



SANDY HALLEY

4/2/1951 - 7/11/2010



PREFACE

This book was originally conceived as a way of getting Sandy's friends and family to tell Sandy about the impact she has made on their lives and on the lives of others.

Sandy and I always agreed that it was a pity to have to wait until you were dead for people to say nice things about you.

Sandy's friends and I conceived of the project as a gift for her sixtieth birthday.

Contributors were asked to submit a piece as long or as short as they liked about any aspect of Sandy or their friendship with her. The pieces contributed would go under the banner of love, play and work. Friends were also asked to contribute photographs.

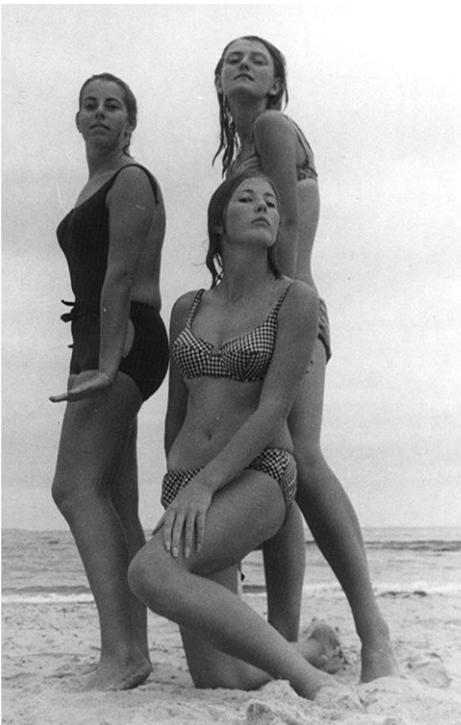
Sadly Sandy died before she could read the book. However she knew about it as a work in progress and it is an important record of a wonderful woman.

Through all of the contributions we can build up a picture of Sandy's complexity, the breadth of her vision, her contradictions and her courage. In this way we can get a fuller picture of her than we may have had on our own and add to our rich store of Sandy anecdotes.

This book is an important record for her son Adam, to whom it is dedicated.















SANDY

Amazon of planning, warrior queen
of good causes; hitting targets on cost,
on time: with love and laughter in between.
Rambunctious mistress of the quick riposte,
felling each phony with a single shot.
Like toffee, hard enough to shatter teeth
and yet, if sucked for long enough a hot
and delectable lover underneath.
Dr. Bossy Boots with a golden heart:
sharp as steel yet soft, such contradictions:
assertive, demanding, persuasive, smart;
quick to cast ironic maledictions
on the heads of fools. Self taught, self possessed,
mischievous catalyst. One of the best.

Nick Hughes
Aldgate
7/11/10

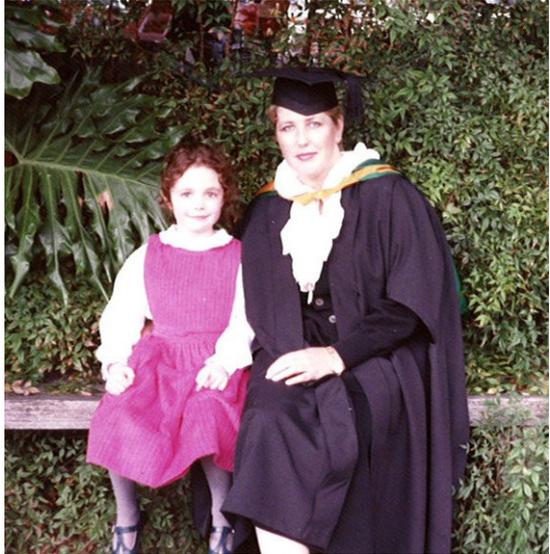


Our Sandy

Sandy was important to each of us in different and very special ways

- A mother to Adam
- A sister
- A sister-in-law
- An aunt
- A cousin
- A friend
- A work colleague

Sandy was the third child of Millicent and Keith Halley. She went to school at Abbotsleigh and then earned three degrees. The family spent most of her growing up living in Greengate Road, Killara.



Sandy and her niece Aimée on the occasion of Sandy's graduation with her Masters of Business Administration from the Australian Graduate School of Management.

Our much loved Sandy has left us suddenly and far too early. It is hard to imagine our lives without her but fortunately for us all she left amazing memories and her spirit will be with us forever.

We watched her battle cancer with her usual determination and intelligence. She approached it with the desire to know all the facts and find the best solution. She searched for healing in Germany and for a while we all thought this might work. It wasn't to be.

As Joan Baez said

“ You don't get to choose how you are going to die, or when.

You can only decide how you are going to live.”

And live Sandy surely did. She decided early she was going to leave the world a better place. Her life was rich and full of adventure. Often it was unconventional but always dedicated to improving the

social condition and the dignity of individuals. She was never boring. She was often breathtakingly courageous.

From her first job at Ok Tedi mine in New Guinea to her last great plan to revitalise Port Kembla, Sandy applied her social planning and administrative skills to solving problems many would hesitate to address. I remember this new social work graduate flying to New Guinea in her early twenties to do a social and environmental impact study on the OK Tedi mine. The miners were expecting Sandy the Scotsman! She warned of the impact of the tailings flowing into the river and said they would have a serious negative impact on the downstream villages. How right she was!



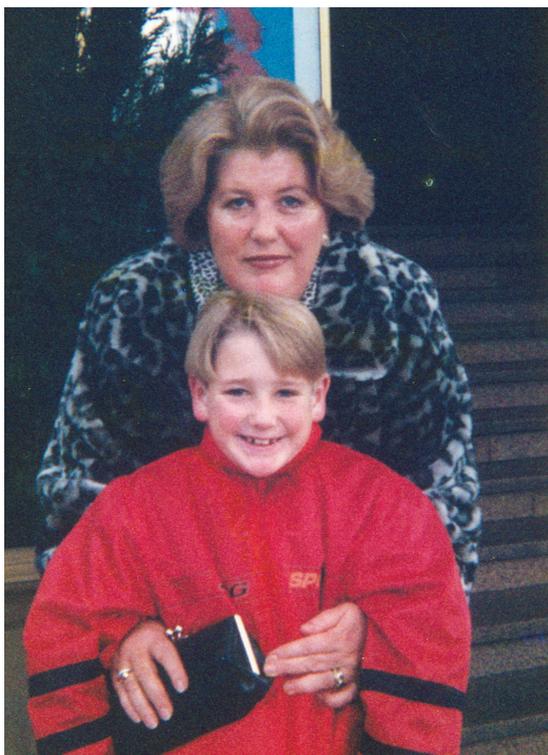
She was right often. Sandy dreamed bigger dreams than most people and worked out how to have maximum impact for good. She accepted no barriers and intimidated lots of bureaucrats but she drew admiration from many including in her early days Michael Codd, Justice Else Mitchell and Gerry Gleason.

Some where along the way Sandy got the hang of buying and selling houses. This extra passion saw her change addresses often but it was a way for her to demonstrate her commitment to the Illawarra.

Sandy had many roles in her life – social planner, CEO, Chairperson, entrepreneur, the owner of Aurora consulting and Moo blue. In the middle she added farmer to the list. She used both sides of her brain being a talented embroiderer, designer, Christmas Cake maker and singer. She chose all the music for her memorial service and about a month ago baked 28 Christmas cakes for this year.

But her favourite role was being mother to Adam Keith Halley-Prinable. They were great mates and she was very proud of him. She was thrilled he found the course which so suited him and his talents. In her last months Adam came home to Wollongong many times to look after her.

Sue Vardon





LOVE & PLAY



LOVE

*Love: Eine Freundin ist jemand, die alles von Dir weiß und Dich trotzdem gern hat!*¹

From the many stories that Sandy and I could tell about each other's love life, I will select two.

The first involves the breakup of the relationship that Sandy was in when I met her. The man in question was (and still is as far as I know) a serious and erudite Marxist scholar.

I have no idea of the details leading to the breakup; all I knew was that Sandy was being unreasonably nice about it. At this stage we were still living in the shared house, but with the addition of Nick Hughes, English-born actor, resident wit and genius handy man.

Nick and I decided that it would be cathartic for Sandy to express some healthy spite about this ex lover and stop being so sweetly reasonable. To assist her to express her feelings Nick and I constructed an effigy of the ex lover. We dressed him in the costume which was compulsory for the upwardly mobile Marxist – army fatigues, elastic sided boots, a tweed coat with leather patches, peaked cap and a witty little kerchief in red and white spots to add a proletarian touch. I was particularly proud of the hand stitched beard – it looked just the thing. The Marx for Beginners book in the jacket pocket was a nice touch as well.

We hung the effigy in the stairwell and encouraged Sandy and passing visitors to the house to give it a biff in passing. The effigy proved a most satisfactory therapeutic aide for Sandy and for the household in general, particularly when the person in question encountered it on a 'let's be friends' visit and was suitably chastened, particularly by the book in the jacket pocket.

After that incident Nick and I felt that the effigy had done its job and we gave it a decent burial off the end of the Darling Street Wharf.

My second story involves Sandy and the Walkley Award journalist who visited Sydney during his tour with the Bob Hawke election campaign. He was an old mate of Bob's (Mills, that is, not Hawke) and we invited him to dinner. The candle light, red wine, cigarettes and political discussion proved

¹ This was on a post card that Sandy sent me from Germany. It translates as 'Best friends know everything about each other and love each other anyway.'

an effective aphrodisiac and it soon became apparent (to me at least) that a strong mutual attraction between Sandy and the Walkley Award journalist had developed. Late in the evening the journalist called a taxi. It took a long time in coming and I went to bed. Bob came to bed sometime later and reported that he had left Sandy and the Walkley Award journalist smoking and talking about politics so when I answered the phone the next morning to an irate member of Bob Hawke's entourage trying to locate the Walkley Award journalist, I have a fair idea where I might find him.

That evening Sandy and I debriefed on the dinner the night before. She asked me whether I thought she had been too forward. I said that she had been so subtle that Bob had misread the situation completely and thought that she and the Walkley Award journalist were actually talking about politics. Sandy replied: 'So you think it was OK to cancel the taxi?'

What a bold move and one I have always admired.

Deborah Mills



What are those two talking about at Deb and Bob's 25th wedding anniversary?

Marg Bail's 40th 1984





PLAY

Exercise or Accessorise?

I will begin with my first encounter with Sandy in 1979 at a Department of Youth and Community Services staff meeting. I thought she was incredibly glamorous and sophisticated. She was also a 'social planner' – which was exotic in those days.

One of our early conversations involved Sandy commenting on my style. Something along the lines of: 'You can look like a grandmother when you are old – why are you trying to look like one now?' I think that this critique was directed at a fetching Laura Ashley shirt-maker ensemble.

Fast forward to a few years later when Bob and I were sharing a house with Sandy and she and I were borrowing each other's clothes. I recall a pair of gold lame pants which got a serious workout (this was the 1980s OK?). Sandy teamed them with leopard skin and my preferred ensemble was the pants with a red T-shirt decorated with a pineapple in gold glitter. Oh – and fake basalt rock earrings (a present from Sandy).

However, this style transfer wasn't all one way. Sandy seemed to think that my penchant for hats was worth adopting – so many of my hats were included in the costumes that Sandy assumed for her important meetings. She wore one of my hats to the meeting that the three of us had with the Balmain Bank Manager to get a loan for the house we bought together. It worked, but I think it was the fact that the Bank Manager thought we were a *ménage à trois* and hoped to make it a *ménage à quatre* that sealed the deal, rather than the hat.

Sandy taught me how to have fun with clothes, with image and persona. Her philosophy on this is best summed up in a birthday card she sent me which depicts two women of a certain age chatting. One says to the other: 'My doctor says we should eat good food and exercise.' The other responds in horror: 'I thought he was saying we should buy good shoes and accessorize!'

This lighthearted description of Sandy's impact on my life is a metaphor for something much deeper. Sandy taught me how to play. I left home early, worked my way through university and married young. I didn't have much time to play in my teenage years. Meeting Sandy not only gave me permission to play, but gave me an adolescence and another sister.

Deborah

Our first real meeting was at the University of Sydney, during the student strike late in 1977, although we had both been at alienating staff meetings earlier in the year. Sandy was on the other side of the gulf between practice and theory that was the reality of the Social Work Department of the time. Seeing the light, she switched sides, which helped make the strike a resounding success. I benefited directly, because early the following year Sandy saved my sanity by helping me find placements for all the students. Louise Voigt had (quite rightly) resigned in protest at the Professor's attitude to practice, leaving me there—part time!— trying to do it all.



Tina, Sandy and Yvonne Cullen, colleagues at the University of Sydney, Dept of Social Work

The mad, funny but often stressful times at the University due to strikes, boycotts and threats of expulsion stood in sharp contrast to that summer visiting our Colo River holiday house, a cooperative wonderland shared with like minded people, on the edge of the Colo wilderness, off the Putty Rd in Western NSW. Each Wednesday afternoon and Thursday we would pack the car and take off with my young son Keir. Those summers at Colo during the late 70's early 80's persist as such strong memories of our times together: our friendship blossomed during those days.

I remember some dramatic moments. Jacko, Sandy's wonderful dog, became dehydrated on the way there one hot summer day. One day Keir nearly drowned, silently, as we lay beside the gully pool reading books. Huge huntsman spiders appeared in the middle of the night and seemed larger than when remembered during the day. The Colo river property provided us with a wonderful place to



Sandy and Jacquo



Colo River property

play, swim, relax and get to know each other. It is such a beautiful, relaxing place, where stress and anxiety vanished into the water. The cooperative members, including Sandy for a time, were an interesting and somewhat hippy lot who believed in live and let live, never do anything to

strenuous, and above all put off any task that was not immediately essential. Part of the joy was playing games and telling stories. There was no phone, no television, and the radio was turned on only for the cricket. Nude swimming was the norm: I remember the shock on the faces of an unsuspecting canoe group when they rounded a bend in the river and Sandy ran right past them. They did not know where to look; nude bodies were everywhere.

Another treasured memory is the woman's weekends that a group of us had about twice a year while our husbands looked after our children when they were very young. Although Sandy had not yet had

a child, she joined us in all the spirit of that adventure. We all loved having her there as she always created an unforgettable environment for us.

Although I saw less of Sandy after she moved from Balmain she was always present at landmark events and I will never forget the wonderful song sung by her and Deb at Terry's farewell before he moved to Pittsburgh in 2001. When I moved solely to running the long term foster care arm at Barnardos I was able on many occasions to catch up with Sandy in Gerringong as I had offices in Shellharbour and Nowra. It was great to be with her for a few hours or overnight.

I will never forget her warmth, generosity and friendship nor her zany, irreverent wit.

Tina Smith



Sandy has a big heart and has remained endlessly generous to her friends. I feel this sense of privilege and excitement to be included as her friend. She is a fabulous and generous cook and I especially recall many afternoons or evenings around her table overlooking the harbour or gathering on the lawn in front of her East Balmain house. Boats sailed by, our kids played well after the sun went down and no one wanted to go home. They were the best of times!! Conversations with Sandy are always fast, witty and full of laughter. She is highly intelligent and has the sharpest sense of irony, always quick to see the ridiculous side of every situation. You no sooner grasp her meaning before the next funny image or gag erupts. I remember her generosity once backfired when she decided to help a colleague who was experiencing emotional difficulties with a little 'smoke'! The effects were more than she bargained for!

My earliest memory of Sandy was her larger than life presence at the Community Liaison Bureau. In those days she was buxom, outrageous and endlessly amusing. I have one strong memory of her arriving in leopard skin tights, a low cut Tshirt with an outrageous stick on tattoo on her cleavage – worn to unsettle the most conservative of gatherings – something she invariably achieved. She was one of a fabulous group of women that remain life long friends. Sandy aptly referred to us as 'Rex's floosies' after our outrageous Government Minister of the day.

And then there are the men in Sandy's life; most endured for a number of years but invariably ended in tears as they moved on to more 'settled pastures'. Her marriage produced her most enduring male relationship with her son Adam, who matches her eccentricity, her intelligence and her huge capacity for loyalty and love.

Sandy is a 'real estate tragic', renovating houses with her clean, white uncluttered interiors. Her perfectionist nature means that she sometimes overcapitalises but compromise is not in her nature!

