. Rev Andrew Syme, Perth WA. <ul style="list-style-type: none"> - Ordained Minister working within the UCA.
Attachments	<p>Assembly Expression of Interest Form – Renata Paliskis</p> <p>Resume Renata Paliskis – Resume</p> <p>Assembly Expression of Interest Form – Stephen Webster</p> <p>Resume Stephen Webster – Resume</p> <p>Assembly Expression of Interest Form – Andrew Syme</p> <p>Resume Andrew Syme – Resume</p>
Proposal/s	<p>That the Assembly Standing Committee:</p> <ol style="list-style-type: none"> 1. Receive the report 2. Appoint Renata Paliskis and Stephen Webster to the Frontier Services Board effective immediately. 3. Appoint Re Andrew Syme to the Frontier Services Board effective January 1 2024.
Submitted by	<p>Lisa Sampson, Chair Frontier Services</p> <p>Mob: 0414 947 00</p>

Expression of Interest Form for Assembly Committees or Task Groups

Basis of Union:

The Uniting Church recognises that responsibility for government in the Church belongs to the people of God by virtue of the gifts and tasks which God has laid upon them.

Constitution:

The Assembly shall have determining responsibility in matters of doctrine, worship, government and discipline, including the promotion of the Church's mission, establishment of standards of theological education and the reception of ministers from other denominations, and is empowered to make final decisions on all matters related to the Constitution of the UCA.


Name of the Committee / Task Group:

Frontier Services Board

Brief description of the Mandate / Terms of Reference for this body:

To offer service and ministry in the name of Christ to remote Australia through compassionate care, justice and nurture of the spirit.

Personal Information:

<p><i>Affix photo here</i></p> 	<p>Name: Renata Paliskis</p> <p><i>(Please complete as relevant)</i></p> <p>Congregation:</p> <p>Presbytery:</p> <p>Synod:</p>				
<p>What skills and experience will you bring to the Committee / Task Group?</p> <p>Experienced Non-Executive Director and Audit and Risk Committee Chair. Chief Executive Officer for 8 years. Senior Executive for 20 years.</p>					
<p>What if any relevant experience have you had in the life of the Church?</p> <p>Church member since 2003. Raised as a Roman Catholic. For the last 20 years member of a church that is affiliated with the Baptist Church (Chidlow Community Church). Baptised in 2011 and married in Parkerville Baptist Church in 2021. Treasurer (and Deacon) of Chidlow Community Church for the last 4 years and member of the Church Leadership Group for the same time.</p>					
<p>What if any relevant qualifications do you have?</p> <p>Masters degree in Business Administration. Masters degree in Professional Accounting. Associate CPA member (due for completion in 2024)</p>					
Age range	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%;">Under 30</td> <td style="width: 25%;">30-59</td> <td style="width: 25%;">60+ X</td> </tr> </table>	Under 30	30-59	60+ X	
Under 30	30-59	60+ X			
Ministry category	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Lay X</td> <td style="width: 50%;">Ordained</td> </tr> </table>	Lay X	Ordained		
Lay X	Ordained				
Location	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%;">Remote</td> <td style="width: 25%;">Rural</td> <td style="width: 25%;">Regional Centre</td> <td style="width: 25%;">City The Lakes</td> </tr> </table>	Remote	Rural	Regional Centre	City The Lakes
Remote	Rural	Regional Centre	City The Lakes		
<p>What cultural and linguistic background do you have? Italian and Lithuanian.</p>					

Referees: *(Please list the names and contact details of two people to act as referees for you in regard to this role)*

1. Sharon Starrick, Chair Animal Health Australia 0417 883 659
2. Dr Jim Sparks, Chidlow Community Church 0455 181 458

If you are not appointed to this body, are you willing for Assembly to retain a copy of this form, and to consider you for appointment to a relevant task group in the future? NO

