



Tribunal transformation and cultural change – fact or fiction?

Council of Australasian Tribunals
2015 Registrar & Executive Officer Conference

15 – 16 October 2015



Welcome to COAT's Registrar & Executive Officer Conference 2015

The Registrar & Executive Officers conference is one of COAT's major networking and development events. The theme of the conference this year is transformation and cultural change: fact or fiction, with workshops being presented by professionals who have knowledge to share to help us manage today's and tomorrow's tribunals. In addition to the main conference program, there is also a "Master Class" on managing change creatively, designed to extend the knowledge of tribunal officers who are responsible for managing and delivering change initiatives.

Contributors

- Administrative Appeals Tribunal
- Assessment Services Division, Motor Accidents Authority New South Wales (MAS, CARS, MRS, LTCSA)
- Australian Taxation Office
- Council of Australasian Tribunals
- Department for Communities & Social Inclusion (SA)
- Department of Justice (NSW)
- Federal Court of Australia
- Health Practitioners Disciplinary Tribunal (NZ)
- Information & Design
- Justice Tasmania
- National Native Title Tribunal
- NSW Civil and Administrative Tribunal
- Ministry of Justice, New Zealand
- RB Counselling & Consultancy Services
- South Australian Civil and Administrative Tribunal
- Veterans' Review Board
- Victorian Civil and Administrative Tribunal
- Workers Compensation Commission



Program

COAT National Conference Tribunal transformation and cultural change – fact or fiction?

Friday 16 October 2015

8.45am – 4.30pm

Audience: Tribunal registrars, executive officers and officers that are responsible for implementation of change within a tribunal setting.

Venue: Radisson Blu Hotel Sydney

Max: 180

Bookings: via website <https://register.canbook.me/tribunal-transformation-coat> or ph (02) 8936 0904 or email CSIEvents@unsw.edu.au

Fee: \$350

Pre-event Master Class Managing change creatively

Thursday 15 October 2015

5.30pm for a 6.00pm start – 9.00pm (includes dinner)

Speaker: Robyn Bradey, RB Counselling & Consultancy Services

Content: Organisational change is everywhere! Tribunals are evolving to meet the needs of the 21st century. We need to rethink change and learn to see the benefits of it as well as the challenges. This Master Class will look at why people find change so challenging, how it can actually do us good and how to lead it with emotional intelligence. Learning to manage change creatively is a necessary work skill for all of us, which can lead to growth, confidence and flexibility.

Audience: Tribunal executives, managers, change managers, project managers and officers that are responsible for leading and implementing change in a tribunal setting.

Venue: Level 20, Law Courts Building, Queens Square (Macquarie Street), Sydney

Max: 100 people

Bookings: via website <https://register.canbook.me/tribunal-transformation-coat> or ph (02) 8936 0904 or email CSIEvents@unsw.edu.au

Fee: \$150

8.15am – 8.45am	Registration & tea/coffee		Pre function area	
8.45am – 9.00am	Conference welcome from Hon Justice Duncan Kerr on behalf of COAT		Marble Rooms 2 & 3	
9.00am – 10.30am	Transforming customer service Opening keynote with John Dardo Panel discussion with Sian Leathem (AAT), Jim Nelms PSM (VCAT) and Gay Fraser (Health Practitioners Disciplinary Tribunal NZ) Chair: Andrew Luttrell (NNTT)		Marble Rooms 2 & 3	
10.30am – 11.00am	Morning tea		Pre function area	
11.00am – 12.00pm	Managing shared services in today's tribunals – negotiating the tangled web of tribunal and government relationships Panel discussion with Rhys Jones (AAT), Katrina Harry (VRB) and Moana Ieremia (Ministry of Justice NZ) Chair: Athena Ingall (AAT)		Marble Rooms 2 & 3	
12.00pm – 1.00pm	Lunch		Pre function area	
1.00pm – 1.45pm	Getting serious with security – issues today and for the future David Watson (Family Court of Australia)	Marble Room 2	Making the best use of mobile and audio visual technology and other 21st Century communications solutions Julian Huxham (Department of Justice, NSW) and Gerry Gaffney (Information & Design, Melbourne)	Marble Room 3
1.45pm – 2.30pm	E-case management in an E-court – applying contemporary technology approaches in a legal setting Warwick Soden (Federal Court of Australia)	Marble Room 2	Modern day approaches to the application process – tribunal experiences Panel discussion with Elizabeth Connolly (AAT), Clare Byrt (SACAT) and Cameron Player (MAA NSW) Chair: Jacqueline Fredman (AAT)	Marble Room 3
2.30pm – 2.45pm	Afternoon tea		Pre function area	
2.45pm – 3.30pm	Managing accessibility needs in a diverse community – lessons from the community visitor scheme of South Australia Maurice Corcoran AM (Department for Communities & Social Inclusion – Community Visitor Scheme)		Marble Rooms 2 & 3	
3.30pm – 4.30pm	Tradition vs 21st Century – serving the community in 2015 and beyond Wrap-up plenary with facilitator Ian Colley (Make Stuff Happen) CLOSE		Marble Rooms 2 & 3	