Sandy is fabulous to work beside. She is innovative, creative and fast. She can pull a paper together in the time that I might still be thinking about what to say. Her contribution to social and housing policy and to rehabilitation practice are standouts - well after they were developed or executed.

One of the great tests of human relationship is the feeling we have when we anticipate seeing them. I am conscious that my sense of excitement, my expectation of an occasion to remember, of warmth, laughter and good food remain an enduring emotion.

Jane Schwager

THE OXOMETRICAL SOCIETY

1996 November 5

PATRON

Eu Huutong

FOUNDATION MEMBERS

R.N. Bracewell, *President*

B. Carter

R.B. Coulson, *Orator*

W.J. Eastaway, *Vice-President*

F.A. Edwards

J.K. Formby

B.Y. Mills

R.F. Treharne

O.L. Wirsu, *Secretary*

SPOKESMAN

Otto Adderley

MUSICAL CRICKET

Neville Cardus

ILLUMINATOR

Emile Mercier

POET

Ern Malley

OVUPLASM

K.R. Fisher

Ms Sandy Halley, *Cand. Ox.*
34 Waiwera Street
Lavender Bay, NSW 2060
Australia

Dear Ms. Halley,

I am happy to inform you that our Patron, Vice-President, and Orator have recommended that you be admitted to the Oxometrical Society with the status of

Candidate in Oxometry

It is with great pleasure that I enclose your Diploma. The Society recognizes that, as the only female *Cand. Ox.*, you may from time to time find yourself on the horns of a dilemma, but nevertheless confidently expects that you will distinguish yourself as the first Woman Against Oxoplasm and wishes you success.

With cordial best wishes,

Yours fraternally,



R.N. Bracewell
President



SOCIETAS OXOMETRICALIS
UNIVERSITATIS SYDNEIENSIS



In the name of the Society

Be it known

That Sandra Halleyus
has been this day admitted to the
Candidacy
in Oxometry

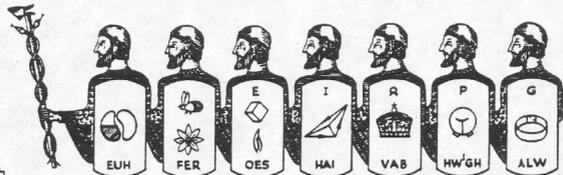
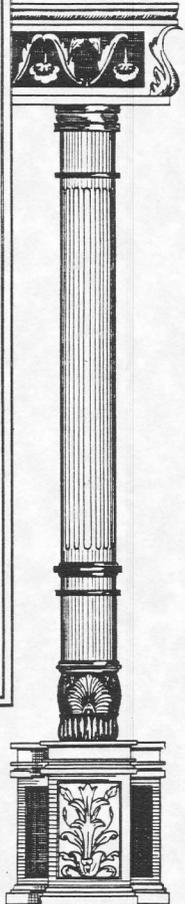
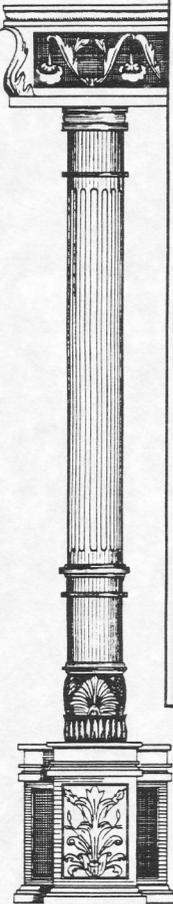
and to all privileges attached thereto



En Austin Patron.

M. R. Russell President.

HOC DIE QUINTO NOVEMBRIS AD MVM I GUIDI VULPINI



THE OXOMETRICAL SOCIETY

PATRON

Eu Huutong

FOUNDATION MEMBERS

R.N. Bracewell, *President*

B. Carter

R.B. Couison, *Orator*

W.J. Eastaway, *Vice-President*

F.A. Edwards

J.K. Formby

B.Y. Mills

R.F. Treharne

O.L. Wirsu, *Secretary*

SPOKESMAN

Otto Adderley

MUSICAL CRICKET

Neville Cardus

ILLUMINATOR

Emile Mercier

POET

Ern Malley

OVUMPLASM

K.R. Fisher

1996 September 20

Ms Sandy Halley,
34 Waiwera Street
Lavender Bay, NSW 2060
Australia

Dear Ms. Halley,

Your letter of 1996 August 20 was duly received, read with interest and appreciation, and has been forwarded to our Patron, to the Vice-President, and to the Orator for their consideration.

Consequently, this is only an interim acknowledgment. However, your submission is at the top of the list and the only delay foreseeable is that associated with communication with our Patron, which has mostly been by sea-bottle. But he has ways of reaching us.

With best wishes,

Yours sincerely,



R.N. Bracewell
President

R N Bracewell
President
The Oxometrical Society
836 Santa Fe Avenue
Stanford
California USA 94305

Your Greatness,

CANDIDACY IN OXOMETRY: Women Against Oxoplasm

I am writing to present my credentials for candidacy in the Daughter of Oxometry degree. My excuses for my application being more than a year late would yield a high milli-Eastaugh BQ score, and are omitted in the spirit of Oxometrical best practice.

Notwithstanding one undergraduate and two post graduate qualifications, including some from Sydney University, I am applying for a junior Oxometry degree because I am a beginner in this discipline, and I understand that humility is a highly valued principle of Oxometry. My contribution to the Body of Knowledge of Oxometry may not be of sufficient scientific moment to warrant the higher status of Sister or Mother of Oxometry. This, however, is a matter for the Examiners.

My schooling in Oxometry has been via apprenticeship, rather than scholarly learning. The credentials of my Master Teacher are exemplary: I refer to His Altitude Keith Halley (E&M 1943), at, and over whose knee I learned, first hand, of the perils of failing to appreciate and exhibit the excellence in the practice of Oxometry.

My thesis was inspired by my father's fascination for devices that take resonations and other measurements, notably his interest, as an undergraduate, in the development of the cathode ray Oxilloscope and its successful tendering with the Department of Public Works, then his post graduate contribution to promoting your own Furlong-Fortnight-Stone system for international adoption in favour of the neat but colourless metric system or the esoteric and now politically incorrect imperial system of measurement.

Such an aficionado of Oxometry was my father, that finding our family name too humble in origin to have an inherited heraldic emblem, he crafted one himself, employing the Oxometric mark and adopting the motto "*Cavenda Etiam Sentina*". I suspect he may privately have fancied himself as Lord of Fun But No Nonsense.

I humbly place before Examiners this original Oxometrical thesis in it's context:

The 'R Curve' in Public Sector Financial Management *"Spend Now: Save Later"*

Keeping to Oxometrical tradition, passed on to me by my father, my thesis comes wrapped up in a good story. This is a story about the critical importance of specific historic conjuncture (timing) to breakthroughs in scientific endeavour (Oxometry).

I was head-hunted from graduate management school to a tough 'corporatisation' job in the public sector and was part of the senior management team of a large government department (in which sector some of Oxometry's greatest advances have been made).

It was just after Paul Keating became Treasurer of the Great South Land, and, at the same time, discovered Economics. Like all new disciples, he was thrilled by the lexicon and liturgy of his new religion which puts across some pretty simple ideas and self-fulfilling prophecies in a mysterious, fascinating, alarming or attractive (if obscuring) fabric of language and logic. Treasurer Keating embraced and paraded his new wealth of economic acumen and wore his endowed knowledge like a golden mantle.

But Paul's '*J Curve*' enlightenment did not come as a Damascus experience; it provided a handy political excuse for the balance of payments not being in our favour. It bought time.

Followers watched and waited in awe-ful anticipation of the inevitability of economic rationalism to surge the trade trend from the bottom of the shallow loop to the top of the stem or (the ultimate), the dot of the j. If it happened, it proved the economic genius of the Treasurer in effecting this miracle as certainty. If not, the cult would quickly adapt ("reinvent") the scripture to allow for a slight 'y'-ing effect.

The Treasurer's new golden clothes were everywhere evident: "*J Curve*" became a mantra (its mumbling echoed in open plan offices), a fanfare (trumpeted down Canberra corridors) and a jewel (its sparkle slipped delicately, purposefully and conspiratorially into cocktail conversations for months). Everyone pretended to see it, understand it, believe in it and applaud it.

Since I had just come from management school, it was a matter of course that I would worship the '*J Curve*'. (I have to confess, my speech, then, may have been slightly punctuated with 'amortisation', 'competitive advantage', 'pre-emptive strike', 'net present value' and other embarrassing decals of the very recent management post-graduate.)

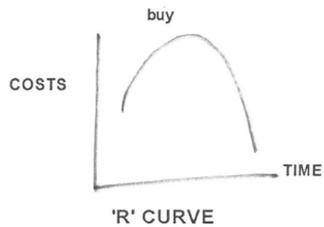
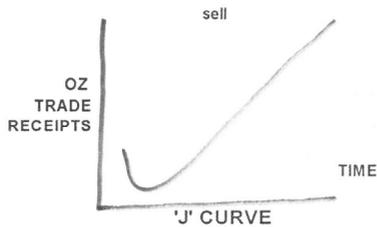
The Secretary of our Department, at the time, was a true seer and believer of the Treasurer's enlightenment and majesty and he was immensely impressed by the accompanying catechism and chants. He reverently wove "*J Curve*" into at least three sentences in every weekly executive meeting. Not easy. (Takes dedication.) Try it.

It was about the time of year when program managers (like me) had to put forward their bids for next year's budget. I wanted extra money to rezone and develop unused land around some rehabilitation hospitals that were my responsibility. If the land were sold at the much higher rezoned value, I could finance an expansion of my rehabilitation services.

The first hurdle in the "new policy" process was to jump over all other competing bids for new money from all the other program directors in the Department. They were all experienced and tough bureaucrats of the Sir Humphrey school. They used every trick to gain advantage for their programs including bleeding heart stories, horror stories of potential political fall out, impending financial crashes etc, if they were denied funds. I could not (yet) compete on their ground and I was vulnerable to the worst accusation - novelty! How could I possibly be granted money to speculate in the property market? I must have too much money and staff already if I had time to dream up such tangential schemes.

What I did have going for me was the still present cordite waft of the power and mystique of graduate management school. So, I invented the '*R Curve*'.

As unequivocally as the '*J Curve*' promises that trade imbalances will be righted and bettered, (note that the '*J Curve*' never comes down) the '*R Curve*', shows how money is inevitably saved in the medium and long term if it is spent in the short term.



The 'R' Curve is an easy theory to demonstrate in a meeting. No need for overheads, hand outs, graphs, tables or props, and it is great for participation because everyone can do it, and be part of it, even if it is done secretly, in their laps. Here's how it works.

Raise your left hand to chest level, fingers upright, turn your thumb towards you, then fold it over all fingers except your index finger which you now bend over in a curve.

Go on, do it!

Hey Presto! There you have it: the 'R' Curve. In all its splendour.

I got my money. Who could argue with a theory that was so blindingly obvious, was hot from management school, and, most significantly, resonated with the same vibrations as the incantations of the World's Greatest Treasurer himself?

In epistemological time, it took only nana-seconds for the 'R Curve' to have common usage in the Canberra lexicon. The Secretary mentioned the 'R' Curve (with gesture) twice at our next senior executive meeting. Oxometry rules!

Many theories that are struggled over and deliberated for many years, once refined and expressed, are found to have widespread application unknown or unimagined by their researchers. When the theory's universal appeal becomes clear, the researchers claim to have discovered a Great Truth. This is the stuff of Mothers and Fathers of Oxometry.

I humbly submit that Notable Oxometrical Examiners may find my thesis worthy of Daughter of Oxometry status on the basis that the 'R' Curve can be empirically demonstrated to be universally applied by teenagers, shop-till-you-droppers, politicians and just about anyone who is spending someone else's money. The catchcry: "Spend Now: Save Later".

Finally, in presenting my thesis for examination, I would draw attention to the inherent Oxometrical value placed on hand signals as symbols of truth; the Oxometry sign itself creating the ultimate insight. Perhaps the 'R' Curve may be considered for junior membership of the venerated and exclusive club of "Signs of Truth".

In closing, I express my heartfelt gratitude to my supervisor, His Loftiness Brian Wileman, for his wise (and free) counsel offered in the same true Oxometrical spirit in which it has been passed on to me throughout my life by my Master Teacher, so treasured, so missed.

Yours oxometrically

Sandy Halley
 34 Waiwera Street
 Lavender Bay NSW Australia 2060
 20 August 1996

For Sandy

I recall a forthright cheeky gal at school a couple of years behind me.

She surfaced by repute over the years through mutual friends, including through a colleague who was estranged from his wife, and deeply worried about the influence that “leftist feminist” friend Sandy H would have on his wife and therefore on his hopes of reconciliation. Then she surfaced with greater clarity as one of “Rex”s floozies”... that infamous if not legendary group of smart sassy women under Sue Vardon’s leadership in the Youth and Community Services Division. One of her comrades was my dear friend Jane Schwager. I was immensely entertained with stories of the group’s pursuit of visionary policies, the interaction with Minister Buckets Rex, and thwarting petty bureaucracy. Sandy took time out to do an MBA and again I heard great tales of Sandy’s storming of the male Business School bastions and her “strip” to make the point about typecasting and its limitations. By then her dear friend and neighbour Deb had joined the Australia Council and my delight in Sandy tales continued double fold. Her sharpness and brazenness was brilliant.

However it has been over the last decade or so that I’ve got to know Sandy less by repute and more directly as we have shared the bucolic joys of the Illawarra. When I plan my biannual pilgrimages to Nuninuna, it is a highlight to spend time with Sandy. Picking up moist and luscious Christmas cakes, partaking gourmet lunches, sharing the challenges and joys of a working life and the accompanying balancing act of late onset parenting of wonderful and divergent thinking kids. And always the mood enhancement of Sandy’s optimism, tenacity, feistiness, humour, bountiful generosity and shining intelligence. Dearest Sandy what a fabulous and memorable path you’ve cut through life and how fortunate, we, your friends are to have shared the journey so far.

Andrea Hull

A Tribute to Sandy

(with apologies to Dr Seuss)

The truth about Sandy is that nobody knows,
Why her presence commands from her head to her toes.
But it does, so lets praise the forces that forced her
To start on her path to the courses that sourced her,

You've given us pleasure we cannot repay,
And that is why we are here to grovel today,
So down on your bellies, all down to the last,
And lets salute you with laughter for your glorious past

Reflection on our friendship

Independent, warm, gracious, bright, intelligent, charismatic, courageous, clever, creative, visionary, thoughtful, a great listener, pragmatic and my close friend. Sandy was one integrated person with so many wonderful contrasting components rolled into one. Her beautiful red hair, her smile that filled her face, manicured nails, her elegance in dress and style.

One area where Sandy surpassed all others was her depth of friendship. Sandy's friendship was so warm, loving, focused, devoted and what I describe as girly intimate. There was no topic or any discussion that was taboo, always depth to the conversation. The outcome usually involved much laughter, intimacy so beautiful between women. Sandy always made her friends the centre of attention rather than herself. Their needs before hers always.

Even during her cancer illness Sandy continued to laugh at my stories particularly in regard to my dating experiences with men. My story always became extended by her exquisite simple questions. Just a few weeks ago Sandy listened to my story about my journey back to Ukraine and laughed at my adventures and yet was so sensitive to my personal learning's from going back to my roots. Worldly wise, it extended to a political discussion, interesting, fun and informative. Her cancer was nowhere to be seen.

All through the years Sandy's favourite topic was telling me about her time with her son Adam. No mother could love a child more. All the normal developmental stages that Adam was participating in was a complete topic of discussion for Sandy. His friends became her friends always welcoming. Adam was more than a son he was her best friend. Sandy would talk about the jokes and sense of humour they would share together, how he would be the life of any party and the absolute man around the house. Sandy was very proud of her son, and respected his wisdom.

Sandy loved watching Adam grow to a man he is today, watch his friendships and larrikins with his mates. Sandy was very mindful that Adam took on too much responsibility with her illness yet he took it in his stride. Always gentle always kind. Two seeds in a pod.

