



## Catherine Harding

Accredited Investment Management Standard and  
Investment Logic Mapping Facilitator

*KPMG Associate Director, Melbourne*

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### Facilitator profile

Catherine is an Associate Director in the Policy, Programs and Evaluation (PP&E) practice with a focus on Government Advisory. She has 12 years' experience in in public sector policy, strategy, law, governance and project management and extensive knowledge of government processes and organisations having worked in policy and strategy roles across the State and Federal public sector, including the Victorian Department of Premier and Cabinet and the Victorian Department of Justice.

Catherine is an accredited ILM facilitator and has led the development of ILM for significant infrastructure projects and whole of government projects. Catherine's approach to the development of ILMs draws on her experience working across government, including as part of the budget process. She has proven experience in the design, delivery and evaluation of programs and projects in government and the not for profit sector, as well as extensive experience in the design and execution of complex stakeholder engagement strategies. Catherine also has a strong corporate governance background as a Non-Executive Director.

Catherine successfully met the accreditation requirements for the ILM process in 2018 and has attended the full DTF Investment Management Standard training.

### Expertise

- Public sector environment
- Strategy development
- Stakeholder engagement and collaboration
- Clear communication to support decision-making
- Program evaluation

- Project management
- Wide-ranging portfolio experience: including justice, education, health, human services, corrections, industry, sport, and manufacturing.

### My facilitation approach

KPMG understands the benefit of an integrated approach for the development of the ILM as part of the Business Case development process. I will work with you as part of the planning process to determine how many workshops are required and how they can best be timed within the context of the broader project to maximise the benefit to the project as a whole.

I take a practical and collaborative approach to facilitation, particularly the ILM workshops, which are entirely focused on delivering the best outcome for my client. My method is designed to ensure robust discussion and consideration of the problems and the benefits informs the ultimate approach, and the opportunity for engagement with senior external stakeholders to ensure buy-in throughout the project as it develops.

In an ILM session, I work to build consensus amongst the decision makers in the room, so that the opportunity of undertaking the ILM exercise is useful and aligned to your strategic interests. Workshop notes are captured and shared with the project team to support the business case development process and the ILM is socialised with workshop participants for feedback and refinement.

Feedback from my clients has included:

*"The session was respectful and purposeful. Evidence was a core component of the discussion and there was good buy-in from participants. Our Executive Management Group benefited*



*significantly from the workshop and the outcomes were positive and meaningful” – Louise Glanville, CEO Victorian Responsible Gambling Foundation (2018)*

### **Why KPMG?**

Through KPMG’s extensive national and global networks, we also have access to people and resources to help you explore new and broader perspectives.

Our PP&E team works with government to support the design, implementation, review and evaluation of policies and programs and understands the unique needs of the public sector today. We have worked closely with all levels of government for many years, and our people have a deep understanding of the environment, culture, policies and machinery of government.

If required, we can deliver the ILM as part of a broader integrated business case development project, leveraging our expertise from across the firm to ensure it

draws on the appropriate specialist expertise.

### **Education, Licenses & Certifications**

- Masters of Law (Public and International Law),
- Bachelor of Laws (Hons), Bachelor of Arts (French and Italian)
- Accredited ILM Facilitator (2018 - current)
- Certificate IV in Training and Assessment
- Certificate IV in Government
- Admitted as a Solicitor of the Supreme Court of NSW

### **Indicative pricing**

Indicative costs for each workshop are \$2,500 (incl. GST) per workshop, including the required time for preparation and production of outputs and documentation.

The time and cost may vary depending on the level of existing information or workshops held, the size and nature of the investment, and location of the workshops. Although I am based in Melbourne, I am available to travel within Australia and New Zealand at cost.

Please contact me to discuss how I can best support your organisation to achieve the best outcome through this process, or to discuss a packaged rate for more than one workshop.