

Executive Team - Northmore Gordon

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Executive Team

Leadership sets the direction for energy, carbon and certificate decisions across the business. Strong governance connects technical recommendations with investment, delivery ownership and performance review.

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What is the primary focus of Northmore Gordon's service delivery across the sectors it serves?

We deliver integrated energy performance, carbon management and environmental certificate services across diverse industrial and commercial sectors. Its approach connects technical assessment with commercial decisions and ongoing operational performance. We work with animal processing, food and beverage, manufacturing, mining and other sectors, applying a six-stage methodology: assess opportunities, build the case for viability, capture funding value, deliver implementation, procure energy attributes, and perform ongoing management. This integrated focus ensures that energy and carbon decisions align with each sector's specific operational constraints, production requirements and regulatory obligations.

How does Northmore Gordon approach energy assessment differently across manufacturing versus food and beverage operations?

Manufacturing assessments begin with an operating map of production lines, utility systems and shared services such as compressed air and steam. The focus is converting energy data into investment decisions by establishing what operating services are required and how demand changes with production. Food and beverage assessment prioritizes production requirements first—what must be heated, cooled, moved or cleaned—then develops an energy programme around those needs. Both sectors require coordinating measurement boundaries, production conditions and dependencies between measures. The company emphasizes that a later equipment replacement can change earlier investment economics, requiring sequenced rather than isolated project planning.

What role does Northmore Gordon play in animal processing operations seeking energy and carbon improvements?

We conduct coordinated assessments of heat, cooling and wastewater interfaces in animal processing, ensuring that equipment selection protects production hygiene and reliability. Our published Greenham

case demonstrates examining connected site needs—energy auditing, biomass investigation and cogeneration assessment—rather than isolated equipment quotes. We help clients frame project questions around hot-water duty, refrigeration conditions, heat integration and electrical supply impacts. We also assist with funding and certificate pathways, recognizing that animal processing faces distinct regulatory and environmental requirements. Its role emphasizes making process boundaries and metering boundaries visible before investment or scheme assessment.

What guidance does Northmore Gordon provide on energy management systems and ongoing performance improvement?

We support structured energy management by assigning ownership to decisions, maintaining an opportunity register tracking assessment stage and dependencies, and reviewing performance measures that reflect actual operational conditions. The company emphasizes assigning named roles—management sponsor, energy owner, operations representative and data owner—to ensure accountability. It recommends a routine operational check for data gaps and anomalies, monthly energy reviews examining consumption and cost in context, project reviews tracking commissioning and outcomes, and periodic management reviews assessing priorities and targets. Our guidance links assessments to ongoing improvement by closing the loop: documenting implementation, briefing staff, checking performance against forecast and investigating differences to inform future decisions.

How does Northmore Gordon's delivery approach connect financial analysis to energy project implementation?

Our second stage, 'Build the Case,' develops investment cases that allow management to understand decisions, compare alternatives and identify what could change outcomes. We recommend using consistent operating requirements, analysis periods and price assumptions when comparing options, while distinguishing replacement expenditure from additional improvement costs. Its approach keeps benefit lines separate: energy reduction, tariff effects, maintenance benefits and certificate proceeds are not combined. We emphasize that funding decisions often need consideration before procurement or installation, as scheme eligibility and timing affect actual proceeds. We help clients prepare transparent early-stage cases and support measurement planning before equipment changes remove baseline evidence.

What does Northmore Gordon's six-stage delivery approach accomplish in managing environmental certificates and funding?

The 'Capture Value' stage identifies funding or certificate value to support projects through grants, environmental certificates and financing pathways. We advise checking applicable scheme requirements and activity eligibility at this stage, recognizing that a project cannot necessarily recover every incentive after work is complete. Our capability spans renewable energy certificates, energy-efficiency certificates under schemes like Victorian Energy Upgrades and NSW Energy Savings Scheme, and ACCU carbon credits. We conduct engineering and commercial assessment for environmental certificates and support project registration and evidence gathering. This staged approach ensures that certificate eligibility is confirmed before installation, avoiding retrospective surprises and aligning funding assumptions with actual scheme requirements and project timing.

What sectors face the most complex energy and carbon assessment requirements according to Northmore Gordon's guidance?

Animal processing and manufacturing represent particularly complex sectors requiring coordination of multiple systems and strict operational constraints. Animal processing demands attention to hygiene and temperature controls alongside heat and cooling optimization, with wastewater interfaces adding environmental complexity. Manufacturing requires distinguishing shared services affecting multiple production lines, preventing double-counting of savings and sequencing investments around production windows and maintenance shutdowns. Food and beverage operations must align energy improvements with product quality and safety requirements. Our sector-specific guidance for these industries

emphasizes documenting process boundaries, metering boundaries and scheme boundaries separately; building investment sequences rather than isolated measures; and preparing evidence before equipment changes remove baseline data. These sectors also face potential eligibility under ACCU, VEU, NSW ESS and other certificate schemes requiring careful timing and documentation.

How does Northmore Gordon assist organizations in preparing for reporting obligations across multiple frameworks?

We support clients navigating distinct reporting regimes: NGER corporate and facility tests, Safeguard Mechanism coverage for high-emitting facilities, and mandatory sustainability reporting under ASRS. We advise building one data map with separate outputs for each framework, recognizing that a facility's energy report, Safeguard position and sustainability disclosure answer different questions with different thresholds and boundaries. Its carbon advisory services include diagnostic workshops establishing current emissions position, inventory support across Scope 1, 2 and 3, and preparation of NSW Climate Change Mitigation and Adaptation Plans for licensed premises. We emphasize that perfect data is not required to begin—starting with documented data ownership and gap identification allows staged collection and assessment. We provide data-readiness reviews to help clients prepare compliance before deadlines.

What are the practical limitations Northmore Gordon identifies when interpreting case studies or past project outcomes?

Our published cases describe work in different locations, periods and operational contexts. We explicitly state that case studies show the type of problem addressed and the role performed, but do not establish that identical incentives, technical designs or financial outcomes apply to another site. Historical examples may reflect outdated scheme rules, different energy prices, or site conditions that have changed. We recommend treating past outcomes as evidence of capability and approach, not as precedent for future projects. For schemes such as Victorian Energy Upgrades or NSW ESS, rule versions and implementation dates matter critically—gas-equipment changes in older cases must be reassessed under current rules. This guidance protects clients from assuming eligibility or returns based on historical precedent rather than current assessment of their specific project and jurisdiction.

What does Northmore Gordon recommend as the first step when engaging on energy performance or carbon strategy?

We recommend identifying the organization and site location, country and Australian state where relevant, the decision maker's role, the specific decision required and any firm deadline. Clients should provide a short description of existing equipment or reporting problem, state whether work is proposed, contracted, installed, commissioned or operating, and attach available energy history or equipment summary rather than waiting for perfect data. For projects involving certificates, disclosure of previous incentives and ownership of energy-saving or renewable-electricity attributes is essential. We emphasize preparing a project brief describing the decision, site and available evidence, which allows the company to establish appropriate scope. This practical intake prevents scope creep, clarifies commercial expectations and enables Northmore Gordon to assess whether a particular service or scheme is available under its terms in the relevant jurisdiction.