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| Personal details | Adam Bret Carter | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Work visa/residency | Australian Citizen. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Residence | 122 Queens Parade, Brighton Brisbane 4017 QLD Telephone Home - (07) 38692573 (Mobile) 0400 761 700 E-mail: - acarter@carmalkconsulting.com.au | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Memberships | Associate Fellow - Institute Managers & Leaders Institute Managers & Leaders – Speaking Group Deputy Chair Member – Australian Institute of Company Directors Member – Governance Institute of Australia (GIA Cert) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Education | Governance Institute of Australia (GIA Cert) Bachelor of Commerce – UNISA GCSE A Levels – Business Management and Accountancy Key Person of Influence – Dent Global | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Directorships/ Board Member/Company Secretary | <p>Current</p> <ul style="list-style-type: none"> Chairman & Chairman Finance Committee, St Patricks College, Shorncliffe Director – Carmalk Consulting <p>Past</p> <ul style="list-style-type: none"> Pockets of Brilliance Research Institute Ltd (Director) Sunshine Coast Racing Pty Ltd (Director and Chairman) Queensland Race Product Co Ltd (Company Secretary) Queensland Racing Venue Management Company Ltd (Director) Rockhampton Racing Pty Ltd (Director and Company Secretary) Australian Racing Board, now Racing Australia (Director) Racing Queensland Ltd – Company Secretary | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Executive summary | <p>I have had various financial and management roles in the last 20 years from auditor, accountant, finance manager to CFO and acting CEO and company secretary as well as holding various directorships on for-profit and not for profit boards.</p> <p>I am a leader who is the Chairman's "Wingman". I adapt quickly to an ever-changing environment. I understand my audience through my many diverse roles across many countries and cultures. I can be operational as well as strategic and deal with the operations person to Boards and Audit Committees. I can influence stakeholder groups from CEO's, Boards, Government, Community Groups and have presented at estimates in Queensland Parliament. I can drive the numbers and partner with executive teams to deliver a positive outcome. I also can be the face of the company who enjoys being part of a supportive team and be future thinking.</p> <p>Key industries I have worked in are: -</p> <ul style="list-style-type: none"> Chartered Accounting Hospitality Tourism Adventure Airlines IT Sports Administration Racing – Thoroughbred, Harness and Greyhounds Not for Profit Clubs and Venues For-Profit Publically listed and Private entities Clubs (Incorporated Associations and Company Limited by Guarantee) Statutory Body and Company Limited by Guarantee Education and registered training organisation Civil and construction Manufacturing <p>Employment Summary</p> <table border="1"> <tr> <td>November 2018 - Current</td> <td>Business Manager Martin Collins Australia Pty Ltd t/a Polytrack</td> </tr> <tr> <td>August 2018 to - Current</td> <td>Business Development Manager – Control Connections</td> </tr> <tr> <td>November 2015 - Current</td> <td>Business Advisor – Carmalk Consulting</td> </tr> <tr> <td>January 2014 – November 2015</td> <td>Chief Financial Officer – Racing Queensland</td> </tr> <tr> <td>August 2013 – January 2014</td> <td>General Manager Corporate Services</td> </tr> <tr> <td>March 2012 to August 2013</td> <td>Acting Chief Executive Officer – Racing Queensland</td> </tr> <tr> <td>July 2010 – March 2012</td> <td>Chief Financial Officer – Racing Queensland</td> </tr> <tr> <td>May 2005 – July 2010</td> <td>Finance Manager – Racing Queensland</td> </tr> <tr> <td>March 2003 – May 2005</td> <td>Accountant – Queensland Racing</td> </tr> <tr> <td>July 2002 – February 2003</td> <td>Extensive travel and emigrated to Australia</td> </tr> <tr> <td>August 2001 – July 2002</td> <td>Contract Accountant – Self Various Clients</td> </tr> <tr> <td>July 2000 – July 2001</td> <td>Finance Manager – Safari Par Excellence</td> </tr> <tr> <td>October 96 – June 2001</td> <td>Accountant – Safari Par Excellence</td> </tr> <tr> <td>January 1996 – September 1996</td> <td>Accountant – Comnetex and Samara Services</td> </tr> <tr> <td>January 1994 – December 1995</td> <td>Articled Clerk/ External Auditor – Barbour Robb and O'Conner Chartered Accountants (Affiliated Arthur Anderson)</td> </tr> </table> | November 2018 - Current | Business Manager Martin Collins Australia Pty Ltd t/a Polytrack | August 2018 to - Current | Business Development Manager – Control Connections | November 2015 - Current | Business Advisor – Carmalk Consulting | January 2014 – November 2015 | Chief Financial Officer – Racing Queensland | August 2013 – January 2014 | General Manager Corporate Services | March 2012 to August 2013 | Acting Chief Executive Officer – Racing Queensland | July 2010 – March 2012 | Chief Financial Officer – Racing Queensland | May 2005 – July 2010 | Finance Manager – Racing Queensland | March 2003 – May 2005 | Accountant – Queensland Racing | July 2002 – February 2003 | Extensive travel and emigrated to Australia | August 2001 – July 2002 | Contract Accountant – Self Various Clients | July 2000 – July 2001 | Finance Manager – Safari Par Excellence | October 96 – June 2001 | Accountant – Safari Par Excellence | January 1996 – September 1996 | Accountant – Comnetex and Samara Services | January 1994 – December 1995 | Articled Clerk/ External Auditor – Barbour Robb and O'Conner Chartered Accountants (Affiliated Arthur Anderson) |
