



# Discipline Committee Review

## Terms of Reference

### 1. Establishment

- 1.1 The Board has established the Discipline Committee (DC) Operational Review (referred to in these Terms of Reference (ToR) as “the review”) pursuant to section 19.2 of the ESA Constitution and section 4 of the ESA Discipline Committee By-Laws.
- 1.2 The group conducting the review shall be known as the DC Operational Review Working Group (“the working group”).
- 1.3 These ToR were adopted by the Board on 1 April 2020.

### 2. Functions

- 2.1 The working group is established to fulfil the following functions:
  - 2.1.1 Appraise the role of the DC as an operational team
  - 2.1.2 Assess the relevant procedures, protocols and policies adopted and used by the DC
  - 2.1.3 Review the consistency and accuracy in which DCs implement said procedures and protocols
  - 2.1.4 Review communication practises and standards between DC members, Board members, ESA members, ESA staff and other stakeholders.
  - 2.1.5 Prepare a report for the Board on outcomes of the review and recommendations for any changes to the above.

### 3. Membership

- 3.1 The working group will comprise of four members, with one member being the Chair of the Board, one member being the Vice Chair of the Board, one being a Director of the Board and the final being the Executive Officer/State Manager.
- 3.2 The members of the working group are listed at Schedule 1 to these ToR.
- 3.3 The working group will be active for the duration of the review for each DC. Where a working group member is unavailable to assist in the review, a replacement will be sought from the Board of Directors.

### 4. Operational Matters

- 4.1 The Board has not delegated any of its powers to the working group.
- 4.2 At the conclusion of the review, a report will be provided to the Board including any suggestions or recommendations to be discussed.

- 4.3 The intention of the Review is to ensure that all committees operate in a manner that is fair, professional and sustainable.
- 4.4 The working group will conduct interviews with members of the DC under review.
- 4.5 At least one member of the working group will attend a DC meeting as a silent observer.
- 4.6 The working group may seek feedback from members outside of the DC.
- 4.7 Discussion with both DC members and non-DC individuals will be treated with confidentiality.
- 4.8 The DC under review will be provided a copy of the report and its recommendations no later than 14 days after the board meeting at which the DC Review report is presented.

## **Schedule 1**

Members of the working group:

- Stephen Ludlam, Chair of the Board
- Wendy Schaeffer, Vice Chair of the Board
- Nicole Kelly, Director of the Board
- Kirsty Dummin, ESA Manager

See Attachment 1 for short biographies of each working group member.

# Attachment 1 – Working Group Bios

## STEVE LUDLAM

Steve Ludlam is a respected International leader of complex engineering programmes in both the Marine and Nuclear domains. He was Chief Executive of naval shipbuilding company ASC Pty Ltd from 2010 to 2014, where he transformed the Business, significantly improving performance and introducing a commercial operating Enterprise, providing Customer solutions.

Before moving to Adelaide to take up this role, Steve was President of Submarines at Rolls-Royce plc in the United Kingdom, where he led the successful modernisation of the country's nuclear-powered submarine program.

Steve's career began with Rolls-Royce as a development engineer working on nuclear submarine programs. He became General Manager of the Submarine Nuclear Reactor Test Establishment and held several Executive Vice-President roles in the Marine Sector of Rolls-Royce. His final position in Rolls-Royce was as President of Submarines – part of the senior Rolls-Royce executive.

Steve holds a Master's Degree in Nuclear Engineering from the Royal Naval college, Greenwich, UK. He is a Fellow of Engineers Australia, a Fellow of the Australian Institute of Company Directors, a Fellow of the Institution of Mechanical Engineers, UK, and was elected a Fellow of the Royal Academy of Engineers in 2010. He has been voted one of Engineers Australia's 100 most influential engineers on four separate occasions.

His current assignments concentrate on delivering better economic value from a broad range of Industries, improving productivity, generating market penetration and growth and introducing new business models. He is currently Chief Advisor-Industry and Chair of two South Australian Government Committees, one responsible for developing a Modern Industry Policy and the other for implementing the Public Private Partnership mediation commitments at the Royal Adelaide Hospital. He is a member of the Defence South Australia Advisory Board and a member of its Audit and Risk Committee.

## WENDY SCHAEFFER

An Olympic Gold medallist in the Equestrian Three Day Team Event at the 1996 Atlanta Olympics, Wendy brings her high performance skills and extensive experience in the sport as a competitor and a coach to the Boardroom. She is the Director of Sunburst Equestrian, an Equestrian services company founded in 2001, which is based on the 110 acre family property, "Sunning Hill" in Echunga.

Living, competing and coaching in the UK and Europe for the majority of the past 10 years has exposed her to the promotion, governance and professionalism of equestrian sport on the world stage. It is with this insight and its practical application to the sport in South Australia combined with her profile in this state, that Wendy believes she can help further promote the sport and grow its membership base.

Outside of the equestrian industry, she graduated as a Physiotherapist from the University of South Australia in 1999 and later gained a Masters in Animal Science (Physiotherapy) from the University of Queensland in 2006. Subsequent to joining the Equestrian South Australia Board in December 2018, Wendy became an associate member of the Australian Institute for Company Directors and is undertaking their highly regarded training courses to further her skills in this new arena.

## **NICOLE KELLY**

Nicole has worked as a Country Lawyer for 25 years in general legal practice but now specialises mainly in the area of Family Law. She holds a Bachelor of Laws Degree (with Honours), a Bachelor of Arts Degree and a Graduate Certificate in Natural Resources Management.

Nicole is a strong believer in helping her clients resolve matters outside of the courtroom. She prides herself on her personable and efficient approach to the law and strives to obtain the best possible results for her clients. She is motivated to bring those qualities to her role as one of the Directors on the Board of Equestrian South Australia.

Outside of the law Nicole enjoys sharing her rural lifestyle with her children. She enjoys riding for pleasure and supporting her daughter in her equestrian pursuits.

## **KIRSTY DUMMIN**

Kirsty Dummin has over a decade of experience in the corporate and not-for-profit health sector, with significant experience managing large scale, government funded projects. Prior to working at ESA, she managed a multi-million dollar government contract in IT and primary health care. Through this role, she has significant experience in problem solving and managing a diverse range of stakeholders, with competing priorities and deadlines.

Before project management, Kirsty was a communications and marketing executive, managing both internal and external communications across a broad audience. She has significant experience developing marketing plans, operational plans, budgets and schedules.<sup>44</sup>