

MICHAEL WILLING APM



M: [REDACTED]

E: [REDACTED]

Profile

A highly skilled and respected strategic leader with broad public and private sector experience and demonstrated success in leading high performing teams in complex, challenging environments. A strong, nuanced communicator who values trust and authenticity and a person widely recognised for his integrity, adaptability and proven ability to deliver sustainable outcomes by leading and fostering collaboration across diverse stakeholder groups.

Key Areas of Expertise

- Crisis Leadership/Management
- Government Relations and Executive-Level Collaboration
- International Security and Risk Management
- Investigation
- Transformation/Reform Management and Change Leadership
- Complex Problem Solving
- Influence and Negotiation
- Project Management
- Strategic Business Planning and Financial Management Skills
- Media and Public Relations

Qualifications and Professional Development

- 2019 Company Directors Course (Graduate)**
Australian Institute of Company Directors
- 2016 Executive Master of Public Administration**
University of Sydney/Australia and New Zealand School of Government
(Winner of the 'Urbis' Academic Prize)
- 2011 High Potentials Leadership Program**
Harvard Business School, U.S.A.
- 2010 Graduate Diploma in Executive Leadership**
Australian Institute of Police Management
(Winner of the 'Telstra Australasian Policing Scholarship')
- 2008 Graduate Certificate in Applied Management**
Australian Institute of Police Management
- 2005 Master of Business Administration**
Charles Sturt University
- 1999 Graduate Diploma in Criminology**
University of Sydney
(Winner of the 'J.H. McLemens Memorial Prize in Criminology')
- 1997 Bachelor of Policing (Investigations)**
Charles Sturt University
- 1995 Associate Diploma of Policing**
Charles Sturt University

This and the following 4 pages is
Annexure marked with the letter MSW2
referred to in the affidavit
of Michael John Willing
sworn/affirmed at Queanbeyan
on 30th day of January 2023

Before me: [REDACTED]

(Solicitor/Justice of the Peace)

J. K. P. P. P.
Justice of the Peace
No. 148342
30 January 2023
at Queanbeyan

Has completed numerous programs within the NSW Police Force including qualifications in counter-terrorism investigation, emergency and public order management, as well as specialist investigative skills. Has also completed the Police Management Development Program, the Police Executive Leadership Program, the inaugural NSW Police Force 'Strategic Leadership Program,' and has been a 'visiting fellow' at the Australian Institute of Police Management.

Career Summary and Experience

Accenture Australia Pty Ltd

July 2022 to present

Managing Director – National Security and Safety (Client Account Lead)

Leading a diverse multi-skilled team as the 'Accenture National Security and Public Safety practice lead' helping public sector clients navigate the increasingly complex threat and national security landscape by leveraging and expanding digital technology and human capability to defend, protect and promotion the security of our nation across organisational boundaries of intelligence, policing and borders.

NSW Police Force

Oct 1990 to Jan 2022

Regional NSW Field Operations

Jul 2021 to Jan 2022

Deputy Commissioner

A member of the 'Commissioner's Executive Team' leading over 5800 staff members providing policing services underpinned by a strategic 'Regional Policing Plan' across the Northern, Western and Southern areas of NSW, along with the Capability, Performance and Youth Command, and managing a recurrent budget of \$703 million. Upon being appointed became the NSW Deputy State Emergency Operations Controller (Deputy SEOCN).

Central Metropolitan Region

Jul 2019 to Jun 2021

Assistant Commissioner – Commander

Using a 'team of teams' philosophy to lead a team of 2500 people providing community focused policing services and responsibility for leading and delivering complex security operations for major and public order events, large scale protests and high-risk tactical incidents. Was the NSW Police Force corporate spokesperson for alcohol related crime and was a member of the NSW Government 'Night Time Economy and Music Festivals Steering Committee' and legislated 'Music Festivals Working Group.'

NSW State Recovery Coordinator – 2019/2020 Bushfire Disaster

In January 2020 appointed by the Premier of NSW as the 'State Recovery Coordinator' to lead the state's recovery from the 2019/2020 bushfire disaster. Designed and coordinated a first of its kind 'Whole of Government and Australian Defence Force Taskforce' providing immediate relief to bushfire effected areas, and then medium to longer-term recovery across effected NSW communities. Appointed to lead the transitional 'NSW Disaster Recovery Office' within the NSW Department of Communities and Justice.'

Counter Terrorism and Special Tactics Command

Nov 2017 to Jun 2019

Assistant Commissioner – Commander

Collaborating with national and international partners whilst leading over 520 people across a range of highly specialised groups providing unique security and risk management capabilities to the state of NSW including: tactical operations (high risk), public order operations, investigation and intelligence operations, post detention terrorism offender risk management, protective security operations (crowded places and critical infrastructure and cyber risk management), dignitary and VIP protection operations.

NSW Homicide Squad

Nov 2011 to Oct 2017

Detective Superintendent – Commander

The longest serving officer to hold the position and 'head of profession' for 'Homicide,' led a team of over 100 investigators, intelligence officers and support staff conducting high-profile homicide, suspicious death, Coronial and 'death in police operations' investigations.

Local Area Commander/Staff Officer

Oct 2007 to Oct 2011

Superintendent – Commander

As one of the youngest officers to hold the rank of 'Superintendent' in the history of the NSW Police Force led and managed complex policing business units that achieved record reductions in crime within defined geographical areas and fostered trusted collaborative cross government and community relationships.

