

Professional Advisory Services

Corporate Capability 2025 Commercial and Financial Advisory Services

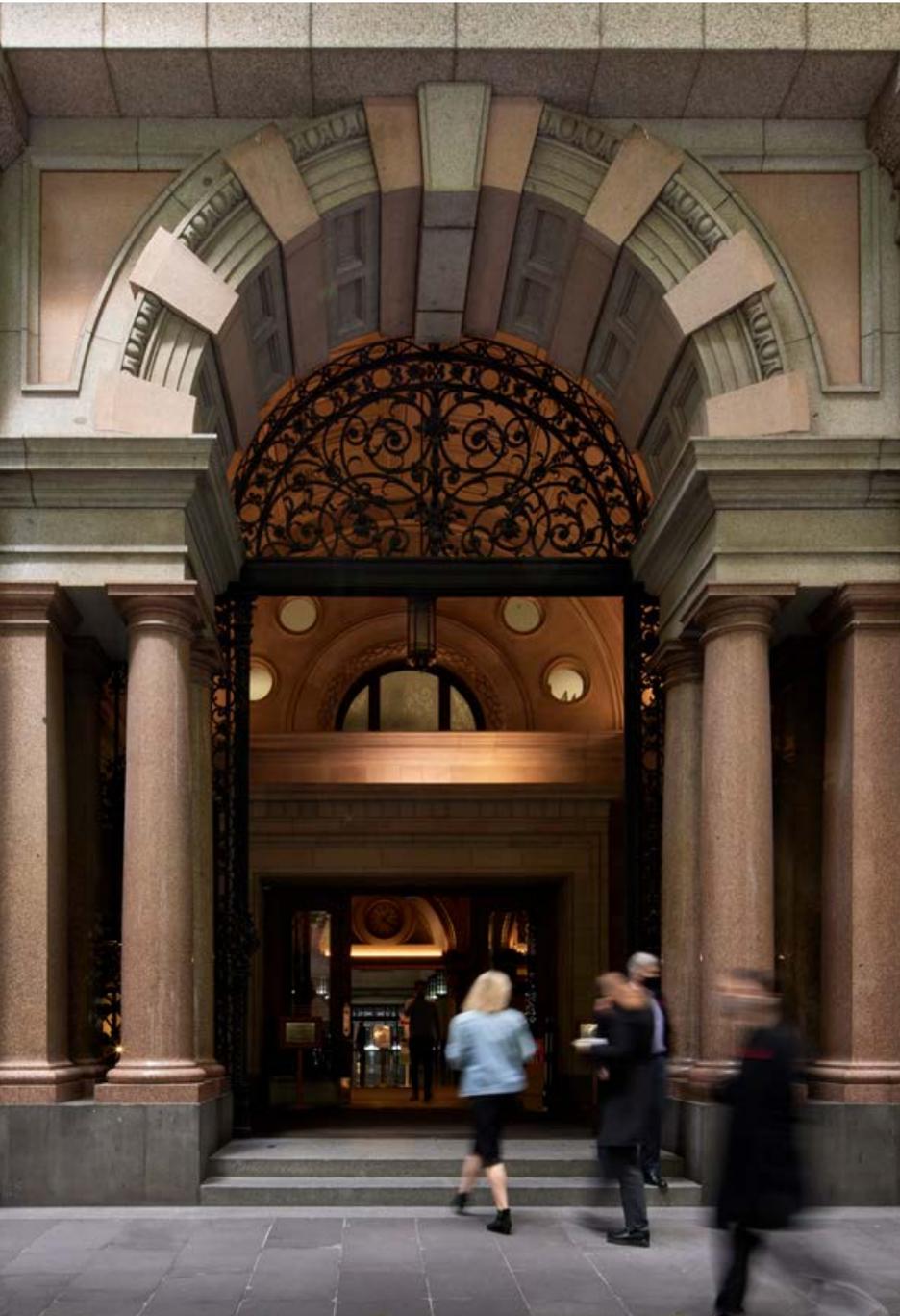


CourtHeath
Consulting

COVERING EVERY ANGLE WITH INTEGRITY

Built on knowledge,
respect and trust.

Experience success.