A sight I will never forget is a couple of weeks ago walking into the unit, smoke filled the air I was waiting for the fire alarms to go off. Deb Mills was in the kitchen making pancakes, Adam and his friend were busy eating them, Sandy was upstairs in bed. The jokes a plenty about how you cannot make pancakes without smoke, adds to the flavour a wonderful relaxed atmosphere throughout. Adam's sense of humour was very entertaining. Sandy laughed when she was told the story, thinking it so funny while making sure I didn't miss out on any pancakes. We sat on the bed, Sandy was stroking Adam's hair and we just talked. A simple scene but one that is so nurturing to everyone who was present.

Sandy and I became close friends born from respect when I was CEO of the Illawarra Area Health Service and she was a Board member. She was a very impressive Board member, always having been prepared for a Board meeting having read the Board papers always very sound advice. There was a Board member whom went out to destroy me to get his man into my position. Sandy was the only Board member not afraid to stand up to him. And that she did. While others told me they had to live with this man in the community when I am gone Sandy's view was that bullies need to be dealt with and that issues relevant to the health service is what needed to be focused on at Board level. Sandy stood up to this person at every board meeting. Sandy displayed strength and courage like a lion with a red mane when the men around her had their tails between their legs. The final outcome was that the bully Board member became a disgraced employee of Wollongong Council and was expelled from his own labour party. Sandy and my lives became enriched as we became life long friends.

Yes she suffered from a chronic disease that doctors did not understand. This was her greatest strength. She managed her disease when many would have given up years ago. When diagnosed with cancer she researched methodically and so could make an informed decision about her own treatment. The decision to go to Germany was the right one based on research and evidence. How brave was Sandy to do that go to a foreign country, face head on language barriers, cultural differences and a new form of treatment while at the same time trying to cope with being ill.

Sandy remained humble to the very end. Going with Sandy to the doctors this past week Sandy remained the well researched manager of her own illness. She knew the questions to ask and showed grace, beauty and dignity in her dealings with the oncologist. She never gave up hope and was very pragmatic. Sandy was very appreciative of those who cared for her and her friends who supported her. Sandy, a complete warrior princess.

It's hard to write anything about Sando without feeling you are closing off a part of your life and you want to keep the pages open.

We shared a lot for a long time, we ate a lot of chocolates together, much as Handy Sally resisted.

For me the ultimate measures of another person are:

Could you go on a long sea voyage in a sailing boat with that person? i.e. could you trust them with your body and soul and would they be so selfless you could laugh together no matter what.

Would they be at the party where all the people you love, from every part of your life are at their best and in attendance?

For Dr Halley there is no could've or would've she is written in.

Just one anecdote.

My grandfather, Da Dexter as the rep for 4711 would always carry a pocketful of perfume samples. At family Christmas parties at Gaie's, Sandy would always be the first to sidle up and slip a hand in his pocket if she could beat Gaie.

All my memories of Sando, Gaie and Da are with smiles on our faces.

John Christie Dexter

*Right: Sandy
and Jacquo
Canberra
1986*





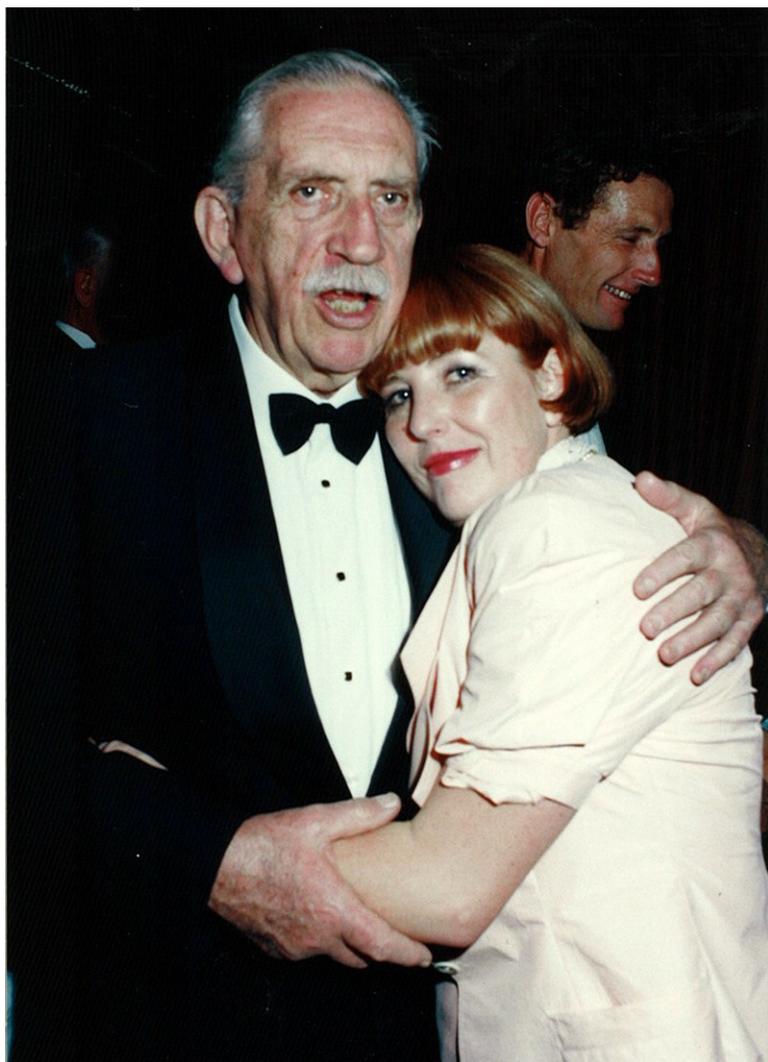
*Gorgeous photo
of Sandy in full
flight July 2003
Castlecrag*



*Above: Helena
Voss and Sandy
mid 1980's*

*Right: Helena
and Sandy, July
2003 Castlecrag*







WORK



Sandy's Working Life

I wrote this originally as the covering letter for our joint recommendation that Sandy be awarded the national honours she deserved. Having tinkered with a rewrite for this book, I think it best left here as it stands, an introduction to what Sandy did in her public service, in all its senses. It draws, with no acknowledgement or apology, on the contributions of many others and a little on what I could see for myself. This is the letter written to the Governor General.

We, a diverse group of the colleagues and friends of Sandy Halley, wish to put on record our conviction that, as a public servant and a community organiser, she has made an outstanding contribution to Australian society.

Sandy made her career into building structures to rescue people who fall through the cracks in the floor of our affluent society. She has never been interested in safety nets. Sandy always wanted springboards or, at the very least ladders, so that people laid low through disability or family breakdown, accident, disease or plain rotten luck could work their way back, gaining self-confidence and control of their lives as they did it.

Typically, her response to chronic flaws in our system has been unconventional. She has taken hidebound bureaucracies and with vision and flair re-directed their energy, re-trained their staff and inspired their management through her determination that what can be imagined can be achieved.

As her referees attest, Sandy was never interested in building bureaucratic empires. One of her great strengths has been that the structures she built were always meant to be run by the organisation which could best perform the task. In this way she built support from collaborators in other government departments and other levels of government, from non-government organisations, industry groups, trade unions and community groups.

From the late 1970s, as Deputy Director of the Community Liaison Bureau of the then NSW Department of Youth and Community Services, she led a team that established the Community Housing Program - the community tenancy scheme, the Local Government Housing Program, the Emergency Housing Scheme, the Community Employment Program, the Community

Energy Program, the Hunter Social Development Program and the Aboriginal Children's Services Scheme.

She negotiated the transfer of the Community Housing Program to the Housing Commission and it subsequently transformed that department from within. She established the Community Transport Program, which now has over 4,000 community transport drivers in NSW, including 3,000 volunteers, with the intention, later realised, to transfer it to the Department of Transport.

Wherever possible, she used excellent relationships with Commonwealth agencies for funding and support. The Community Tenancy Scheme was established using funds from Commonwealth funding earmarked to support tenants in private rental accommodation. Soon after it was used as a model for the first Commonwealth local government and community housing program.

In 1985 Sandy joined the Commonwealth Public Service as head of the Commonwealth Rehabilitation Service, charged with selling the large, city-based centres it owned and transforming the service from a medical model to a community-based one. As a change agent, she inspired and re-trained staff grounded in old professional loyalties and fixed modes of operation to embrace the new model.

Two years later Sandy was engaged by Brian Howe to steer through radical changes in workers compensation legislation for Commonwealth employees and then to establish and lead the new statutory authority, Comcare, that would administer it. As Comcare's initial chair and CEO, Sandy established a collaborative approach based on active injury prevention and early intervention and rehabilitation to replace the medical-legal, adversarial basis of Commonwealth workers compensation.

Through it all she involved herself in all aspects of Comcare's operations to ensure that all staff properly understood the new direction and were capable of playing their roles. She inspired her management team to create an organisation with an enviable reputation for quality, innovation and commitment to its clients and which is now regarded as a model of world's best practice. The transformation she established has meant many thousands of workers have avoided injury or returned to health and work much sooner than they otherwise would. At the same time the Commonwealth has saved many billions of dollars in compensation liability.

Many of Sandy's referees emphasise her role as a mentor to the people she worked with and to community organisations. She has trained and inspired a cohort of managers and worked as a mentor and coach to directors and senior executives in private, public and community organisations. Her encouragement has developed a string of effective and active community-based organisations, many of which she continues to mentor.

Beset with the debilitating condition myalgic encephalomyelitis, Sandy moved to the Illawarra region of NSW in the 1990s where, despite her illness, she has maintained a leading role in public administration, through her board directorships, and in community development. She was founding chair of MEND, a construction industry-union joint venture company supplying rehabilitation services in Sydney and the Hunter and Illawarra regions which she led for its first decade until 2007.

Today she is credited with having inspired and driven the rehabilitation of the old town centre of Port Kembla where many of the grand old buildings are being refurbished, as well as taking a leading role in many regional community organisations.

Sandy Halley has well earned a reputation for inspirational leadership in the public sector and in the community, always driven by the need to create lasting structures that effectively answer community needs and in particular those of people who most need help. Hers is a legacy worthy of recognition.

Bob Mills

SANDY HALLEY

As an undergraduate social work student, Sandy did one of her placements at the Baulkham Hills Shire Council in the early seventies. She bounced into the Council with energy and enthusiasm and worked with me on projects which remediated the impact of social isolation on new housing developments. It began her lifelong interest in looking to big solutions for social problems.

Upon graduation she joined a social planning group MSJ Keys Young Planners and undertook a project in New Guinea on the Ok Tedi mine. She was the first to alert the Mining companies to the future problems for villages of the iron filings flowing into the Fly River. At the time she wasn't listened to but she identified a problem which became a major issue many years later. The company had accepted her for the project because they thought that Sandy was the name of a Scotsman! Susan Young was very pleased with her work on this and many other projects.

Some years later in 1978 Sandy joined the Community Liaison Bureau of the NSW Department of Youth and Community Services at first as a social planner and not long after as the Deputy Director of the Community Liaison Bureau. She led a team of visionaries who eventually laid the foundations for Community Housing; the community tenancy scheme; the Local Government Housing Program, the Emergency Housing Scheme, the Community Employment Program, the Community Energy Program, the Hunter Social Development Program and the Aboriginal Children's Services Scheme.

Sandy was fearless in her determination to tackle difficult problems but she was also politically astute and was able to use relationships with other state departments. Gerry Gleason the then head of the Premier's Department said on one occasion that her recommendations were the only ones he had ever seen which gave power to other Departments without her trying to take over programs. She was a collaborator before it became fashionable. She built strong relationships with the Commonwealth bureaucracy to get Commonwealth/State cooperation in funding of these ventures.

This capacity to think big and creatively led her to be a successful applicant for the CEO of the Commonwealth Rehabilitation Service and later the founding Chair, CEO and Commissioner of Comcare.

SANDY EVEN GOT THE BUSES RUNNING ON TIME

If it wasn't for Sandy, there would be thousands of old people around the State waiting for the bus to arrive, literally.

When, in the early 1980s, Sandy said to me "do something about transport for old people, and anyone else who might need it", she actually meant it. She also meant that other people should get all the credit for what was ultimately achieved, while she pretended to do nothing much.

We all know that without Sandy, it would never have happened. A little project in Bathurst turned into 143 community transport projects around the State, with an annual budget of over \$40 million. There are also 4,000 community transport drivers, 3,000 of which are volunteers. To top it off, Sandy got the whole program transferred to the transport people, who should have set it up in the first place (but didn't know where to start).

So how did she do it? Well, she actually understood what the problem was and what one would have to do about it. Then there was the charm offensive, with transport engineers particularly susceptible. Finally, there was the coup de grace: how do you get a lukewarm Minister to sign off on the initial program? Easy. You have the understanding, you add a bit of charm and then you make sure you have all the necessary documents ready when the Minister has been drinking, at lunchtime. You know he's probably going to go to jail anyway for his crooked dealings (which he did), so a little bit of after lunch persuasion to sign on the dotted line, in the ministerial car, shouldn't be a problem. It wasn't, and the Community Transport Program was born.

Sandy also saved me once because she understands about buses and trains and taxis (taxis in particular). We were talking to the people in Adelaide who know about community transport (including Derek Scrafton, probably one of the world's experts on the topic). The conversation included what to do about getting people to hospital when they needed it. Suddenly, a pain in my side, which I had had all morning, became unbearable. Really. The world's experts on 'health transport' were of course so shocked by my condition that they didn't have a clue what to do. And of course, Sandy took charge, sorted out the boys, sorted out the transport and got me to hospital on time. Thanks Sandy!

When, at the back of my mind, I was mulling over words about Sandy to celebrate her 60 birthday, I keep getting flashes of the Anthony Powell cycle of novels, *Dance to the Music of Time*. The story chronicles the life, culture and personal and public politics of a group of friends and acquaintances in mid 20th century England.

And that is what we all do – dance across time – sometimes a minuet and at others, rock ‘n roll. Often it is a barn dance when people come to us and move on and then come again when life’s music is playing a different rhythm. And so it has been as barn dancers that Sandy and I have crossed paths.

We met as youngish idealistic bureaucrats; Sandy knew already that power to change the life of ill-treated children lay within the Minister’s gift and so she made a friend of the State orphan du jour, the hapless but endearing, Rex. I remember her by his side at DOC’s parties (of which there seemed to be many) with an attentive but wry look biding her time until she needed him to push forward one of her reforms. Ah, the hopes we all had back then, that we could make the world a better place.

Sandy has made many a better place in her own life; I remember visiting the wonderful house she shared with Deb on Balmain Point with its windows to the park and framing one of the best views in the world. I remember Sandy there often when I pass by after picking up my oldest grandchild from Kindergarten at Nicholson Street Public. What style! I think. Living in that house that long ago!

We dance along the line and meet again when Sandy has one of her reform projects in her sights. Was it Greenpeace that needed a better organisation? Was it me she had chosen as the warrior? Long discussions at the pub with her dear Deb culminated like so many of our best dreams – too hard.

I hear about her before she comes around the next turn of the dance circle. There is talk of a man and a son and a house in Castlecrag. One of the great plateaux in Sandy’s life but I miss it.

Next it is a house again that marks the occasion. Sandy has moved to my neck of the woods and we are going to have coffee. I meet her at a house she has renovated at McMahan’s Point. Again she has created a good space to be in. Showing the courage and initiative that so many of us lack, Sandy has set herself up as a consultant by now. She gives me the feeling that nothing is too hard for her; she has the gift of believing in herself. She is fearless about opening new chapters.

Then comes the move to the South Coast and finally to Wollongong. In that transition our correspondence becomes busier. Sandy wants to have the farm re-zoned and much of her concern was for the farmer neighbours whose dairies no longer bring in a wage. She wants them to benefit from improved finances that re-zoning will bring.

Sandy sends me her planning submissions. They are detailed, thorough and professional. She has managed to get her head around the language and concepts of town planners as though she were one. At this stage we start sending each other bad jokes on the email – a wry smile to start a day.

During this phase there was the Xmas cake and craft initiative. We loved her cakes – didn't she say her mother taught her? Funny how little I know about her as we roller skate through life. And then there was the bunny rug that looked like a Friesian that Rafi has. Nearly 3, he still has it on his cot and fittingly it is in East Balmain.

