

## GOVERNANCE STATEMENT

I am a dynamic and results-oriented governance professional with a proven track record in fostering success for both business and for-purpose organisations. My expertise lies in aligning strategic goals with inclusive practices to achieve social impact and organisational success. As a highly agile strategist, I bring extensive experience in navigating complex landscapes, implementing innovative solutions, and driving positive changes.

My passion for championing inclusive leadership originates from a deep understanding that diverse perspectives are fundamental for sustainable growth and innovation. Committed to advancing diversity and equity, I leverage my skills to create environments that not only embrace but also celebrate individual differences.

With over two decades of experience in operations management and leadership roles, I offer a wealth of expertise in driving organisational transformation and maximising commercial potential. My commitment to excellence, combined with a strategic mindset, positions me as a valuable asset in steering positive organisational change and ensuring long-term success.

## EXPERIENCE

### **Board Trustee | CORT Community Housing (Community of Refuge Trust)**

Auckland, New Zealand (May 2021 – Current)

CORT Community Housing is a registered community and affordable housing organisation providing homes for people on very low incomes in Auckland for more than 30 years.

- Set and monitor the organisation's mission, purpose, direction, priorities and strategies within the boundaries of its constitution and legal obligations.
- Actively involve key stakeholders in setting and monitoring the organisation's mission, fostering positive and collaborative relationships.
- Specifying key outcomes and ensuring there are adequate resources (people and finances) to achieve the organisation's priorities and strategies.
- Accountable for the management of the Trust's finances and stewardship of its assets.
- Appoint and support the Chief Executive, evaluating performance to ensure effective leadership.
- Chair of the Cultural Development sub-committee and actively involved in organisational risk management. Former member of the Cyber Security and Privacy sub-committee.
- Identify, develop, and approve policies that optimise the organisation's ability to serve its stakeholders effectively.
- Ensure compliance with statutory and contractual requirements, as well as the organisation's policies.
- Monitor the organisation's performance, ensuring alignment with strategic goals.
- Regularly scan the operating environment to ensure the organisation's objectives remain relevant and achievable.
- Regularly report to stakeholders on organizational activities and performance.
- Set standards for and evaluate the governance performance of the governing body.
- Maintain a governing body succession plan, ensuring continuity and effective leadership transitions.

My role as a Board Trustee at CORT Community Housing reflects a commitment to strategic governance, financial accountability, and the provision of affordable housing to those in need, contributing to the organisation's enduring legacy in the community.

### **Community Sport Advisor | CLM Community Sport (CLM)**

Auckland, New Zealand (Jan 2022 – Current)

As a pivotal delivery partner in The Auckland Approach to Community Sport, CLM plays a central role in the Counties Manukau region, collaborating closely with Harbour Sport, Sport Waitākere, and Sport Auckland. Together, under the strategic guidance of Aktive, we actively shape the broader sports landscape in Auckland, working towards a unified and impactful regional approach to sport, active recreation, and play.

At CLM, we are driven by the dedication to empower our communities. Through strategic initiatives, we aim to enhance lives and shape better futures by harnessing the transformative power of sport, active recreation, and play.

In my role, I am entrusted with leading two distinctive portfolios: Tū Manawa Active Aotearoa and ActivAsian. I am passionate about driving these portfolios forward, aligning them with CLM's overarching mission of positively impacting our communities. By harnessing the diverse benefits of sport, active recreation, and play, we aspire to contribute to the holistic development and vitality of the diverse communities we serve.

- In my capacity as the TMAA portfolio leader, I oversee the administration of \$1.9 million in annual funds dedicated to bolstering local community sports, active recreation, and play activities within the Counties Manukau region. A focal point of this initiative is on eliminating barriers to participation, particularly for groups that are traditionally less active, such as girls and young women, disabled individuals, and those in higher deprivation communities.
- At the helm of the Auckland-wide ActivAsian initiative, my role extends to leading and delivering strategic outcomes specifically tailored for the Counties Manukau region. This involves dynamic responsibilities encompassing relationship building, collaboration, project management, and advocacy for the value of diversity, participation, and social inclusion.
- Applying initiative and critical thinking to ensure Funders' outcomes are achieved within the local community.

This role reflects my dedication to community empowerment through strategic initiatives in sports and recreation.

### **Chief Executive Officer | Counties Manukau Badminton Association (CMBA)**

Auckland, New Zealand (Dec 2019 – Nov 2021)

- Oversaw all operational aspects of the organisation including the planning, management, monitoring and implementation of the operations and financial plans, achieving key strategic performance indicators.
- Successfully led the restructuring of CMBA and its business model, resulting in the highest performance metrics since at least 2014 despite the challenges posed by the pandemic.
- Achieved remarkable improvements in community participation (74%), paid memberships (50%), grant funding (37%), and revenue from products and services (19%).
- Provided executive leadership and strategic advice to the Board on operational matters affecting sports in Counties Manukau and New Zealand.
- Ensured the organisation complies with the Incorporated Societies Act 1908 and other legal requirements.
- Participated and acted as an advisor to the Board with the organisation's strategic planning.
- Led the development and implementation of requirements regarding funding and revenue-generating projects for the organisation.
- Recognised with the 2021 Honda NZ Counties Manukau Sporting Excellence Award for Administrator of the Year.

My tenure at CMBA has been characterised by a commitment to excellence, strategic foresight, and a passion for fostering badminton's growth and positive impact in the community.

### **Consultant & Managing Partner | Ingenious Marketing Solutions**

Kuala Lumpur, Malaysia (Dec 2001 - Feb 2015)

As the Co-founder and Managing Partner of Ingenious Marketing Solutions, a consultancy practice in marketing and branding strategies that specialises in events management and media relations services, I played a pivotal role in the successful establishment and growth of the company.

- Successfully oversaw the day-to-day operations including performing business pitch presentations followed by planning and managing the implementation of strategic campaigns for clients.
- Managed the company's operations and financial aspects, ensuring compliance with legal requirements and contractual obligations.
- Focused on developing business strategies that propelled the company to achieve an annual turnover in the seven-figure mark.
- Established the organisation's vision, structure, strategic plans, annual business plans, annual budgets, and policies.

My leadership at Ingenious Marketing Solutions contributed to its success in delivering exceptional value to clients and achieving significant business milestones.

**N.B.** My full career experiences and achievements can be found at my [LinkedIn Profile](#).

## **EDUCATION**

### **Master of Business Administration | University of Liverpool**

(2011 - 2014)

Key coursework completed includes Global Leadership, The Organisation in Strategic Context, Finance and Accounting for Managers, and Innovation and Change.

## **SKILLS**

- Policy Development
- Risk Management
- Compliance
- Stakeholder Engagement
- Ethics and Integrity
- Decision-Making
- Leadership
- Strategic Planning

## **LANGUAGES**

- English – Fluent
- Cantonese – Mother tongue (spoken only)
- Mandarin – Conversational (spoken only)
- Malay – Native
- Indonesian - Conversational
- Spanish – Beginner

## **REFEREES**

Available upon request