



Our Capabilities

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We find the pitfalls and opportunities the others miss, giving you the best chance of success, because we're ...

- **ethical**
- knowledgeable
- insightful
- meticulous.

Ethical Consulting Services
www.ethicalconsulting.com
info@ethicalconsulting.com
+61 7 3229 2222

What We Do

We work with you to devise strategies that get you where you need to go ...

- Government relations & stakeholder relations
- Governance
- Project facilitation
- Inbound investment assistance
- Marketing, communications, and campaigns

... and customised training in each.

Our

- **deep knowledge and**
- **a meticulous approach**

ensure clarity and insight

about the pitfalls and opportunities the others miss,

giving you the best chance of success.

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Government Relations & Stakeholder Relations

We help ensure alignment between what you need and what Government wants. We help you work out how best to communicate what you want, with whom to talk, and when and how best to ask for it. We'll identify the pitfalls you must pass by and how to avoid them, and the opportunities available to you, to get where you need to go.

Stephen:

has extensive and deep experience in government serving as a member of the Queensland Parliament (1992-2012) and as a senior Minister in a range of challenging, reform driven portfolios (1999-2012) in:-

- Health
- Energy
- Water
- Trade
- Mines
- Natural Resources
- Trade
- Emergency Services

For two terms he was a member of the Cabinet's Budget Review Committee.

He also served as Parliamentary Secretary for State Development, chaired the Queensland Small Business Council, and was a member of the Queensland Innovation Council and the Queensland Food Industry Council.

As a member of numerous national Australian Ministerial Councils, Stephen's understanding of the machinery, systems, and processes of Australia's Federal and State governance is extensive, and has proven invaluable in his work as an advisor to the corporate and not-for-profit sectors alike.

Stephen provides valuable insights into ensuring your government engagement and lobbying program is effective, but does no lobbying.

Mike:

has led Government relations and stakeholder engagement projects since 2004, in most Australian jurisdictions. Mike has

- worked with clients to clarify their needs and how to secure them,
- devised strategies and plans focussed on those needs and implemented them,
- researched the views of stakeholders in and outside Government,
- developed and implemented programs for positioning projects and brands,
- managed external and internal project communications.

He's helped clients achieve objectives in:-

- the resource sector
- information and communication technology
- the service sector
- property development
- professional associations
- and many others.

He's been course coordinator at University of Queensland, preparing course material and lecturing about how Government policy is made, as well as lecturing Masters-level students in elections, Government relations and lobbying.

Mike is a registered lobbyist and does all lobbying on behalf of Ethical Consulting Services' clients.

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Stephen and Mike know every lobbying and stakeholder project is a strategy-driven campaign of branding, marketing and communications.

Stephen:

oversaw successful and opinion changing campaigns on difficult and controversial issues across a wide range of portfolios.

- Natural Resources – ending broadscale tree clearing in Qld;
- Water – Urban and rural water conservation during the millennium drought
- Energy – Qld Govt Clean Energy Strategy
- Mines – CSG education & engagement strategy
- Health – various Public Health campaigns.

He understands the importance of tailoring the message to the right audience to achieve the desired outcomes.

Stephen was elected a State Member of Parliament seven times – so he's thoroughly on top of messages and message delivery systems: marketing and communications.

Mike:

has led many diverse projects since 2004, helping clients - large and small - from

- the resource sector,
- information technology,
- the service sector,
- professional associations,
- property development, and
- many others,

see their projects, bids and policy proposals adopted by Governments.

Election campaigns are all about messages and message delivery systems: marketing and communications. To keep on top of the best in campaigns, Mike has buried himself deep inside the last three US Presidential campaigns, and most years learns more at the United States' premiere election campaigning conference in Washington DC. He's also lectured at that conference, in

- crisis management
- campaign management and
- campaign strategy development.

In addition, Mike directs, manages or mentors local election campaigns at all levels; he was the first full time State Secretary (equivalent to Chief Executive) of the Northern Territory Branch of the Australian Labor Party - establishing all of their systems from scratch, and directing election campaigns.

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We're all about identifying, developing and helping you deploy the systems that make projects and organisations work effectively and deliver results. We're both members of the Australian Institute of Company Directors, and have broad and deep experience in ensuring good governance, particularly through Board memberships and project management, as well as directly training Boards in these areas.