Signature: Balshij

Date: 11.10 2023

Professional Experience – Board Directorships	
2019-present <i>Animal Health Australia</i> Value added to the Board: Supply Chain expertise Customer-centric approach in Strategy Stakeholder engagement experience	Director
2003-2007 <i>WA Meat Industry Authority</i>	Director
2018-2021 <i>Pastoral & Aboriginal Lands Boards</i>	Secretary
2020-2021 <i>WA Soil and Land Conservation Council</i>	Councillor
2015-2019 <i>RSPCA of WA</i>	Director
2019-present <i>Chidlow Community Church</i> Value added to the organisation:- Innovative approach to proposals for suppliers resulted in significant savings.	Treasurer and Deacon
2003-2006 <i>Tropical Savannas Cooperative Research Centre</i> <i>Muresk Institute (Curtin University)</i> <i>Centre for the Management of Arid Environments</i> <i>WA Meat Industry Authority</i>	Director
2003-2006 <i>Livestock Logistics WA</i>	Managing Director
2004-2007 <i>YWCA of Perth</i>	Director & Vice President
1996-2003 <i>Sheep Industry Cooperative Research Centre (CRC)</i>	Founding Director
Professional Experience – Committee Memberships	
2019-present <i>Animal Health Australia</i> Value added to the Committee: Passion for accounting and financial reporting Ensures that all members of the Committee “team” have the opportunity to contribute. Researches contemporary issues, such as cybersecurity.	Chair, Audit & Risk Management Committee Ensures that Management receives clear and well reasoned direction. Constructive engagement of the Finance Team. Fluent reporting back to the Board.
2016-2018 <i>Lands Leadership Team (WA Department of Lands)</i>	Chair
2003-2007 <i>WA Meat Industry Authority</i>	Chair, Compliance Committee Member, Finance & Audit Committee
2016-2021 <i>WA Cattle Industry Funding Scheme Management Committee</i>	Deputy Chair
2015-2019 <i>RSPCA of WA</i>	Member, Finance and Audit Committee
2003-2006 <i>WA Cattle & Pig Industry Compensn Research Advisory Committees</i>	Chair
1994 <i>Beef CRC</i>	Member, Meat Quality Committee
As Board Director/Committee Member, my referees will attest that I:- <ul style="list-style-type: none"> • am a hard worker and a very considered and active contributor; • am a team player, asking the hard questions to get good long term results; • adhere to Board charters and policies; contributing positively to organisational culture; • am diligent and well researched. 	
Education - Professional	
2003 <i>Advanced Company Directors Diploma</i>	Australian Institute of Company Directors
2001 <i>Company Directors Diploma</i>	Australian Institute of Company Directors
2018 <i>Leadership Development Training</i>	Chief Executive Women
2017 – 2018, 2007-2008 <i>Public Speaking (2007 - Awarded Most Improved)</i>	Toastmasters and Rostrum

Awards - Professional	
2012 - 2013 <i>Australian Rural Leadership (ARL) Scholarship – for the Australian Rural Leadership Program (Course 19)</i>	Sponsored by Meat and Livestock Australia
2010 <i>For contribution to the “Effective marketing of sheep and lambs through a range of senior management roles”.</i>	National Sheep Industry Roll of Honour
1999 <i>For Introduction of MSA into WA</i>	Finalist: Telstra Business Woman of the Year
1989 <i>To study the USDA Meat Grading System and Meat Science at TAMU</i>	Sabbatical Leave - Texas A & M University
Education - Tertiary	
2022 <i>CPA Accreditation -due for completion 2023</i>	Certified Practicing Accountants Australia
2021-2022 <i>Masters Degree in Professional Acctg</i>	Curtin University Perth, Australia
1991-1994 <i>Masters Degree in Business Administration</i>	University of Central Queensland Rockhampton, Australia
2011 <i>Graduate Cert. in Professional Accounting</i> <i>Graduating with Distinction – first in year.</i>	Curtin University Perth, Australia
2013 <i>Graduate Certificate in Australian Rural Leadership</i>	James Cook University Townsville, Australia
2005 <i>Advanced Diploma in Leadership and Management</i> <i>Graduating with Distinction</i>	University of Western Australia Perth, Australia
1980-1982 <i>Diploma of Applied Science in Agriculture majoring in Grazing Animal Husbandry</i> <i>Graduating with Distinction – second in year (3 prizes received at Graduation)</i>	Hawkesbury Agricultural College Richmond, Australia
Professional Experience	
1996 - present The Lakes Cattle Company	Owner and Manager The Lakes, Australia
Accountabilities: Profitable and sustainable cattle farmer: <ul style="list-style-type: none"> producing forward store weaners for the feedlot market, trading stock; and livestock health, husbandry; environmental, biosecurity, business and financial management; and regenerative agricultural practices established. 	Achievements: <ul style="list-style-type: none"> Profitable and sustainable non-stressed beef from land that is immensely improved in contrast to when purchased 20 years ago; Meat & Livestock Australia (MLA) Advocate – I talk to supply chain members and school groups about my livestock and environmental management, biosecurity and animal welfare.
February 2015 -February 2021 Department of Planning Lands and Heritage	Director Perth, Australia
Accountabilities: Leading a team responsible for (1) the administration of over 100 million hectares of WA; (2) land development for projects with Rio Tinto, BHP, FMG and Woodside; (3) Strategic, Business Planning and organisational reform. <ul style="list-style-type: none"> Stakeholder engagement to develop the crown land estate under the current legislation; Secretary of the Pastoral Lands Board and Aboriginal Lands Trust (2018-2021) Lands Leadership Team (LLT) Chair. 	Achievements: <ul style="list-style-type: none"> Maintenance of positive client relationships. Ensured stakeholder compliance with legislation and contracts – including environmental management. Business Plan developed and implemented; Finalisation of land development commitments for the Ord Final Agreement (for Ord Stage II); and Chair of the LLT - drove change in people and communication management and business improvement.
January 2007 – January 2015 Western Australian Meat Industry Authority	Chief Executive Officer Midland and Muchea, Australia
Accountabilities: All aspects of the business. Key activities included: <ul style="list-style-type: none"> Managed the sale of \$90m worth of land assets to fund and build the \$54m Muchea Livestock 	Achievements: <ul style="list-style-type: none"> \$54m MLC – the largest livestock saleyard in the southern hemisphere: designed, built and operated with members of the supply chain.

