

PROFESSIONAL PROFILE

HEATHER KATHLEEN NORRIS

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PERSONAL DETAILS

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Referee details can be provided on request

MEMBERSHIP OF PROFESSIONAL ORGANISATIONS

Member of Australian Institute of Management since 1988.

Member of the Australian Computer Society

Honorary Treasurer and member of Branch Executive Committee of the NT Branch of the Australian Computer Society (ACS) 1999 - 2002.

Member of the Executive Committee of the NT Information Industry Association 2001-2002.

Member of the Council of the Australian Marine Sciences Association (1984-1986)

Secretary of the South Australian Branch of the Australian Marine Sciences Association (1978 – 1984)

PROFESSIONAL QUALIFICATIONS

Qualification Held	Year	Education Centre
Certificate IV in Training and Assessment	2010	CQ TAFE
Graduate Diploma Systems Analysis	1984	SA Institute of Technology
Japanese 1	1979	University of Adelaide
Bachelor of Science (Honors)	1974	University of Adelaide

KEY PROFESSIONAL COMPETENCIES

-) Funding submissions
-) Public Policy submissions
-) Strategic planning
-) Business Planning
-) Project management
-) Report writing
-) Research and analysis including statistical analysis
-) Stakeholder consultation/negotiation
-) Workshop facilitation
-) Presentations
-) Training and assessment
-) Tender development/evaluation
-) Business management
-) Business analysis

SUMMARY EMPLOYMENT HISTORY

Norris Consulting Services

Consultant

Jan 2009 -

Undertaking a variety of consulting roles including project management, submission and report writing, workshop facilitation and training. Recent studies completed or underway include:

- J Development of Collaborative Action Plan and funding submission for the Greater Whitsunday Alliance under the Queensland Government Advancing Regional Innovation Program May 2017.
- J Executive Officer, Whitsunday ROC Ltd. Providing general EO services and managing the two major projects for the ROC, Digital Economy Strategy and WIM Water Alliance.
- J Policy Development Project for Whitsunday ROC Ltd for shared services and regional procurement across the ROC membership (2014);
- J Business Plan including Situation Analysis and Risk Management Plan for Connect Housing Group Mackay. (2014);
- J Business Plan for funding submission under the (then) Australian Government Regional Development Australia Fund for Mackay City Centre Public Realm Improvement project for Mackay Regional Council April 2013. http://www.mackay.qld.gov.au/data/assets/pdf_file/0006/165462/RDAF_400017_Business_Case.pdf
- J Submission on Queensland Government Moving Freight Strategy for Mackay Regional Council and Canegrowers Mackay (2013);
- J Rural Futures Statement for RDA Mackay, Isaac and Whitsunday (2013); www.rdamiw.org.au
- J Submission on the Mackay Regional Council Planning Scheme for Canegrowers Mackay (2013);
- J Feasibility Study for a Moranbah Education and Training Precinct for Moranbah State High School (funded by Anglo American) (2013);
- J Central Queensland Workforce Development Initiatives, a summary of regional engagement with workforce development organisations in the Mackay, Isaac, Whitsunday and Fitzroy and Central West regions for RDA MIW and RDA FCW. (2012); www.rdamiw.org.au
- J Post implementation review of the Bluewater Lagoon, Mackay including economic and social benefits for Mackay Regional Council (2012); http://www.mackay.qld.gov.au/about_council/news_and_media/media_releases/2012_media_releases/benefits_of_bluewater_lagoon
- J Feasibility study, implementation and business plan for the Dysart Community Learning Hub for Dysart State High School (Funded by BMA) (2011);
- J Combined submission on the National Land Freight Strategy for four RDA committees in central and northern Queensland (2011); http://www.infrastructureaustralia.gov.au/public_submissions/nlfs/
- J Submission on the National Land Freight Strategy for RAPAD (2011); http://www.infrastructureaustralia.gov.au/public_submissions/nlfs/
- J Priorities for Freight Transport for Mackay Regional Council (2010);
- J Regional Roadmap for Regional Development Australia Mackay Whitsunday (RDAMW) (2010);

- J Funding application under the Trade Training Centres in Schools program for four central highlands high schools (Middlemount, Dysart, Clermont, Capella) (2010);
- J Mackay Whitsunday Isaac Freight Transport Strategic Directions for MW Regional Economic Development Corporation including a summary presentation report and a detailed technical report on the freight transport network in the region, and the economic drivers of freight transport (2009); <http://www.mwredc.org.au/projects-and-publications>

Department of Infrastructure and Planning, Queensland Government

Principal Planner (A07)

June 2007 – Jan 2009

Primary responsibility for implementation of the Regional Plan for the Whitsunday, Hinterland and Mackay region (Mackay Statistical Division). Included extensive stakeholder engagement, conducting workshops, preparation of strategic documents, project management, strategic planning, statistical analysis, report writing for executive management and senior politicians and managing various groups including a Ministerial Advisory Committee (Regional Planning Advisory Committee).