Between us we're thoroughly across helping you review and implement the key elements of the governance systems meeting your needs:

- Vision, purpose and strategies
- Risk identification, mitigation and reporting
- Plans to implement your strategy
- Accountability, management and reporting systems
- Board and subcommittee structures, operations and review
- Board effectiveness
- Director selection criteria, induction and training
- Policies e.g. culture, ethics,
- Key performance indicators
- Stakeholder engagement

Stephen:

is currently an appointed member of the West Moreton Hospital and Health Board, the Chair of Healthy Land & Water – SEQ's principal regional natural resources management body, and Chair of the peak body NRM Regions Queensland.

He is formerly an Advisory Councillor and non-Executive Director to Greening Australia (Qld); a non-Executive Director of Healthy Waterways; a Director of the West Moreton Oxley Medicare Local and the Johnny Warren Football Foundation.

In his roles with Greening Australia Stephen was actively involved in the national restructure of the organisation to ensure its longer term financial stability and retention of its position as one of Australia's major provider of conservation and landscape restoration services.

He has also been involved in development and delivery of Board training in multiple aspects of governance and Board effectiveness.

Mike:

Is currently a non-Executive Director on the Board of Stormwater Australia, and the Committees of Management of several NGOs. He's previously been a member of Industry Association Boards, a Company Secretary, a member of the Labor Party's National Executive, and Administrative Committees (~ Boards) in Queensland and NT.

He has also been a member of the Charles Darwin University Council (then called NT University), and Granville TAFE Council.

As Secretary of the Northern Territory Branch of the ALP, he established all internal governance and management systems, their holding company, and was Company Secretary.

Mike has delivered effective governance systems, for many projects, and many NGO Boards; he's also developed and delivered training in governance and effectiveness, for Boards and projects.

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Because we know our way around Government, business, and communities, we'll give you the most effective advice and assistance about how to get your project up, running, and delivering results.

Stephen:

His extensive knowledge of domestic economic opportunities, and his broad understanding of the needs of boards and shareholders and experience in overseas markets, particularly China, means Ethical Consulting Services can provide the contacts and information you need to locate the investment that meets your needs and aspirations and gets that project off the ground and underway.

Being able to tap into a broad range of professional service providers means inbound investors can be assured that the right opportunities here in Queensland and the rest of Australia will be identified and a comprehensive strategy on how to engage can be delivered. A strong knowledge of government and legal requirements also means that your time is not wasted on chasing opportunities that never will/can be realised.

Mike:

has helped investors coming to Australia

- Understand the Australian market, Government structures and processes, and complex stakeholder environments
- secure access to Government decision-makers
- successfully bid for Government work and projects
- negotiate project agreements
- develop and implement communications programs
- develop and implement Government relations and stakeholder engagement plans.

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Training

Stephen:

has been involved in development and delivery of Board training in multiple aspects of governance and Board effectiveness.

He is regularly invited to lecture to undergraduate and postgraduate students on policy making, government decision making and election campaigning at Griffith University, and has lectured students in Government policy-making, at University of Queensland.

Mike:

over 25 years has developed and delivered short, customised training courses for commercial clients, community-based organisations, university students, and to professional conferences.

He has recently refreshed his train-the-trainer qualifications and holds a **Cert IV in Training and Assessment**.

Mike has recently worked as a University Lecturer and Course Coordinator at University of Queensland on Government policy-making, and has also lectured on lobbying, elections and campaigning, to Masters students.

His short-course development and teaching have included

- government relations,
- politics,
- the processes of government,
- policy-making,
- writing Ministerial correspondence,
- campaigning,
- strategy,
- crisis management,
- governance and Board effectiveness
- meeting management,
- problem-solving,
- fundraising,
- communications,
- time management,
- and more.

When working in each of his union and Labor Party roles, Mike developed and implemented almost all internal training.

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Why We're Better

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Ethical

Being ethical means more than merely ending each day without breaching a law or an ethics code – it's about ensuring that what you do achieves positive outcomes, and happens in an ethical way. So, that's the kind of solutions and strategies we'll be recommending to you, and that's how we will work with you.

Anyone can achieve short-term results by cutting corners and gaming the system – those with a long-term perspective understand the business value of a reputation for operating ethically.

Everything we do is predicated on protecting our clients' reputation, and our own.

Everything has to pass the front page test, conform to your codes of ethics, and, where relevant, public sector codes, too – including the Lobbyist Codes that apply Federally and in most States.

We respect and apply the spirit and the letter of the codes of conduct of the following institutions -

- Public Relations Institute of Australia
- Australian Marketing Institute
- Australian Institute of Management
- Australian Institute of Company Directors
- Government Relations Professionals Association (now defunct, but their Code of Conduct is still worthy of adherence)
- American Association of Political Consultants.