About us

We are a Melbourne-based company providing commercial, procurement and probity services to government organisations. Our expertise includes:

1. **Strategic needs analysis** – identifying and prioritising service needs, risks and options and identifying project and program improvements.
2. **Business case development** – ensuring that asset initiatives are well researched and stand up to internal and external scrutiny.
3. **Strategic and transactional procurement services** – identifying, managing and reducing risk and thereby mitigating stress involved in conducting a procurement process, providing end-to-end management and meeting time-frames.
4. **Commercial contract management advice** – developing contract management plans, performance management frameworks, tools and processes and providing contract management training.
5. **Program reviews** – evaluating effectiveness of government contracts and service delivery programs.
6. **Commercial contract advice** – identifying and managing risks, negotiating contracts, advising on risk allocation and dispute resolution.

Founded in 1986, we have almost 30 years' experience delivering government service initiatives, and working on some of Victoria's most important asset and infrastructure projects.

We bring transparency, accountability and high standards of commercial conduct to ensure optimal client outcomes for the best value.

Our unique mix of commercial acumen and extensive government experience enables innovative solutions balanced with best business practice.

Our team collectively
has more than
370 years
of experience!



The finest consultants

Our team represents some of Victoria's finest consultants, offering a valuable combination of skills across a range of sectors including construction, ICT, education, health, pharmaceuticals, transport, justice and legal.

Most of our Principal Consultants have over 20 years' experience in public sector infrastructure delivery, and portfolio asset management and are experts on the applicable policy frameworks. Our Principal Consultants are supported by specialists in document automation, template development, online procurement tools, media relations, marketing and event management.

Our experience and skills provide tailored services that achieve client outcomes efficiently and cost-effectively.



Pauline Bernard
Managing Director

Pauline is an expert probity practitioner with 25 years' experience advising on a variety of transactions including procurement, grants and other competitive processes. With a background in construction and contract law, Pauline has led many of CourtHeath's probity assignments over the last 15 years. Prior to that she was an in-house probity advisor and procurement solicitor in the Department of Infrastructure providing probity and process advice and developing best practice guidance for conduct of commercial transactions.



Dr Kenneth Doig
Director

Founding director Ken Doig has provided specialist technology services to major companies in Australia for many years. His work has helped achieve breakthroughs in major telecommunications projects, including for Telstra, Siemens, NEC and Nokia Siemens Networks. He has worked in project management and telecommunications infrastructure procurement at the highest level. In recent years, Ken has brought this expertise to the not-for-profit sector, where he has delivered bioinformatics projects for cancer research and clinical diagnostics.



Dr Julia Cornwell McKean
Principal Consultant

Julia is an experienced probity advisor who works on CourtHeath's procurement, licensing and grants processes for Victorian Public Sector, Local Government and tertiary sector clients. She brings specialist expertise in internal audit, policy review, risk management, investigations, governance and Victoria's Social Procurement Framework. Julia has spent more than twenty years in roles servicing the public, including twelve years as an Executive in the Australian Public Service and, currently, as a Director of Goulburn Valley Health and Mayor of Berrigan Shire Council on the Vic/NSW border.



Phillip Weiss
Principal Consultant

Phillip has extensive experience working for private firms and for government organisations including Victorian government departments and agencies where he worked as an internal probity advisor. He is very experienced as a probity practitioner, procurement consultant and lawyer. He has a broad educational background with a Diploma of Electronics, a Bachelor of Arts, an Honours Law Degree and a Master of Laws specialising in commercial law. In his Masters degree in Government Contracting and Tendering, Phillip focused on the legal basis and relevant case law that forms the basis for probity.



Andrew Smale
Principal Consultant

Andrew is a management consultant specialising in strategic procurement, probity and asset management. Andrew has senior executive experience in policy development, project delivery and management. He has led business units in excess of 200 staff, and with budgets of \$30 million recurrent and \$250 million capital. He has wide knowledge of resource management obtained through study and application, as well as knowledge of government procurement policies, standards and codes. Andrew provides practical probity strategies and solutions to ensure defensible outcomes and best value for money.



