

Anna Shortt-Smith

GAICD, LLB/LP | Governance | Integrity | Legal

CONTACT

Adelaide, South Australia
0404 843 994
anna@liftstrategic.com.au

PROFESSIONAL SUMMARY

Experienced governance, integrity and legal professional with more than fifteen years' experience spanning governance reviews, organisational evaluations, regulatory environments, legal practice and board governance.

Recognised for helping boards, executives and organisations strengthen governance systems, accountability frameworks, decision-making processes and risk management practices. Extensive experience evaluating organisational performance and integrity systems across government agencies and complex public sector environments.

Combines strong legal and governance expertise with practical experience advising boards, executive leaders and regulators on governance reform, compliance, organisational improvement and integrity risk management.

CAREER ACHIEVEMENTS

Public Sector Governance Evaluations

Led major evaluations of South Australian government agencies and public sector functions assessing governance frameworks, accountability mechanisms and integrity systems designed to prevent corruption, misconduct and maladministration.

Governance Reform and System Improvement

Designed and implemented governance frameworks, board governance arrangements and integrated management systems within large and complex public sector organisations, including initiatives adopted across the South Australian health system.

Strategic Adviser to Boards and Executives

Provided governance, regulatory and policy advice to senior executives, boards, commissioners and ministers across a range of government agencies and statutory authorities.

Board and Governance Leadership

Holds senior governance leadership roles and board appointments across government, not-for-profit and Indigenous organisations, providing oversight of governance, risk and organisational performance.

KEY EXPERTISE

Governance Evaluations

Board Governance and Advisory

Stakeholder Engagement

Organisational Performance Reviews

Policy and Legislative Analysis

Regulatory Governance

Adverse Event Reviews

Corruption Prevention

PROFESSIONAL EXPERIENCE

○ **Manager Governance and Performance**

GREEN INDUSTRIES SA | 2026 – Present

Leads governance and organisational performance functions for a statutory authority responsible for advancing South Australia's circular economy and waste management objectives.

Responsibilities include:

- Governance and performance frameworks
- Board and committee governance support
- Strategic planning and organisational reporting
- Risk and compliance oversight
- Executive and board advisory service

○ **Governance and Regulatory Adviser**

CONSUMER AND BUSINESS SERVICES SA | 2025 – 2026

Provided governance and regulatory advice to senior executives, the Commissioner and the responsible Minister.

Key achievements included:

- Leading governance improvement projects and framework reviews
- Redeveloping delegations and authorisations frameworks
- Contributing to a governance review of the South Australian Gambling Advisory Council
- Providing strategic advice on governance and regulatory matters

○ **Evaluation and Review Specialist**

INDEPENDENT COMMISSION AGAINST CORRUPTION | 2020 – 2025

Led evaluations of public sector agencies, systems and functions to assess governance effectiveness and integrity risk management arrangements.

Key achievements included:

- Leading evaluations of the Department for Correctional Services and TAFE SA.
- Delivering the Evaluation of Grants Administration (Phase One).
- Conducting reviews of recruitment and volunteer management practices.
- Assessing governance, accountability and risk management frameworks across government agencies.
- Developing recommendations to strengthen organisational integrity and governance performance.

PROFESSIONAL EXPERIENCE (continued)

Governance Consultant

SOUTHERN ADELAIDE LOCAL HEALTH NETWORK | 2016 – 2020

Led governance and organisational improvement initiatives within one of South Australia's largest public health organisations.

Key achievements included:

- Developing the Governance Framework and Integrated Management System.
- Establishing and supporting board and committee governance arrangements.
- Developing a conflict of interest framework adopted across SA Health.
- Conducting governance, risk and compliance reviews.
- Providing governance advice and reporting to the Board and executive leadership.

Solicitor

FISHER JEFFRIES (now Dentons) and BERG LAWYERS | 2010 – 2013

Provided legal advice across corporate, commercial and intellectual property matters.

Responsibilities included:

- Corporate and commercial legal advice.
- Intellectual property and biotechnology commercialisation matters.
- Management of agricultural securities portfolios for a major banking client.
- Supervision of administrative and accounts staff.
- Provision of volunteer legal services through Catherine House.

Board and Governance Appointments

Currently sit on a number of boards and committees.

- Deputy Chair, Crime Stoppers South Australia
- Member, Governance, Finance and Risk Committee, Crime Stoppers South Australia
- Director and Company Secretary, Ngarrindjeri People Native Title Compensation Pty Ltd
- Legal Committee Member, Bellberry Human Research Ethics Committee

EDUCATION AND PROFESSIONAL QUALIFICATIONS

Graduate, Australian Institute of Company Directors (GAICD)

Bachelor of Laws and Legal Practice

FLINDERS UNIVERSITY

Admitted Practitioner, Supreme Court of South Australia

University of Adelaide Professional Management Program

Scholarship Recipient, Behind Closed Doors Leadership Group