You are protected by our commitments to you, which embrace and exceed all of those institutions' standards, and are set out on Page 12 of this Capability Statement, in the "How we do it" Chapter.

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Knowledgeable

Our combined experience working with a wide range of

- clients,
- Governments and Oppositions,
- community based organisations,
- expert advisors and academics, and
- other businesses and professional associations,

means we know how to wend our way through the trees and forests, on our way to getting results.

We understand how and where to look, for your pitfalls and your opportunities, and as we work with you to identify them, we're able to identify the best way to bypass those pitfalls, and to leverage your strengths and opportunities, to reach your targets.

Our combined exposure to an enormous range of portfolios, industries and sectors

- International Trade
- Health
- Natural Resources
- Mining and resources
- Energy
- Water
- Emergency Services
- Professional bodies and industry associations
- Consultancies
- Agriculture, fisheries, forestry
- Non-Government / community-based organisations
- Information and Communication Technology
- Property development
- Service sector
- and many others

gives us the knowledge and flexibility to find the best solutions and options for your project.

Insightful

Being ethical and having a good store of experience and knowledge isn't enough – you need to have those attributes applied to development of insightful solutions directly applicable to your unique circumstances.

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We deliver insightful solutions by:

- ensuring we work with you as a team, and pooling the best ideas our experience can suggest,
- diligently and meticulously examining the environment in which you operate and in which you're seeking outcomes, to ensure we're across all of the facts and not making recommendations blindly,
- carefully applying our extensive Government and industry knowledge to the pitfalls and opportunities revealed by our research, and thoroughly identifying the opportunities provided by your strengths, and your business and political environment, and maximising their benefits to your project.

Meticulous

Some consultants will talk to you for a short while, and then far too rapidly lay out a strategy or plan. That's not us: we are methodical, thorough and professional, and believe you can't know to where you can aspire, and how you get there, unless you have a good understanding of where you are starting from, based on careful acquisition and evaluation of the full facts and risks.

Are there real issues that you need to address, or is the problem smaller than you have thought? Is it possible to get to where you want? Or are you better advised to focus elsewhere? Or are there alternative objectives that can be attained, if your original objectives are out of reach? Our systems are designed to give you the best possible understanding of what's possible, so you can make good business decisions about what to seek, and the resources to deploy in that pursuit.

To ensure your resources are being directed economically, we strongly recommend that you embark on your project only after a structured and methodical process of devising:

- properly-founded and viable objectives, of which you leadership are fully informed, and in which they are fully invested,
- a strategy that can efficiently and effectively achieve those objectives, and
- a matching plan, implementing that strategy.

These things can't happen without great attention to detail, and a careful process aimed at delivering value for money.

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How We Do It

Our Promise To You

We're always going to operate professionally and of course, ethically!

We'll make sure -

- the project scope is perfectly clear
- timeframes are understood
- milestones and fees are agreed
- major activities are acceptable, and
- the deliverables are unmistakable.

Activate: We always prefer to start a project with a substantive, structured and detailed workshop with you and your team, to ensure we're completely across the environment and what you need done.

Individualise: We will never use a template strategy. Our best-practice systems ensure you get what you need, not a cut and paste of our last report. Our extensive experience means we know how to get it right, and customise to your needs.

Diligent Research: We will not give you advice until we've done the necessary research. Instant solutions without due diligence are terribly wrong; it's a mistake to offer one, or to take one up if it is offered.

Protect Your Good Name: We will protect and advance the good name of your business. We won't do anything that is, or might be seen as, improper, or threatening or corrupt; nor will we break any laws.

Protect Everybody Else's Good Name: We will respect the spirit and the letter of the codes of ethics/conduct of others (e.g. public servants and other professionals) with whom we deal.

Tell You About Conflicts: We will tell you about any potential or real conflict of interest.

The Truth, the Whole Truth, Nothing but the Truth: We'll tell you the truth - all of it, and with nothing added - even if you don't want to hear it. And we won't mislead project stakeholders either.

No Inflated Promises: In particular, we'll tell you the truth about what we can deliver - if you want something we can't handle, we'll refer you to someone who can do it, or with your approval, bring them into the team.

Confidentiality: We'll keep your secrets, and we're sure you will respect our intellectual property.

Civility: We'll always do our utmost to treat everyone with civility.

Stay Smart: We'll keep our skills and knowledge up to the standards needed to deliver on all of these promises, and deliver on your needs.