Elizabeth Tower
Senior Consultant

Elizabeth is a probity consultant who has worked on a variety of CourtHeath projects for state government departments and agencies and local councils. Having completed a Bachelor of Law and International Relations, she brings extensive legal experience from her work in criminal law policy and practice, and migration law. Elizabeth has a passion for clear communication through a variety of channels, supporting Courtheath to explain probity objectives and policy requirements to clients. In 2021, Elizabeth completed a Micro Certificate in Foundations of Social Procurement at the University of Melbourne Law School – School of Government, and in 2023 a probity certification Maintain and Enhance Confidence in Public Service from Australian Centre for Financial and Environmental Compliance.



Phillip Greenham
Senior Partner

Phillip is a seasoned construction lawyer and commercial advisor with over 35 years of experience. He has extensive expertise domestically and internationally arbitrating, specialising in construction, infrastructure, mining and resource matters. Phillip delivers specialised training to personnel, ensuring effective implementation and compliance. A member of numerous prestigious legal and construction law organisations, including the International Academy of Construction Lawyers, Phillip is widely recognised for his depth of knowledge and his practical, solutions-focused approach.



Mark Robinson MAICD
Senior Partner

Mark is a business and ICT professional with over 40 years of experience in government and transformative projects. His expertise spans change management, project governance, and organisational readiness, making him a trusted subject matter expert in advising government, health and education sectors. As an experienced change manager and program leader, he has successfully delivered complex, large-scale projects on time and beyond expectations. His practical, results-driven approach makes him a trusted advisor in navigating digital futures.

On client surveys,
satisfaction with our people
averages **92%** on a range of KPIs
including:

- **satisfaction with services**
- **satisfaction with managing fees**
- **satisfaction with quality of work**



Excellent services

Our Commercial and Financial Advisory Services experience is informed by both government and service provider perspectives.

“The service was of very high quality and well received. Pauline and Helen assisted the Department with its objectives. Their conduct was very professional, timely and considered, particularly noted were the positive and helpful interactions with myself and other Departmental stakeholders. The quality of documents and outputs were also of a professional quality.”

Government Client



Strategic policy review, reform and project development

We have undertaken a number of assignments involving service need analysis, service planning, feasibility and strategic assessments.

Our team's experience includes:

1. reviewing program delivery practices, investigating relevant delivery model options and recommending reforms to improve service outcomes and reduce inappropriate spend
2. contributing to the development of Victorian government commercial policy
3. providing commercial advice and undertaking strategic reviews, feasibility studies, preliminary cost benefit analysis, preliminary project costing, and whole-of-life costing including benchmarking and risk valuation

4. advising state government agencies on project delivery options including the suitability of alliancing frameworks, design-and-construct versus lump-sum contracts, and implications for different types of projects.

Outcomes include:

- more effective and responsive service to stakeholders
- reduced risk of roting and adverse audits
- enhanced reputation and respect within the public sector through strengthened programs.

Business case development

We have significant experience preparing business cases, including analysis of market capability and appetite, detailed financial analysis, stakeholder identification, consultation and issues analysis as well as defining the project requirements. Our approach aligns with Treasury's Infrastructure Management Standard and the Investment Lifecycle Guidelines.

Our team's experience includes:

1. formulating risk mitigation strategies through risk identification, analysis and valuation
2. identifying optimal delivery models for complex or simple contracts
3. developing and reviewing business cases
4. developing/reviewing media and communication plans
5. demonstrating expertise in determining whether commitments made to government in the business case have been delivered to the quality, price and time promised at project close.

Outcomes include:

- enhanced evidence-based decision making, scaled to match the characteristics of individual initiatives
- business cases strategically aligned to priorities and objectives, representing value for money.





Market engagement and implementation

The development of tendering strategies and management of procurement processes to ensure alignment with sound commercial practice and government policy.

Our team's experience includes:

1. managing end-to-end procurement process activities including drafting invitation documents, developing evaluation criteria, providing evaluation management and support, and documenting recommendations to demonstrate achievement of value for money outcomes
2. drafting specifications and coordinating the development of technical specifications by others
3. developing and advising on tendering strategies, evaluation criteria, and project tender documentation including EOI, RFP, RFT, RFQ and other invitations
4. developing tendering tools and template documents
5. reviewing tendering processes and templates
6. producing procurement guidance
7. working with external lawyers to develop performance standards and performance management regimes with measurable KPIs, tiered consequences with robust payment mechanisms that provide performance incentives and match the value for money drivers
8. providing strategic and technical input to the development of contractual structures (in conjunction with separate legal advisors)
9. facilitating interactive tender processes as the procurement advisor
10. developing negotiation strategies.