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| January 2014 – November 2015 | Chief Financial Officer – Racing Queensland | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| August 2013 – January 2014 | General Manager Corporate Services | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| March 2012 to August 2013 | Acting Chief Executive Officer – Racing Queensland | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| <p>Employment history</p> | <p>Principal/Chief/Owner/Founder Carmalk Consulting www.carmalkconsulting.com.au December 2015 – Current</p> <p>I work with Business Owners, CEO's, General Managers, Committees and Directors to turn around clubs and businesses to make them more sustainable. I focus on three key areas Governance, Performance and Strategy in turning around and improving their business performance. I use the Get on Track Strategic Framework.</p> <p>Key Achievements</p> <ul style="list-style-type: none"> • Getting Clubs and Businesses on Track with effective Strategic planning, business planning and budgeting • Presenting to boards and working closely with Chairman and CEO's to turnaround clubs and make them profitable and increasing attendance, fan engagement and improving the promotion of events and non-game and race day revenue • Maximising the use of facilities through partnerships with Local Government and Commercial sector • Managing businesses and clubs through periods of exceptionally tight cash flow • Implementing sponsorship and corporate partnership strategies to grow revenue • Funding Grants through Federal, Local and State Government for SME's, sports and race clubs. • 70% strike rate with grant applications securing over \$400K in funding • On average increased revenue by 20% and profitability by 10% per client <p>Some Key Clients</p> <ul style="list-style-type: none"> • Brisbane Racing Club • Rockhampton Jockey Club • Townsville Turf Club • Martin Collins Australia • Control Connections • Mackay Turf Club • CBM Air • Abundance Global – David Dugan Business Coach • Not for Profits • 8 Other sporting and racing clubs <p>Consulting and providing strategic advice in the following key areas to businesses: -</p> <ul style="list-style-type: none"> • Strategic Planning • Business Planning • Corporate Governance review and health checks • Financial and management reporting • Budgeting and cash flow • Business case development • Risk management • Compliance • Development of Policies and procedures • Presenting to boards and audit committees <p>Chief Financial Officer Queensland All Codes Racing Industry Board - Racing Queensland July 2010 to November 2015</p> <p>Key Achievements</p> <ul style="list-style-type: none"> • Implemented Business Intelligence system – COGNOS to collect data into a "single source of truth" from 8 disparate systems across the three codes of racing and enhance weekly and monthly reporting for wagering and performance analysis • Implemented Compliance and Risk system "Control Track" both internally for RQ departments and at TAB clubs across the three codes of racing to improve reporting and compliance and ensure managers and clubs are accountable • Managed a period of exceptionally tight cash flow • Prepared numerous Business Cases for Queensland Treasury Approval for key Racing Infrastructure projects - \$22m Brisbane Racing Club Racetrack and stable upgrade, \$15m Gold Coast Turf Club Members and Corporate box facilities and numerous other infrastructure projects around Queensland • Industry Insurances reduction in premium with increased cover <p>Company Description: - Racing Queensland is a statutory body, which administers the three codes of racing in Queensland, Thoroughbred, Harness and Greyhounds. It has an annual turnover of over AUD\$200 million and an asset base of \$173 million and 130 full-time staff and 112 casual/contract staff. 135 Race Clubs report to Racing Queensland. Racing Queensland provides a platform to service the racing industry across the three codes of racing: thoroughbred, greyhound and harness. The focus is on the provision of governance and services to the industry while empowering clubs to manage and administer their facilities.</p> <p>Responsible for the overall management of the Finance Department to ensure the coordinated delivery of all financial, IT services, governance, risk and compliance as well as various stages Internal audit and external audit.</p> <p>KEY DUTIES</p> <p>Oversaw the management of 4 direct reports and 17 staff within the Finance, Governance, Risk, Compliance, Business Analysis and IT Departments including performance appraisals</p> <ul style="list-style-type: none"> • Ensured appropriate resources were always available to deliver efficient and effective financial services to all relevant areas in Queensland. |
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**General Manager of Corporate Services
Queensland All Codes Racing Industry - Racing Queensland
August 2013 – January 2014**

