

Resume: Penelope-Jane Fry

Email: regionaleconstats@gmail.com
Phone: +61416317792 WhatsApp & Australian mobile
Location: Brisbane, Queensland, Australia (Work) and Zallaq, Bahrain (Home)
LinkedIn: www.linkedin.com/in/penelopejanefry/

Executive Summary

Over 18 years diverse experience in major projects and advisory including water, transport, airport, aquaculture, port, rail, hospital, school, control systems & software, and other projects. My experience includes the full project and analyst cycle - strategy through to proposal and project initiation to hands-on delivery and project management. I have delivered results as a consultant and staff member in both commercial and government teams. My strong and personable style achieves momentum and lasting award-winning results fast. I move from one challenge to another swiftly and with a calm approach. Because I am seeking to relocate to Bahrain to be closer to family, no relocation costs are required. [UK & Australian Citizenship]

The following six key strengths set me apart:

1. **Communication:** From simple messages to formal communications, I take care to craft and interpret written, body language, symbolism, & verbal tools.
2. **Agility:** I can be flexible, innovate, and adapt to (or drive) change and switch between managing proactive and reactive situations quickly.
3. **Creativity and problem solving:** I have a flexible approach to finding a way through - from navigating day-to-day challenges to solving a costly or complex long-term problem on a substantial scale.
4. **Results focused:** I clearly define and communicate priorities and have a strong drive to see things through. I also enjoy coaching teams to achieve and celebrate goals.
5. **Interpersonal Skills:** I build internal and external relationships fast, create teams and stimulate collaboration between colleagues across silos to achieve outcomes.
6. **Ability to research:** I have the ability to rapidly acquire an understanding of legislative factors, motivational levers of key stakeholders, org/industry levers.
7. **Network:** Significant network of key influencers in the infrastructure sector and track record of successful representation in infrastructure forums to shape strategic thinking.

My number one value is integrity and, as a leader, I am a passionate about modeling both excellence in work quality and also respect for colleagues in the workplace and community.

Education

- 2018, Australian Catholic University Executive Leadership School - Graduate Certificate in the Psychology of Risk (Risk Management)
- 2003, University of Queensland – Bachelor of Business Management with Honours
- 2001, CQ University – Bachelor of Environmental Science with Distinction

Memberships

- Project Management Institute
- Institute of Public Works Engineering Australasia
- Chartered Institute of Logistics and Transport

Key Achievements

a. Results in Infrastructure strategy, project planning, business cases, and delivery.

- Undertook foundational work for the business case assessment framework and National Land Freight Network Strategy for Infrastructure Australia.
- Oversaw delivery of a significant program of project and business case development leading to \$36 million in project delivery partnerships secured against a KPI target of \$5 million for Rockhampton Regional Council including precincts, economic infrastructure, transport infrastructure, and social infrastructure.
- Led the Aurizon Network Operations CQCN 5 year Business Improvement Strategy, plus the associated 5 year workforce and 5 year budget plans, for the future of Australia's largest export coal rail network infrastructure and operations.
- Successful renegotiation of the railway's Business Rules for the Central Queensland Coal Network in 2014/15. This was a key achievement because my facilitation approach was able to build the necessary consensus for change between all Ports and Operators using the network across Queensland for passenger services, coal freight, and other freight. At the time the effort started, the Ports were in a highly aggressive competitive market situation plus the Port leaders had never agreed to meet in one room together before. I also succeeded in achieving agreement to the process and rule changes and infrastructure implications within the company (Aurizon Network) as part of the process.
- Business Continuity Project delivery including \$17+ million fit-out and then full-lifecycle procedures for activation operation and deactivation of a Network Control Facility.

b. Building Strategic Influence

Sometimes results require influence in both the internal and external environments. I have unique strengths in targeted organisational and industry agility for high impact outcomes. Not only am I able to rapidly build reach and influence, I sustain and reinforce relationships developed with key influencers indefinitely. Examples of such skills include:

- Neither I nor my organisation was a member of the Economic Development Australia (EDA) industry association at the time I won the 2016 Economic Development Australia National Award for Excellence for my smart street technologies infrastructure project business case. Our influence has since grown to the point that EDA will bring all members to Rockhampton for the 2018 National Conference to learn about our approach to developing and evaluating our infrastructure and precinct projects.
- Recognised by the Qld Govt as a [Key Qld Defence Industry Contact](#) for the State since 2013 due to the impact of my strategic infrastructure investment advisory work associated with Local and State Government input into the ADF Force Posture Review.
- Recognised as leader in transport and logistics since 2010, after being selected by PricewaterhouseCoopers to be one of only 90 Delphi Expert participants from 28 different countries to provide input to guide the "Transportation & Logistics 2030 Volume 3: The future of emerging markets" publication.
- Served as Special Advisor for the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) from 2007 to 2010 (e.g. [#20 page 68](#)). Provided training and facilitation for Asia Pacific senior government officials at key events for the "Tax and Budget Reform" and "Sustainable Infrastructure" green growth agendas.

I continue to be invited to present and provide advice at a wide variety of conferences and forums relating to government and business matters.

