



Public Accounts Committee

21 August 2026



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- ❖ Overview of OCM
- ❖ Core Team
- ❖ Role
- ❖ Key activities

OCM - Overview

- ❖ Largest probity practice in Australia and New Zealand
- ❖ Offices in eight jurisdictions
- ❖ Incorporated 2009
- ❖ Accredited panel/individual probity practitioner in each jurisdiction
- ❖ Completed > 2,500 probity engagements
- ❖ Overseen major infrastructure programs of work

Core Team

- ❖ Ian Shield – Primary Provider
- ❖ Rory O'Connor – Strategic Probity Adviser
- ❖ Dr. Robert Waldersee - Concurring Reviewer

Ian Shield – Primary Provider

- ❖ Highly experienced probity practitioner > 25 years experienced and approved probity practitioner.
- ❖ Marinus Link, TasNetworks, Dept of Health, Dept of Justice, Dept of Treasury and Finance, Dept of State Growth.
- ❖ Port Arthur Historic Site Management Authority, TasPorts, TasWater.
- ❖ Significant D&C experience oversighting market soundings, RFTs interactives, negotiation processes.
- ❖ Provided advice in relation to complex COI, information management issues.

Rory O'Connor – Strategic Probity Adviser

- ❖ Highly experienced probity practitioner > 30 years experience and a founding partner of OCM.
- ❖ Probity adviser to >\$2 billion Stadia Projects (including Western Sydney Stadium, Penrith Stadium, Sydney Football Stadium, Homebush Stadium).
- ❖ Major D&C contracts: Sydney Metro, Cross River Rail, North South Corridor (SA), Vic Grid, Marinus Link, TasNetworks and Hydro Tasmania.
- ❖ Sporting Programs: Sydney Olympics, Melbourne Commonwealth Games, Brisbane Olympics.

Dr. Robert Waldersee – Concurring Reviewer

- ❖ Associate Director of OCM.
- ❖ Previous: academic professorial positions at Southern Cross University and QUT; Executive Director of Corruption Prevention for the NSW Independent Commission Against Corruption - **8 years**.
- ❖ Probity experience includes providing specialist advice on complex matters, including governance frameworks and probity portfolio arrangements for programs of work such as Sydney Metro, Brisbane Olympic Gamers - Villages, grant administration at NSW Dept. of Premier and Cabinet.
- ❖ Undertaken numerous reviews and investigations into governance matters making recommendations to governments, where appropriate.

OCM's Role as Probity Adviser

- ❖ Monitor fairness and transparency of the procurement process
- ❖ Advise the Corporation on the fair and equitable treatment of Respondents (EOI) and Tenderers (RFT)
- ❖ Point of contact for Respondents/Tenderers to raise any probity issues/concerns

The role is not:

- ❖ Evaluator
- ❖ Legal adviser

Key Activities

- ❖ Generation of Probity Plan
- ❖ Socialising the Plan
- ❖ Review of key artefacts from a probity perspective
- ❖ Attendance at Industry Briefing for market participants
- ❖ Overview of declaration of associations/confidentiality undertakings
- ❖ Attendance at governance forums such as evaluation committee meetings
- ❖ Provision of probity report = EOI