

## Contact

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## Qualifications

**Institution:** Deakin University Victoria  
**Qualification:** Graduate Certificate of Management (Technology)  
**Completed:** 2000

**Institution:** University of New South Wales  
**Qualification:** Bachelor of Science  
**Completed:** 1979

## Professional

Institute of Electrical & Electronics Engineers (IEEE) – Member  
Centre for Public Integrity – Member  
Ethics & Compliance Initiative – Member  
Economic Society of Australia (ESA) – Member  
American Association for the Advancement of Science (AAAS) – Member

## Career Summary

Neil is director and principal of Co Serve Consulting. Neil has more than 20 years' experience as a management and technology consultant, including the provision of probity and governance advice for public and private sector projects.

Previously he spent 25 years with the NSW Government Railways in a variety of positions from Cadet to Senior Management, including 3 years as CityRail IT Infrastructure Manager and a year acting as CityRail IT Manager. Neil was also a Member of Senior Consulting Staff and Project Manager for 2 years with Computer Sciences Corporation (CSC) Australia.

## Expertise

Probity	Governance	Procurement
Business Management	Project Management	Change Management
Operational Review	Technology	Strategic Planning

## Categories

Rail transport infrastructure & operations	Roads and bridges
Education & learning infrastructure	Building construction & maintenance
Information technology and communications	Water supply & wastewater
Electricity & gas supply	Energy performance improvement
Major asset & real property sales	Commercial developments & fit outs
Professional & technical services	Public infrastructure generally
Facilities management, cleaning & security services	

# Curriculum Vitae

## Co Serve Consulting

**Start Date:** January 2004  
**End Date:** Currently Employed  
**Position/Title:** Director and Principal

Co Serve Consulting is a leading independent professional advisory services firm.

### Responsibilities

Start-up and manage ongoing operations of Co Serve Consulting, a management and technology consultancy serving government, small business, and the not-for-profit and community sectors.

- Advise clients regarding business management, procurement, and technology issues.
- Provide clients with independent probity and governance advice.
- Prepare probity plans and perform probity audits and code of conduct reviews.
- Conduct business performance and operational reviews (with an ICT focus).
- Assist clients to develop and implement ICT strategic plans, as well as integrate these strategies with business plans.

Compile proposals and bids, co-ordinate with business partners, and manage the submission processes.

Manage discrete projects in accordance with project management principles. Co-ordinate and administer all technical and other resources necessary to complete projects.

Co-ordinate arrangements with key business partners including A McLachlan Management Services and Clarity Consultancy.

### Achievements

We have completed over 150 engagements for government and business as well as the not-for-profit and community sector, ranging from the provision of management or technical advice to the diverse requirements of monitoring multi-million dollar tender processes.

An overview of projects and clients can be viewed on our website:

<http://www.coserve.com.au/>

# Curriculum Vitae

## Co Serve Consulting - Clients

### Arts NSW

Arts NSW was the NSW Government's arts and culture policy and development body, providing support to artists and key arts and cultural organisations, and investing in the future of the arts through infrastructure and funding programs, and other targeted strategies. It is now part of the Arts, Sport and Tourism Group of the NSW Department of Enterprise, Investment and Trade.

In March 2014 we completed advice to Arts NSW concerning the direct negotiation of lease arrangements with Carriageworks Limited for parts of the Carriageworks art space in Redfern. This included monitoring of the processes employed to assess relevant market conditions and the determination of lease conditions.

### Australian Museum

The Australian Museum is Australia's oldest museum, established in 1845, and holds an internationally recognised collection of more than 22 million environmental and cultural objects from the Australian and Pacific regions. The Museum is a source of reliable scientific information and a centre for informed debate about some of the most pressing environmental and social challenges facing our region.

In September 2017 we completed probity advice, monitoring and reporting concerning tender processes for Energy Performance Contracting Services for the Museum. This was the most recent of many engagements we have completed for the Museum, including the Museum's Revitalisation Program in 2009.

### Australian Medical Association NSW

The Australian Medical Association NSW (AMA NSW) is the peak body representing the interests of the NSW medical profession. As well as representing the interests of the medical profession on public health policy, the AMA offers its members a range of professional services and commercial benefits.

In 2012 we completed a comprehensive operational review of ICT activities for the AMA NSW and assisted with the development of an ICT strategy. This included setting out a proposed schedule for implementation of the review recommendations, and the identification of appropriate procurement processes for a range of out-sourced ICT Services and activities.

