



Madeline Moore

Governance Advisory Specialist



"Madeline steered us through a thorough constitution review. The whole journey gave us much-needed clarity, and our Board is now thinking bigger picture, leaving the nitty gritty for management to handle. It's genuinely shifted the way we operate at Board level and has been a great help to me as CEO and our team."

Kirsty Kelly, Chief Executive Officer

Short Profile

Madeline brings a depth of practical legal and governance experience to Board Matters, with 15 years' legal experience, including in senior in-house roles and in the corporate advisory groups of national law firms. She also brings unique insights from her practical experience in both governance advisory and company secretarial positions.

Prior to joining Board Matters, Madeline held the role of principal governance advisor for The Royal Automobile Club of Queensland Limited and its APRA-regulated subsidiaries (RACQ), having formerly been senior in-house counsel as part of the legal team facilitating the merger between RACQ and another financial services institution (QTMB).

In her governance advisory capacity, Madeline was responsible for supporting the RACQ boards and providing end-to-end governance and company secretarial services for various committees and the board of the charitable RACQ Foundation. Her specialised role also allowed her to act as advisor to the board and committee chairs, directors, CEOs and executives in relation to a broad range of matters including governance policy development, board composition, constitutional drafting and positioning, and regulatory and legal compliance.

Madeline has also partnered with not-for-profit organisations and charities regulated by the ACNC, including start-up, governance training and director inductions, board and committee secretarial support (including AGMs), compliance and regulatory advice, and developing governance and policy frameworks.

Current Positions and Memberships

- Governance Advisory Specialist at Board Matters Pty Ltd, a governance advisory and development consultancy assisting boards and governing bodies of companies, organisations and enterprises across Australia
- Fellow, Governance Institute of Australia
- Member, Queensland Law Society.

Relevant Experience

- Madeline joins Board Matters from eight years with RACQ, having worked both as in-house counsel and as a senior member of the company secretariat team. As principal governance advisor, Madeline had governance and secretariat oversight of the audit, remuneration and nominations, and strategy and investment committees, as well as the RACQ Foundation board. She is

Qualifications

Fellow, Governance Institute of Australia

Bachelor of Laws (Hons1) / Bachelor of Journalism (Distinction), Queensland University of Technology (Vice Chancellor's Scholarship; Golden Key International Honour Award; Business Advantage Public Speaking Award)

Graduate Diploma of Applied Corporate Governance and Risk Management, Governance Institute of Australia (Best in Subject National Award for Risk and Compliance 2024) (current enrolment)

Graduate Diploma of Legal Practice, Skills and Ethics, Griffith University (Award for Academic Excellence)

Admitted to the High Court of Australia, Federal Court of Australia and Supreme Court of Queensland

Current Legal Practising Certificate (Queensland)

experienced in presenting to boards and committees, and in facilitating executive training on board reporting and presentation.

- Madeline was also appointed as the Workstream Lead for RACQ's Risk Transformation Program, focusing on the strengthening the role and oversight of the board in terms of risk and organisational culture, reporting and processes.
- Her experience has equipped her to provide governance, legal and compliance advice in the context of highly-regulated entities in complex structure, and has given her a unique appreciation of the importance of relationships and stakeholder management in the governance and secretariat space.
- When working in the in-house legal team at RACQ, Madeline was part of the team delivering on the significant merger of two member-based financial services organisations (RACQ and QTMB). She was also the legal lead for complex projects including the redesign of RACQ's membership architecture, various equity acquisitions and white-labelling partnerships. Madeline also provided astute governance, commercial, regulatory and competition advice on a range of matters including competition and consumer law compliance, privacy matters and commercial contracting.
- Prior to her time at RACQ, Madeline worked for national law firms with a focus on corporate advisory, M&A and commercial practice.

Consulting Focus

As a consultant, Madeline is available to a range of for-profit and not-for-profit organisations and uses her extensive legal, regulatory and governance advisory experience to deliver astute, practical and accessible services for organisations in the following areas:

- undertaking board performance evaluations, and board composition and competencies assessments;
- providing board and executive education and training on legal, regulatory and governance matters;
- advising on strengthening and embedding effective governance practices and executive reporting to boards and committees;
- conducting governance reviews, including analysing constituent documents and governance structures;
- drafting and advising on constitutions, charters, by-laws, policies and procedures;
- undertaking company secretarial services and preparation of training manuals; and
- reviewing the effectiveness of, and drafting, corporate risk management frameworks.

Other Activities

Madeline has co-developed and facilitated a short course on effective board reporting for the Governance Institute of Australia and is an active member of the Institute's community, both as Fellow and while furthering her specialised studies in the governance and risk management field.