

ASH
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Financial Crimes
Regulatory, Legal &
Compliance Advice

Overview

The Ash St. Governance, Compliance and Regulation Team (GCR) is a blended legal, compliance and governance practice that draws on the private practice and in-house experience of our Practice Director, Samantha Carroll and Special Counsel, Michelle Bradshaw. Their approach is to listen, understand and then provide clients with quality advice informed by their experience of what works in the real world. All compliance documentation is developed to the highest standards, fit for purpose and appropriate to the organisation's nature, size and complexity.

Our advisers are qualified lawyers and governance, risk and compliance experts with deep knowledge of the Australian financial crimes legal and regulatory landscape including those which regulate:

- anti-money laundering and counter-terrorism financing;
- sanctions;
- modern slavery; and
- anti-bribery and corruption.

Having worked with regulators, our advisers understand the drivers behind regulator engagement and can assist our clients on how to effectively and appropriately manage regulators.

Liability limited by a scheme approved under Professional Standards Legislation.

Recent Matters and Experience

Clients across a myriad of industries and sectors, such as ADIs, Mining, NFPs, Insurance have engaged our GCR Team to advise on financial crimes compliance. Some recent matters and experience include:

- technical legal advice on the application of the Anti-Money Laundering and Counter Terrorism Financing Act such as the application of the Act to particular organisations reporting obligations or breach advice;
- review or development of AML/CTF Programs and associated procedures such as customer ID procedures;
- review or development of Sanctions Programs;
- advising on regulator engagement/responses to regulators such as AUSTRAC including preparation of responses to onsite reviews or targeted industry reviews; and
- development of regulator engagement framework.

Other Areas of Assistance

The Ash St. GCR team believe that enhanced standards of compliance management comes from strong leadership. Some of the biggest challenges observed, particularly in the financial crimes space, is the scarcity of expertise or limited resources.

Determined to offer our clients with a 'one-stop' service where they can access end-to-end deep experts, capable of meeting their legal, compliance and regulatory needs means that they can access the advice they need, when they need it or outsource specific tasks where capacity constraints are at play.

We have a strong emphasis in our practice on independence and ensure there is a clear separation between our review and development work. This means our clients receive the highest standard of advice, without compromise.

Due to the blended and deep experience of our experts, the assistance we can provide is broad. Some suggestions of where we may be able to help include:

- legal advice;
- strategic 'GRC' advice such as structure, resourcing, roles and responsibilities;
- compliance documentation development such as policies, programs, processes;
- remediation or enhancement projects;
- regulator advice/representation; and
- board briefings.

Our Team

The Ash St. Governance Compliance Regulation Team (GCR) is a blended legal, compliance and governance practice that draws on the private practice and in-house experience of our Practice Director Samantha Carroll and Special Counsel, Michelle Bradshaw.

Consistent with the Ash St. approach, the GCR team leverage the complementary skill sets of our Corporate/M&A, Projects & Finance, IT, IP, Real Property and Employment Legal Practices and Advisory Services to ensure that the right people are involved in our client's Governance, Compliance and Regulatory matters. This translates into achieving the best results and high quality outcomes, for our clients.



Samantha Carroll

Practice Director

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A former recipient of Queensland's Emergent Woman Lawyer of the Year and short-listed as Chief Compliance Officer of the Year for the C5 International Compliance Awards in 2018, Samantha is recognised as a leading expert in her field. Samantha has 15 years-experience in private practice, including 10 years in the Regulatory Compliance division of a top tier law firm and 3 years as the Head of Compliance for a mid-tier bank. Her unique skills as an accredited Governance, Risk and Compliance professional, together with her legal and regulatory response background sets her apart from other compliance professionals in the market.

Using the invaluable commercial insight she has gained through numerous secondments in both a legal and compliance capacity as well as her practical experience leading a compliance function and various engagements onsite client premises, Samantha gives sharp, practical advice and strategic advice. Clients appreciate Samantha's empathetic and 'hands on' approach to their daily business challenges as she designs Governance, Risk and Compliance systems that are legally compliant, pragmatic and enable businesses to compete with confidence.

Samantha also has substantial experience in advising a range of financial institutions on their obligations under the Anti-Money Laundering/Counter Terrorism Financial (AML/CTF) legislation, implementation of an AML/CTF Program and underlying arrangements, systems and controls as well as regulatory experience in responding to AUSTRAC inquiries and enforcement activity during her career as a top tier lawyer and in an in-house capacity.

Samantha is an accredited compliance professional with the GRC Institute and has previously held governance/director positions a non-executive director of Stadiums Queensland, member of the management committee of the Queensland Public Interest Law Clearing House and member of the CSIRO Ethics Committee for Social Science. She is currently the Deputy Chair of BABI Youth Services and a fellow of the Governance Institute of Australia.

Samantha has significant experience advising public and private sector clients on the implementation, upgrading and review of their compliance systems.



Michelle Bradshaw

Special Counsel

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Michelle is a governance, compliance and regulation expert who has worked in both the private sector for banking institutions and in the public sector for start-up government entities setting up and leading legal and compliance functions.

She has extensive experience in AML/CTF compliance including working on the implementation of AML/CTF Programs in organisations of various sizes and complexity. In various roles, Michelle has accrued a considerable amount of experience managing engagement with regulators and other government and non-government stakeholders. She also has significant experience advising on and negotiating complex finance transactions including 11 years' experience as a lawyer and consultant for a leading international law firm.

Michelle brings a thoughtful, practical and solutions focussed approach to advising clients on governance, compliance and regulatory matters. Given the diverse range of organisations she has worked for over the course of her career (both in terms of size and complexity), Michelle is focused on listening, understanding and tailoring solutions to meet a client's individual circumstances. She has a particular interest in the implementation process to ensure proposed solutions are both practical to deliver and achieve real and lasting benefits for her clients.

Michelle is an accredited compliance professional and fellow of the Governance Institute of Australia.

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Reach out to Ash St. today to find out how we can help you convert the complex into opportunities.

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