Career History

Project Manager, Building Queensland

2018 - Current

Building Queensland is an independent statutory body under the Building Queensland Act 2015. Our team of experts assist with business cases on projects where potential government investment is between \$50-\$100 million and lead the preparation of business cases where investment exceeds \$100 million. We will also lead the procurement or delivery of projects if directed. Governed by an eight-member Board, the majority from the private sector, Building Queensland provides independent expert advice to Queensland Government agencies, government-owned corporations and selected statutory authorities to enable better infrastructure decisions. Infrastructure projects that we believe should be prioritised to meet the state's needs will be identified in our pipeline of priority projects. This pipeline, based on rigorous analysis and assessment of projects, underpins future state infrastructure plans.

Achievements:

- Developed a new pilot partnership model for \$1+ Bn proposal.
- Appointed to the Digital Infrastructure Taskforce for the Infrastructure Association of Queensland to advise on the future of smart cities and integrated solutions in the state.

EO & RDA, Rockhampton Regional Council

2016 - 2018

Attracted by the opportunity to deliver keystone infrastructure assets for the region, my work includes identifying and prioritising key growth opportunities for the region and Council then structuring partnerships to secure funding and execution arrangements for the opportunities identified. These include both commercial (e.g. Council owned Airport and related precinct) and non-commercial (e.g. civil works) projects and initiatives. I serve as Executive Officer for the Mayor's Advance Rockhampton Business Advisory Committee and Regional Development Advisor for Council.

Responsibilities:

- I identify and prioritise key growth and associated infrastructure opportunities for the region, then develop projects and business cases for delivery.
- I form and direct multi-disciplined program and project development teams using internal and external expertise to ensure we deliver agreed results.
- Oversee the Economic Development Action Plan, team reporting against it, and facilitate key Government and Business meetings for collaboration.

Achievements:

- Secured \$36+ million in partnerships to deliver projects and the projects into the operational and capital programs. Delivered FY16/17 final results 720% of target.
- Project and joint-investment agreement development for a \$4.04 million project to initiate a technology project, which won the 2016 Award for Excellence in the Digital Entrepreneurs category (Economic Development Australia industry association).
- Public support consistently provided by key stakeholders for our program of strategies and projects.
- Invited to judge the Local Government Management Association Rural Management Challenge in 2017, to assess and give feedback to emerging managers in the sector.

Principal Advisor Business Improvement (Central Queensland Coal Network), Aurizon Network 2014 – 2016

I served on the leadership team of Australia's largest export coal rail network, which also services passenger services and other freight. I was brought in to drive the performance business improvement program for the supply chain and the company's commercial results.

Responsibilities:

- Business Improvement Program planning and management, including infrastructure and other project prioritisation for optimisation against KPIs (plus KPI development).
- Program management for sensitive and business critical 'turn around' infrastructure and other projects, accountable for successful delivery against commercial commitments.
- Drove 5 year workforce plan, budget plan, and strategy for infrastructure performance.

Achievements:

- Drove changes in budget, staffing, and management practices for record KPIs including - over \$1.4 billion in revenue, record production outputs, and record low overtime.
- Client-side change management for introduction of major software and technical/systems infrastructure elements (e.g. \$XX.X million Movement Planner).
- Decision analysis, planning and successful delivery of major transformation projects supporting Vice President (including Network Yards restructure).
- Business Continuity Project delivery including full-lifecycle procedures for activation operation and deactivation of the 'Back up' Network Control Facility for the Central Queensland Coal Network, plus oversight of fit-out. This included technical, HR, budget, procedural, legal, commercial and other changes with \$17+ million budget. The successful demonstration of taking control from the back up site was for Aurizon's Board.

Consultant, Various

2011 – 2014

I was engaged to develop and lead teams to plan and deliver change including contract negotiations for public and private sector clients. For over a year of this period I was Senior Associate Regional Strategy at Flinders Group and Reform Counsel at the Central Queensland Local Government Association. I also carried out independent contracts.

Key assignments included:

- Completed the development of the Central Queensland Regional Planning and Infrastructure Framework, which set the groundwork for the CQ Regional Plan and associated program of projects. I led a team of key staff provided as in-kind from five Councils in collaboration with the State and Federal Government and stakeholders.
- Successfully assisted the Qld Govt to facilitate negotiations between Qld Govt & Beef Australia for new funding model & KPIs/outcomes.
- Mediation between developers/investors in Airlie Beach, their Council, and Qld Department of Main Roads to support business outcomes from Airlie Beach town centre & road redevelopment project – with agreement successfully reached on project plan.

Special Counsel Policy and Strategy, Rockhampton Regional Council

2009 – 2011

Appointed to support Council's key initiatives, I reported directly to the CEO.

Responsibilities:

- To provide advisory, advocacy, and project services for Council's various interests.

Achievements included:

- Successful business model proposal for commercialisation of Water Utilities entity.
- Secured a visit by the Co-Chair of Australia's *Defence Force Posture Review*. The confidential briefing and meeting was a result of the written submission that I led.
- Invited to present advice as a speaker for National Freight Network Strategy forum.