When Deb sent out an email saying Sandy was ill and then I heard Sandy had gone to Germany. I thought – if anyone can do this, Sandy can.

Books Do Furnish a Room is the tenth novel in the Dance to the Music of Time series. Thinking of Sandy I think how people do furnish our lives. I want to say that although our paths cross only from time to time, she was part of the furniture of my life.

Some friends are like occasional furniture – we rely on them being there as their part of our life's landscape even though we don't see them for large expanses of time.

And so it is with Sandy. When I think of her I think of caring, energy, courage, skill, initiative and optimism – a traveller seeking to improve a corner of the world.

Robyn Read

Sandy Halley was the Deputy to Sue Vardon in the Community Development Bureau of the Department of Youth and Community Services. The Bureau drove innovation in community services in NSW and nurtured and incubated many social reforms, as described above.

A lasting example was a bold scheme initiated by Sandy to grow and diversify social housing in NSW, which began in 1982. To that time, the then Housing Commission was operating on a post-war model of providing housing for older people and 'deserving' families, mostly on large estates at the city's urban edge or on the fringe of country towns under a 'one size fits all' service regime. The structure and scale of this organisation made responding to changing housing needs and local differences in needs very difficult. The single unemployed, for example, were excluded from public housing and little was being done to offer housing models designed specifically for people who had support needs, such as those with mental health issues. Other emerging needs groups such as victims of domestic violence and single people from the rapidly diminishing private boarding house sector were also missing out under traditional service arrangements.

Seeing an opportunity to innovate using a block of federal government funding that had been earmarked to support people in need living in private rental housing, Sandy conceived and developed the Community Tenancy Scheme. She persuaded a sceptical federal government that this was a model for the future for all of Australia: a complementary way (to public housing) to provide more variety of housing options matched to the diversity of needs, to give individual tenants greater choice and to catalyse innovation, by utilising local knowledge of housing needs and drawing in local resources. Initially, over a thousand private houses were head-leased for on letting to the target groups for the scheme and several hundred vacant government properties were also brought back into use. Later additional housing was purchased or purpose-built in a wide variety of locations. Significant additional resources for housing were leveraged through partnerships with local governments, private enterprises, faith based organisations and other community organisations.

Over its initial period of introduction to 1984 under Sandy's leadership, the Community Tenancy Scheme:

- o Founded and developed 59 community housing organisations across NSW with the skills and capacity to deliver local housing services. These organisations form the core of the community housing sector throughout NSW today.
- o Allocated funding in accord with distribution of housing stress across NSW. This was a first for its time - an equitable needs-based resource allocation model that avoided the hitherto problem of resources being directed to where communities were best equipped to lobby for them rather than necessarily demonstrating most need.
- o Secured affordable housing places for an additional 3,000 people per annum from the public housing waiting list and from other high needs groups, such a single people, who comprised one quarter of the initial allocations.
- o Encouraged some of the earliest forms of tenant participation in housing management through mechanisms such as the appointment of tenant Directors and tenant newsletters. Forty community housing organisations had tenant Directors on their boards by 1984 and two tenants sat on the program's Ministerial Advisory Committee. These developments paved the way for the formal introduction of tenant participation into public housing in 1984.
- o Transferred its administration, via Sandy's efforts and skilful negotiation, to the NSW Housing Commission, thereby catalysing long term cultural change in that organisation. Not long afterwards, the federal government established the first national local government and community housing program, formally recognising what had begun as an unconventional way of funding and providing social housing in NSW.

Sandy embarked on and drove this initiative because of her passion to make a long term difference to the housing situation of disadvantaged people in NSW. Ahead of her time, she saw from her experience in the Department of Youth and Community Services that there was little point in providing emergency services, such as women's refuges, youth refuges and family support services, if the basic need for long term secure and affordable housing could not be met. She recognised early that social housing would have to expand beyond a single, state-wide government housing provider and tap into a wider range of resources and ideas in the broader community to find sufficient and more appropriate ways to meet housing need, to promote fairer and more dynamic housing policies and to garner community and political support for housing programs.

The long term impact of this initiative in community housing has been to change the way housing is delivered in NSW and across Australia. Federal and State governments now champion community housing as the model of the future. In a landmark speech to the Sydney Institute in March 2009, the Federal Housing Minister, the Hon. Tanya Plibersek, MHR declared that 'the centrepiece of the Government's reform agenda is to facilitate the growth of a number of sophisticated not-for-profit housing organisations that will operate alongside existing state-run housing authorities', echoing the vision first laid down in NSW in 1982. Nationally, there are over 40,000 homes under community management today, and up to another 80,000 are targeted for acquisition or transfer from government by 2014.

While Sandy worked with others to effectively deliver this initiative, the concept and drive behind it was hers. It took her far beyond the role she had as a manager in the Community Development Bureau in Youth and Community Services and meant working long hours and many nights to bring this to fruition. She showed visionary leadership and extraordinary persuasive powers to bring three levels of government and 59 diverse urban, suburban and rural communities on board for such an ambitious scheme in such a short time. After developing it, she selflessly handed it over to another government agency as she knew the model had to develop within the housing bureaucracy to grow and change that organisation from within. She was right, and it has.

Lynden Esdaile and Vivienne Milligan

BAREFOOT ON THE GRASS ROOTS

(song to the tune of trade union anthem Solidarity Forever originally, Anglican hymn, Mine eyes have seen the glory of the coming of the Lord.)

Segmentalise your pitface
Get your network on the ground.
Plug in your resource-bank,
Integrate it all around.
Operationalise logistics,
Front-line agencies abound,
But the people still stay poor.

Chorus:

Solidarity forever, solidarity forever, solidarity forever.
For the people keep us fed.

Open up your shopfronts.
Bring your social engineers.
Concretise your auspice packages.
Get locals into gear.
Then mystify your language,
So the people'll never hear
That you aint got a fuckin clue.

Frame up your submissions
To consolidate your drop.
Mobilise key people to put pollies on the spot.
Then trade-off non vote catchers for a community garden plot
To be opened by the Mayor.

Set objectives in your program
To keep trendies off the dole.
The kids are unemployed,
The oldies' homes gone down a hole.
Winter's setting in, but for the pro's it's always spring,
For the system keeps us strong.

Sandy Halley

Community Housing Conference

April 1978



A meeting of the Foreshores University Collective

The Foreshores University Collective

The Foreshores University had its origins in the experiences of a number of our female friends whose husbands/boyfriends/partners were studying for their doctorates (PhDs).

Typically these women would knock themselves out cooking, cleaning, typing, researching, comforting and encouraging their men towards this academic prize. Also typically, these men would often move on to other relationships once this academic prize had been won.

We thought that these women deserved a Doctorate too. After all, they had worked hard – often harder than the men.

The Foreshores University was established to recognise the efforts of these and other women (and, later, men) whom the Foreshores University Collective felt merited an honorary doctorate.

The University conferred higher degrees only. There were two on offer: Faith Hope and Charity and Rat Cunning. Dr Halley was a recipient of both Doctorates which made her a Mister. However, to avoid confusion, Dr, Halley graciously accepted, and continued to use throughout her life, the title of Doctor, or Dottorra.

The University conferred many doctorates. I had a doctorate in Faith Hope and Charity. Bob, although (by his own choosing) not a Doctor, was the Bursar responsible for handing out the Honours and therefore a force with which to be reckoned.

The Foreshores University Collective met rarely and always informally. There is a photo of one such meeting in this book. In attendance are Doctors Halley, Batterham, Esdaile, Ridley, Hughes (Nick), Hughes (Ruby: the babe in arms – an early achiever), Mills (both of them), O’Byrne and the University Mascot - Jacquo!

Our titles extended into all parts of our lives. In the early eighties when official forms annoyingly limited titles to Mr, Mrs or Miss it was handy to create the option of Doctor. While not something I recall personally, usually reliable sources say that it was this practice which got Dr Halley and a number of other alumni of the Foreshore University admitted to the Qantas Presidents’ Lounge. I do know from personal experience that it got the Doctors Halley and Mills an upgrade at the Windsor Hotel in Melbourne.

Deborah Mills

Sandy joined the Commonwealth public service in 1985 to head the Commonwealth Rehabilitation Service, at a time when the government had made a strategic decision to sell the large, city-based rehabilitation centres it owned, and change the model it had been operating since the end of World War 2 from a medical model of rehabilitation to a community based one.

Her appointment was a controversial one, particularly as she had no medical background - but what the job needed was an agent for change, and this role she filled admirably. She had an outstanding capacity to imagine a different future for an organisation, particularly one that was beset by old professional loyalties and many fixed ways of operating. Her vision and enthusiasm enabled her to bring about unprecedented cultural change in the organisation and to inspire staff to embrace the new model.

It was a similar story with Comcare. She was appointed by Brian Howe in 1987 to steer through radically changed workers compensation legislation for Commonwealth employees and then to establish and lead the new statutory body that would administer it, and act as its Chair and CEO. A seismic shift was needed, not only in the legislative basis of the scheme - which again moved from a highly regulatory medical model, which set up an adversarial relationship between injured workers and their employers, to a more collaborative approach based on early intervention and rehabilitation - but also in the small part that was carved out of the old Social Security Department to become the new statutory body.

One of the few women in the Commonwealth service with the status of agency head at that time, Sandy pulled off a remarkable feat by the sheer brilliance of her vision, the strength of her capacity to imagine the outcome she wanted, and her charismatic and inspirational leadership. Her great strength was that she could not imagine failure.

Perhaps the greatest part of her achievement was the way she was able to build the new organisation by refocusing and retraining the existing staff and challenging them to reinvent themselves and learn new skills, so that even some of those who had been working within the same rigid organisational structure and procedures since before she had been born were able to embrace new ways of working.

It was a unique achievement and one which those who shared that task with her still remember as a high point of their working lives

Sue Hamilton

I worked with Sandy Halley while she was the Chief Executive Officer of Comcare, the Australian Government's workers' compensation authority. During this time, I worked closely with Sandy, initially as head of the Premiums and Budget Branch in Comcare, then as Deputy Chief Executive Officer.

In 1987, Sandy was given the task by the then Minister for Social Security, Brian Howe, of establishing a new statutory authority to take over responsibility for the provision of workers' compensation services to Australian Government public servants. More importantly, she was given the task of introducing a new approach to the management of workers' compensation claims, involving the introduction of active injury prevention and rehabilitation strategies in addition to the management of claims. This required Sandy to totally reform the culture and values of what was a staid, reactive and process driven organisation into a proactive and innovative organisation which was willing to try new things, to be outcome focused and to be focused on delivering a quality service to its clients and key stakeholders.

Sandy approached this enormous task with intelligence, flair and enthusiasm as well as with an inexhaustible level of energy and commitment. She not only drove the necessary legislative, policy and operational changes needed to convert an organisation of over 400 people spread across Australia into one able to deliver what the government of the day wanted, but she also focused on the staff themselves to make sure that they were able to join her in the journey towards the creation of a highly successful new Australian Government statutory authority. Under Sandy's leadership, Comcare was established and up and running within a very tight time frame and a new management team was put in place who shared Sandy's commitment to the reform process and to the need for timely and quality decision-making and responsive and caring customer service. Sandy involved herself in all aspects of the new organisation's operations to ensure that all staff understood and responded positively to the new directions she wanted to take Comcare. Sandy led by example and expected no more of her management team than she expected of herself. She cared about all her staff and made a great effort to make sure that she communicated regularly and effectively with staff right across the organisation. She also dealt effectively with a vast range of political and bureaucratic stakeholders, many of whom were sceptical about the reforms that Sandy and the team at Comcare were so keen to introduce.

By the time Sandy departed Comcare she had totally and positively transformed the organisation. She left behind an organisation which had developed an enviable reputation for quality, innovation and commitment to its clients and staff and which delivered cost effective services, as well as an organisation that took a professional yet compassionate approach to the management of workers' compensation claims for the Australian Public Service.

Sandy was also a great mentor. She brought together a relatively inexperienced new management team and moulded them into an effective group of managers who were able to work with her to provide leadership to the staff of the organisation and to be effective representatives of the organisation at meetings and conferences and negotiations with agencies and with key stakeholders. Personally, Sandy had a huge impact on my development as a new member of the Australian Government's Senior Executive Service. Under her leadership, I learnt how to be a good manager of issues and of people and she helped develop my self confidence in my ability to be an effective member of the Comcare leadership team.

After working closely with Sandy over this time, I am totally convinced that the wonderful achievements that took place during the establishment and implementation of Comcare would not have happened without Sandy's personal leadership, drive and commitment.

Robert Knapp

When Sandy Halley was appointed to build the interim Comcare and implement the Government's new arrangements for workers' compensation, rehabilitation and OHS, she inherited an organisation that was culturally strong on transactional correctness and was skilled accordingly, rather than one that focussed on active management of workplace risk and the ballooning Commonwealth liability that was emerging.

In a relatively short period of time Sandy set a new challenging purpose for Comcare and its workforce, and personally directed the investments required to refresh the leadership team, re-skill the workforce, and establish new relationships with stakeholders across the private and public sectors. The leadership from Sandy in this transformation and re-branding was inspirational and highly effective, especially for those of us who were tasked with implementing the changed policy and new philosophy.

Importantly, some 2 decades later, Comcare continues to deliver world's best practice OHS and rehabilitation initiatives, and has maintained competitively low insurance premiums. This would not have been possible without the personal commitment Sandy made to design the new Comcare, persevere with its implementation, and her constant passion for building a new organisation that had clear values and a strategic purpose. Had workers' compensation costs continued to increase at the rates that pre-dated Sandy's establishment of Comcare, the Government would be facing many more billions of dollars of liability, the financial provisioning for which would have reduced the available budget for traditional Australian Government priorities such as national security and health.

Sandy's contribution as inaugural CEO of Comcare has therefore had a dramatic and positive impact on the Federal budget over the decades, and on into future. It has also impacted workforce productivity in a significant way. Many employees have avoided workplace injury, or where it has occurred they have returned to work much sooner than, would otherwise have occurred.

Finally, Sandy has left a significant legacy in the form of a large cadre of inspired and passionate public sector leaders who she nurtured and grew under her leadership, many of whom are now in senior roles carrying on her commitment to good governance and organisational reformation."

I recently shared this story with Sandy, who remembers not a word of it but it is absolutely true!

When I was Regional Manager of Comcare in Tasmania we were heavily involved in working closely with the Tasmanian State Government and wanted to start a trial for State Government employees using the principles of the Comcare return to work model. This required that Sandy as CEO should come to Hobart and help facilitate the introduction of the trial through a number of high level meetings. At that time, Ms Halley was experimenting with a number of new fashion statements, including some diaphanous floaty numbers which I feared my colleagues in the State arena may just possibly see as not indicating a serious enough approach.

After a fair bit of careful thought about how to raise this with my deeply respected and genuinely admired CEO, I rang her trusted EA and explained the problem as I saw it. I assumed she would find a way to mention the conservative nature of the Tasmanian public service and the problem would be solved. I don't know exactly what happened but a few days later I received a package in the mail from the CEO. It was accompanied by a note from her saying: 'Ms Buchanan. I have noted that there are some issues of appropriate dress around our meeting with the Tasmanian State Government people and have decided to ensure the best outcome by us both wearing the same garment. I hope it fits and that you will wear it to match mine at our meeting'. It was a black velvet teddy with ling black velvet gloves.

It fitted perfectly. I did not wear it to the meeting but thought then, and still do, that this was an absolutely fantastic thing for a CEO to do. It was humorous, engaging and gave me a sense of confidence about the meeting. It won my loyalty which has never wavered over the years, she is for me a great CEO and really genuine person and a wonderful role model.

Vicki Buchanan



Region mourns a woman of action

Missed: Wollongong businesswoman and community champion Sandy Halley, who died on Sunday after a six-month battle with pancreatic cancer.

By GREG ELLIS

THE Illawarra is mourning a woman who fought hard to help revitalise Port Kembla, diversify Kiama's rural community and establish an international standard wine show.

Sandy Halley died on Sunday night after a six-month battle with pancreatic cancer. She is survived by her son Adam, brother Doug Halley and sister Catherine Bartholomew.

Her work to revitalise Port Kembla began after she bought

and renovated the old Bank of NSW building in Wentworth St.

