



Professional Advisory Services

Corporate Capability 2025 Probity Advice and Auditing Services



CourtHeath
Consulting

COVERING EVERY ANGLE WITH INTEGRITY

Our probity audit and advisory services help clients meet government probity standards, especially regarding:

Conflict of interest

Confidentiality

Ethical conduct

Corruption risks

About us

CourtHeath Consulting provides expert probity advice to government and not-for-profit organisations. We specialise in the public sector in Victoria and have worked on some of the State's most important projects. Our probity audit and advisory services help clients meet government probity standards especially regarding conflict of interest, confidentiality, ethical conduct and corruption risks. Mindful that the community expects transparency, accountability and high standards of commercial conduct, CourtHeath protects public sector clients from reputational damage. Our expertise is providing probity advice that contributes directly to managing risks.

CourtHeath has an impressive track record in providing probity-focused solutions from the simple to the complex, including end-to-end process management. We know how to streamline processes while maintaining the highest standards of conduct and without compromising integrity.

Our probity advisory work strengthens organisational capability and builds understanding – we work collaboratively with agency staff to ensure that they develop an understanding of probity issues and risks, enabling them to embed within their organisations the integrity standards expected in public service.

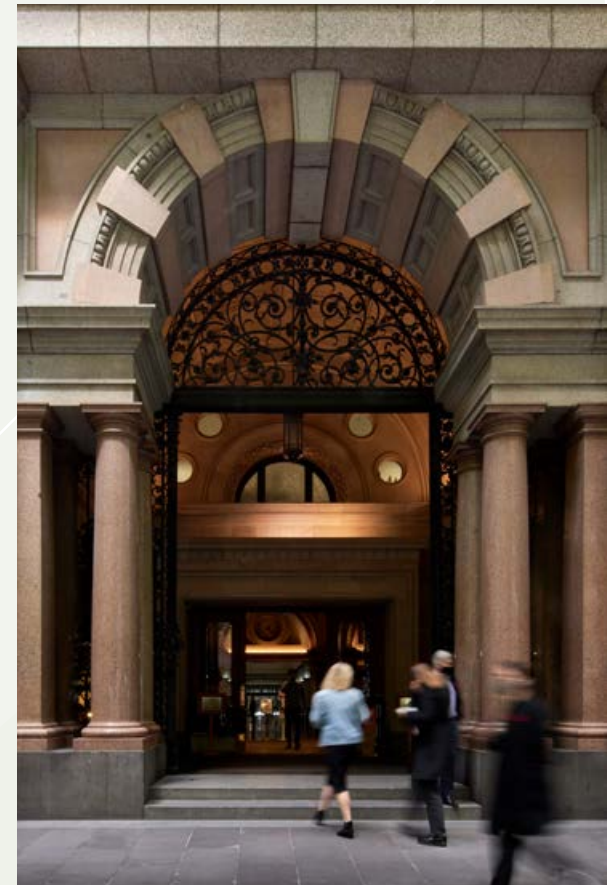
To support ongoing probity management, we customise tools, templates and training to the individual circumstances of each agency.

CourtHeath Consulting is a proud participant in the United Nations Global Compact. We join over 8,700 corporate organisations in 170 countries committed to universal standards in the areas of:

- human rights
- labour rights
- environmental sustainability
- anti-corruption.

Adopting these internationally recognised best-practice principles reinforces our commitment to transparency in business and government, as well as our focus on anti-corruption.

Our probity consultants have undertaken relevant training including the Values of Government and Procurement and the Chartered Institute of Procurement and Supply Ethical Procurement training. Several of our consultants are accredited probity services practitioners. Through professional development and networks, they have up-to-date knowledge of best practice and latest information relating to probity issues.



Our consultants
communicate with clarity
to **provide targeted advice**
through regular dialogue
and structured assistance.



Our probity consultants

Our consultants have worked extensively with the Victorian Government for many years, providing probity and procurement services. Outside government, our consultants have provided probity services to the not-for-profit sector and other organisations that receive government funding.

We have a wealth of experience across a range of industry sectors. This probity experience includes:

- probity auditing
- probity advisory roles at a project or whole-of-program level
- governance and process advice
- probity oversight of government grant, licensing and tender processes
- conflict of interest management
- preparation and review of probity plans and documentation associated with a competitive process
- effective response to reviews and criticisms from Boards of Inquiry and Commissions including IBAC
- training.

The CourtHeath probity team is committed to high quality, responsive and ethical service delivery.

We provide probity advice that is highly practical, targeted and relevant to the particular circumstances including the industry sector, nature of the market and the type of process that is being undertaken.



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.

What is probity?

Probity is about
integrity, fairness and honesty.

In the procurement sector, probity focuses on proper and **ethical conduct**, and propriety in dealings with the market. Businesses and the community expect that government will operate to high probity standards, especially in its commercial dealings.