### Camden Council

In 2014 we completed probity and program governance advice to Camden Council concerning work to review land use planning and development controls in the Camden and Narellan Town Centres.

Camden is a Local Government Area (LGA) in the Macarthur region south west of the Sydney. With the development of the South West Growth Centre, under the NSW Government's Growth Centres planning strategy, the population of the Camden LGA has become the fastest growing in Australia and is expected to grow to over 200,000 by 2036.

# Curriculum Vitae

## City of Botany Bay

In September 2016 we completed probity advice, monitoring and reporting on tender processes to City of Botany Bay concerning two new multi-story carpark developments at King Street Mascot and O'Riordan Street Mascot (Mascot Oval).

The City of Botany Bay was a Local Government Area (LGA) located in the inner south-eastern suburbs of Sydney, about 7 kilometres south of the Sydney CBD. During the procurement processes the City of Botany Bay was amalgamated with the City of Rockdale to form the new Bayside Council.

## Centennial Parklands

The Centennial Parklands encompass Centennial Park, Moore Park (including the Entertainment Precinct) and Queens Park. With more than 30 million visits per year, Centennial Parklands is one of the world's leading public parklands. Part of Greater Sydney Parklands, it has some of the most historically and socially significant urban parkland spaces in Australia.

In May 2014 we completed probity and governance advice to the Centennial Park and Moore Park Trust (Centennial Parklands) concerning Moore Park Golf Cart Replacement tenders and the direct negotiation of Moore Park Golf Ball Handling Equipment Upgrades. These were the most recent of many engagements for the Centennial Parklands where we have provided services ranging from the provision of written probity advice to monitoring tendering processes for multi-million dollar projects.

## Ernst & Young

Ernst & Young (EY) Australia is the local arm of the multinational legal-accounting and professional services firm EY Global. EY operates as a network of member firms, employing over 300,000 people in over 700 offices around the world. The Office Workstations project was a substantial procurement program to complete the fit-out of Ernst & Young offices in Sydney, Melbourne, Adelaide and Perth.

The project included three phases starting with an Expressions of Interest (EOI) process. The EOI respondents were then short-listed, with prototypes developed before the final selection of a contractor to complete the work. We provided advice to EY concerning all stages of the procurement process.

The total project cost was about \$8 million and extended from March to November 2003.

## Forestry Corporation NSW

The Forestry Corporation of NSW (Forestry Corporation) is a government agency (state owned corporation) responsible for managing 2 million hectares of native and planted forests in NSW. Forestry Corporation manages forests in NSW that grow enough timber each year to build a quarter of new homes in Australia, and replants around 40 million seedlings annually.

In 2013 we completed advice to the Forestry Corporation concerning the sale of land by tender. This was the most recent of several engagements for the Forestry Corporation (and previously Forests NSW) where we have provided services ranging from the provision of written probity advice to monitoring tendering and sale by tender processes.

# Curriculum Vitae

## Transport for NSW

Transport for NSW (TfNSW) is a government agency that formulates and implements transport policy, as well as undertaking a wide range of transport related service and infrastructure projects.

In June 2022 we provided probity advice, monitoring and reporting concerning the procurement of Project Control Resources for the Rolling Stock Delivery Program including the New Intercity Fleet (NIF), the Sydney Growth Trains Project (SGT), the Tangara Technology Upgrade Project (TTU), and the Regional Rail Program (RRP).

Previously we have completed probity advice, monitoring and reporting on a wide variety of procurement processes for TfNSW including the Digital Systems (DS) Program, the New Intercity Fleet (NIF) Stations & Signalling Enabling Works (SSEW), NIF Maintenance Centre Planning Approvals, Services Relocation, Road and Bridgework, the Advanced train control Migration System (AMS) Trackside Site Survey and Concept Design, the design and construction of the new Granville Junction Substation, Package 1 of the Transport Access Program At Grade Car Parks, the Northern Beaches B-Line Project Night Works, and Sydney Light Rail Operational Readiness.

In 2020, with the merger of Roads and Maritime Services (RMS) and TfNSW in December 2019, we provided probity advice, monitoring and reporting for Round 2 of the Roads and Maritime Projects (R&MP) Comprehensive Technical Services Panel (CTSP). In 2019 we had completed probity advisory services to RMS for the establishment of the initial CTSP.