Despite a previous illness, she worked tirelessly as an executive committee member of Port Kembla Chamber of Commerce and generated huge community support.

Opening the restored bank last year, Port Kembla Port Corporation chairman Nick Whitlam encouraged others to follow her lead.

Peoplecare chief executive Michael Bassingthwaite worked with Ms Halley in the 1990s.

"I am very sorry and saddened by this news," he said. "I spent a number of years on the Private Health Insurance Administrative Council with Sandy when she was commissioner."

He said those who knew her well were not surprised how effectively she used skills developed over four decades, in her mission to restore Port Kembla as a viable economic and cultural community.

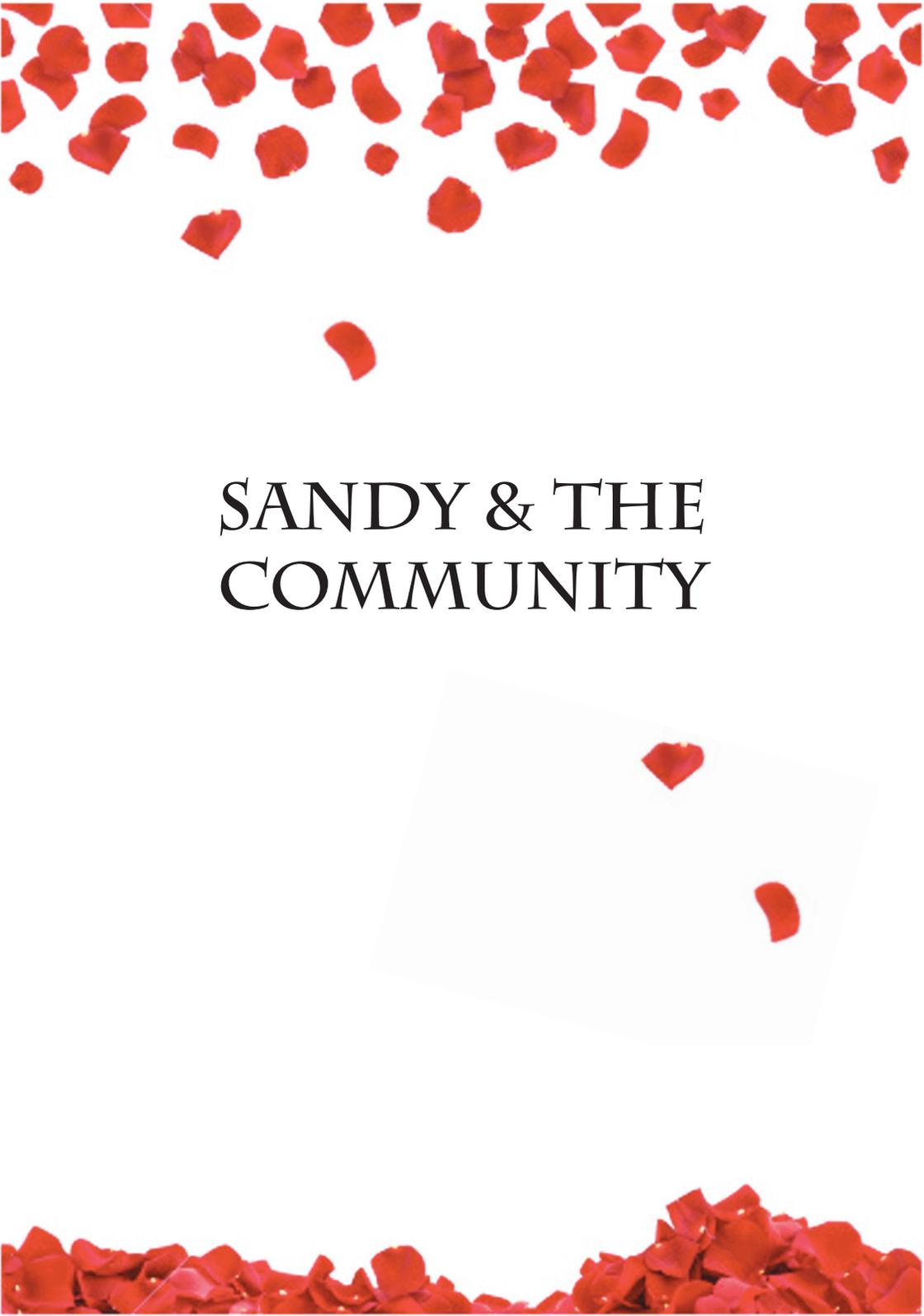
A former publisher, writer, strategy consultant, leadership trainer, teacher, lobbyist and director, Ms Halley attracted

business, community and political leaders to the cause of saving a suburb she recognised as the melting pot for Wollongong's rich multicultural diversity.

Mr Osborne said he and many others Ms Halley enlisted to save Port Kembla would maintain her legacy.

"There is a lot of work still to do," he said.

Ms Halley was also involved in the formation and success of the Kiama Regional Wine Show and in public interest advocacy group Rural Kiama Inc.



*SANDY & THE
COMMUNITY*



SANDY HALLEY AND THE COMMUNITY

I have known Sandy Halley for about 10 years. During all the period I have known her she has worked tirelessly for the community. She has given her time selflessly in matters of regional development, in particular the promotion of regional wines and food, tourism, the plight of owners of small rural landholdings and social and urban renewal with a particular emphasis on Port Kembla.

I regard Sandy Halley as a close personal friend. She has also been a client of my firm since June 2002 and I have regular contact with her in her role as a key committee member of the Kiama Regional Wine Show of which I am the founding committee chair. Throughout the period I have known her, Sandy Halley has suffered from Myalgic Encephalomyelitis a severe and complex illness which has progressively worsened over the years. Notwithstanding her illness Sandy Halley has committed herself wholeheartedly to her community activities, I suspect to the detriment of her health.

Sandy Halley was a key figure in the inauguration of the Kiama Regional Wine Show. She encouraged me to pursue the idea of a wine show, conducted under the auspices of the Kiama Show Society, to promote the wines of the Shoalhaven Coast and the Southern Highlands. These two wine regions have been given defined geographic indications status by the Australian Wine and Brandy Corporation.

The purpose of KRWS is to promote wines from the two regions in an area where agriculture is suffering as a result of the dramatic decline of the dairy industry, until recently a major agricultural activity in both regions. KRWS is conducted at a high standard and provides an educative role not only to the general public as consumers, but as importantly to the vineyards and wine makers of the two regions by enabling them to benchmark themselves while being judged by judges of high calibre and experience applying the internationally recognised scoring system. Along with promoting wines of the regions KRWS also promotes the local food produced within the regions and regional tourism. KRWS won the Illawarra Tourism Award in 2006 and 2007 for best event or festival.

Sandy Halley made her professional skills available to KRWS without charge. This enabled the committee to secure significant sums of seed funding for the launch of the Wine Show and its running in its early years. She also used her communication skills to assist with press releases and

general publicity. She used her wide network of contacts to enable KRWS to build relationships with key government organisations, such as the Department of State and Regional Development, Illawarra Regional Development Board, Department of Tourism and others. Without her active and continuing support over the years KRWS would not have grown into the mature and successful organisation that it has become.

Sandy Halley believed in the ideals and objectives of KRWS in promoting regionalism for the good of the community.

When she first came to the region Sandy Halley operated a bed and breakfast establishment. When she sold that establishment she continued to maintain a keen interest in the tourism industry, particularly where this could assist those in the rural community or those promoting the fine produce of the region. She gave great assistance to Elise Pascoe of Elise Pascoe International Cooking School at Jamberoo and also Lynne Strong of Clover Hill Dairies Jamberoo who has become a leading promoter of building the remainder of Australia's dairy industry into a commercially successful and environmentally sustainable industry for the future. Sandy Halley also supported the formation of Saddleback Slow, a local convivium of Slow Food Australia.

In more recent years Sandy Halley has become involved in the renaissance of Port Kembla. Once a thriving eclectic community supported by an energetic port and the engine room of Australia's steel industry, Port Kembla declined dramatically some 30 years ago. This occurred when decisions were made to relocate the commercial heart to an adjoining suburb Warrawong and then the steel works and port reduced their workforces as a result of restructuring forced by economic crises and technological advances and mechanisation. As a former urban and social planner Sandy Halley recognised the value of the derelict and decaying commercial buildings in Wentworth Street, the main street of Port Kembla. She also saw the social needs of those living in the back streets of the town.

While she has invested many hundreds of thousands of dollars of her own money into the refurbishment of two important commercial buildings in Wentworth Street, her true contribution to Port Kembla has been the way she has galvanised others. She has revitalised a dispirited Port Kembla Chamber of Commerce. She has by her own example and enthusiasm encouraged other landowners to have the confidence to start refurbishing their own buildings. She has attracted key people within the Illawarra region,

from politics, government administration, business and the arts, to take an interest in what she has called the “Port Kembla Quarter”. Many of these people were cautious when first approached because the general perception was that Port Kembla was beyond help.

In March 2010 Sandy Halley organised and hosted the Port Kembla Quarter Business Action Workshop on behalf of the Port Kembla Chamber of Commerce. This Workshop was aimed at kick starting new business in the Port Kembla business district, to be called the Port Kembla Quarter, to distinguish it from the port itself and to depict a new atmosphere. Sandy Halley gained the support of the Honourable Paul McLeay, then Minister for Ports and Minister for the Illawarra, Ms Noreen Hay MP Member for Wollongong and Parliamentary Secretary assisting the Minister for State and Regional Development, Arthur Rorris, Secretary of the South Coast Labour Council and Green Jobs Illawarra, the Port Kembla Ports Authority, Greg Ellis, Business Editor, Illawarra Mercury and leaders of the Illawarra’s commercial, business and property industries as well as existing landowners and business operators within Port Kembla.

The Workshop was a resounding success. Two prominent citizens of the Illawarra have agreed to be ambassadors for Port Kembla. Craig Osborne, Managing Partner of RMB Lawyers and 2007 and 2009 Illawarra Business Person of the Year agreed to be Port Kembla Business Ambassador. Local Port Kembla identity and international surfing legend Mick Lowe agreed to be appointed Port Kembla Quarter Destination Champion.

Since the Workshop there has been a significant turnover in ownership of commercial buildings up and down Wentworth Street, an indication that smart investors wish to get in ahead of the trend. This activity will encourage small businesses and shops to reopen their doors to the benefit of the community as a whole.

Sandy Halley and her team have also been working with the community service providers such as the Salvation Army to ensure that social renewal accompanies commercial renewal. The new Anglican Bishop of Wollongong, Peter Hayward, is taking a keen personal interest in the pastoral needs of the people of Port Kembla. Sandy Halley or members of her team have met with TAFE events management and hospitality to discuss opportunities for food business and events. A program is being worked upon whereby TAFE students can gain practical trade skills while renovating buildings in the Quarter. Application has been made to the New South

Wales Minister for Housing for funding for a housing strategy for Port Kembla. Applications for funding have been lodged for a number of other initiatives and lobbying has occurred for the establishment of cross-portfolio Port Kembla Quarter Task Force to ensure that support from the New South Wales Government agencies is best directed. At the same time Wollongong Council has been persuaded to reactivate work on the Port Kembla Main Street Master Plan which had been dormant for some time.

I can say with the greatest of confidence that unless Sandy Halley had taken on the revitalisation of Port Kembla as her personal project none of the activity which has been seen in the past two years and particularly since March 2010 would have occurred.

I know not only by repute but also through observing her impact on the junior members of the staff of my firm, both professional and para-professional, that Sandy Halley was a wonderful mentor. Her encouragement and enthusiasm allowed people setting out in their working lives to have a belief in themselves and to grow and prosper.

Throughout the time I have known her, Sandy Halley has demonstrated leadership, selflessness and compassion. She has made her professional and inter personal skills available for the benefit of the community.

Sandy Halley very generously conferred titles on everyone she met, and on herself too. Her long standing accountant is Lord Douglas, while a young solicitor with my firm is Captain Lewis. For me she is predominantly Princess Weasel to my The Prince, or Mach for short. Very occasionally she has been Miss Taken and once or twice, when particularly savage, Queen Boadicea. Her skill with the use of weasel words to confound the bureaucracy is what is of obvious benefit to the community. It was her friendship which I valued beyond anything else.

Sandy Rendel

SANDRA GAIE HALLEY

Also known as *Miss Chief*

Some reflections by Douglas G Pritchard

It was probably in about 2001 that I was introduced to Sandy Halley. Her brother Doug had been a friend since the time we started out in the accounting profession in 1968, being young trainees at one of the 'Big Nine' accounting firms as they were then, namely, Touche Ross.

Doug had taken off once qualified, on a Stella path into the newly emerging world of merchant banking, being one of the pioneers of Hill Samuel, (later to obtain a full banking licence under the name, Macquarie Bank). After several public company stints, Doug became a client of my practice in the early 90's. At various stages during our business relationship, Doug mentioned his somewhat eccentric sister and her frenetic life as a public servant and late in life mother.

I didn't think much about it until Doug arranged an introduction to meet Sandy. She had left the Public Service and was in the throws of renovating a narrow gutted little house in Waiwera Street, McMahon's Point. The main issue was some difficulties she was facing in raising finance as a freelance consultant, in order to carry out some very ambitious alterations to this cramped house but with a spectacular view over Lavender Bay and The Bridge.

I think at first meeting, neither could work out what to make of the other. Obviously, Sandy kind of looked up to her big brother and thus felt compelled to 'give me a go' as an accountant. Doug had warned me in a good humoured way that Sandy wasn't the best organized person in the world, especially with her paper work, but he kind of implored me to try to get her on the straight and narrow with her books and taxes. And so, after a tentative start we commenced in earnest to try to make sense of Sandy's books and paper work. I think her zany ways endeared her to me fairly quickly.

Miracle number one: Meeting Sandy seemed to coincide with getting together with another blustery character by the name of Terry Rae. He had been our bank manager with Westpac for a number of years and collectively, we had both had a profound and positive impact on each other's businesses, he, as the bank manager at the prestigious Westpac at 228 Pitt Street, (with a lending discretion of \$5,000,000) and us, as an upstart little accounting practice operating as mavericks in the rough and tumble world of public practice. Terry had received the 'Royal Chop' in the mid 90's as Al Dunlap swept through the corridors of management, bundling them out on the street. So at age 51, Terry came into our employ as office manager and mortgage broker at large, (before the term was officially canned) and so it was to be that one of his first funding assignments was to find a lender to assist this larger than life new client complete some very ambitious alterations to her house.

It was difficult credit times and so, Terry went out on a limb for Sandy, with us as accountants writing glowing and ambitious references regarding the income earning ability of our client. This project was codenamed 'Mission Impossible' and was finally pulled off after a lot of intimidation, as only Terry can inflict on Westpac. As a celebration, Sandy graciously collected Terry and I and one Norman (Storman) Hilton, outside our offices in 222 Clarence Street in Sandy's new Golf Cabriole, only to be whisked over the bridge to her place in McMahon's Point where we were treated to a sumptuous feed and copious amounts of imported wine. Why Norm Hilton got an invite I can't recall, other than he was one of those undergraduates also to be indentured to Touche Ross in the old days with the two Doug's. I think this cemented a lifelong friendship and business association between the three of us. Perhaps Normie was lured in on the pretext of perhaps being able to procure much need consulting work for Sandy.

I quickly learned that Sandy possessed a prodigious intellect. I think she was probably somewhat hyperactive, but once you understood and accepted that this is often the trademark of Mensa people, then you learn to admire this quality and are even drawn in with a sense

of wanting to help by lending assistance in her areas of weakness, which in Sandy's case is a fear of figures. Sandy seemed to find her mark by procuring several board positions and so, the money started to role back into her somewhat depleted coffers. It wasn't too long before her company, Aurora Managers and Consultants Pty Ltd came close to having to pay tax. Sandy could never abide the concept of paying tax, asserting that as a single mother and providing services to 'not for profit' organizations, the government should exempt her from the clutches of the 'fiscal fiend'. And so it was that preparing Sandy's tax stuff was always a challenge. But we got there. Her endearing ways seemed to rub off on my staff and after 'mission accomplished', the staff member was always blessed with some very thoughtful gift, which was very much appreciated and helped to build up a loyalty between Sandy and my staff which never wavered.