Key Achievements

- Contributed significantly to Racing Queensland White Commission of Inquiry plus my full-time CFO role
- Set up a Governance, Risk and Compliance role and managed the positions and outcomes
- Handover to new Chief Executive Officer and inducted and briefed new Board

Responsible Key areas and 30 staff Finance, Internal and External Audit, Governance, Compliance, Legal, HR (at Various stages), IT, Licensing and Registrations and Marketing

Acting Chief Executive Officer

28 March 2012 – 1 August 2013 (16 Months)

Racing Queensland Limited – 28 March 2012 to 30 April 2013 (Company Limited by Guarantee)

Queensland all codes racing industry board t/a Racing Queensland – 1 May 2013 to 1 August 2013 (Statutory Body formed under the Racing Act)

3 Codes of Racing Thoroughbred, Harness and Greyhounds

Responsible for the operations of Racing Queensland within the established policy and by the delegated authority of the Board of Directors and under the Racing Act 2002. Managed the effective operations of the Organisation working with internal and external stakeholders to develop strategies and business plans that ensure the Organisation works effectively, efficiently and ethically.

Key Achievements

- Introduced Racing Queensland Limited's new Mission Statement "Enable, Assist and Regulate"
- Worked with the Chairman and finalised the revised Industry Infrastructure Strategy submitted to Government released 21 December 2012. Phase 1 projects being Beaudesert Race Club, Cairns Jockey Club, Gold Coast Turf Club, Mackay Turf Club and the announcement of Toowoomba Turf Club.
- Transfer of Club Operations and led the restructures of the Sunshine Coast Turf Club and Rockhampton Jockey Club roles and responsibilities and staff from RQ and transferred back to the clubs in August 2012 including all finance, operational functionality, funding and agreements.
- Attended Budget Estimates in Parliament as the front of the company and have done so on two other occasions as a support role.
- Part of White Commission of Inquiry with no red flags against the CFO/Acting CEO
- Worked closely with Clayton Utz on the due diligence of transitioning from a Company Limited by Guarantee to a Statutory body and implemented all recommendations with Board Approval ready for the new Board and CEO
- Addressed various stakeholder groups and clubs improving communication and trust significantly
- Reported to the Board and Audit Committee
- Dealt with three boards and multiple Chairmen in the time of Acting CEO.
- Introduced 90-day plan and Quarterly Plans
- Introduced in August 2012 to improve the image and efficiencies and accountability of the management of Racing Queensland and reports to the board.
- Undertook a sustainability review of the industry
- Introduced Customer services charter and with over 60% of staff trained.
- Interaction of race day live for Thoroughbreds and Twitter
- Organisation restructure to Corporate Services, Operational and Integrity divisions with new reporting lines and staffing restructure
- Improved customer service through customer service charter and training of frontline staff
- Improved HR and culture across the organisation through a staff survey and staff engagement and following through on staff survey action items
- Undertook organisation staff survey introduced over 60% of recommendations including the setup of a Social Club and removal of silos in the organisation
- Improved staff morale significantly
- Adapted and could adapt to an ever-changing role and environment under some difficult circumstances and developing the morale of the finance team and building a team culture.
- I have completed seven financial year-ends for QRL, Sunshine Coast Racing Unit Trust and Queensland Race Product Co Ltd with a clean audit report on all occasions.
- Involved in the wind up of Queensland Racing when QRL corporatised in July 2006.
- Involved in the set-up Sunshine Coast Racing Unit Trust and the restructuring of the entity as well as the restructuring of other TAB clubs.
- Transferred the accounting services to QRL for Harness Racing for a period of 18 months and transferring back to Harness Racing Queensland as they wanted more control.
- Management of debt and payments through Equine Influenza (EI) period from 25 August 2007 to 13 March 2008. The Commercial Horse Assistance Payment Scheme (CHAPS) was implemented in a very short time period under immense pressure. QRL paid approximately \$55M to 1,000 trainers with over 6,000 horses for each period of CHAPS I and CHAPS II on behalf of the Federal Government. Approximately 450 trainers and 3,600 horses were paid for CHAPS III. From the \$10 retained from Trainers and Owners \$9.6M was paid out to 8 February 2008 to Jockeys, Breeders, Farriers, Float Companies, Clubs and other to maintain industry skills through wages and training and maintain payment of worker's compensation and public liability insurances. A clean Federal Government audit report was received in managing this scheme.
- Taken an active part in the development of HR and reviewed the development of HR Policies and Employee Handbook in line with best practice and legislation.
- Greater focus on the synergies of procurement for TAB race clubs whereby saved the industry over \$250K per annum in Industrial Special Risk Insurance as well as public liability insurance by consolidated the premium for individual clubs.
- Reduced QRL debt and improved cash flow by implementing a rigorous credit policy and reducing debt from \$3.7m to \$500K in 2010
- Implemented Race Information Fees
- Implemented timelier reporting for TAB clubs ensuring the control body has its finger on the pulse.