

Anthony Cox

Finance and Performance Specialist

A passionate leader in transformational projects with a track record of delivering pragmatic solutions and quantifiable outcomes. Working with organisations to establish frameworks and reporting systems to enable robust decision making and accountability.



Relevant Experience

- + Financial Modelling
- + Budget management
- + Performance reporting
- + Productivity improvement
- + Stakeholder management
- + Accountability improvement
- + KPI development
- + Project management & delivery
- + Governance & framework design
- + Process & organisation redesign
- + Benefits measurement & realisation
- + Workshop design & delivery
- + People management & mentoring

Refer to the following pages for further details on relevant projects

Key Client Experience

- + TransLink
- + Aurizon
- + QLD Department of Education
- + University of New South Wales
- + Townsville HHS
- + RMIT University
- + Gold Coast HHS
- + James Cook University
- + Swinburne University

Career Summary

Current QLD Department of Transport & Main Roads

I joined TransLink as the Finance Manager in the Commercial Partnerships team, working on strategic projects including the delivery of the first electric buses to South East Queensland, negotiation of the Regional Urban Bus contracts, and the public transport COVID response package.

2017 - 2018 Aurizon – Group Finance Manager

I was asked to join the Aurizon Group Finance team to help establish more efficient processes, whilst maintaining delivery of the monthly reporting requirements to a tight timeframe. I took ownership for managing the \$9billion budget build process across the organisation, including the implementation of a new Transformation management system to provide more timely and accurate reporting on initiative performance.

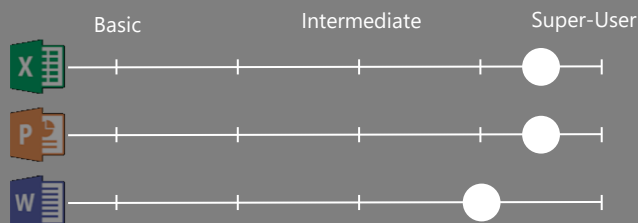
2016 - 2017 QLD Dept. of Education - Finance Director

Since 2016 I gained valuable public sector experience as Director of Business Solutions and Advice within the Finance Branch. I reported to the Executive Director of Strategy & Advice as well as the CFO being directly responsible for a team of ten, leading strategic projects and state-wide legislative compliance activities.

2006 - 2016 PwC UK & Australia – Audit & Consulting

I joined PwC UK in 2006 and was selected by PwC to undertake an international secondment in 2010. Recognised for my technical knowledge and leadership skills I was promoted to Senior Manager and transferred into the Consulting practice.

Skills & Qualifications




Member, Chartered Accountants ANZ

Fellow, Association of Chartered Certified Accountants

Bachelor of Science in Applied Accounting
– Oxford Brookes University (UK)

Contact Information

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References

Available upon request

Relevant Project Experience – 2013 to 2021

TransLink – Commercial Partnerships - Finance Manager – 2019/21

This project team was established in 2016 to commence the negotiation of Queensland's bus contracts in South East Queensland and the broader Regions. I was recruited to the team in 2019 as the Finance Manager to provide trusted advice across an array of commercial and strategic projects, several are highlighted below:

Regional Urban Bus Contract Negotiations – Delivery of six regional bus contracts totalling \$315m. I led the financial evaluation of the offers from the regional operators, working collectively with the commercial and operational streams to form the negotiation team. Data-backed analysis underpinned our negotiation strategy to extract value from the operators and secure long-term contracts and service continuity for the regions. Our approach reduced the initial offers by 25%, with a robust and benchmarked approach to deliver value to the State.

South East Queensland Electric Bus Contracts – Delivery of five e-bus trials in SEQ to align with the broader State strategy of electric vehicle rollout from 2025. I built the financial model that underpins the negotiation for the five e-bus contracts securing savings for the State across Fuel, and Repairs & Maintenance, and developing payment mechanisms for electric charging infrastructure and bus batter technology. I have been commended for my approach of working collaboratively across the organisation to ensure all internal systems and processes impacted by the change are known and prepared for the implementation, something which hadn't always happened in the past.

Townsville Ferry Contracts – Delivery of two long term passenger service contracts totalling \$20m to ensure service continuity for the communities of Magnetic Island and Palm Island. I led the development of the commercial principles and the financial evaluation for the Townsville Ferry offers. Applying a consistent analytical approach to negotiation, we were able to contractualise a brand new \$6m vessel for the people of Palm Island, along with a 20% increase in weekly services levels within the current budget envelope.

COVID-19 Emergency Response Package – Development of a rapid evaluation framework and emergency payment mechanism to enable operators to stay afloat and receive subsidies during the early stages of the pandemic. I developed a data collection and evaluation framework to allow the State to provide subsidies with a level of substantiation, in conjunction with a payment mechanism that provided flexibility to scale up/down payments depending on the longer-term impacts of covid-19. I was recognised for my ability to work rapidly under pressure and deliver high quality outcomes to support the State.

Aurizon – Group Finance Manager – Mgmt Reporting & Budgeting – 2017/18

Reporting through to the Chief Finance Officer, my role operated in the Group Finance function, leading a team of five with responsibility for the following key activities:

Annual Budget Cycle - Co-ordination and delivery of the annual budget cycle, including Executive presentations and Board reporting - this role spanned the entire organisation, ensuring that key deadlines were met and the \$9billion budget was developed consistently and robustly.