[Note: I took up the role in order to move to Rockhampton to be closer to my Father, based in Rockhampton, who was fighting a potentially terminal illness, which he thankfully survived.]

Executive, Infrastructure Australia

2008 – 2009

Infrastructure Australia is a statutory body of the Federal Government. I was nominated by the Director General of the Qld Department of Infrastructure & Planning to help set-up Infrastructure Australia, as one of only two representatives of the Queensland Government. (Weekly FIFO from Brisbane)

Responsibilities:

- Assisting with the establishment of the team and its processes. This included the first Audit of Australia's Infrastructure that fed into the \$4.7 Billion Nation Building Package, the 2009 stimulus package, and report on national infrastructure priorities that was agreed by the Council of Australian Government (COAG).

Achievements:

- Designing the 'Strategic Fit' component of the prioritisation methodology and business case assessment framework for the evaluation of Australia's energy, water, telecommunications, and transport proposals for reform and investment.
- Other achievements include deliverables for the Black Spot Fund reform proposal, new financing models for infrastructure, and indigenous communities' infrastructure mapping needs analysis.
- Undertook foundation work for the National Land Freight Network strategy, which included rail, ports, roads and air freight analysis.

[Note: Left in order to move to Rockhampton to be closer to my Father, based in Rockhampton, who was fighting a potentially terminal illness, which he thankfully survived.]

Senior Advisor (Economics), Queensland Department of Main Roads

1999 – 2008

The Department oversees transport infrastructure and industry growth and investment.

Responsibilities:

- I joined the Department after being the sole recipient (selected from over 600 applicants) awarded the Queensland Department of Main Roads Environmental Science Scholarship.
- As part of rotation and promotions through further education, I worked from frontline operations (Rockhampton & Nerang districts) through to supporting project planning and finally was promoted to Senior Advisor (Economics) in Head Office (Brisbane) after further university study.

Achievements:

- Developed and proposed an initiative for improved governance of 3rd party assets in the corridor (Energex), which was adopted & implemented by the State.
- Managed a 3 year multi-partner project to investigate and evaluate designs and other economic instruments to promote long-run marginal cost positioning of the infrastructure for sustainable development for the SEQ Regional Plan.
- Selected by the Director General of the State's Department of Infrastructure & Planning to take on the role of Executive to help set up Infrastructure Australia in the Federal Government.

Network and recommendations:

I offer access to a carefully selected and managed network of influential contacts across multiple industries, including a strong influencer presence on the professional networking site 'LinkedIn'. Recommendations include:



Chris Otley-Doe
Managing Director, RubiKon Group

“ Penelope-Jane is an inspiration, she is energetic, broad thinking, with a strategic vision. It was an absolute pleasure working with Penelope-Jane and I wholeheartedly recommend Penelope-Jane to any future project or team or employer. ”



Prosser Wayne
General Manager Network Infrastructure

“ I was recently seconded into Operations and was lucky enough to see PJ Fry in the work environment managing a number of very complex issues. Her tenacity and tireless effort was extraordinary.
In terms of major projects or complex issues PJ is a must have on your team.



Chris Willmann
GAICD| Project & Program Manager | Transformational Change Manager | MMngt Studies | Agile, PRINCE2

“ Penelope Jane contracted me as a professional service consultant to undertake a assessment for the Regional Council on Defence related matters. During this task I found Penelope to be extremely professional and amenable in her approach and provided me excellent background and assistance throughout the duration of my task. Penelope is a charismatic, well spoken and well respected member of her community who puts 120% into all tasks she undertakes. A great asset for any team. ”



Jenny Moore
Chief Executive Officer at CQLGA

“ Penelope Jane is a very dynamic, experienced and competent operator. Her methodology for data gathering and analysis is first class. Very thorough practitioner, has great working contacts, very good project manager. ”



Aneta Nikolova
Environmental Affairs Officer at UNESCAP

“ Ms. Fry is excellent professional with high integrity and admirable degree of passion. ”



Kalair McArthur GAICD
Passionate about regional and remote Australia
May 21, 2018, Kalair worked with Penelope-Jane but at different companies

Penelope is an incredible person to work with. Her dedication to detail and quality with each project has impressed me every time we have been fortunate enough to work together. I wouldn't hesitate to recommend to anyone to have Penelope on their team.



Christine Bell
Coordinator Natural Resource Management at Rockhampton Regional Council
February 21, 2018, Christine worked with Penelope-Jane in different groups

Over the last 18 months, I've worked with Penelope-Jane on a diverse range of projects. Penelope-Jane has incredible vision, passion and drive and I've been consistently impressed by her ability to deliver results. Always keen to support and build capacity within others, Penelope-Jane is a fabulous asset to any project or team!



Sarah Barnes
Acting Destination Coordinator at Rockhampton Regional Council
December 11, 2017, Sarah worked with Penelope-Jane in different groups

Penelope-Jane is an enthusiastic and determined go getter with a passion I've never seen before. She also thrives in helping and building others in any way possible. A significant addition to any team with the skills and attitude to go a long way.