



KANGAROO ISLAND COUNCIL

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To Whom It May Concern

Carmel Noon held the position of Chief Executive Officer for the Kangaroo Island Council between November 2007 and May 2011. During this time, and under her leadership, the Council has achieved significant improvements and efficiencies. Working in a very complex and demanding environment, Carmel has restructured the organisation, implemented a raft of efficiency measures, instigated and implemented major reviews in all Departments and developed policies and procedures that have set sound governance and financial platforms for the future.

The Kangaroo Island Council has been deemed unsustainable, and Council has set significant goals to overcome our long term financial and resource restraints. Carmel has provided astute leadership in developing both internal and external strategies to progress this work, which is leading to significant outcomes for this community.

The development of Asset Management Plans and Long Term Financial Plans, have been a major and complex part of this project. These plans have been subject to peer review by State Government for their sign off, and have also recently received the National Award for Excellence in Local Government in the category of Asset Management - Financial Management for Councils under 15,000 ratepayers. This is a significant achievement for Carmel, who has achieved this level of excellence, with limited resources and staff.

During Carmel's time on the Island, she has significantly enhanced our communication and consultation processes with the community and within the organisation, and in a complex environment, negotiated one Enterprise Bargaining Agreement for the entire work force. During 2010, Carmel developed a new Strategic Plan for Council utilising an interactive model called "Future Search", which is designed to bring diverse views to common ground.

In 2010, Council achieved \$2.6 million in Federal funding to upgrade the network of Campgrounds on the Island, a complex project that has been completed on time and well within budget.

Kangaroo Island has many complex and significant barriers affecting both our community and the opportunity for business growth. In working towards political solutions, Carmel has worked tirelessly and provided astute and clear direction, that are now leading to significant outcomes. Recent successes for Kangaroo Island are both a focus of the State Economic Development Board on the Island, and the announcement of \$8 million of road funding for Kangaroo Island from the State are a direct result of a team effort under Carmel's leadership. The future for the Kangaroo Island Council is a positive one and can be attributed to Carmel's legacy of management and leadership.

Jayne Bates
Mayor
Kangaroo Island Council