Transformation – Design and implementation of a new Transformation Reporting system to manage and report on the performance of multi-million-dollar initiatives through to the Executive Management Committee, and the monthly Transformation reporting committee.

Monthly Reporting - The team consolidate and deliver the monthly results through to the CFO, Executive, and Board including the monthly Flash Report, Board Papers, and rolling forecast with associated risks and opportunities.

Relevant Project Experience – 2013 to 2021

QLD Department of Education – Director Business Solutions & Advice 2016/17

This role was not common to standard Government agency Finance functions. As Director of a team of ten, we operated as an internal management consultancy team delivering at any given time between 15 and 20 projects across the Department and the state. Examples below identify the blend between compliance/legislative projects, and performance improvement projects that we delivered.

Statement of Assurance (SoA) 2016/17 – I implemented a wholesale change to the SoA that had previously been in place for six years. The existing approach had been well regarded by the Audit Committee, CFO and Queensland Audit Office. I identified opportunities to complete the assurance process more efficiently, reducing the burden on staff across the state by thousands of hours, whilst increasing the level of effectiveness and comfort gained by taking a more consultative approach.

Budget Distribution Models – I led my team to develop budget distribution models for several DET entities, delivering funds more equitably, efficiently and aligned performance monitoring outcomes.

Victorian university – Budget Redesign & Implementation – 2015/16

This client engaged PwC to transform their budget and planning processes. I worked on the ground leading the finance team of more than 30 people for 5 months building a new budget model and the associated apportionment methodologies. This included engagement with the Executive team to coach them through the new budget model and subsequent strategic decisions regarding the allocation of funding.

This project resulted in a more transparent and equitable budget model being implemented across the university, in a timeframe quicker than it previously took to establish the historical model. Executives understood the allocation of funding more clearly, decisions were able to be made more strategically (e.g. allocation of research funds) and Deans understood more cohesively what they were accountable for.

North Queensland university – University Performance Diagnostic – 2015

PwC were engaged by this University to perform a diagnostic across all campuses – the objective of which was to identify where opportunities existed for growth, efficiency or service improvement. I led the Academic and Research workstreams, engaging frequently with the Vice Chancellor and Deputy Vice Chancellors to identify critical operational issues and verify potential solutions for implementation. I further maintained responsibility for consolidating all opportunities and developing the overall benefits model.

In a 14 week period we were able to complete a diagnostic that cut across all major university functions and enabled the university to establish a transformation office to implement a structured and benefit focused change program.

Relevant Project Experience – 2013 to 2021

Brisbane ASX Listed Services Client – Performance Reporting – 2013/14

This client is an early childhood education provider that I worked with over a period of 6 months pre and post listing on the ASX. The role was focused on improving both management and operational reporting to provide a more effective process and output. I collaborated with all members of the Executive team, the Board, and third-party stakeholders (e.g. banks, investors) to deliver information to suit their respective needs.

I achieved process improvements by formalising daily, weekly and monthly controls across the business that optimised the timeframe for report production from five days after system close, to four hours after close. For a business that operated on weekly performance cycles, this supported Management to make effective decisions on a more timely and informed basis.

South East Queensland Health Service – Accountability and Performance Reporting Framework– 2014

PwC were engaged by the HHS Executive to work with senior leaders across the organisation to develop a suite of KPIs that were both centrally cascaded and locally relevant. These metrics were to be reported within the organisations in-house developed 'Management Information System' (MIS). Additionally, I worked closely with the internal data governance team to ensure that all metrics were reportable under current system configurations.

I aligned priorities with the MIS team to manage deliverables and timelines ensuring that Executive expectations were managed. Over a period of 3 months, we were able to create a framework that articulated how future reporting and accountability was to be managed and the 18 month implementation plan to have over 150 metrics reported using the MIS.

Queensland Government – Public Asset Leases – 2014/15

Prior to the 2015 Queensland State Election, PwC were appointed as advisor to the Government for the proposed lease of multiple Queensland Ports. I operated as the lead Separation advisor across the Ports Parcels working closely with the Port of Townsville and Queensland Rail to understand what was to be included in the leased package, as well as what was required to be retained by the Queensland Government.

Over a four month period I took responsibility for leading our advisory team to ensure all parties (e.g. lawyers, investment banks, engineers, government) were able to understand what the transaction package contained, the separation implications and the broader impacts across more than ten other workstreams.

North Queensland Health Service – Reporting Governance Framework – 2013

This client engaged PwC to address the need to cascade accountability throughout the HHS from board to ward as identified by executives and the Board. I owned the development of an efficiency diagnostic that focused on both internal cost variability and efficiency when considered against the Queensland funding price for activity. The diagnostic report produced fresh insight for the CEO that directly led to changes in rostering and recruitment decisions.

I was the on-site Manager handling the day-to-day engagement with the key stakeholders and was accountable for overall project management. Facilitating multiple workshops and actively collaborating with the client enabled a positive and pragmatic outcome. Over a period of 6 months, the team and I delivered a formalised Reporting Governance Framework and Implementation Standard which was sustained through multiple training workshops.