Sessional speakers (in order of appearance)

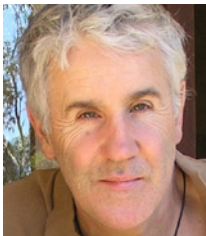


Master class speaker:

Robyn Brady, Proprietor,
Rb Counselling and Consultancy Services

Robyn Brady is a mental health accredited social worker, and a counsellor who specialises in loss, grief, trauma and work-related stress and injury.

Robyn has taught at TAFE, the Australian College of Applied Psychology and other community organisations. She is currently working as a consultant and trainer for Legal Aid, NSW Community Legal Services, Law Society of NSW, NSW and Commonwealth DPP, Energy & Water Ombudsman, NSW and Commonwealth Ombudsman, NSW Guardianship Tribunal, St Vincent de Paul, Sexual Assault Units @ RPA and St George Hospitals, Australian Red Cross, Medicines' San Frontier, and a large number of other agencies and organisations. She has written four books and numerous professional papers.



Conference facilitator:

Ian Colley, Partner & Director, Make Stuff Happen

Ian Colley is partner and director of change and learning consultancy, Make Stuff Happen. He has an infectious enthusiasm for change and learning, especially for collaborative approaches to business and community development. Ian developed his expertise through design and facilitation of hundreds of change and learning projects in business, government and community settings. Ian is a lively and provocative facilitator, inspired by working with groups to get results through dialogue about things that matter.

Ian has a rich background in senior public policy roles and education, along with hands-on experience in ambitious practical reforms.





Keynote speaker:

**John Dardo, A/Deputy Commissioner,
Australian Taxation Office**

John Dardo is the acting Deputy Commissioner for Customer Service and Solutions, and the ATO Chief Digital Officer. He is currently the ATO liaison point with the Commonwealth Government's Digital Transformation Office. During his career in the ATO, John has also worked in a range of compliance areas.

John is leading the work on a range of digital projects aligned to broader Whole-of-Government outcomes, including:

- Enabling Digital by Default
- ATO's use of myGov
- Voice Biometrics
- Single Touch Payroll
- Cloud Software Authentication & Authorisation Models

John understands small business practices and has a range of tertiary qualifications in Science and Technology, Human Resources, Change Management as well as an MBA.



Sian Leathem (AAT)

Sian Leathem is the Registrar of the AAT. Her role is to assist the President to manage the Tribunal and advise on its operations and performance. Sian has over ten years' experience in tribunal management at both state (NSW) and federal level. She led the project team responsible for merging twenty-two existing tribunals into the New South Wales Civil and Administrative Tribunal (NCAT) and performed the role of Principal Registrar of that amalgamated tribunal. Previously Sian was the Registrar of the Workers Compensation Commission of NSW for five years.

In 2002 Sian was awarded the Excellence in Government Legal Service Award by the Law Society of New South Wales and in 2014 she received the Excellence in Leadership Award from the NSW Department of Justice. She was also awarded the Young Public Sector Leader Award by the Institute of Public Administration Australia in 2011.



Jim Nelms PSM, Principal Registrar, Victorian Civil and Administrative Tribunal

As Principal Registrar of VCAT since 2008, Jim Nelms is passionate about delivering "fair and efficient justice to all Victorians".

Jim was awarded the Public Service Medal (PSM) in the 2013 Queens Birthday Honours List for "outstanding public service to the Victorian Civil and Administrative Tribunal". He was instrumental in setting up VCAT in 1998, when it was established by amalgamating 14 Boards and Tribunals into one 'Super Tribunal' under the Department of Justice.



**Gay Fraser, Senior Executive Officer,
Health Practitioners Disciplinary Tribunal New Zealand**

Gay Fraser has had a long career in the health disciplinary system, commencing in November 1980 when it was under the jurisdiction of both the Medical Council of New Zealand and the New Zealand Medical Association.

