

CHRIS AILWOOD

Chris is a widely experienced business strategist with extensive knowledge of business and government. His distinctive competency is in facilitating and directing change with emphasis on effective use of technology and systems to reduce business risk and deliver sustainable advantage.

He is currently providing advisory services to a range of public and private sector organisations in the technology, transport, education, asset management, law enforcement, taxation and information industries. Most recently he has:



- refined the strategic planning process of a revenue collection agency
- determined the viability of outsourcing the data processing of a law enforcement agency
- prepared system strategies and policy proposals for a major smartcard project
- ensured timely completion of a major procurement program for the Sydney 2000 Olympic Games
- managed a critical security implementation for the Sydney 2000 Olympic Games
- assessed the privacy risks for a government business enterprise and a major technology project
- prepared a preliminary feasibility assessment on leading-edge technology for a rural council
- developed an information management & technology strategic plan for a land information agency
- assessed the risks of fraud in a major government agency and developed an effective control strategy and compliance program.

Chris has experience in a broad range of business and government administration. He has advised Ministers and Chief Executives, attended Cabinet and Board meetings, reviewed top management performance, managed high volume customer service areas, directed large-scale computing operations, revitalised debilitated management systems, developed innovative solutions to intractable policy problems and supervised numerous competitive tendering and contracting initiatives. He is equally effective in devising and managing change in public and private sector environments and successfully bridges the gap between business and government for the benefit of both parties.

Engineering certainty in risk strategy.

Chris' special interest is in driving the use of technology from a marketing and regulatory compliance perspective so that investments and development effort are properly focused on the delivery of business growth and the achievement of corporate objectives. He pursued this when directing the expansion of a distributed on-line inquiry network in the early 1980s, when devising smartcard strategies and integrated financial instruments in the mid 1980s, and again when implementing and refining an automatic ticketing system in the mid 1990s. On each occasion, his primary concern for the business impact, risks and commercial potential of the technology significantly enhanced the outcomes. His successful approach to technology from a marketing perspective is being increasingly sought for application to Internet and electronic service developments where the potential of new business channels necessitates close attention to brand values and business risk.

Chris is an Honours graduate in Science, a Master of Business Administration and a Fellow of the Australian Institute of Company Directors. He has also studied computing methods at post-graduate level and lectured in chemical analysis and computer programming.

His career started as a mining chemist where, in conjunction with police, he developed new forensic techniques for the identification of explosives and, with atomic energy scientists, a new radio-isotopic method for ensuring safe working environments in underground coalmines. Later he applied the same attention to investigative detail and scientific logic to the management of technology, organisational change, risk assessment, policy development and business strategy formulation.

Chris's management and communication skills have been honed in environments requiring strong analytical techniques, political nous, commercial acumen, effective consultation and a clear understanding of the relationship between technology use, marketing strategy and business risk.

His business, Bridgeisle Business Solutions, is a founding member of [The Kennington Alliance](#), a multi-practice advisory service specialising in compliance risk assessments, and when appropriate he brings the diverse skills and experience of the Alliance throughout Asia to the benefit of his clients.



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SELECTED SPECIALIST ASSIGNMENTS

In various capacities, Chris Ailwood has conducted the following assignments.

1. 2002 (current): Developing strategic advice on rationalisation of customer interface services for a major NSW government agency.
2. 2002 (current): Reviewing prospects for electronic conveyancing of land titles in NSW.
3. 2002: Assessed fraud risk and developed effective control strategy for a major NSW government business enterprise.
4. 2002: Determined feasibility of an online procurement and disposal auction facility for an established strategic asset manager.
5. 2002: Developed an IM&T strategic plan for a NSW government business enterprise.
6. 2002: Prepared strategic asset manager's tender submission to Department of Defence for sale by on-line auction of two decommissioned inshore minehunters.
7. 2002: Assessed the prospects for a rural council in NSW to establish a plasma arc incinerator for putrescible waste conversion as a local investment and employment generating initiative.
8. 2001: Provided business development and government tendering advice to an established Internet software systems developer.
9. 2001: Developed Privacy Plan for the Sydney Integrated Ticketing System consistent with the National Privacy Principles of the Cth Privacy Act 1988.
10. 2001: Identified and described privacy risks for a major NSW government business enterprise arising from the Information Privacy Principles of the NSW Privacy & Personal Information Protection Act 1998.
11. 2000-2001: Developed case study content for a major re-vamp of the Office of Small Business's Business Entry Point website.
12. 2000: Managed the implementation and operation of a critical security measure at the Athlete's Village for the NSW Police Service's Olympic Security Command.
13. 2000: Provided assistance to the NSW Police Service's Olympic Security Command in expediting major equipment and services procurements as part of its preparations for the Sydney 2000 Olympic and Paralympic Games.