## University of Technology Sydney

The University of Technology Sydney (UTS) is one of Australia's largest universities, with over 45,000 students enrolled through its 9 faculties and schools, spread over a compact city campus adjacent to the Sydney CBD in Ultimo. The UTS is regarded as one of the world's leading young universities (under 50 years old), although its origins can be traced back to the Sydney Mechanics' School of Arts established in 1833.

In 2020 we were engaged to provide probity advice, monitoring and reporting for Upgrade of HV to LV Systems for UTS Building 10 (the old Sydney Morning Herald premises in Ultimo).

We have completed probity advice, monitoring and reporting on many other procurement and tender processes for UTS including the development of a new *UTS Human Movement Sport Exercise Building at the SCG*, the relocation of non-teaching staff to UTS Building 1, and the refurbishment of the UTS Chancellery. These are the most recent of many engagements for the UTS including supplier selection for Forward Contracted Energy, the selection of a design and documentation consultant for the new Blackfriars Child Care Centre, the establishment of Small Works Building Contractor Panels, the upgrade of the UTS Haberfield Rowing Club on Sydney Harbour, and the implementation of new award winning *Wayfinding Signage* for the UTS.

# Curriculum Vitae

## Co Serve Consulting – Major Projects

### Hunter Treatment Alliance

The Hunter Treatment Alliance was a major works program to upgrade existing wastewater treatment plants at various Hunter locations including Boulder Bay, Burwood Beach, Farley and Dora.

We provided advice to Hunter Water Corporation (Hunter Water) regarding the tender processes employed to select an alliance contractor for this program.

We reviewed tender documentation, assessment plans, probity controls, and provided advice concerning the assessment and the formation of the alliance.

A key component of the non-price assessment were interactive workshops conducted with each short-listed supplier, coordinated by the Alliance Facilitator.

We attended and monitored all supplier briefings, site meetings, tender evaluation meetings, and supplier interviews. Probity Reports were prepared at key milestones for the procurement process.

The total project value was estimated to be about \$240 million and the engagement extended from November 2008 to March 2009.

### Transport Digital Systems Program

Transport for NSW (TfNSW) initiated a Digital Systems (DS) Program to implement advanced signalling and train control systems across Sydney's rail network as part of the NSW Government *More Trains, More Services* program.

For this engagement we have provided advice to TfNSW and monitored the various procurement processes used, firstly to engage with the rail industry and other interested parties more generally, and then to procure a range of specialised advisory and technical services for the DS Program.

We monitored two main procurement activities, firstly for Transaction Management Services to manage key DS Program procurement processes, and secondly for a Systems Integrator to facilitate the technical DS implementation itself.

The Transaction Management Services procurement was conducted as a two-stage process comprising an initial Request for expressions of Interest (RFI) and then an Invitation to Tender (ITT) for short-listed suppliers from the RFI. Due to time pressure the Systems Integrator (SI) procurement was conducted as a single stage two-part process comprising an initial Stage 1 Request for Proposals (RFP), without pricing, followed by a Stage 2 RFP for short-listed suppliers, including pricing. Because of the central role the SI will play in the DS implementation, technical and commercial alignment workshops were conducted with each short-listed supplier.

A key element of the non-price assessment for this procurement process were day long interactive behavioural workshops conducted with each short-listed supplier, facilitated by an organisational psychologist.

A separate procurement process was conducted to select an Independent Safety Assessor for the DS Program. Additionally, several procurement exercises have been conducted to provide professional services for the DS Program including Technical Management Resources, Integration & Timetable Assurance, Systems Engineering Resources, Cost Advisory Services, Communications Support Services, Stakeholder Management Services, Commercial Advisory Services (Technology), and General Advisor Resources.

## Curriculum Vitae

We also participated in the development of the Early Contractor Involvement (ECI) processes to select the Timetable Management System (TMS) and Trackside Equipment suppliers. Expressions of Interest (EOI) documentation for both processes were released to the market in late 2018.

We reviewed tender documentation, assessment plans, and probity controls for each procurement process.

A Probity Management Plan for the DS Program was developed, including various control measures for incumbent contractors working with the DS Program and other related TfNSW and Sydney Trains projects.

We attended and monitored all supplier briefings, site meetings, tender evaluation meetings, supplier interviews, alignment and interactive workshops conducted. Probity Reports were prepared at key milestones for each procurement process.

The total project value was estimated to be about \$830 million.

### Tamworth Wastewater 100% Reuse Scheme

The Tamworth Wastewater 100% Reuse Scheme was a major works program involving two key elements. An alliance project, to upgrade and enhance the existing Westdale wastewater treatment plant, as well as a separate project to design, build and operate an effluent reuse farm on a 1500 hectare site near Tamworth Airport.