Miracle number two: As if bending all of the rules regarding McMahon's Point wasn't enough, out of the blue comes this second brain bubble from Sandy. We are talking about 120 acres in the hills behind Gerringong. Terry and I sat in front of Sandy whilst she relayed her well thought out plans, to break up this prime dairy farming land and recoup much of her investment. But hang on! First of all, Terry and I had to deal with the trite matter of rafting together \$1,200,000 in bank debt. I remember Terry muttering the words after our meeting had ended, 'Holy Shit Dougie, how the fuck am I going to get this past the bank?' My reply was, "Terry just give it your best shot",

And so it was that Sandy and Adam moved down to a small weekend cabin in the foothills of Gerringong, on this property milling with bovine creatures that needed milking twice a day. This move seemed to calm Sandy and bring some tranquility back into her turbulent life. I would say that even her Constant Fatigue Syndrome abated for a while. Not sure how Adam equated to his new environment, but he seemed to settle in at Wollongong Grammar and meld into his new life. But It wasn't long before Sandy got 'renovators itch' again and so, some tasteful enhancements were added to this modest cottage. As usual, it was cleverly done, the cottage had a lovely kitchen and a sunroom and with a mountain and ocean view to die for. And as

usual, its costs got a little out of hand. But It wasn't until we were auditing the books of the Aurora Super Fund that we realized where the extra money for the renovations, had originated from. Oh bugger! And as luck would have it, it happened to be the year that the ATO decided to do a random audit on Sandy's fund. I wished I had retained a copy of Sandy's 'mitigating circumstances' letter submitted up to the ATO explaining her actions. But, as always, she got her way and was let off with a warning. The ATO were, however, a bit circumspect about the six carot diamond owned by the super fund. As Sandy would say, 'a girl is entitled to one nice diamond in her lifetime'. As an auditor what can one say?

SANDY G HALLEY, MEDIA MOGUL: How this all happened, I'm not quite sure. Sandy had quickly earned her place in the Illawarra District as an advocate of small business, tourism, and women's rights. Perhaps it is in this context that Sandy met one, Perrie Croshaw who, in her own right, had created quite a name for herself as a business journalist. She had recently returned from the UK where she was a finance journalist for The Financial Times newspaper.

Perrie had returned to Australia with her two boys and her Irish husband, who shortly after arriving in Australia, decided that this was not for him, and so he buggered off back to the UK and left Perrie to sink or swim in Australia with two lively teenage boys to feed, clothe and school. At the time, the bulk of her work was as editor in chief of a monthly magazine called 'Women's Money Magazine'. It was probably through a business network that Sandy met Perrie. It was at about this time that Perrie was offered, by the owners of the banner, the title, 'Women's Money Magazine', for \$45,000. Perrie approached Sandy for advice. And so, no guessing what happened next? Yes, you got it. A trip to Dougie to discuss the virtues of purchasing the banner and publishing the magazine as an independent. Naturally, I was quite taken aback but none-the-less pleased to be invited onto the newly constituted board. And so with unbridled enthusiasm, off we went on an adventure some of us would rather forget about. Sandy put in the main financial stake and Perrie became fulltime editor and producer. This venture was embraced with much

enthusiasm and for a while it looked like it may become a runaway success. This investment drained the last dregs out of Sandy's super fund and it soon became apparent that there was an ever widening gap in the enterprise's cash flow. Things ended with acrimony and so the magazine folded. Thankfully, Sandy being the person she is overcame her hurt and these two wonderful women are friends again (phew!), and Perrie is now also a highly regarded client of my practice.

It wasn't too long after this that the property boom happened. It soon became apparent that Sandy's vision re her little slab of 'paradise' on the gentle slopes of Geringong was to become a pot of gold. Having paid \$1.20m for the original acreage, Sandy had managed to sell off a few parcels of land, which reduced her financial exposure considerably. And so it was in December, 2006, that what was left of the property went up for auction and reached an unprecedented price per acre.

The property which probably was sold at the best time in living memory went for just over \$4,000,000. That was the good news, and so dear Sandy organized a valedictory/farewell lunch in early January, 2007, to celebrate and commiserate. There was Sandy and me, and Doug and his wife Emma and Sandy Rendell, her solicitor and his wife. Tearful but happy. But the bad news was that we had another little problem to solve. Its acronym was T.A.X.

JOHNNY HOWARD AND SMALL BUSINESS CONCESSIONS: Sandy asked me how much of the proceeds she should put away for Capital Gains Tax. I thought a million sounded like a nice conservative figure. However being in the tax business, I was aware that the Howard regime had introduced some very good concessions for small businesses who sell their business, (in this case, share farming), with a view to retiring. In order to qualify, the vendor of a small business had to tick a few boxes. The first was to be over 55. Sandy just fell over that line in the February of that year. Secondly, the proceeds had to be from the sale of a 'small business'. And so, being a partner in a dairy as a share farmer, we ticked another box. The last thing

was that the vendor's net assets had to be under a five million threshold. The last box ticked. And gracious thanks go to my old school friend and an ex-tax partner of KPMG, Peter Thomas. His advice was guilt edged. And so, having milked all of these concessions, (and with a little poetic licence), Sandy ended up paying \$800 in tax that year. Not a bad day's work.

As so a new chapter in Sandy's life began.

REAL ESTATE MOGUL: And so, apart from purchasing another pink diamond, (a girl can't have too many diamonds), Sandy launched forth on a real estate buying frenzy. What could I say? If it worked once, then no doubt it would work again. I must say that I, by this time, had developed a very high regard for Sandy's innate senses when it came to making a real estate play.

Sandy purchased a beautiful unit in Crown Street, Wollongong which became her new power base. She and Adam seemed to settle happily into this upbeat cosmopolitan environment. She purchased another two houses in Wollongong and another unit in her block. Thus, she launched into her new career as a real estate mogul. Her consulting assignments seemed to be drying up and so, here comes the serious play in property. I was feeling really comfortable with this strategy until one day I got the phone call, -- true confessions, 'I have just bought a bank'!

SANDY'S BANK: And so it was that the unstoppable Miss Chief made a ridiculous offer for the old Westpac Bank (Bank of New South Wales) in Wentworth Street, Port Kembla. I inwardly thought, 'oh shit, Sandy has just bought a bank'. Seemed like a good deal. The vendor of this magnificent Art Deco edifice had dropped over a half a million on the property. I must say that Sandy applied her artful eye and imagination whilst getting the most amazing and affordable team of trade's people together. I think it cost another \$250,000 to restore it back to its original Art Deco classic look. Sandy's dream was that it would attract a top class restaurateur. Perhaps because it was opposite an old pub and on the other side, a brothel and on the other,

an indigenous flop house, may have detracted from this opportunity slightly. Sandy's endeavours continue.

The official opening of the bank was a gala day and one I will never forget. So many speakers, all praising Sandy's foresight, creativity and courage. Nick Whitlam gave a very enlightening, (if not a bit too wordy, like his father before him), speech. Then the lovely Deborah Mills inspired us all with her beautifully chosen words. The style of dress fashion present, would be befitting for a Spring Carnival at Randwick Race Course. A very happy day. Sandy is right with her vision that Port Kembla will have its renaissance again one day and will flourish as a place of artistic excellence.

And as if this little set back didn't dampen her enthusiasm, six months later, I get an urgent SOS from Sandy along the lines of 'should I purchase another heritage listed shop in historic Wentworth Street and try to settle before 30th June for tax purposes'? My considered and professional response was 'no' and 'no'. You would have thought having lived for as long as I have, that I would know that once a girl has made up her mind, then no mere male is ever going to change it.

So, how can one conclude? It really is a privilege being Sandy's accountant. She is so generous in kind and in spirit. Love and friendship are boundless within her. Her positive attitude is very infectious. Long may she reign!

Sir Douglas G Pritchard
21st August, 2010

August 2009. A chilly night in Port Kembla. Eight citizens around a bare table.

It threatened to be a stultifying meeting. Mean-minded gossip lobbed back and forth. No one seemed to care that there was no agenda and the minutes weren't available. The only topic of concern was whether supper would be served during the meeting.

My first-time presence was obviously superfluous and so was my (requested) presentation kit of ideas based on two months' research. I rose to excuse myself and escape before the call to order.

Then, Sandy, you walked in.

Well, most people who know you can guess what happened: discussion was properly directed "through the chair" and overdue decisions were made. I watched you secretly having fun, performing as the past-mistress of meeting manipulation that you are, and doing it firmly and quietly from the sidelines.

How could I not be drawn to you?

After the meeting, you walked with me back to our cars, talking books and art and urban regeneration. And human nature. And philosophy and low-cost housing. And humour and botany and oceanography.

How could I not begin to love you?

Any friendship we might have begun had a lot of hold-ups though, didn't it? Various ignoble vested interests (no names!) made your business life difficult, and my volunteer efforts unfruitful. We took months to overcome some of the setbacks.

Thank you for finding time to talk whenever possible – 20 minutes on your roof terrace at The Bank, 15 minutes avoiding carpenters at the gallery, half a precious hour taking 'property' photos together down Wentworth Street. You're my super-savvy sounding board in matters bureaucratic, as you well know.

Thank you, especially, for sharing your beautiful cows with me. I have to say, your 'girls' are a lot prettier than the 'boys' I had on the farm, and I truly understand how much you miss them.

We're always promising to make time to simply sit down and have coffee together. The coffee thing's become a joke, hasn't it? We've done great wonderful loads of talking but never yet had that coffee.

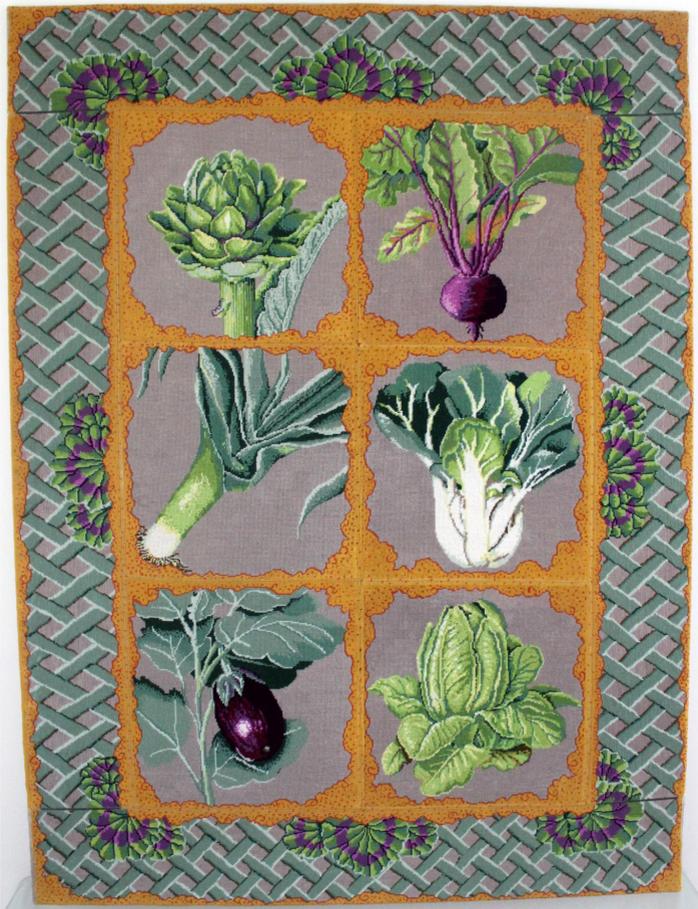
These past few months have given us a bit more time for constructive talk – especially since the Port Kembla Quarter workshop. It’s going to be hard to keep that momentum, but the drogues can’t hang on forever. (Can they?)

You keep giving me ideas and suggestions I’ll be working on for years to come, so I’ll need plenty of input from you, even though you may not be feeling fit for fight just yet.

For this most special Big 0 birthday, I wish you health and laughter and plenty of good fights to win.

How could I not love you?

Dixie Wynne



Sandy's Tapestry

Sandy Halley and Mort's Dock

It was probably in 1989 or 1990, after I had become Deputy Mayor of Leichhardt Council, but it could have been in early 1980, when Mort's Dock had ceased its commercial roll on/ roll off operations that the Australian Defence Forces, particularly the Army, became interested in having roll on/ roll off capacity for supply ships for foreign adventures that Australian governments of whatever complexion had always had always indulged in, in order to support their "protectors", whether they be British or American, that led them to look longingly at Mort Bay.

Sandy lived nearby to Mort Bay at the time. She knew of the success of the 4-Shores Committee in getting harbour foreshore land in the Leichhardt Council area back into public ownership and of the commitment of the Council not only to continue that process, but also to turn the land so gained into the public parks that it has become.

When Sandy found out the aspirations of the military, she used her experience as a public servant with town planning knowledge and negotiating capacity to call a meeting of the interested military, herself and myself. Sandy did the talking. I sat with an appropriately furrowed brow, evincing a concerned and concurring look. After an appropriate period of listening, and without offering much in response, those with shiny epaulettes left, clearly of the view that it would be unwise to get into a bureaucratic argument with the decidedly attractive and obviously capable and determined woman across the table from them, and, possibly, her almost silent off-sider, let alone the local community.

Nothing more was heard of the military's ambitions for a roll on/ roll off port in Mort Bay. The whole area soon became a large public park with public housing on its edges.

Whenever I visit Mort Bay Park, I recall that meeting and Sandy's subtle and unknown intervention which overcame the last serious threat to the park becoming the wonderful place it is today.

Sandy's essential contribution in protecting the land that became Mort Bay Park from potential predators is one of the many things we can thank her for. I wish I had had the chance to do so again before she died.



*These words and the above photograph are reproduced with the kind permission of Mr David Liddle, photographer and author of *The Balmain Book*, Second Back Row Press, Leura, 1985*

'There have been lots of 'causes' in Balmain and many little bands (some not so little) have formed themselves to stand up on some important issue.

Here (from left to right) is Denis Grafton, unashamed proponent of Public Housing, painter and filmmaker. He convened the White Bay Resident Group from 1968 and has been active in the Rozelle, Annandale, Balmain Environment Forum.

Sandy Halley of the ALP, Balmain Branch, is a former secretary of the Balmain Resident's Action Group.

Alec Sourdin was active in the Punch Park People, one of whose 'alternative' upshots was APACE Research, which developed a successful emulsifier to blend distillate with far alcohol.

Barry Thomas (foreground) artist, lecturer and community worker, was founder of the Foreshores Concept and let the protest over the development of the Canefields site in East Balmain.

Nick O'Neil, once Deputy Mayor, chaired the Foreshores Committee and is a local activist, especially on public housing and public open space.

Will Armitage convened the Mort Bay Residents Group when the Army wanted to take over the Mort's Dock site.

Peter Crawford, once a school teacher and now State Member, has been an ALP activist for many years.

Caroline Fricke, stalwart of the ALP Balmain Branch, has been active in the Residents' Health Committee and the local AICD Peace Group. She has given me great encouragement for this book.

Sando and I were good friends, and a woman I admired very much.

She had a superb sense of the divine and the exquisite – great vision and a great sense of style.

I think if she had lived in New York she would have been an incredibly successful trend fore-caster – telling people what they will be eating and where they should dine out and whats in and whats not.



When Meg received the Glen Murcutt Design Award 2005

She made a sea change before the term had even been invented. And she saw the potential and vision in blossoming regions like Kiama and Port Kembla.

She dabbled in molecular gastronomy and the art of food combining before anyone knew what that meant.

She loved cooking and loved food and she certainly never did anything half-baked and certainly never followed the recipe.

Last time I saw her she took me to her bank - we had an argument about cornices – there aren't many people who's breadth of interest extends so far as to hold a conversation equally on the topic of milking cows or art deco cornices.

She held her friendships very dear; she collected so many intriguing and fascinating people – many of which are gathered in this room. it would make a great study on the six degrees of Sandra Halley.

In the spirit of her love for all things full and outrageous – particularly singing – I'd like to read this poem by the eternally absurd Michael Leunig

Meg Bartholomew
11/11/2010

SANDY'S CELEBRATION

There are only about 4 and a years' difference between Sandy and me, so as children we did lots of stuff together. We shared a bedroom, learnt to swim, went to the same school and Girl Guides etc and with Doug in the middle we were close. Bit like pieces of the same 3 part puzzle.