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- Australian Marketing Institute www.ami.org.au
- Australian Institute of Management www.aim.com.au
- Australian Institute of Company Directors www.companydirectors.com.au
- Government Relations Professionals Association (now defunct, but their Code of Conduct is still worthy of adherence)
- American Association of Political Consultants www.theaapc.org
- Lobbyist codes in each Australian jurisdiction.

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While we'll always customise our approach to meet your needs, we try to be methodical and systematic, and usually apply tried and trusted systems, designed to ensure you're getting value for money.

We'll never try to apply tried and trusted solutions, however – they're always customised to your situation.

You don't want to embark on your project to no purpose, nor at the wrong time, nor spend time working with individuals who can add no value to your business, nor in a way that wastes scarce time and money.

To ensure your resources are being directed economically, we strongly recommend that you embark on your project only after a structured and methodical process of devising:

- properly-founded and viable objectives, of which your leadership are fully informed, and in which they are fully invested,
- a strategy that can efficiently and effectively achieve those objectives, and
- a matching plan, implementing that strategy.

Such a structured and methodical process would normally have three Phases to it:

1. Diagnostic/environmental scan and fact-checking
2. Strategy development
3. Strategy implementation

Phase One: Diagnostic/environmental scan and fact-checking

Unless you have a good understanding of where you are, you can't be sure how far you might be able to get, nor how to get there.

Some consultants will talk to you for a short while, and then far too rapidly lay out a strategy or plan. That's not us: we are methodical, thorough and professional, and believe you can't know to where you can aspire, and how you get there, unless you have a good understanding of where you are starting from, based on careful acquisition and evaluation of the full facts and risks.

Are there real issues that you need to address, or is the problem smaller than you have thought? Is it possible to get to where you want? Or are you better advised to focus elsewhere? Or are there alternative objectives that can be attained, if your original objectives are out of reach? Our diagnostic process will give you the best possible understanding of what's possible, so you can make good business decisions about what to seek from Government, and the resources to deploy in that pursuit.

We make our diagnostic process as quick as necessary, but we always urge that it happen, in some form.

Our Diagnostic Report evaluates what is possible, the impediments that must be overcome, and major elements of how the best possible outcome can be delivered.

Our Diagnostic Report is definitely not going to be sugar-coated, or an exercise in coddling your decision makers: you pay for accurate information and advice and you will get the best we can provide. We will not

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hesitate to identify the problems you may confront in pursuing your objectives, and the level of difficulty. We believe you need to be in a position to make the best possible judgement about the magnitude of resources and effort that might be necessary to achieve your objectives, and whether the prospects of success are sufficient to justify the effort and expense.

Phase Two: Strategy Development

Once the Diagnostic Phase is completed, Phase Two – if you approve it – involves Ethical Consulting Services working closely with you to more fully develop strategies, and a detailed Action Plan that will set out how objectives are attained.

An important component of this phase is careful stakeholder and influencer mapping.

At the end of each of the Diagnostic/Environmental Scan Phase and the Strategy Development Phase, you may choose to

- proceed no further,
- proceed without our assistance, or
- use Ethical Consulting Services in implementing the Strategy and Action Plan.

Phase Three: Strategy Implementation

Following your approval of a Strategy and Action Plan, Ethical Consulting Services would be pleased to partner with you during the implementation of the strategy and action plan.

The precise content of the Strategy Implementation Phase will be determined between us, at the start of the Phase, and depends in large part on the outcomes of the first two Phases.

Business Partnership Model

Your relationships with consultants can be structured in many different ways, and those structures will vary according to type of work, duration, workload, criticality and many other factors.

We're proposing that you embark on a planned and strategic approach to your project, and this will work best if any consultant is integrated into, particularly, the management and delivery of your Strategy and Action Plan: as a partner in the process, rather than someone you see only on demand.

A continuous involvement gets the best and most comprehensive advice, constantly, and helps ensure continuous focus and improvement.

This might be significantly different from the way the consultant function has operated in the past, but makes much better use of consultant time and expertise, and better use of the consultant fees paid.

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It is also, in our experience, the only way to effectively manage a planned and strategic approach, without seeing it degenerate into merely a reactive approach, controlled by day to day events rather than by you.

We make this recommendation in order to ensure you receive best value for money, and in light of our past experience.

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Who Does It

Ethical Consulting Services combines the talents and experience of Stephen Robertson, former Queensland Government Minister, and Mike Smith, founder and principle consultant of Ethical Consulting.

Hon. Stephen Robertson

... is Ethical Consulting Services' principal advisor and government strategist.