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14. 2000: Developed strategies and implementation proposals for ERG Motorola alliance in responding to NSW Government's call for tenders to provide a smartcard based integrated ticketing system for Sydney's public transport operators. Work involved development of channel and product strategies and their integration into a marketing plan together with device installation and maintenance plans for the implementation of a contactless smartcard.
15. 2000: Prepared international tender submissions for a locally-based corporate relocation service.
16. 1999: Developed a detailed implementation plan for the outsourced supply of commercial website development and exploitation services for the Office of Small Business's Business Entry Point. This involved close examination of government agency plans to issue digital certificates for electronic transaction authentication and of the commercial potential of regional mirror sites to enhance service delivery in remote areas.
17. 1999: Facilitated website security policy workshops with peak small business representative bodies in Sydney and Canberra for the Office of Small Business. This involved close association with Internet security expertise from the Defence Signals Directorate in Canberra
18. 1999: Assessed revenue potential of the Business Entry Point website for the Office of Small Business, involving strategic assessment of the commercial value of Internet communications as well as the value to business of a single channel into all government agency transactions.
19. 1999: Facilitated a workforce planning regimen for NSW Treasury's Office of State Revenue, including conduct of staff workshops and the creation of a Microsoft Excel modelling tool.
20. 1999: Developed an Internet strategy consulting service as part of a highly successful and respected website design studio.
21. 1999: Assisted ERG Ltd respond to a tender for maintenance of State Rail's automatic ticketing system, including development of comprehensive and time critical mobilisation plan.
22. 1996-1999: Facilitated strategic planning workshops for NSW Treasury's Office of State Revenue.
23. 1998: Identified business prospects within government agencies for a boutique call centre operator and devised a communications strategy to effect sales.
24. 1998: Assessed the opportunities for shared corporate service efficiencies among agencies within the NSW Ministry for the Arts portfolio.
25. 1998: Assessed the workload, organisational fit and service level agreement requirements of the Clinical Forensic Medicine Unit of the NSW Police Service.
26. 1998: Conducted workshops on competitive tendering and contracting practices for Pfizer Pharmaceuticals.
27. 1998: Facilitated creation and structuring of a new Client Service Centre for the NSW Treasury's Office of State Revenue.
28. 1998: Assessed the feasibility of outsourcing the National Police Fingerprint Processing Data Centre for the NSW Police Service.

29. 1997: Successfully challenged the EIS for re-introducing trams into Sydney's CBD for the Sydney Business Council.
30. 1997: Developed a strategic membership marketing program for the NSW College of Nursing.
31. 1997: Identified Australian investment prospects for the Welsh Development Agency.
32. 1996: Restructured the Faculty of Education at University of Western Sydney at Nepean to achieve required cost savings and enhance focus on service delivery to students.
33. 1996: Secured local development consents for a multi-national billboard media operator.
34. 1995: Completed implementation of CityRail's Automatic Ticketing system as principal owner's representative. Directed all implementation activities, including progressive roll-out, user education, resolution of technical interface issues, achievement of operational integration, establishment of control protocols, user acceptance trials and subsequent system refinement.
35. 1994: Secured major increase in CityRail's commuter rail patronage with innovative marketing strategy and advertising program. Directed customer research, public relations activities, marketing program development and creative advertising production.
36. 1993: Negotiated resolution to privacy concerns over long-term ticketing arrangements for rail, ferry and bus commuters.
37. 1991-1993: Directly supervised major customer service and security improvement program on CityRail's CityCircle underground commuter rail stations, overseeing day-to-day operations and driving new initiatives as test-bed for wider application throughout network. Secured substantial increases in presentation standards, security and patronage.
38. 1989-1991: Privatised CityRail's printing, retail shopping, call centre and billboard businesses with major cost reductions and revenue increases in all instances.
39. 1989: Prepared the rationale and justification for outsourcing the services of the NSW Government Printing Office.
40. 1988: Introduced driver's licence and vehicle registration cancellation in NSW for unpaid parking and traffic fines.
41. 1987: Developed photo and colour-coded drivers licence system for NSW, devising privacy policies, documenting administrative policies and procedures, specifying system requirements, and securing equipment and systems supply and maintenance contacts.
42. 1986: Developed the policy and implementation arrangements for de-regulating intrastate coach services within NSW.
43. 1985: Facilitated increased competition among intrastate airline operators in NSW by recommending relaxed licensing conditions.
44. 1984-1987: Directed operations and development of major mainframe computer installation and remote network for NSW Department of Motor Transport. Replaced central processes, upgraded systems software, extended network and introduced direct links with Police computers.

45. 1983: Conceived, organised and promoted first Australian auction of motor vehicle number plates, establishing collectors market legalising and taxing former black market activity.
46. 1981: Assessed and re-configured NSW's Torrens Register Automation Project for the then Registrar General's Office (now Land and Property Information within DITM)
47. 1980: Provided personal policy advice to NSW Minister for Mineral Resources and Development.
48. 1979: Reviewed management and technical performance of State Rail Authority's computer installation and devised effective reform strategy.
49. 1979: Implemented new computerised superannuation system for coal miners in NSW.
50. 1976-1980: Reviewed top management contribution of numerous NSW Government agencies.
51. 1974: Developed new radio-isotopic technology for assessing fire and explosion risk in underground coal mines with Australian Atomic Energy Commission.
52. 1972: Identified explosives in letter bombs detected in Sydney following the Munich Olympics and with NSW Police prevented any incidents arising.
53. 1970-1976: Assisted NSW Police with numerous identifications of explosive devices and residues collected as evidence in criminal and terrorist prosecutions.