Highly-recommended Value
Professionalism
Reliable
Tender
Technology
Communication
Guided
high quality
good
flair for consistently
finding fair and
practical solutions
Assurance
Technology
Collaborative
Communicator
Reputable
Technology
Confidence
Professionalism
Efficient
Reliable
Value
safe
Proactive
ICT
Confidence
Efficient
Guided
Assurance
ICT
Responsive
Collaborative
Experience
strengthens understanding
Professionalism
Reputable
Integrity
safe
excellent to work with
and provided timely,
professional advice
Confidence
ICT
Reputable
Communicator
Assurance
Courteous
Heath
Responsive
Value
Reliable
Assurance
Collaborative
sheer grasp of detail
Professionalism
Highly-recommended
safe
Efficient
ICT
Knowledgeable
Confidence
Communicator
good
Professionalism
probity
Reputable
Public Sector
Reliable
Highly-recommended
Timely
Efficient
Professionalism
Technology
clarity and structured assistance as
well as regular dialogue to provide
targeted advice
Building Services
Confidence
Proactive
Highly-recommended
Assurance
Reliable
Collaborative
ICT
Communicator
extremely professional, helpful and
prompt and made my life easier

The principles of probity reflect the values of the public sector:

Integrity, impartiality and actions against corruption

Integrity relates to honesty, openness and transparency in dealings as well as management of conflicts of interest. In the public sector, integrity requires staff to use powers responsibly and to strive to earn a high level of public trust. To achieve this, we help organisations set clear standards of conduct about matters like acceptance of gifts and disclosure of personal interests.

To address corruption risks, organisations need processes in place to encourage reporting, protect whistle-blowers and deal with wrongdoing. A zero-tolerance approach is expected towards serious wrongdoing such as bribery and corruption. We have assisted clients to develop policies and procedures relating to whistleblower protection, acceptance of gifts and hospitality, disclosure and management of conflicts of interest.

Impartiality is particularly important in government decision-making. Decisions must be made based on merit —without bias, caprice, favouritism or self-interest.

Public sector organisations must act fairly by objectively considering all relevant facts and applying fair criteria. Our advice about these matters enables clients to demonstrate high standards of behaviour and to conduct a defensible process.

We are experts on approaches that agencies can take to mitigate fraud and corruption risks. IBAC has recognised that agencies are vulnerable to corruption throughout a competitive process, from the time of drafting the specification and the initial bidding stage right through to contract management including payment and variations. CourtHeath

provides expert probity advice and support for high probity standards that assists to mitigate these vulnerabilities.

CourtHeath is a participant in the United Nations Global Compact, the world's largest corporate social responsibility initiative. Like 8,700 corporate organisations across 170 countries, we have made commitments to universal sustainability standards – as outlined in the UN Global Compact's Ten Principles in the areas of human rights, labour rights, environmental sustainability and anti-corruption.





Competition and market equality

CourtHeath helps clients to conduct competitive processes in a way that treats all prospective respondents fairly and equitably, making sure they have access to the same information. Particular care is required when there is an incumbent competing against other respondents. Fair and equitable treatment of respondents assists the development of a genuinely competitive process.

So that our clients' processes have the requisite capacity and capability, we check that staff and systems are available for each element of the process. Where necessary, we can provide training for staff members.

Consistent and transparent processes

So that our clients can demonstrate that their processes are conducted consistently, CourtHeath provides advice on development of the evaluation plan. We also assist clients to ensure that the documented process is observed in practice and that this can be demonstrated. If there does need to be a change to the process or project scope, we help clients to ensure it's done in a way that doesn't unfairly preference any respondent and additional costs are minimised. We advise on appropriate records to keep throughout the process providing enough information to enable independent review – a process won't be defensible if it's not auditable.

Transparency and fairness are important throughout the competitive cycle, not just during evaluation.

Confidentiality and information security/ secure and confidential market engagement information

Working closely alongside our clients, CourtHeath consultants ensure that arrangements are in place to keep supplier information confidential – especially intellectual property. This means our clients understand how to keep written and electronic information securely so that information is not leaked from one respondent to another. Where appropriate, we help clients design special processes allowing for confidential dialogue to encourage prospective respondents to offer innovative solutions in the competitive process.

Conflicts of interest

Our consultants assist clients to establish and apply procedures that identify and address actual and perceived conflicts of interest.

This requires open disclosure of relationships that may give rise to perception about bias or conflict of interest. When matters are disclosed, it's important to record all action taken to manage the situation and our consultants are expert in encouraging clients to do this.

Capability matched to all elements of the process

So that our clients' processes have the requisite capacity and capability, we check that staff and systems are available for each element of the competitive process. Where necessary, we can provide training for staff members.

Resources

To assist clients to understand and manage probity risks, CourtHeath has developed Guidance Notes covering issues such as:

- Conducting an Industry Briefing Session
- Debriefing Meetings
- How to Treat an Incumbent
- Interactive Tenderer Meetings
- Invitation to Supply documents
- Negotiations
- Site Visits
- Tender Evaluation Plan
- Tips for Tender Evaluators



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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