As you all know, Sandy was never at a loss for words – “Able to talk under water” someone observed. Sometimes Dad banned her talking at the dinner table so we wouldn't have heard the entire plot of the latest movie and everyone was finished except her.

But I remember very distinctly when I began to see her as her own person, not just my younger sister and part of our family group and for once she didn't say too much.

It was about 1970, and I was pre-school teaching in Canberra and Sandy borrowed Dad's car (that must have taken some talking) to spend some time with me and then take me back to Sydney for the August holidays.

Sandy drove as we started out on a quiet Sunday morning and we started singing. With the advantage of a good Anglican school background, we knew some really rollicking hymns.

By the time we passed through Goulburn onto the newly finished and completely empty highway north of town, we were up to the last verse of “He who would valiant be” and singing –“to be a Pilgrim“ at the tops of our voices.

Suddenly there was a tap on the driver's window and we turned in horror to see an enormous motorbike with a large flashing blue light and a wailing siren driven by a giant of a man signalling us to pull over.

Sandy managed to stop and wound down the window.

“Didn't you see me signal” he growled “I've been following you for the past 5 miles” What were you doing?”

“Singing Hymns“ we chorused.

He looked carefully at the two of us and said “You're university students aren't you?”

“Oh Yes” said Sandy “ But I'm studying Social Work” -----

That stopped him. She didn't say another word and he looked at her very closely for what seemed like ages – then he closed his book and carefully put it away.

“If you want to practise Social work I would suggest you keep your foot off the pedal“ he warned – “and keep the volume down, you’ll scare the sheep!”

And he pulled away.

We just sat there stunned and I looked at her in amazement. What gall.

She suddenly appeared as a separate and grown up person. Not my little sister at all but this confident, intelligent, outrageous and very funny woman. Quite a different piece of puzzle.

I’ve watched her over the following years, sometimes from the same city but more often from far away places, take on huge tasks, overcome obstacles that would stop lesser people and grow into this forceful woman whose ability to talk her way in and out of tricky situations never failed to amaze me.

It hasn’t all been sweetness and light – that would have been very boring. We discussed and disagreed on various matters including politics, child rearing practices, books we read and people we knew.

WE got into the habit of phoning one another on Sunday mornings when we could each be comfortable in our beds with a cup of tea and the paper strewn around swapping news of the week past and what was coming up, what the kids were doing, recipes, sewing and any tapestries that needed collecting and how she was.

I want to thank all of her friends who have been so wonderful and supportive over the past months – a huge phalanx of friends – what I think of as the Sandy Halley Clan – messages of love and support have come from all corners of the earth.

She was a big presence in our lives and I will miss her.

Cathie Bartholomew

11/11/2010



Sandy, her mother Mil and her sister Cathie at their home in Killara circa 1968



Christmas at Surry Hills 2004



Cathy, Sandy and Meg Christmas 2004

Sando 11/11/2010

Much has been said, and yet so much is unsaid.

I have to confess that with every day that passes I realise how special Sandy was to a most extraordinary and diverse group of people.

She was a rebel and a radical and always leaning towards the unachievable and outrageous: the way she dressed, the way she thought and the things she targeted to achieve, both in business and socially. Her ingenuity was first obvious to me when I realised that Sandy was 12 years old before she had to do the washing up. But she used the time well for her voracious reading appetite.

In 1996 Sando submitted a thesis to become the first female member of the Oxometrical Society, whose mission is the detection and prevention of bullshit. Our father was an early member of this Society when he was at university and he later coined the family motto to which we all aspire, which is “caveat etiam sentina” which loosely translated means “cut out the bullshit”.

The words of the Oxometric Society letter of acceptance are apposite:

“The Society recognises that, as the only female Candidate OX, you may from time to time find yourself on the horns of a dilemma, but nevertheless confidently expects that you will distinguish yourself as the first woman against Oxoplasm, and wishes you success”



She was an extrovert in the broadest sense. She was self-less and always interested in other people and what she could do to help them. Even during these past few months she was busy quilting for my baby Oskar at a time

when she should have been focusing on herself. For years I never could figure out how, in spite of her chronic fatigue, she could achieve so much in a short work week and display such enthusiasm. And she never lost her sense of humour.

I love Sandy so much and I owe her from the simplest pleasures to advice about complex business issues. As a girl she was drop dead gorgeous and in our teenage years she was a reliable source of dateable female friends.

In her adolescence her unconventional views were a constant cause for stress to our parents. About this time I realised that she was much smarter and more open-minded than me.

In her studies she was an optimiser and I am still amazed that she passed accounting...she just didn't get the double entry book-keeping system. "Why" she quipped "do they do it twice, why not get it right the first time?"

In her business life she was creative and lateral; a champion of diversity and independence and self-sustaining solutions.

And in her family life she was a devoted mother of Adam and a very caring aunt. She was a role model for my late daughter, Aimee.

We all will miss her in our own way and will have great memories which I hope you will share on the website.

I know Sando would like to hear some of the memories that you have passed on in the numerous emails I've received in the past few days. Here, unattributed, are some wonderful quotations about how Sando is remembered:

"At first I was completely in awe of her brilliance, her ability and her don't mess with me attitude. I got to know her better and found a warm and caring example of the modern powerful woman"

"She was wonderfully smart and intelligent and always alive with new ideas. She drew people to her in such an entertaining and humorous way"

"She was so vibrant, intelligent, fun and friendly"

"She was a truly inspirational person and we will all miss her laughter and spirit to tackle the hard issues"

"I have lost a great friend and you have lost a sparkling sister."

"she was always so positive, lively, and stimulating"

"Sandy was an amazing woman and an inspiration, particularly to other

women. She always took the time to mentor, encourage and support those she worked with. I feel privileged to have known her.”

“I think it was hard for many of us to accept that Sandy, so invincible in so many aspects of her life, could not win this battle”

“ At her lowest point she was still thinking of others”

“She was always taking on greater challenges achieving the most wondrous things.”

“Adam you are so lucky to have had a Mum like La Bellasandra.”

“She flashed across our skies for too short a time but has left us all staring in amazement at.....a most glorious light.”

“I rejoice that I tasted friendship with a woman of such intellect, valour and generosity of spirit. She has made the world kinder for so many people who will never even know her name.”

There were many more like this but John Greenwell summed it up with an expression often uttered by our late father: “What a girl!”

Sando, we will all miss you terribly.

Doug (Halley)



Sandy with the quilt for Oskar

Sandy Halley

Managing Director

Sydney
Illawarra
Telephone
Email

Aurora Managers and Consultants Pty Ltd

Level 6, 222 Clarence Street Sydney NSW 2000
48/313-323 Crown Street Wollongong NSW 2500
0419 595554
sandy.halley@bigpond.com

Qualifications

Diploma in Company Directorship FAICD	Australian Institute of Company Directors
Commercial Mediator Accreditation	Australian Commercial Disputes Centre
Master of Business Administration	Australian Graduate School of Management
Master of Town & Country Planning	University of Sydney
Bachelor of Social Work	University of New South Wales
Higher School Certificate	Abbotsleigh School for Girls

Awards

Australian Institute of Public Administration	Australian Public Service Medal
NSW Premiers' Management Scholarship	AGSM MBA

Board Appointments

Ministerial Reference Group on Biodiversity Banking, 2007 - 2008	Appointed for two successive one year term to the reference group to implement NSW biodiversity banking legislation.
--	--

Independent Member, Audit Committee NSW Dust Diseases Board (appointment pending)	The NSW Dust Diseases Board compensates people afflicted with dust diseases from the workplace, from a \$550m fund.
---	---

NSW Dept Local Government, Chair Advisory Committee, 2006 -	Advisory Committee to the Director General on regulatory regimes.
---	---

Board Member Illawarra Regional Development Board 2005 – 2008	IRDB is a board of regional business people who work on key domestic and export business growth initiatives, current industry priorities being education, IT and agriculture.
---	---

Director WSN Environmental Solutions 2003 – 2009 (2 x 3 year terms)	The Waste Recycling and Processing Corporation of NSW is a \$300m business operating waste and secondary resource facilities in larger Sydney in competition with other commercial providers. Audit Committee member, Chair Remuneration Committee.
--	---

Chair and Shareholder Seven Mile Press Pty Ltd November 2003 – January 2005	SMP is a financial publishing network specialising in women's media and events including Australian Women's Money magazine. Corporate strategy adviser and writer.
---	--

Board Member, Illawarra Health August 2000- August 2004	Illawarra Health operated 9 hospitals and over 60 health services in the Illawarra region. Audit Committee; Performance Evaluation and Finance Committee.
--	---

Founding Chair MEND Injury Management Pty Ltd 1997 – 2007	MEND is a joint venture between peak construction employer and employee bodies supplying comprehensive rehabilitation services to the industry from three branches in Sydney CBD, Western Sydney, Illawarra and Hunter regions.
---	---

Chair and (sole) Commissioner Private Health Insurance Administration Council (PHIAC) 1992 - 1998 (2 x 3 year terms)	PHIAC is an industry-funded Commonwealth statutory authority which manages the national \$1.2 billion annual industry reinsurance fund and monitors the financial performance of all Australian private health insurance funds.
---	---

Founding Chair, City West Housing Pty Ltd 1994 - 1996	CWH P/L is a private company set up by the NSW Government to build and manage 600 units of affordable housing for low and moderate income earners in inner Sydney.
--	--

Management Posts

Founding Chair, CEO and Commissioner Comcare 1987-1991	Comcare is a \$1 billion national statutory corporation delivering workers compensation insurance, rehabilitation and occupational health and safety to 600,000 Commonwealth government employees.
CEO Commonwealth Rehabilitation Service, 1986 -1987	Annually, the CRS supplies \$3 billion in occupational and social rehabilitation services nationally.
Social Planner, (promoted to Deputy, then to Manager) Community Development Bureau NSW Dept of Youth and Community Services 1978 - 1984	The CDB funded hundreds of community organisations to provide services in 27 programs to youth, families, homeless people, aged, NESB and aboriginals. Designed, negotiated, funded and implemented community based programs, frequently operated through local government, including the Community Tenancy Scheme, the Local Government Housing Program, the Emergency Housing Scheme, the Community Employment Program, the Community Energy Program, the Hunter Social Development Program, the Aboriginal Children's Services Scheme. Prepared the NSW Government's successful submission to the Grants Commission for a greater share for NSW, due to infrastructure costs.

Strategy Consultant

NSW Department of Local Government 2006 – 2008	Strategic Review of the Performing Better Practice Program of DLG with councils across NSW.
NSW Department of Local Government 2003 – 2004	Efficiency review of the operations of a complex regulatory program data base.
Royal Botanic Gardens Trust 2003 - 2004	Redesigned corporate structure, strategic planning methods, governance, executive and volunteer accountabilities, mentor to Chair.
National Indigenous Development 2001 – 2003	Designed a national workers compensation scheme for indigenous businesses employing 40,000 people.
NSW PCYC 2001	Prepared submission into the Federal Treasurer's Inquiry into the Definition of Charities and Related Organisations.
Petroleum Co-op Research Centre, 2000	Consultant and facilitator redirecting the Board.
NSW Benevolent Society, 2000	Designed Social Capital Strategy to reposition Australia's oldest charity.
Sydney Futures Exchange Remuneration Review, 1999	Contracted by PRO:NED Board Consultants for a full review of remuneration for the directors of the Sydney Futures Exchange.
Department of Prime Minister & Cabinet 1999 – 2000	Contracted by PRO:NED to recommend women directors to government business boards in 4 of the most male-dominated portfolios.
NSW Dept of Urban Affairs and Planning January 1999 – April 1999	Designed an Affordable Housing program blending Rental Bond Board funds and financial incentives for developers.
NSW Master Builders Assoc and CFMEU 1999 – 2001	Designed an industry owned, financed and operated workers compensation self – insurance scheme for the construction industry.
Australian Urban & Regional Development Review, 1993 - 1994	AURDR reviewed the planning and economics of Australian cities and their infrastructure to the year 2020.
Metropolitan Strategy Review NSW Social Policy Directorate 1992	MSR was commissioned by NSW Cabinet to plan a new approach to plan metropolitan Sydney's future to 2025, taking into account economic, social and environment parameters.
Social Planner MSJ Keys Young Planners Pty Ltd 1973 - 1976	Fulfilled planning briefs in regional landuse, transport, regional and community health, regional leisure and tourism, remote areas in Australia and PNG, environmental impact analysis, public participation, scenario studies, residential and town centre development.

Lobbyist

UGLiFind
2006–

Strategy adviser and lobbyist to the Chairman of the board of UGLiFind an on-line directory and electronic business systems company, to be listed in late 2007.

Cape Grim Water
2007-

Strategy adviser and lobbyist to the board of Cape Grim which harvests, bottles and distributes the purest water in the world to 5-7 star outlets.

Miltonbrook Group of Companies
2006–

Strategy adviser and lobbyist to the Executive Chairman of an eco-greenfields property development company.

Leadership Training, Teaching

Animal Logic
2003 – 2004

Leadership development program for technical animation experts becoming managers for Academy Award winning film *Happy Feet*

Mentor and Coach
2001- 2008

Independent mentor and coach to Chairs, Directors, CEOs and executives in private, public and community sectors. Member of Wendy McCarthy Citibank, UBS and Allens Arthur Robinson Mentoring Programs. Pro Manage Partnership Mentor

Aust. Instit. Company Directors, 1998

Guest tutor in AICD diploma courses for company directors.

AIC Conferences
1992- 1994

Wrote executive courses for middle and senior managers, presented them in Australia, New Zealand and Asia, sold rights for Sth America and Spain.

Management Training, AGSM
1992

Researched and wrote a case study on efficiency measures in the Defence Department to save \$100m per year and 2000 jobs.

University Lecturing
. visiting lecturer AGSM 1990 –
. Sydney University 1976 -1978
. Wollongong University 1976

. corporate management. Strategic human resources management
. tutor in social theory, urban sociology
. tutor in sociology

Publisher and Writer

www.publicsectorwomen.com
2009 -

Columnist for blog for women in the public service.

Australian & New Zealand School of
Government 2004 – 2005

Wrote a case study for Deputy Secretary and General Manager level courses.

Executive Development Book for Women

With Sue Vardon, AO, writing an executive development book for women.

Publisher and writer, 2002 – 2005

Published and wrote for Australian Women's Money Magazine. Freelance writer for magazines, newspapers, e-copy, journals and newsletters.

AGSM 1993

Wrote a case study on a major change program in Australian Defence administration for the Australian Graduate School of Management

Property

Moo Blue
2002 - 2008

Designed conversion of a 200 acre dairy farm (on which I lived) to an executive retreat and merchandising business.

Investment Property Portfolio
2008 -

Renovating run-down residential and commercial buildings including restoring historic art deco buildings in the mains street of Port Kembla

Recent Probono Work

Port Kembla Chamber of Commerce
2008 -

Executive Committee Member

Rural Kiama Inc
2004 –2008

Inaugural Secretary, promoting diverse rural economy and landuse in Kiama, a rural coastal area 130 kms south of Sydney.

Kiama Regional Wine Show 2003 -

Inaugural Convenor, then Secretary of KWS under the auspices of the Kiama Show Society . From 2006, government adviser to the board.

Brain and Sensory Integrated Learning
Illawarra and South Coast (BASILISC)
2002- (inactive at present)

Inaugural Chairman of a regional service planning to provide information and support to the parents of children with Attention Deficit (Hyperactivity) Disorder.

The Hon Dr Michael Wooldridge
Minister for Health and Family Services

30 JUN 1998

REFERENCE FOR SANDY HALLEY

Sandy Halley has been responsible to me as Commissioner for Private Health Insurance for over two years; a time of major reform.

Ms Halley reported directly to me and I consistently found her advice to be sound. She anticipated issues and problems, kept me informed and offered solutions. I have confidence in her judgement, analysis, strategic ability and professionalism in management.

Ms Halley, as Commissioner, had the statutory delegation to manage the \$130 million reinsurance fund and she consistently did this very competently and without complaint or correction from industry or any other sources.

