

# Selina Gerner

## Partner in Brisbane

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Selina has more than 16 years experience providing advice on financial performance and organisational improvement to not-for-profits, corporates, and all levels of Government. She specialises in strategy implementation, business transformation and financial modelling.

Selina provides objective advice to help improve operational and financial performance, mitigate risks and manage periods of organisational change. She is known for getting to the bottom of complex issues and a relentless pursuit of value for her clients.

Selina's extensive distressed transaction experience provides her with unique insights into what can go wrong to support her clients in making informed assessments of transaction risks.

Selina has worked across a broad range of industries but has recently provided extensive expert advice to health, aged care and disability services sector clients including providers and Government departments. Selina leads McGrathNicol's National Health & Aged Care client services team which focuses on a collaborative approach to this sector.

Selina is a member on the Committee for Brisbane's Enterprise Sub-Committee. An apolitical not-for-profit with a strategic focus to improve life and prosperity for all to 2050 through the transformational opportunity of the Brisbane 2032 Olympic and Paralympic Games.

## Engagement Experience —

- Large disability services provider: Provided buy side transaction assistance for a Queensland based disability services provider to more than 3,000 clients to identify acquisition targets and facilitate introductions to over 25 smaller providers. This work is part of the client's growth strategy.
- Mid-sized aged & home care operator: Prepared and provided oversight of 12 monthly financial forecasts including scenario analysis for a \$60 million annual turnover home care business with over 3,000 clients, a residential business with 450 residents and over 1,000 employees. Provided advice to the Board and Executive regarding financial, governance and risk management and assisted with negotiations with key stakeholders.
- Mid-sized aged & home care operator: Conducted an independent review of an aged care provider's Refundable Accommodation Deposit funds management and liquidity policy, to ensure it maintained adequate liquidity to pursue its growth strategy. The review included consideration of the historical performance of its Residential Aged Care, and Community divisions, as well as the adequacy of its documented policies. We recommended changes to the liquidity management to better align with the organisation's risk profile.

## Qualifications & Memberships —

- Member, CA ANZ
- Member, TMA
- Member, ARITA
- Member, Committee for Brisbane Enterprise Sub-Committee
- Master of Business Administration, University of Queensland
- Bachelor of Business (Major in Professional Accountancy with distinction), RMIT University
- Certificate in Governance and Risk Management, Governance Institute



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- Small aged care provider: Provided transaction assistance, stakeholder management services, cash flow management and solvency advice to a small Queensland aged care provider with approximately 200 beds.
- Queensland Health: Project management of a financial management review of a Queensland State Government Department funding branch that administers approximately \$290 million of funds per annum for 500 discrete projects across 250 organisations. The focus of the review was on internal budgeting and financial reporting processes. The review encompassed an end-to-end review of the contracting processes, strategic planning, procurement, contract management and monitoring, performance evaluation and contract close-out.
- Queensland Health: Managed several engagements to undertake comprehensive, independent compliance audits of Indigenous health centres across Queensland including an assessment of financial systems, policies and processes, governance practices and cyber resilience assessments.
- Large hotel group: Provided advice on a finance function transformation project which included the replacement of the existing ERP system.
- Small not for profit: Reviewed the NFP's executive management governance and financials to identify any possible areas for improvement. Assisted with the management of complex conflict of interest issues.
- Trade and Investment Queensland (TIQ): Managed an independent forensic review of financial controls and governance practices for TIQ's head office as these related to its Korean trade office. A subsequent engagement included the management of a forensic review of all 12 international trade offices to identify possible fraud and governance risks in each international office. Further engagements involved fraud and risk management training to TIQ's 12 international trade offices and reporting to the Board regarding TIQ's successful implication of our prior recommendations.
- Department of Transport and Main Roads Queensland: Project management for the review of the Next Generation Contracts Strategy which included seeking feedback from existing ferry operations on community engagement initiatives and a critical operations review of the ferry contracts strategy, revenue protection, and current and forward-looking analysis of the ferry services market across Greater Queensland.
- Peak industry body: Provided an assessment of the finance function requirements of a small peak industry body to set out its requirements to transform its finance function to better support the business needs.
- Waste to energy start up: Conducted distressed transaction process for a waste to energy start up to realise the business to a listed industry specialist.
- Mid-sized aged and home care operator: Provided liquidity management advice to the governing body corporate of an aged care business with approximately 12 homes and 500 home care clients.
- Governing church body corporate: Prepared an 18 month cash flow forecast for a large church group to assist with cash flow management. This engagement included tutorials with management to build capability within the organisation.
- Qld and NSW construction company: Prepared a 12 month integrated financial model for a sub-contractor construction company with operations in Qld and NSW. The model included a tool to assist management with oversight of its project tendering process which enabled it to improve its project gross profit margin.
- Investment model review: Conducted a review of a financial model of a proposed investment in a local Qld farm. Provided constructive feedback and identified potential errors in the model.
- Cubbie Station: Prepared a financial model based on hydrology information to assess the viability of the farm's financial structure. Supported the project management of the vendor sale process with Goldman Sachs.