Outcomes include:

- the removal of unnecessary steps in the process
- assurance and confidence that processes have been undertaken thoroughly and that recommendations are well supported
- market engagements that progress efficiently, cost-effectively and without compromise to process integrity
- optimal outcomes that are defensible.

Commercial contract management

We have provided extensive contract management advice, both as public sector advisors and in the private sector.

Our team's experience includes:

1. preparing contract management plans
2. designing supplier review programs
3. coordinating the preparation of contract administration manuals to support contract administration on a day-to-day basis
4. commercial contract management advice
5. contract management training to Commonwealth and State entities.

Outcomes include:

- a strengthened capability through practical legal and commercial contract experience
- collaborative contracting behaviour that maximises value and addresses challenges effectively
- exposure to government contracting shared through formal training and specialist advice.



VicRoads South-Western Region maintenance alliance



Project, program and business review

(incorporating business re-organisation reviews)

We have recently undertaken a number of state government reviews of program delivery and operations.

Our team's experience includes:

1. reviewing compliance with procurement policies and processes and use of intellectual property
2. reviewing construction programs, considering contracting and tendering practices and compliance with applicable procedures
3. considering practices in other jurisdictions, identifying opportunities for service improvements and evaluating delivery, operations and benefits.
4. reviewing internal, policies, practices and procedures to assess compliance with applicable requirements and making best practice recommendations.

Outcomes include:

- significant cost savings through program reviews
- an understanding of factors affecting efficiency including investigating practices and relationships with stakeholders
- the elimination of avoidable inefficiencies in the program re-design
- improved processes, providing re-assurance to the complainants.

Economic Advisory Services

(General Economic Advice – including forecasting, modelling, review and analytics)

Our team's experience includes:

1. providing advice relating to and development of regulatory frameworks
2. undertaking comparative analysis of regulatory frameworks and methodologies
3. reviewing and providing recommendations for continuous improvement to regulatory frameworks
4. developing or reviewing methodology for evaluating efficiency, productivity and benchmarking
5. developing frameworks and principles for commercial resolution of disputes

Outcomes include:

- solid regulatory frameworks which achieve outcomes in the best interest of the State
- creative solutions to difficult regulatory problems
- capability uplift for staff with regulatory roles





Auditing and investigation

(non-mandatory)

Our team's experience includes:

1. performance audit and review experience (internal and external)
2. conducting preliminary and full investigations for government organisations
3. writing investigation reports and providing recommendations on improvements
4. understanding of risk management, including fraud and corruption prevention in areas of risk such as procurement

Outcomes include:

- defensible, evidence-based decision making in response to investigation findings
- capability uplift of personnel in response to adverse findings, including the development of training modules
- solid mitigation strategies for dealing with fraud and corruption risks

General commercial advice

(incorporating commercial negotiations)

We have significant experience providing commercial advice including negotiation advice.