Various Leadership Roles within the NSW Police Force Oct 1990 to Oct 2007

As a Detective Inspector, Detective Sergeant, Detective Senior Constable, and Constable conducting general and specialist policing, criminal investigation and crime management functions.

Key Areas of Expertise

Crisis Leadership/Management

Taking stock of given situations, identifying priorities, assembling diverse skill sets and executing a plan to address the situation.

- For example; collaborating with a cross section of stakeholders to develop and then lead high-profile security operations in response to the series of 'Black Lives Matter' protests in the Sydney held in the context of the international outcry around the world over the 'George Floyd' death in the United States and ongoing COVID-19 restrictions; and working closely with local and international partner agency leaders whilst leading and overseeing numerous complex and time-critical counter terrorism operations

Government Relations and Executive-Level Collaboration

Intricate knowledge and practical experience of Local, State and Commonwealth government agencies, systems and processes resulting in the achievement of outcomes through effective networking, collaboration and the overcoming of barriers to information sharing and communication across organisations and government. For example;

- Developing a strong understanding of public sector systems and processes through regular attendance at NSW 'Secretaries Board' and NSW Government 'Crisis Cabinet' representing the Commissioner of Police over a number of years; using practical experience to contribute to advice provided to Cabinet concerning economic recovery from the COVID-19 pandemic as a member of 'Project Spring'- a select group of senior public servants, with Ministerial oversight, led by the Secretary of the Department of Premier and Cabinet (DPC); and using interpersonal skills to collaborate with national agencies as a 'Principal Advisor' to the Australia and New Zealand Counter Terrorism Committee (ANZCTC), member of the NSW State Counter Terrorism Committee and leading of a number of directly related subcommittees.

International Security and Risk Management

Intricate knowledge of the international security environment and risk management, having strong relationships with key individuals across the 'five-eyes' countries within the law enforcement and intelligence communities, extensive experience in counter terrorism and security operations, crowded and public spaces protection, cyber-crime and terrorism, intelligence operations, tactical operations, dignitary protection operations, and major security operations. For example;

- Using practical experience, relationships and knowledge of the international security and risk environment to plan and lead internationally recognised major event security operations including the 2018 'ASEAN Conference' security operation, the 2019 AUSMIN security operation, and the 2019 'Invictus Games' security operation along with high profile domestic operations for the 2019/2020 and 2020/2021 'New Years' Eve' and the 2021 'Australia Day' celebrations; and using through extensive International and national travel to build effective professional relationships and engage with senior executives from law enforcement and intelligence agencies within Australia, across the 'Five Eyes' nations and Middle Eastern countries.

Investigation

Extensive experience in conducting, leading and overseeing complex and high-profile investigations and analysis. For example;

- As a designated 'detective' with almost 30 years' experience conducting, leading and overseeing all types of criminal, coronial and professional standards investigations including; fraud, assault, sexual violence, corruption and organised crime related offences as a Detective Senior Constable, Detective Sergeant and Detective Inspector; high profile homicide, coronial and 'death in custody' investigations as the state's longest serving Homicide Squad Commander; along with local, national and international counter terrorism investigations as the Commander of the Counter Terrorism and Special Tactics Command in NSW.

Transformation/Reform Management and Change Leadership

Develop and implement structured change management processes to drive cultural change.

For example;

- Transforming culture using a plan underpinned by 'seven strategic outcomes' within the NSW Police Force Counter Terrorism and Special Tactics command following the findings of the 'Lindt Café Siege' Coronial Inquest and using cross stakeholder collaboration to implement of recommendations across the NSW Police Force and wider government; and using a "team of teams" leadership philosophy to reform management and people development processes across ten diverse geographic policing areas as Commander of the NSW Police Force Central Metropolitan Region.

Complex Problem Solving

Engage in high-level critical analysis of a wide range of complex information and formulate effective responses and solutions to critical issues. For example;

- With a counterpart identifying and analysing a critical problem common across 'counter terrorism Jurisdictions', then designing and implementing the initial terrorism 'residual risk' framework for Australian policing jurisdictions domestic intelligence agencies; and using a wide range of complex information sources whilst overseeing the design and operational implementation of a world first post sentence detention and supervision scheme ('High Risk Terrorism Offender Scheme') for to overcome the problem of managing those posing a serious risk of committing a terrorism act after serving a period of incarceration.

Influence and Negotiation

Wide ranging experience in gaining commitment from stakeholders and resolving conflicting views to deliver the best outcomes. For example;

- As NSW State Recovery Coordinator for the 2019/2020 bushfire disaster, influenced and negotiated with key stakeholders, including NSW Treasury officials, the National Bushfire Recovery Coordinator and via him Commonwealth (Cth) Government officials by using my interpersonal skills to present evidence in the form of data and case studies gathering which resulted in a shift in stakeholder thinking to supporting a simplified small business support scheme which saw small business owners accessing grants and keeping businesses afloat; and using common desired outcomes to successfully negotiate a successful outcome between 'NSW Health' and 'Australian Border Force' as acting SEOCON which saw the first NSW/New Zealand COVID-19 'bubble' implemented.

Project Management

Comprehensive experience in the practical delivery of on-time, on budget, outcome focused projects at the highest levels of government. For example;

- With a Deputy Secretary from the NSW DPC overseeing the successful delivery of a significant project to identify potential post COVID-19 social outcomes across NSW as a result of a potential economic downturn and working with government agencies to identify potential areas for program funding/refining in line with the state budget cycle; and supervising a number of projects internal to the NSW Police Force including the 'Attraction and retention of staff in remote areas of Regional NSW' and 'Improving policing housing and accommodation in Regional NSW.'

