



AUSTRALIAN INSTITUTE *of* ENERGY

Hall of Fame – 2016



Clive Armour

Induction into

Australian Institute of Energy, South Australia

Hall of Fame

Thursday 28th July 2016.

It is with great pleasure that we announce the induction of Clive Armour into the Australian Institute of Energy (South Australia) Hall of Fame.

Clive Armour loved his family and his friends. He loved his work, he loved South Australia and he loved his repertoire of jokes and shaggy-dog stories. He was a keen and attentive host who was happiest surrounded by jovial, noisy people enjoying a glass of wine and dining together, with Clive orchestrating the event, making speeches and telling yarns.

But behind the jokester (and of more relevance to this evening's proceedings) was an outstanding business leader who has left an enviable legacy to Australia's energy industry.

Clive forged a high-profile corporate career and was a leader and major contributor to the Australian energy industry for 40 years at both a state and national level. He personally negotiated major export contracts and infrastructure agreements and helped develop national gas and electricity policies.

In his childhood, he lived with his parents, Andy and Peg, at Darlinghurst in the famous red light district next to Kings Cross. Clive met his wife, Heather, in Sydney in 1961

when they were both leaders in the Young Christian Association. After completing his commerce degree at the University of NSW, they married and moved to Adelaide, where they lived from 1969 to 1973. Despite returning to Sydney with Castrol, they preferred Adelaide and in 1978 when Clive joined Santos as its senior commercial executive, they moved back to Adelaide and lived at Fullarton for the next 30 years.

Highlights and major achievements over Clive's decade with Santos included:

- Negotiation of key sales contracts and other agreements relating to the Cooper Basin Liquids Project.
- The \$250 million LPG sales contract with Idemitsu Kosan.
- The Cooper Basin Downstream Joint Venture Agreements and the Stony Point Indenture with the South Australian Government.
- Successful negotiations relating to the \$200 million Jackson/Moonie oil pipeline.
- As General Manager, Corporate Services, responsible for:
 - Settlement of the \$35 million Cooper Basin Liquids "Flanges" insurance claim.
 - By agreement with the South Australian Government, establishment of Australia's first Multiple Land Use Regional Reserve in the Coongie Lakes area. This was a very significant, pioneering environmental advance.

Clive was General Manager and a Director of the South Australian Gas Company ("The Gas Company" - a subsidiary of SAGASCO Holdings Ltd) over 1989 to 1994. Over that time Clive was largely responsible for a doubling of the business value of the Gas Company, mainly due to significant productivity gains including dramatic improvements in safety, reliability and service levels.

Over Clive's term as Managing Director of ETSA Corporation (1994-1998), ETSA's key achievements included:

- Adding \$1 billion to the business value of ETSA.
- Significant productivity gains in conjunction with improvements in safety (in fact - a 90% improvement!), customer service levels, system reliability and industrial harmony.
- Established ETSA as a competitive retail business in the National Retail Market with customers in New South Wales and Victoria.
- Achieved the above in an environment of rapid, externally induced competition policy and market reform with a management team comprising 80% long term ETSA employees. In other words, Clive presided over a major, positive cultural change in ETSA.

Clive was managing director of ATCO Group Australia/Asia/Pacific from November 1998 to 2007 and Chairman/Company Secretary to 2008.

In terms of Clive's broader energy industry roles, he was:

- National President of the Australian Gas Association 1993 and 1994.
- A director of the Electricity Supply Association of Australia 1995 – 1998.
- South Australian representative on the National (electricity) Grid Management Council 1994 – 1998.

Clive had great energy and enthusiasm despite coping with deteriorating kidneys over the last 10 to 15 years of his life - the same condition which killed his father when Clive was a teenager. For four years, he required dialysis three times a week until 2002, when he received a kidney transplant.

Unfortunately, a Merkle cell carcinoma, a virile skin cancer, invaded his bone marrow because of the immunosuppression drugs which were necessary to prevent rejection of his kidney, and Clive died in January 2008 at the age of 64.

He was a natural leader, largely because he was intelligent, perceptive and intuitive. He generated very high levels of trust and loyalty and delivered thoroughly worthwhile, sustainable outcomes over a variety of activities including (but not limited to):

- He loved cricket and umpired A-grade cricket for 10 years.
- He joined Adelaide Rotary Club in 1986 and in 2007 was awarded the highest Rotary honour, the Paul Harris Fellowship for community service.
- He was chairman of the Adelaide Botanic Gardens and Herbarium from 1995 until 2000, providing valuable guidance to the Gardens during establishment of the National Wine Centre.
- Vice President, Nature Foundation of SA 2003 – 2007 (Clive was passionate about the need to protect Australian native plants and animals).

Apart from business, Clive was deeply committed to family life and his many friends. For example, Heather, Clive, daughter Sally, son Andrew (and, subsequently, their respective spouses) hosted Christmas breakfasts at the Armour home for 28 continuous years, catering for up to 80 people. Clive ran numerous charity events and he was heavily involved with sporting activities at their children's schools.

Clive made a very substantial contribution to the Australian energy industry, particularly in South Australia, but has also been a big contributor to a number of thoroughly worthwhile community activities.

He is a worthy and honoured addition to the AIE Hall of Fame.