Photo: www.leahdesborough.com

Government Relations

Stephen Robertson has extensive and deep experience in government. Stephen served as a member of the Queensland Parliament from 1992 to 2012. Ministerial service in a range of challenging portfolios between 1999 and 2012 gave Stephen a breadth and depth of knowledge across the whole of Government.

For two terms, he was on Cabinet's Budget Review Committee, and across 13 years served at different times as Minister for Health, Natural Resources, Mines, Energy, Water, Trade and Emergency Services.

Prior to that, he served as Parliamentary Secretary for State Development, chaired the Queensland Small Business Council, and was a member of the Queensland Innovation Council and the Queensland Food Industry Council.

As a member of numerous national Australian Ministerial Councils, Stephen's understanding of the machinery, systems, and processes of Australia's Federal and State governance is extensive, and has proven invaluable in his work as an advisor to the corporate and not-for-profit sectors alike.

Lobbying, Industrial Relations & Reform

Before entering Parliament, Stephen held senior positions in the industrial relations sector, working for several organisations including as State Secretary, and National President of the United Firefighters Union.

His background in advocating and negotiating for fair workplaces gave Stephen the drive and foresight he needed to achieve reforms in his many roles in Government.

While Minister for Health, Stephen activated significant healthcare reform through a \$10 billion Health Action Plan which has since funded construction of the new Queensland Children's Hospital and the Gold Coast University Hospital.

His work in the Natural Resources, Mines and Energy, and Trade portfolios built his expertise in sustainable resource management, and his work with Queensland's Energy and Water Utilities delivered wide reaching reforms in water and energy pricing policies, corporate governance, and clean energy.

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Qualifications & Experience

Currently studying for his Masters in International Relations, Stephen has a Bachelor of Arts from Griffith University, graduating with honours from the School of Modern Asian Studies.

Stephen is Chair of the Board of Healthy Waterways and Catchments, and formerly a Director of the West Moreton Oxley Medicare Local, the Johnny Warren Football Foundation, and an Advisory Councillor to Greening Australia (Qld).

He is a member of the Australian Institute of Company Directors.

Contact: Stephen.Robertson@ethicalconsulting.com

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Mike Smith

is Ethical Consulting Services' founder and principal consultant.



Photo: www.leahdesborough.com

Government Relations

Every lobbying project is a strategy-driven campaign of branding, marketing and communications - and Mike has led those projects for the last ten years, helping clients - large and small - from

- the resource sector,
- information technology,
- property development,
- professional associations,
- the service sector,
- and many others,

see their projects, bids and policy proposals adopted by Governments.

His understanding of the processes of Australian governments, and how to work with them, is substantial.

Training

A trained trainer since 1991, Mike has developed and delivered short, customised training courses for commercial clients, in community-based organisations, to university students, and to professional conferences.

He has recently worked as a University Lecturer and Course Coordinator here on policy-making, and has also lectured on lobbying, elections and campaigning, to Masters students.

Mike's short-course development and teaching have included

- government relations,
- politics,
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Campaigning

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In addition, Mike directs, manages or mentors local election campaigns at all levels.

He was the first full time State Secretary (equivalent to Chief Executive) of the Northern Territory Branch of the Australian Labor Party - establishing all of their systems from scratch, and directing election campaigns.

Qualifications & Experience

Mike has been a Company Secretary, and a Board Member for many community-based organisations. He's currently a Company Director for Stormwater Industry Australia Ltd, and a Director-equivalent for several other organisations.

His professional memberships include

- Public Relations Institute of Australia,
- Australian Marketing Institute,
- Australian Institute of Management,
- Australian Institute of Company Directors, and
- American Association of Political Consultants.

Mike has previously worked as a Ministerial advisor, and a negotiator/tribunal advocate and organiser for a large Australian union. He has a Grad Cert in Management that he aspires to turn into an MBA.

Mike is a registered lobbyist and does all lobbying on behalf of Ethical Consulting Services' clients. He's deeply committed to meeting and exceeding the Codes of Conduct required of lobbyists in each Australian jurisdiction.

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Where To Find Us

We are based in Brisbane, Australia, but travel wherever the work takes us!

info@ethicalconsulting.com

www.ethicalconsulting.com

In Australia (07) 3229 2222

International +61 7 3229 2222

Post Office Box 15414, City East, Queensland, 4002

Level 8, 183 North Quay, Brisbane Queensland, 4000

Skype: EthicalConsult

www.Facebook.com/EthicalConsult

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www.linkedin.com/company/ethical-consulting-services

<http://google.com/+EthicalConsulting>

<http://ethicalconsultingservices.wordpress.com>

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