The health insurance industry is diverse and Ms Halley succeeded, through Council, and through the working relationships she developed with individual funds, to create congruence in the implementation of Government policy. Amongst other things, it was her role to recommend action to be taken by and for funds in difficulty. She fulfilled this role with diplomacy and respect, but in a direct and open fashion and with firmness where necessary.

Ms Halley has won the respect of funds as a regulator because the modus operandi she employed, and had her staff employ, emphasised assisting the industry to run efficiently and effectively, and to get unnecessary impediments out of the way, rather than being a purveyor of rules and bureaucracy. In this context, Ms Halley initiated, introduced and achieved acceptance in the industry of some important and difficult improvements in health fund management and reporting, regulatory simplification and facilitated several mergers and fund rationalisations. Recently, Ms Halley gained the co-operation of the industry to investigate and improve corporate governance practices.

I respect and appreciate Ms Halley's ability to manage a broad range of stakeholders, making consistent progress in managerial practice over a long period involving much change.

Ms Halley's corporate affairs skills are also well developed. She is an able media manager; she does not seek the spotlight but has a polished and appropriate presence when she is required to address the media or the public.

I wish Ms Halley all success in her chosen future in corporate governance and I commend her for consideration for any suitable role as a director or regulator.



Michael Wooldridge
Minister for Health and Family Services



New South Wales
Minister for Housing

34TH LEVEL
LEGAL & GENERAL HOUSE
8 BENT STREET SYDNEY 2000

T O W H O M I T M A Y C O N C E R N

I understand that Ms Sandra Halley has applied to be the Executive Director of the Canberra Development Board and I have no hesitation in recommending her for that position.

Despite her comparative youth, I believe that Sandra is equal to the administrative and policy demands which filling this position will entail.

Sandra first came to my attention as head of the Community Development Bureau in the Department of Youth and Community Services whilst I was Minister for that Department. I was impressed with her ability to skilfully and sensitively handle the competing demands of many community groups and to plan and implement such diverse programmes as the Community Tenancy, Community Transport, Community Employment, Local Government Housing and Emergency Accommodation Schemes, the Multicultural Development and Aboriginal Community Development Strategies.

Sandra's administrative and planning skills, which I understand has been even further enhanced as a result of higher studies and her subsequent employment in the Department of Community Services were well demonstrated by her significant contributions to the development of my Department's corporate plan, programme budgetting and its strategy and structure review. As my representative on the Urban Development Committee which reported to the Housing Committee of Cabinet, Sandra demonstrated her obvious talents as a negotiator able to carry a brief without the need for constant supervision.

In conclusion, I can state without equivocation that Sandra's enthusiasm, experience and intelligence will equip her well for the challenging position for which she has applied.

FRANK WALKER,
Minister for the Arts and,
Minister for Housing



DEPUTY PRIME MINISTER
MINISTER FOR HEALTH, HOUSING AND COMMUNITY SERVICES

Parliament House
CANBERRA

Telephone: (0)
Facsimile: (0)

To whom it may concern

18

I am pleased to be given the opportunity to provide a reference for Sandra Halley as I have a high regard for both her professional and personal qualities.

I first met Sandy in 1987 when she was appointed to the position of Founding Chairman and Chief Executive of what became Comcare. At the time I was Minister for Social Security.

Prior to meeting her I was aware of the excellent work she had carried out as First Assistant Secretary, Rehabilitation in the Commonwealth Department of Community Services where she was responsible for rationalising the national rehabilitation service replacing a centralised service with client oriented, regionally based multi-disciplinary service centres.

At the time she took over Comcare the existing Commonwealth workers compensation scheme was moribund. Within a short time of her taking over responsibility for Comcare the organisation became a classic example of a dynamic, progressive and, by any standards, commercially successful public sector organisation.

Sandy has a deep, professional understanding of the importance of rehabilitation in the treatment of worker injury and return to work. She is arguably one of the most successful workers compensation managers in Australia in that she was able to demonstrate the centrality of rehabilitation to a successful workers compensation and return to work system.

One of her most important achievements was to contain costs and meet tough financial objectives. She was able to significantly reduce the costs of worker compensation. Comcare is very effective in terms of return to work after injury and also in providing financial incentives for the introduction of prevention techniques and for effective claims management. A key

factor was her ability to obtain the commitment of both managers and injured workers to early return to work objectives.

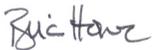
Sandy has very well developed corporate leadership skills and is able to manage a large organisation which is responsible for significant funds.

One of the keys to Sandys' success as a manager is her ability to instil her own enthusiasm and energy into her staff. She is able to create for herself and then to convey to staff a vision for an organisation and to turn that vision into a reality. She makes sure that she attracts and then retains good staff and welds them into an effective and highly focused team.

She is committed to staff development and has put in place innovative, professional and succesful schemes in Comcare which have significantly contributed to improving the effectiveness of the organisation. She is an equally practical manager who gives a high priority to providing good physical and social conditions for staff.

She has demonstrated a strong personal commitment to being accountable for and reporting on the activities of the organisation and to consulting supervisors as she develops and implements policy and programs.

I strongly recommend Sandy to any prospective employer.



Brian Howe

DEPARTMENT FOR COMMUNITY WELFARE



50 GRENFELL STREET ADELAIDE SOUTH AUSTRALIA 5000
TELEPHONE 213 3333—TELEGRAMS WELFARESA
POSTAL ADDRESS, BOX 39, RUNDLE MALL P O, ADELAIDE 5000
OUR REF. YOUR REF

SOUTH AUSTRALIA

IF REPLYING PLEASE CONTACT

15th July, 1987.

TO WHOM IT MAY CONCERN:

Sandra Halley has been known to me since the early 1970's. She has worked with me as a student, an employee and a colleague since that time.

Sandra is one of the few people with whom I have worked who has a good balance between entrepreneurial skills and a capacity to manage the change which results from those skills.

In my working career (nearly 20 years) I have observed many changes in government policies and programs. At least 10 of those major changes were initiated through Sandra's energy, perception and her unlimited ability to link diverse issues together into a new conceptual and marketable package. These have ranged from developing new funding formulae, community housing programs, multicultural reforms to rehabilitation service changes.

Sandra worked as my deputy in a large branch of the NSW Department of Youth and Community Services and later took over the management of a similar branch. The senior management skills that stand out in my mind include her capacity to plan clear directions that will develop outcome objectives and to transfer these into individual work programs with her staff. She is able to negotiate these plans through to Ministers and departmental heads to ensure their support. Sandra works well in a collegiate of other senior executives and is able to establish a reciprocal loyalty with her own staff. She has no trouble understanding complex budget negotiations and ensuring appropriate accounting systems are in place and are monitored. Sandra would be one of the most experienced people I know in the formulation and implementation of policies and the design of programs. She is able to harness the energies of both government and the private sector and she understands the different motivations of these two areas.

Sandra is the best innovator I have ever seen in the public sector. I have not the slightest doubt that she could perform all of the duties required of the position of Executive Director, SES Level 4.

Suzanne Vardon
(Suzanne Vardon)
CHIEF EXECUTIVE OFFICER





*Australian
Urban &
Regional
Development
Review*

9 March 1995

5th Floor, Casselden Place
2 Lonsdale Street
Melbourne Vic 3000

Telephone 03 285 8590
Facsimile 03 285 8559

REFERENCE FOR SANDY HALLEY

Sandy Halley was commissioned by me to undertake a consultancy for the Australian Urban and Regional Development Review.

The project, entitled "New Homes For Old" was concerned with generating a wider range of housing options for older people in order to create greater lifestyle choices for them and also to make more efficient use of existing housing stock and urban infrastructure in established metropolitan areas, thereby reducing the pressure for fringe development.

In addition to the strategic planning report and documentation of possible housing models she produced, Ms Halley gained the support of the key stakeholders in Australia for such a project to be successful.

I am pleased to report that the recommendations of her report gained the support of Federal Cabinet which agreed to the funding of "New Homes For Old" as the first initiatives of the Review to be implemented. The recommendations are now being adopted and put into practice.

Having an established successful record in management, Sandy Halley brings an additional quality to consultancy above and beyond competently fulfilling a brief. She has the ability to inspire people and to enthusiastically recruit their support for an idea. She finds ways around financial, institutional and attitude barriers and suggests practical and do-able outcomes.

It has been my pleasure to work with Sandy Halley and I confidently recommend her for positions requiring leadership, vision, application, results and a need to balance and fulfil equity and efficiency considerations simultaneously.

Jenny Macklin
Director



DEPARTMENT OF COMMUNITY SERVICES

SECRETARY

STAFF-IN-CONFIDENCE

The Chairman
Canberra Development Board
PO Box 937
CIVIC SQUARE ACT 2608

SANDRA HALLEY

Sandra Halley is Principal Adviser (Level 3) in the Disability Programs Division. She was, until March 1987 First Assistant Secretary (Level 3) of the Rehabilitation Services Division when this Division was combined with the Disability Services Branch to form the new Division during a restructuring to reduce the size of the Central Office of the Department.

Ms Halley has worked with me since I took up this appointment in March 1986.

She was appointed to the Department after completing a Master of Business Administration course at the Australian Graduate School of Management having previously been an officer of the New South Wales Department of Youth and Community Services.

Of the selection criteria you are considering candidates against Ms Halley's strengths are in negotiation and a capacity to put together innovative solutions to service delivery problems. She also has considerable background in dealings with the private sector and understands the difficulties of implementing new policy and program initiatives during periods of financial restraint.

It was during Ms Halley's period as First Assistant Secretary, Rehabilitation Services Division in the last financial year that the Department, with delegations from the Minister for Local Government and Administrative Services and the Department of Housing and Construction, itself sold large Rehabilitation Centres in each of the mainland capital cities realising \$43.4m from the sales and changing the direction of the Rehabilitation Services Program to a regionally based organisation with a new network of 70 Rehabilitation Regional Units being put on the ground by the end of 1986-87.

Ms Halley carried much of the responsibility for ensuring this major change in the operation of the program was achieved. While there is much still to be done it was Ms Halley's insistence on analysing the rehabilitation market in the light of quite major developments being taken by States, particularly New South Wales, Victoria and South Australia, in the Workers' Compensation and Third Party Insurance areas which convinced the Minister and senior officers that the regional concept, that had been played around with for some years resulting in only three or four regional units becoming operational, had to be fully developed and in the shortest possible time. This aim coincided with the desire of the Government to reduce overall expenditures, further develop innovative public sector management arrangements and test the previous boundaries of the user pays principle in the welfare services area.

The Department was fortunate that Ms Halley, through formal training and previous experience, was prepared to pick up these challenges. The program came close to meeting 100% of its management objectives in 1986-87.

The Committee no doubt would also wish to raise with me the deployment of senior staff following the restructuring of the Central Office of the Department and I should be more than happy to do so either in person or on the telephone at a mutually convenient time.

A D Rose
8 July 1987

REFERENCE BY THE HON. DON GRIMES

MS SANDRA HALLEY

To whom it may concern

The appointment of Sandra Halley to the position of First Assistant Secretary, Rehabilitation, in the Department of Community Services brought a much-needed breath of fresh air to that area of the Commonwealth Public Service.

As Minister for Social Security and then Minister for Community Services I had been concerned that the Commonwealth Rehabilitation Service had become moribund and unable to cope with the changing needs of clients, largely because of its monolithic structure.

Certainly, a three year forward plan had been conceived and tried to turn things around, but what was clearly needed was someone at the helm with vision, drive, energy and optimism. Sandra Halley proved to have all those qualities.

I believe the Commonwealth Public Service Board showed foresight and imagination in buying out Ms Halley's bond to the NSW Public Service Board which attached to the two year scholarship she had to the AGSM for her MBA.

The key to the restructuring of the Commonwealth Rehabilitation Service was an acknowledgement that the Rehabilitation Centres which characterised the Service in each capital city needed to give way to a regionalised network of units throughout urban and rural Australia.

Ms Halley accepted the challenge of working out an effective national strategy for rehabilitation services which involved not only regular briefings for me but also for my State Ministerial colleagues and their State Government Authorities to ensure that planning and implementation arrangements would proceed smoothly.

The projected sale of all mainland capital city Commonwealth rehabilitation centres presented an opportunity to help fund the new strategy of establishing regional units.

The Prime Minister's decision to allow a line Department in this instance Community Services, to manage its own property in turn allowed Ms Halley to proceed to negotiate those sales on the open market in a totally professional way.

It did not surprise me that the revenue raised by my Department from the sale of those Centres exceeded the DOLGAS estimate by 65% - \$43.2 million to \$30 million. I believe credit for those sales should go to Sandra Halley and her team for their approach to and prosecution of those sales.

In some instances, recurrent and capital negotiations were able to be undertaken together, so that where Centres were sold to State Government Authorities, sale prices were discounted in exchange for State Governments taking over responsibility for certain specialised medical rehabilitation services such as Head Injury Units.

The negotiation involved in this area allowed the Commonwealth to confirm its role in social and vocational rehabilitation while reducing recurrent client and overhead costs in perpetuity.

At the same time, the development of regional units has brought rehabilitation services to clients closer to where they live, ensuring that their likelihood of recovery is enhanced.

Through the National Rehabilitation Consultative Committee, Ms Halley brought together consumer, union, professional and departmental representatives to talk through the difficulties presented by the national strategy.

It is to her credit that the closure of centres, with redeployment and retirement of staff where necessary, proceeded with minimal disruption, although there was potential for protracted industrial trouble.

Ms Halley was also responsible for maintaining the morale of departmental staff at a very difficult time and ensured that training procedures were developed to give them confidence in the new regional structures and their own career prospects.

Perhaps more importantly still, Sandra Halley brought to her tasks a belief in the rights of people with disabilities, particularly women and people of Aboriginal or ethnic background, to access the best rehabilitation services this country can provide.

I am happy to provide this reference for her and wish her well in her future career development.



Don Grimes

MINUTE



TO WHOM IT MAY CONCERN

MS SANDRA HALLEY

I have worked with Ms Halley over the past 8 months as the State Manager of the Rehabilitation Services program for which she had national responsibility.

Ms Halley has several attributes which I came to value highly over that time.

She inherited an organisation which was in danger of losing its sense of direction and its reason for being. Very quickly, Sandra diagnosed the problems and articulated a broad vision for the program's future. Her particular skills lie in being able to look beyond the structures and constraints which may exist at the present time to focus on quite clear, simple aims and objectives for the organisation.

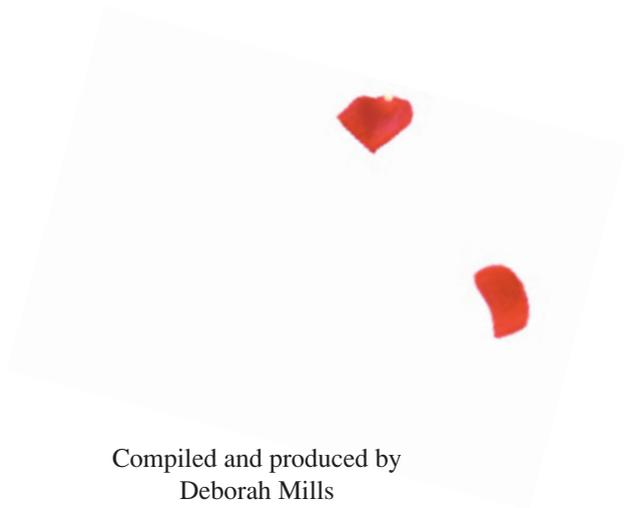
Again, quite quickly, Sandra identified points at which the organisation was particularly vulnerable (e.g. access to services by women) and set in place mechanisms to remedy this. Where she saw a need for Central Office to take the lead in a previously un-resourced area (e.g. staff development) she moved quickly to obtain and mobilise the necessary resources.

Sandra's capacity for lateral thinking, in particular her ability to approach problems from unexpected angles and to escape from single channel thinking, has been refreshing to be associated with. From a State Office viewpoint, she has provided me with strong personal support and encouragement in managing an organisation in the process of major change and in seeking innovative solutions to problems.

I have appreciated the opportunity of working with Sandra and wish her well in the future.

RUTH COTTON
Senior Assistant Director
NSW Disability Programs

GPO Box 4292, SYDNEY, NSW 2001
Telephone: (02) 225 3555



Compiled and produced by
Deborah Mills
Tina and Keir Smith
Nerida Lee