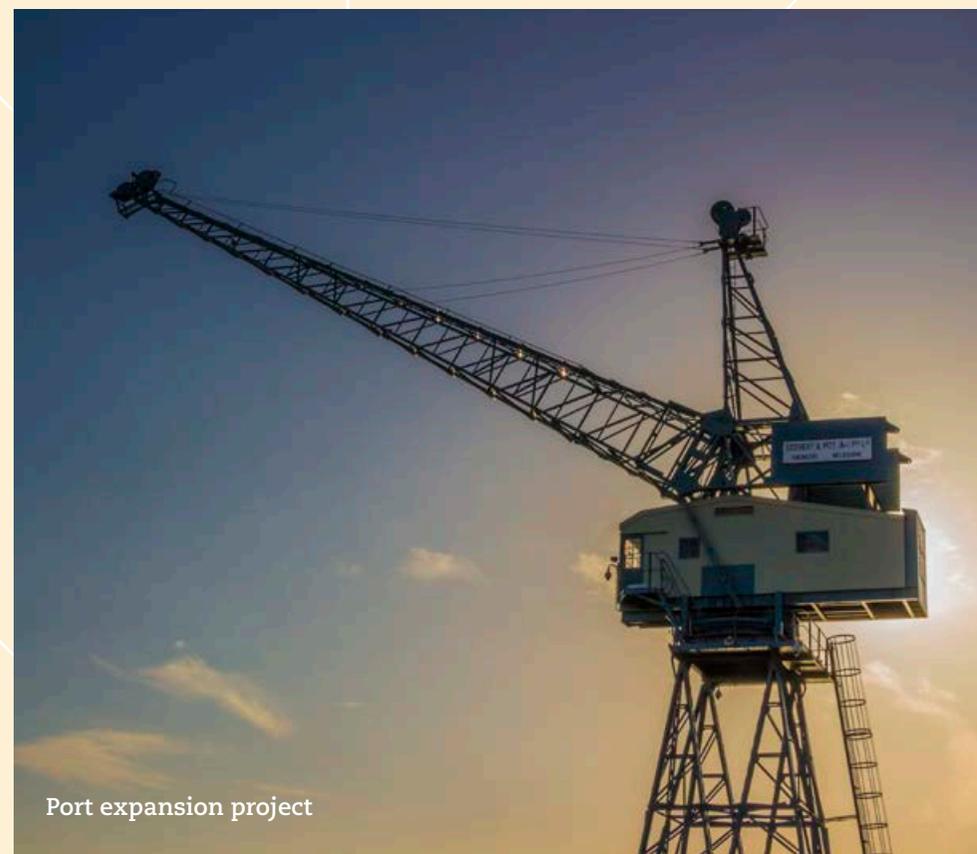
We provide sound commercial advice to state government departments to enable implementation of improved commercial models. Our detailed advice covers operational and governance issues, including optimal risk allocation.

Our team's experience includes:

1. developing risk registers and risk management plans
2. leading commercial negotiations
3. risk allocation and commercial contracting advice
4. advice about contract dispute resolution over many government contracts (including as qualified mediators and dispute resolution practitioners)
5. claims assessment and development of responses to claims (especially in construction).

Outcomes include:

- well-constructed negotiation strategies that match risk and return outcomes
- contracts that are objective and reasonable towards all parties and are unlikely to fail or bring clients into disrepute
- commercial outcomes that are defensible and can stand up to external scrutiny.



Port expansion project

Our recent clients

 Ambulance Victoria	 Australian Catholic University	 Australian Red Cross Blood Service	 Box Hill Institute	 Cenitex	 City of Darebin	 City of Frankston	 City of Melbourne
 City of Port Phillip	 City of Yarra	 Country Fire Authority	 COVID-19 Quarantine Victoria	 Department of Education	 Department of Energy, Environment and Climate Action	 Department of Families, Fairness and Housing	 Department of Government Services
 Department of Health	 Department of Jobs, Skills, Industry and Regions	 Department of Justice and Community Safety	 Department of Premier and Cabinet	 Emerald Tourist Railway Board – Puffing Billy	 Emergency Services Telecommunications Authority	 Energy Safe Victoria	 Environment Protection Authority Victoria
 Forensicare (Vic Institute of Forensic Mental Health)	 The Gordon – Institute of Tafe	 Greater Metropolitan Cemeteries Trust	 Hobsons Bay City Council	 Major Road Projects Authority	 Melbourne Market Authority	 Mildura Rural City Council	 Monash Health
 Monash University	 Moonee Valley City Council	 National Gallery of Victoria	 Parks Victoria	 Peter Mac (Peter MacCallum Cancer Centre)	 Primesafe	 Royal Botanic Gardens Victoria	 Rugby Victoria
 Sustainability Victoria	 Swinburne University	 Transport Accident Commission	 Transport For Victoria	 The University of Melbourne	 Treasury Corporation of Victoria	 VCGLR (Victorian Commission for Gambling and Liquor Regulation)	 VicRoads
 Victorian Managed Insurance Authority	 Victoria Police	 Victorian Planning Authority	 Victorian School Building Authority	 V/Line	 Work Safe Victoria	 Workplace Injury Commission	 Yarra Valley Water

“The integrity of our process had to be flawless, within extremely tight timelines. We contracted CourtHeath to ensure the process was thorough and the probity assured. They were terrific, guiding us through the government policies and processes in a manner that impressed even our internal experts. CourtHeath has the ability to manage the client in a way that generates confidence in the integrity of each and every step. I would certainly recommend CourtHeath to the public sector for probity and procurement services.”

Andrew Williamson



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