We provided probity advice to Tamworth Regional Council in relation to the tender processes for selection of the Alliance Facilitator, as well as for the construction alliance and the farm contractor.

We reviewed tender documentation, assessment plans, and probity controls for each procurement process.

A key component of the non-price assessment were interactive workshops conducted for each short-listed supplier, coordinated by the Alliance Facilitator.

A Probity Management Plan was developed. We attended and monitored all supplier briefings, site meetings, tender evaluation meetings, and supplier interviews. Probity Reports were prepared at key milestones for the procurement process.

The total project cost was estimated to be about \$80 million and the engagement extended over two and half years to September 2009.

### Tweed River Entrance Sand Bypassing Scheme

The Tweed River Entrance Sand Bypassing Scheme is a sand transport system that collects sand from the southern side of the Tweed River entrance and pumps it under the river to outlets on the northern side from where the sand is transported by wave currents to southern Gold Coast beaches.

We provided probity advice and monitored tender processes for this joint project between the NSW and Queensland Governments.

We attended and monitored all site meetings, tender evaluation meetings, and supplier interviews conducted. Probity Reports were prepared at key milestones for each procurement process.

The total project value was estimated to be about \$55 million with the engagement extending from October 1997 to January 2000.

# Curriculum Vitae

## UTS Small Works Building Contractor Panels

In 2013 we provided probity advice to the University of Technology Sydney (UTS) concerning procurement processes conducted to establish Small Works Building Contractor panels for building works under \$1 million. Panels for projects over the \$1.0 million threshold would continue to be sourced through the NSW Government *Procurement System for Construction*.

Over 60 responses were received from the open market Expression of Interest (EOI) process and the extensive evaluation process led to establishment of two pre-qualified Contractor panels. The first being a panel of 15 Contractors for projects valued under \$250,000 and the second, a panel of 20 Contractors for projects valued between \$250,000 and \$1 million.

A Probity Management Plan was developed, including various control measures for incumbent contractors working with the UTS on other projects. We reviewed tender documentation, assessment plans, and probity controls.

We attended and monitored all site meetings, tender evaluation meetings, supplier interviews, alignment and interactive workshops conducted. Probity Reports were prepared at key milestones for each procurement process.

The commencement date for the panels was February 2014 to allow sufficient time to send letters of offer, complete contracts, and induct Contractors to performance, workplace health and safety and other UTS specific requirements as well as debrief unsuccessful Contractors.

## UTS Forward Contracted Energy

We provided probity advice to the University of Technology Sydney (UTS) concerning procurement processes for securing Forward Contracted Electricity and Natural Gas.

We reviewed tender documentation, assessment plans, and probity controls.

We attended and monitored all site meetings, tender evaluation meetings, and supplier interviews and workshops conducted. Probity Reports were prepared at key milestones for each procurement process.

The outcome of these processes included an agreement to buy the output of the then recently re-commissioned 200 kW Singleton Solar Farm.

The total project value was estimated to be about \$48 million with the engagement extending from October 2014 to August 2015.

# Curriculum Vitae

## CSC Australia

**Start Date:** June 1999  
**End Date:** March 2001  
**Position/Title:** Member of Senior Consulting Staff and Project Manager

Computer Sciences Corporation (CSC) was an American multinational corporation providing information and communications technology (ICT) and associated professional services.

In 2017 CSC merged with the Hewlett-Packard's Enterprise Services line of business, formerly Electronic Data Systems, to create DXC Technology.

### Responsibilities

Manage discrete technology infrastructure projects for CSC Australia clients in Sydney CBD.

Plan, co-ordinate and execute projects in accordance with project management principles. Direct and control projects, from initiation to closure, within budget and time constraints. Monitor and report project progress to stakeholders.

Co-ordinate and administer all technical and other resources necessary to complete each project. Review projects and ensure realisation of benefits.

### Achievements

Responsible for projects generating over \$2.5 million revenue in FY1999-2000 and FY2000-2001, contributing to profit turnaround (from deficit) for project-based revenue from CSC clients in the Sydney CBD.