<p>Centre (MLC) and provide funding for improvement of regional yards;</p> <ul style="list-style-type: none"> • Responsible to a Board and Minister for Agriculture. • Relocated the 100 year old Midland Saleyards to the state-of-the-art MLC; • Lead:- (1) the review, re-design and financial turnaround of the organisation; (2) review of the WA Livestock Infrastructure; and • Project Manager of “Beef Stocktake” –an assessment of the WA beef supply chain. 	<p>Successful engagement of once hostile stakeholders to support the project;</p> <ul style="list-style-type: none"> • Developed the Animal Welfare Standards for WA Saleyards - launched by State and Federal Agriculture Ministers. • Strategic Plan, Business Plans with KPIs linked to staff performance and meeting or exceeding KPI's; • Continuous improvement via:- (1) User Group and Community Consultative Group; (2) Reviews using financial modelling (3) Complaint Management Systems; (4) Risk Management Plans. • Beef Stocktake adopted by government.
January 1996 – January 2007 Department of Agriculture and Food	
Meat and Livestock Research Program Director Perth, Australia	
Accountabilities: All aspects of the R, D and E program. Key activities included: <ul style="list-style-type: none"> • All budgeting, project proposal consideration, and monitoring and evaluation. Lead a team of 20 project managers and 90 staff located from Kununurra to Kalgoorlie which provided R, D & E projects for the meat and livestock industry. 	Achievements: <ul style="list-style-type: none"> • Program Management of 60 research, development and extension projects across WA ; • Secured \$2m funding and implemented Meat Standards Australia in WA. Implemented Flockcare and Cattlecare in WA. Sought Integrated QA. • Lead the Governments response to EG Green (the state's largest abattoir) crisis with no major loss.
1994 Midcoast Meat Company	
Assistant General Manager Macksville, Australia	
Accountabilities: All aspects of operation processing 800 cattle per day including budget and environmental management; animal welfare, quality assurance, biosecurity and staff management.	Achievements: <ul style="list-style-type: none"> • Maintained USDA licensing standards; • Introduced innovative “Midco Black”: a premium 70 day grain-fed product for the Japanese market ; and • Redesigned slaughter flow with Dr Temple Grandin.
1993 Metro Meat Ltd	
Plant Manager Peterborough, Australia	
Accountabilities: All aspects of operations including: quality assurance to maintain EU licence; budget management; staff management and livestock acquisition and export Marketing.	Achievements: <ul style="list-style-type: none"> • Maintained EU licensing standards eg through the maintenance of animal welfare standards; and • Established security of livestock supply through a cooperative arrangement with a rival processor.
1990-1993 Metro Meat Ltd	
Group Manager, Quality Assurance Adelaide, Australia	
Accountabilities: All aspects of quality assurance implementation, licensing compliance and product specifications across 7 plants in 3 states.	Achievements: <ul style="list-style-type: none"> • Implementation of all QA programs and systems across all plants to move to self-regulated systems; • First company to achieve highest QA level.
1986-1990 AUSMEAT	
Technical Systems Training Officer Sydney, Australia	
Accountabilities: Export meatworks and producer training. AUSMEAT language development.	Achievements: <ul style="list-style-type: none"> • All meatworks in the AUSMEAT language feedback system and educated producers at field days. • Introduced the USDA grading system into Australia;
Referees	
Sharon Starick, Chair Animal Health Australia 0417883659	Mr Kerry McAuliffe, ex Chair WAMIA 0408073006

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Name of the Committee / Task Group:

Frontier Services Board

Brief description of the Mandate / Terms of Reference for this body:

To offer service and ministry in the name of Christ to remote Australia through compassionate care, justice and nurture of the spirit.