Mackay Whitsunday Regional Economic Development Corporation

Transitional Chief Executive Officer

June 2006 – Jan 2007

Seconded through Mackay City Council to see the Organisation through a major restructure including extensive constitutional changes to allow for a Board of Directors more representative of business and industry. Required extensive stakeholder consultation and negotiation, preparation of promotional materials and development of funding agreements and contracts with funding agencies, reorganisation of the charter of accounts and preparation of the annual report.

Mackay City Council

Economic Development Officer – Senior Project Officer

Feb 2006 – June 2007

Responsible for all Economic Development activities for Mackay City Council. This included developing funding submissions such as the Bluewater Lagoon, preparing presentations for the Mayor and CEO, statistical summaries of the region, developing the Economic Development website pages and representing council at Economic Development forums.

Department of State Development, Trade and Innovation, Qld Government

Sugar Resource Officer (A07)

Jan 2005 – Feb 2006

The Primary role was management of grants under the Sugar Industry Innovation Fund (SIIF) including development of applications, preparation of assessment reports and management of milestone payments and progress reports. Responsible for negotiation with sugar industry on value-adding developments including ethanol production, bio-commodities and co-generation. The position was a contract position nearing its expiry date.

Central Queensland Forest Association Inc.

Executive Officer

Mar 2002 – December 2004

The role was a complex one requiring initiative, self management and well developed communication skills. Duties include financial and business management of the affairs of the association, development of project proposals for funding, and management of funded projects including audited reports to the funding bodies. Development of business plan and guidelines and policy for the operation of the Association.

Norris Computer Services Pty Ltd

Director/Company Secretary

1986 –

Active director and company secretary in this business, providing assistance in all aspects of desktop and web publishing services to the range of public and private sector clients. Responsible for all financial management for the company including financial input into business planning exercises.

Itmates Pty Ltd

Director/Company Secretary/Contract Manager

April 2000 – January 2002

Developed a joint venture of six Northern Territory (NT) companies to provide application development and projects and consulting services to the NT Government in response to the tender for these services. Prepared the successful tender response and formed the company Itmates Pty Ltd to deliver these services and established the operational guidelines for the company including its relationship to the six member companies and Quality Assurance procedures.

Information Technology Management Services (ITMS) NT Government

1988-2001

During the period 1988 to 2001, I was continuously contracted to provide a variety of management services (including project management), in areas where high level analytical, problem solving and superior management skills were required including the following roles:

Business Manager, NT Government Service Centre

The Service Centre provided Help Desk and other 1st level support services to the Northern Territory Government. As the Government was planning outsourcing these services in 2001, the primary role was to prepare the Service Centre for outsourcing. This involved amalgamating all Help Desk services within government agencies into a single entity, recording of all IT Asset data for 34 agencies within the Help Desk System Infracore, providing service level reporting to determine support requirements for all government agencies, and increasing resolution of calls at the first point of contact.

Project Director, RecordsConnect Project

This Project selected and implemented a Whole-Of-Government Records Management System initially to service 1,000 employees in 34 agencies in the Northern Territory Government for the management of physical records with a pilot implementation of full electronic records management in the Department of the Legislative Assembly. This included tender development, evaluation and implementation of the chosen product (TRIM/Visual Info). As the Project Director, I was responsible for the project delivering on time and on budget (\$3.2M), including management of the vendor team (IBM).

Web Publisher/Web Site Development

Responsible for the design and implementation of the internet and intranet web sites for Territory Health Services. Required to identify potential sources of information for and determine mechanisms to ensure the information was kept up to date with minimal web publishing effort. Identified areas where the Department could gain business advantages through the innovative use of the web environment.

Client Liaison – Health-Net Project

This project was a major revamp of the IT infrastructure within Territory Health Services (4000 staff across 26 sites), including replacement of terminals and low performance PCs. The client liaison role involved ensuring that the clients (including 5 Hospitals and 7 Health Care Centres) were informed, and their needs were addressed during the project with minimal impact on their business.

IT Manager – Conservation Commission of the Northern Territory

During the four year period of this posting from 1988 to 1992, installed a VAX based computer system in the head office and extended the network to three regional centres with remote access to the parks throughout the Northern Territory. The system included Office Automation (email, calendar, wordprocessing etc), expert GIS system, desktop publishing and a variety of scientific applications for processing soils, wildlife and environmental data. Converted all existing data including scientific data to operate on the new system and had the head office system functional for the preparation of a major document including GIS and scientific data within six weeks of initial installation.

Power and Water Authority (PAWA), NT Government

Senior Scientific Officer (Computing) S3, PAWA

Jan 1987 – Aug 1988

Responsible for the management of the VAX computing system for the Water Resources branch, including maintenance of the hardware and software systems, enhancements and modifications to in-house program software for analysis of surface water and groundwater information. Developed the annual budget including recommendations for hardware/software upgrades.

Department of Fisheries, South Australian Government

Senior Research Officer (SO3)

1981 – 1986

Research Officer (SO1/SO2)

1975 – 1981

Conducted detailed scientific analyses of species to provide input into fisheries management policies to ensure achievement of maximum sustainable and maximum economic yield. Conducted detailed analysis of a variety of information sources including log book information from commercial fishermen, data from scientific trials and sampling programs, and creel analysis of recreational fishermen. Developed complex computer population dynamics models involving population density, recruitment, mortality, growth rates and migration.