- Develop and implement high availability corporate firewall for financial services firm. Develop service level agreement (SLA).
- Implement Network Broadcast Reuters Terminal (NBRT) trading information system for energy retailer.
- Consolidate energy retailer's EDI Processes to single server.
- Upgrade and relocate IBM RS/6000 servers to improve the recoverability and robustness of energy retailer's customer support systems for the Sydney Olympics.
- Develop and implement robust 800 user IBM-Lotus Notes mail and application server solution for insurance firm.
- Transition Siemens SINCAL network planning application from Silicon Graphics hardware to Windows NT server platform.
- Upgrade the 80 seat Sydney Call Centre and the 120 seat Newcastle Call Centre, from Token Ring network topology to Fast Ethernet, using Cisco Catalyst switches and Hewlett-Packard SFF desktop PCs.
- Complete data reduction activities, hardware augmentation and test plan revisions for energy retailer's mainframe disaster recovery plan.

# Curriculum Vitae

## CityRail

**Start Date:** December 1995  
**End Date:** July 1998  
**Position/Title:** Acting IT Unit Manager & Technology Infrastructure Manager

CityRail was a passenger railway brand operated initially by the State Rail Authority NSW and then by RailCorp. Passenger rail services extended over 307 stations and 2,060 kilometres of track in and around Sydney, Newcastle and Wollongong.

CityRail was established by the NSW Government in January 1989 and abolished in June 2013 when it was superseded by Sydney Trains and NSW TrainLink.

### Responsibilities

Manage the day-to-day operations of CityRail's IT Unit and Technology Infrastructure team.

Maintain and enhance CityRail's Technology Infrastructure in accordance with its IT Strategic Plan. Provide advice to executive management concerning technology issues.

Develop business cases for major technology projects and secure necessary funding where applicable. Direct and control projects in accordance with project management principles. Review projects and confirm realisation of benefits.

Develop and maintain CityRail IT standards, and sustain the technology skills base through appropriate training and recruitment.

### Achievements

Complete the 3 year \$15 million CityRail Technology Infrastructure Replacement Program (INF22), including securing NSW Treasury funding for the duration.

- Develop and implement router-based CityRail wide area network (WAN), and develop Service Level Agreement (SLA) for WAN infrastructure.
- Conclude enterprise license agreements for Microsoft Office productivity software and Novell NetWare networking software.
- Implement enterprise-wide TCP/IP desktop connectivity.
- Develop and implement enterprise-wide browser based electronic messaging and information platform.
- Facilitate implementation of a range of business systems including for Records Management, and Environmental Management.
- Develop 3 year Desktop Computing Strategy to manage the impending Year 2000 (Y2K) problem.

Assist with the segregation and vesting of CityRail technology assets for the initial restructuring of the NSW rail sector in July 1996.

# Curriculum Vitae

## NSW Government Railways

**Start Date:** March 1973  
**End Date:** June 1995  
**Position/Title:** Various Positions

25 years with the NSW Government Railways in a variety of positions, from Cadet to Senior Management, and in various rail entities including the Public Transport Commission (PTC) NSW, and the State Rail Authority (SRA) NSW.

This experience included participation in several significant railway and transport projects:

- Member of the internal investigation team reporting on the Granville Rail Disaster in 1977.
- Design and documentation team leader for the new Wollongong Centralised Traffic Control (CTC) building constructed for the Illawarra Electrification Project 1986.
- Member of the TrackFast infrastructure upgrade team, managing enhancements to LCL and FCL rail freight handling facilities in NSW over the period from 1987 and 1988.
- Team member for the damage and dilapidation survey of dwellings and other private structures, conducted in the aftermath of the Coledale Landslip in 1988.
- Member of the CityRail Automatic Fare Collection (AFC) project team from 1989 to 1992, focussing on the introduction and integration of automated ticketing equipment to more than 300 stations across the passenger rail network.

## Community Engagement

Co Serve Consulting is committed to ethical business practice and corporate social responsibility.

Neil contributes to a number of community and social justice concerns including:

Community Support – Sponsored *Learning for Life* students through The Smith Family since 2011. Also participated in The Smith Family *iTrack* online mentoring program for Year 9-10 students since 2017.

Education & Childcare - Treasurer for management committees of the Katoomba Children's Cottage Centre Based Long Day Care and the Leura Public School from 2003 to 2018.

Electoral Process – Worked for the Australian Electoral Commission as an Election Official in various roles for Federal, as well as State and Local Government elections since the 1972 Federal election. Officer in Charge for Blackheath Polling Place, the largest in the Macquarie Division, in 2007, 2010, and 2013.

History & Philosophy of Science – Facilitated consolidation of web resources for Professor Alan Chalmers, an eminent teacher and author of *What is This Thing Called Science?* the internationally renowned teaching resource for the history and philosophy of science.