Personal Information:

	<p>Name: Stephen Webster</p> <p><i>(Please complete as relevant)</i></p> <p>Congregation: —</p> <p>Presbytery: —</p> <p>Synod: <u>Queensland</u></p>
<p>What skills and experience will you bring to the Committee / Task Group?</p> <p>Please see Resume</p>	
<p>What if any relevant experience have you had in the life of the Church?</p> <p>- Ordained Minister of Religion (Australian Christian Churches) 2003 -2010</p>	
<p>What if any relevant qualifications do you have?</p> <p>- Please see Resume</p>	
Age range	<div style="display: flex; justify-content: space-between;"> Under 30 30-59 (this age) 60+ </div>
Ministry category	<div style="display: flex; justify-content: space-between;"> Lay Ordained </div>
Location	<div style="display: flex; justify-content: space-between;"> Remote Rural Regional Centre City <u>Brisbane</u> </div>
<p>What cultural and linguistic background do you have?</p> <p>n/a</p>	

Referees: *(Please list the names and contact details of two people to act as referees for you in regard to this role)*

1. Jodie McAloney - 0438222509
2. Jon Tumes - 0417 813 689

If you are not appointed to this body, are you willing for Assembly to retain a copy of this form, and to consider you for appointment to a relevant task group in the future? YES / NO

Signature: _____

Date: 13/10/23

PERSONAL DETAILS

- 0433 142 215



webster.stevej@gmail.com



[linkedin.com/in/steve-webster-executive](https://www.linkedin.com/in/steve-webster-executive)

QUALIFICATIONS

Master of Business Administration (complete in Feb 2024)

Australian Institute of Business

Grad Diploma in Management

Australian Institute of Business

Bachelor of Government and Public Management

Flinders University

Adv Dip in Community Services Management

TAFE SA

Cert IV in Workplace training and assessment

Harrison Training Group

Ordained Minister of Religion (2003-2010)

Australian Christian Churches

PROFESSIONAL OVERVIEW

A highly motivated and motivating SENIOR EXECUTIVE with:

- ♦ Strong organisational and people leadership skills, focusing on productivity in changing and ambiguous environments and a commitment to a strong and positive culture.
- ♦ Demonstrated ability to work across strategy and service delivery and engage with major technology responsibilities to deliver business outcomes.
- ♦ Exceptional communication, negotiation, and networking skills.
- ♦ High levels of adaptability, innovation and responsiveness to new environments and challenges. A reputation for getting things done.
- ♦ Ability to engage with ideas and innovation to bring about systemic change.

RECENT CAREER SUMMARY

CHURCHES OF CHRIST CARE – cofc.com.au

DIRECTOR OF BRAND, MARKETING AND COMMUNICATIONS. GOVERNMENT RELATIONS AND POLICY ADVISOR

WORLD VISION AUSTRALIA – worldvision.com.au

CORPORATE PARTNERSHIPS MANAGER

CITY OF ONKAPARINGA – onkapingacity.com

DEPUTY MAYOR

AUSTRALIAN FEDERAL PARLIAMENT

POLICY AND MEDIA ADVISOR

SAMMY D FOUNDATION – sammydfoundation.org.au

BOARD CHAIR

CONSULTING SKILLS

Strategy Development & Innovation

- ♦ Led the development of the whole of org brand and marketing strategies for top 10 NFP in Australia in 2021.
- ♦ Led the development of the Customer Experience (CX) strategy for 5 business units.

Organisational Management & Optimisation

- ♦ Delivered shared services – marketing, communications, and fundraising to 5 departments and the associated corporate systems. **Annual OPEX \$6M, 25 FTE.**
- ♦ Led department restructure optimising skill requirements and service delivery resulting in 23% increase in customers and 9% revenue growth to \$339m for Org of 4200+ FTE.
- ♦ Implemented **AGILE** (Scrum) project management and delivery methodology and **PROSCI – ADKAR** Change management and communications methodology.