Following the Cartwright Inquiry in 1987/1988, an independent Tribunal, the Medical Practitioners Disciplinary Tribunal (MPDT), was established where Gay worked as Secretary. In 2004 the Health Practitioners Disciplinary Tribunal (HPDT) was established with jurisdiction over 22 health professions. Gay is currently the Senior Executive Officer to the Tribunal.



**Andrew Luttrell, Registrar,
National Native Title Tribunal**

Andrew Luttrell was appointed as Native Title Registrar in 2014. Previously he was the Director, Policy, Aboriginal and Torres Strait Islander Land Services within the Queensland Department of Natural Resources and Mines, with responsibility for providing advice and developing policy on Queensland land rights legislation and the Queensland Government's compliance with the Commonwealth Native Title Act 1993.

Andrew has 25 years professional experience in native title law, State land rights legislation, cultural heritage, land administration, land management and public administration. He is admitted to the Supreme Court of Queensland and the Commonwealth Courts.



**Rhys Jones, Executive Director Operations,
Administrative Appeals Tribunal**

Rhys Jones was Deputy Registrar in charge of caseload strategy, people, finance and technology services in the Migration Review Tribunal – Refugee Review Tribunal, prior to commencing his current role as the AAT's Executive Director Operations on 1 July 2015.

Rhys has extensive public sector experience particularly in tribunals, including stints at the Repatriation Review Tribunal, Veterans' Review Tribunal and Immigration Review Tribunal, as well as having held a senior corporate role in the Australian Securities and Investment Commission.





**Katrina Harry, National Registrar,
Veterans' Review Board**

Katrina Harry is the National Registrar of the Veterans' Review Board, an independent merits review tribunal which exists to review decisions about compensation and rehabilitation for veterans, current serving members of the Australian Defence Force and their families.

Prior to joining the Board, Katrina held a range of senior positions in the Australian Government Department of Veterans' Affairs and the Australian National Maritime Museum. She is a committee member of the NSW Chapter of the Australasian Council of Tribunals; and a committee member of the Law Society of NSW's Licensing Committee and Government Solicitors Committee.



**Moana Ieremia, Legal & Research Manager,
Ministry of Justice, New Zealand**

Moana Ieremia is the Legal and Research Manager for the Ministry of Justice's Tribunals Unit and has taken on an additional role of Operations Manager responsible for the Weathertight Homes Tribunal and the Legal Complaints Review Officer jurisdictions.

Moana is responsible for operational staff in these jurisdictions, plus staff for the 29 jurisdictions of the Tribunals Unit.



Athena Harris Ingall, Administrative Appeals Tribunal

Athena Harris Ingall is an Alternative Dispute Resolution practitioner and Conference Registrar at the Administrative Appeals Tribunal. She has over ten years' experience in tribunals, principally as a learning and development specialist. Athena has lead and advised on projects in a number of tribunals involving the development of professional development programs including frameworks of competency, mentoring programs and performance appraisal/review systems.

Earlier in her career, Athena worked in senior management positions in both public and private sector health care. She is a solicitor and has a long standing interest in research and evidence based practice. In 2010, she won the Macquarie University Vice Chancellor's graduation prize for her research for the Law Society of NSW into the continuing legal education needs of government lawyers.





**Maurice Corcoran AM, Principal Community Visitor,
Department for Communities and Social Inclusion, SA**

Maurice Corcoran was appointed to his current statutory role of Principal Community Visitor in South Australia in July 2011, to establish and implement a community visitor scheme. The scheme initially focused on acute mental health treatment centres and emergency departments of hospitals, but has been extended to cover disability accommodation and supported residential facilities.

Maurice has worked with the Australian Government Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) for 3 years as a national manager, working on the National Disability Insurance Scheme. Prior to this, Maurice worked as a social worker, advocate and manager and later as a disability representative to serve on a range of national bodies such as the Australian Federation of Disability Organisations (AFDO) and ultimately the United Nations (UN) to develop the *UN Convention on the Rights of People with Disability*.



**David Watson, National Director of Security,
Family Court of Australia**

In 2003 David was appointed Marshal of the Family Court of Australia, and later Marshal and Sheriff of the Federal Circuit Court of Australia and Deputy Sheriff of the Federal Court of Australia. He is responsible for the management of court security arrangements, security incidents, police liaison, execution of court orders and the personal protection of the judiciary.