Policy & Advisory

- ♦ Provided advisory and policy services across human services, foreign affairs, trade and regulation-related portfolios, and customer services. Led org-wide legislative response to the Royal Commission into Aged Care Quality and Safety
- ♦ Coordinated policy and strategy development across diverse portfolios.

Governance

- ♦ Inaugural Chair of the Board for Sammy D Foundation a not-for-profit youth harm prevention company
- ♦ Deputy Mayor for South Australia's largest metropolitan council, of 160,000 residents, 600 staff, \$2.1b assets, **\$160m annual budget**
- ♦ Member of Executive leadership team for top 10 NFP in Australia

Complex Stakeholder Consultation

- ♦ Multi-agency and whole-of-government relationship management, engagement and governance.
- ♦ Experience in customer engagement, including co-design and collaboration activities, face-to-face consultation, online engagement, multi-channel state-wide consultation, targeted marketing and communication activities and major events with targeted audiences.

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Name of the Committee / Task Group:

Frontier Services Board

Brief description of the Mandate / Terms of Reference for this body:

To offer service and ministry in the name of Christ to remote Australia through compassionate care, justice and nurture of the spirit.

Personal Information:

<p><i>Affix photo here</i></p> 	<p>Name: Rev. Andrew Phillip Syme</p> <p><i>(Please complete as relevant)</i></p> <p>Congregation: All Saints Floreat</p> <p>Presbytery: Presbytery of WA</p> <p>Synod: Synod of WA</p>
<p>What skills and experience will you bring to the Committee / Task Group?</p> <p>Over 20 years in CEO roles in Schools in WA and Victoria.</p> <ul style="list-style-type: none"> Strategy Management Organisational Design Staff Development <p>Ordained Minister working within Agencies of the UCA</p> <p>Acted as General Secretary of the Synod of WA (two temporary roles)</p>	
<p>What if any relevant experience have you had in the life of the Church?</p> <ul style="list-style-type: none"> Ordained Minister of the UCA General Secretary (two temporary roles) Executive Officer for UCA Schools in WA 	
<p>What if any relevant qualifications do you have?</p> <ul style="list-style-type: none"> Bachelor of Theology Masters of Education Ordination as Minister of the Word – Uniting Church in Australia Studied the Australian Institute of Company Directors course Fellow of the Australian College of Educational Leadership Principal of the Year in 2009 (National Award across all sectors) 	

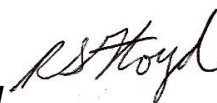
Age range	Under 30	30-59	60+ X
Ministry category	Lay	Ordained X	
Location	Remote	Rural	Regional Centre City X
What cultural and linguistic background do you have?			
Australian, English speaker			

Referees: *(Please list the names and contact details of two people to act as referees for you in regard to this role)*

1. Rev Dr Andrew Willimas – General Secretary Synod of WA
2. Professor Peta Sanderson – Chair of Penrhos College Council

If you are not appointed to this body, are you willing for Assembly to retain a copy of this form, and to consider you for appointment to a relevant task group in the future? YES / NO

Signature: **Given verbal and email approval from David Syme to proceed**



Date: 12/10/2023

Rev. Andrew P Syme

Brief Resume

Education:

1998 - Master of Education – Murdoch University

1990 - Bachelor of Theology – Sydney College of Divinity

1990 - Ordination as Minister of the Word – Uniting Church in Australia

Awards:

2009 - Principal of the Year (National)

2008 - National Fellowship Australian Council of Educational Leaders (ACEL)

Career Employment:

1979 – 1986

Teacher; Sportsmaster and Head of Year

NSW Department of Education (Sydney and NSW Country schools)

1990 – 1993

Chaplain

Newington College – UCA school Sydney

1994 – 1997

Deputy Headmaster

Wesley College – UCA School, Perth

1998 – 2010

Headmaster

Scotch College – UCA School, Perth

(1400 students – approx. 200 FTE staff – single campus - \$30M annual budget)

2011 – 2017

Principal

Caulfield Grammar School – Anglican School, Melbourne

(3200 students – approx. 600 FTE staff – five campuses (national and international - \$110M annual budget)

Jan 2019 – Sept 2021 **Executive Officer Schools and Residential Colleges**

UCA Synod of WA

Feb 2020 – March 2020

General Secretary

UCA Synod of WA

Aug 2020 – Dec 2020 **Interim Principal**

Tranby College – UCA school in southern Perth

March 2021 – Sept 2021 **General Secretary**

UCA Synod of WA

Current Board Positions

Penrhos College – Nov 2022 -