Previously he worked as a detective with the NSW Railway Investigation Section for 8 years and 23 years with the Australian Federal Police. He has significant experience in intelligence operations, crime and operational policy, and close personal protection operations. He has been Liaison Officer to the Commonwealth Protective Security Coordination Centre and Executive Officer to the AFP Deputy Commissioner.



**Julian Huxham, AVL Project Director,
Department of Justice, NSW**

Julian Huxham has implemented high profile projects in government and in the banking sector, both in Australia and internationally. Julian has a fascination of digital technologies and how they can help establish meaningful relationships and outputs. His experience has been in working with great teams, delivering award-winning digital services into the public-sector, and putting UX (user experience) firmly on the agenda.

Julian currently heads up the AVL project for the Department of Justice, and has been actively involved in spearheading UX, Agile, Cloud, and service design and delivery into government.



**Gerry Gaffney, Founder & Lead Consultant,
Information & Design**

Gerry Gaffney is the founder and lead consultant of Melbourne-based company Information & Design.

Gerry is the Director of Publications at UXPA (User Experience Professionals Association) and former managing editor of its User Experience magazine.

He publishes the User Experience podcast (uxpod.com) and is co-author of *Forms That Work: Designing Web Forms for Usability*. Gerry has consulted to a large range of clients in private and public sectors over many years, helping them implement user-centred products and processes.



**Warwick Soden, CEO & Registrar,
Federal Court of Australia**

Warwick Soden has worked in court administration throughout his professional career. From 1988 to 1995 he was the CEO and Principal Registrar of the Supreme Court of New South Wales, after which he took up the appointment as Registrar of the Federal Court of Australia.

As the Federal Court's Registrar and Chief Executive, Warwick has responsibility for the operation of the management and administration of the Court.

Warwick has a strong professional interest in the administration of justice and is closely involved with the Australian Institute of Judicial Administration. He has been instrumental in developing programs designed to improve the operation of Courts, particularly their delay reduction, case management, practice and procedure, and alternative dispute resolution procedures.



**Elizabeth Connolly, A/Division Registrar of Social Services &
Child Support, Administrative Appeals Tribunal**

Elizabeth Connolly is acting Division Registrar of the Social Services and Child Support Division of the Administrative Appeals Tribunal, a position she has held since 1 July 2015 when the Social Security Appeals Tribunal (SSAT) was amalgamated with the AAT. Elizabeth joined the SSAT in November 2014 on secondment from the Federal Court of Australia.

Elizabeth has extensive experience in Court and Tribunal administration both in policy development and direct service delivery areas.





**Clare Byrt, Principal Registrar,
South Australian Civil & Administrative Tribunal**

Clare Byrt is the inaugural Principal Registrar of the South Australian Civil and Administrative Tribunal (SACAT) and was involved in its establishment team.

Previously she was the SA District Registrar of the Commonwealth Administrative Appeals Tribunal (AAT) and also the Chair of the Administrative Law Committee of the Law Society of SA. Clare is a lawyer and accredited mediator with extensive experience and a long standing commitment to the use of alternative dispute resolution.

Clare has worked with a range of tribunals and boards at the state, national, international level as registrar, member and conciliator.



Cameron Player (Motor Accidents Authority of New South Wales)

Cameron Player is the Director, Assessment Services, leading the Assessment Services Division of the Motor Accidents Authority (MAA) of NSW. He is responsible for the delivery of independent, dispute resolution services for a number of agencies including the Medical Assessment Service, and Claims Assessment & Resolution Service for the MAA NSW, Merit Review Service for the WorkCover Authority of NSW, and Lifetime Care Dispute

Reviews for the Lifetime Care and Support Authority of NSW and the ACT Treasury.

Cameron has been with the MAA since 2002, following work as a solicitor and then partner at Uther Webster & Evans in Sydney. He is a Law Society of NSW member, an Accredited Specialist in Personal Injury Law and an occasional peer interviewer for new Accredited Specialist applicants. Cameron is also a member of the NSW Sydney Junior Rugby Union Judiciary.



**Jacqueline Fredman, Registrar Migration and Refugee Division,
Administrative Appeals Tribunal**

Jacqueline Fredman is Divisional Registrar of the Administrative Appeals Tribunal's (AAT) Migration and Refugee Division. Before taking up this role on 1 July 2015, she was Deputy Registrar Client Services for two years in the Migration Review Tribunal – Refugee Review Tribunal.

Jacqueline has worked in senior managerial roles, specialising in client facing areas in the Independent Commission Against Corruption and at Suncorp. She began her career as solicitor and barrister.



