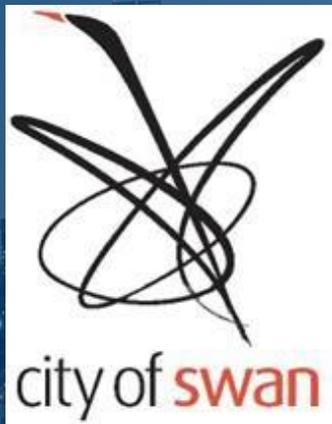


# CONFIDENTIAL CANDIDATE BRIEF

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## CHIEF EXECUTIVE OFFICER



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Prepared by:

Geoff Blades | Partner

Lester Blades Executive Search & Board Advisory

P: +61 9221 0744 | [geoff@lesterblades.com.au](mailto:geoff@lesterblades.com.au)

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27 May 2022

## LESTER BLADES COMMITMENTS

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Our commitment to you is that only the Partners of Lester Blades will complete the recruitment process. We will not present any information to third parties without your prior approval.

We are committed to diversity and inclusion practices, demonstrated through our balanced selection metrics on all assignments.

At Lester Blades, the Partners complete all market and candidate research, personally approach targeted candidates, conduct interviews, and conduct reference checking. We do not delegate any elements of a recruitment and selection process to junior employees.

Our Partner, **Geoff Blades**, is managing this assignment.

We expect Council will make an appointment of a Chief Executive Officer in July/August 2022 with a view to the person appointed commencing in the role in late 2022.

This document provides background information, including the position description and essential and desirable selection criteria for the role. Further information on the City can be found at [www.swan.wa.gov.au](http://www.swan.wa.gov.au)

In considering your decision to apply for this position, we encourage you to carefully review the City's website and in particular the Strategic Community Plan 2017-2027, the Corporate Business Plan and recent Annual Financial Reports. Please also consider:

**The City's Vision** – "One City - Diverse People, Cultures & Places"

### **The City's Shared Values:**

**Respect** - We will work cooperatively with our City colleagues, community and stakeholders. We will respect the individual, with an understanding of our diverse roles, while working and living in one City.

**Excellence** - We commit to providing excellent customer services with a 'can do' approach. It is our 'can do' attitude that is built into our actions and behaviour and allows us to be responsive to our changing environment.

**Accountability** - We will take responsibility for our actions and behaviour. We will be ethical and act with integrity. Our professional behaviour will be reflected in our open and transparent decision making. We will provide good governance that addresses legislative and organisational compliance.

**Leadership** - We will lead by example, with a professional pride in our City. We will set direction, provide guidance and help people to be the best they can be.

The **City of Swan** is a beautifully diverse area of land, rich in natural assets encompassing a wide range of unique areas, each with their own character. Situated in the north eastern region of Perth and covering 1043 square kilometres, the City of Swan is the largest local government authority in the metropolitan area. Whilst the vast majority of the area comprises rural, recreational and park lands, the City also provides a unique blend of residential, commercial and industrial land uses.

Covering approximately one fifth of the entire metropolitan area, the City combines a diverse range of land uses and economic activities. The population continues to grow at a rapid rate, especially in the Ellenbrook area and the City's Urban Growth Corridor. As the local authority responsible for such a large and diverse area, the City is especially mindful that a 'one size fits all' approach does not effectively meet the needs and requirements of those who live, work and recreate within its boundaries.

Therefore, a Place Approach has been adopted which enables planning and delivery of services, programs and infrastructure unique to each Place. Council believes this is critical to successful governance and an engaged community.

The City of Swan strives to provide the best services and programs that meet the differing needs and aspirations of its diverse communities. "We value what we do and the people we do it for". Our aim is to ensure the quality of life and standard of living in our municipality is the best it possibly can be. Our intention is to become one of the most highly respected local governments in the State, a goal we constantly strive to achieve.

With a population of approximately 170,000 in 2022 and expected to grow to approximately 265,000 by 2041, the City is a thriving hub of economic growth. Swan has some of the fastest growing suburbs in Western Australia, major commercial and industrial areas, historically important town sites and rural areas, major waterways, catchments and lakes, and several national parks and reserves.

The City's administration and operations centres are located in Midland, which is just one of many areas in Swan that shows positive growth and development opportunities. The State Government has classified Midland as a 'strategic metropolitan centre' and Ellenbrook is classified as a 'secondary centre'. In recent years, Ellenbrook has undergone enormous population growth from which it has earned its reputation as one of the state's fastest growing suburbs. More recently, the City's Urban Growth Corridor which includes the suburbs of Bennett Springs, Brabham, Dayton and Caversham have also experienced significant development which will contribute to significant population increases over the next 20 years.

New residential areas, higher densities and the potential for urban infill opportunities throughout the City will also contribute to future population growth for many years to come. It is expected that the population will continue to grow at an average annual growth rate of between 2.5 and 3.0% per annum to 2050. Industrial areas in a number of key locations throughout Swan continue to thrive, and this in turn provides a substantial revenue base that supports the long-term sustainability of the City. Whilst the primary source of this revenue is from the major industrial area of Malaga, our other important industrial centres in Hazelmere and South Guildford also provide significant employment opportunities for Swan residents. Future industrial sites at Whiteman and South Bullsbrook will also provide valuable business and employment opportunities for residents and investors alike.

The Swan region is integral to the success of tourism in the metropolitan area. Our Visitors Centre is strategically located in Guildford, a historic town at the gateway to one of WA's most visited tourism destinations – the Swan Valley. Our major tourist attractions include significant Aboriginal and southern European heritage sites, the Swan Valley Heritage cycle trail and national parks. With numerous tourism destinations and experiences, Swan has been elevated to "must-see destination" status and as such, we warmly welcome the tens of thousands of local, national and international tourists who visit every year.

## **Preparing and Submitting your Application**

Firstly, you should carefully review the Position Description.

Further enquiries about the position and the selection and appointment process are welcome and should be made to Geoff Blades, Partner, Lester Blades – Executive Search & Board Advisory on 08 9221 0744 or [geoff@lesterblades.com.au](mailto:geoff@lesterblades.com.au)

### **We welcome applications which include:**

- A letter of application which outlines your interest in, and suitability for, this position.
- Your comprehensive CV which includes all details of your entire employment history, educational qualifications, professional associations, Board/Committee participation, and contact details.
- A capability statement explaining how your leadership style, experience and professional skill sets will enable you to lead this organisation.

### **Where to Forward Your Application:**

Applications should be lodged via email in MS Word format at Lester Blades – Executive Search & Board Advisory to [applications@lesterblades.com.au](mailto:applications@lesterblades.com.au)

If you prefer to lodge a hard copy application our address is;

Level 21, St Martins Tower  
44 St Georges Terrace  
PERTH WA 6000

or

PO Box 5646  
St George's Terrace  
PERTH WA 6831

Please quote our reference **LB302785**.

The closing date for applications is **Wednesday 15 June 2022 at 5.00pm WST**.

## ABOUT THE ROLE

### POSITION DESCRIPTION

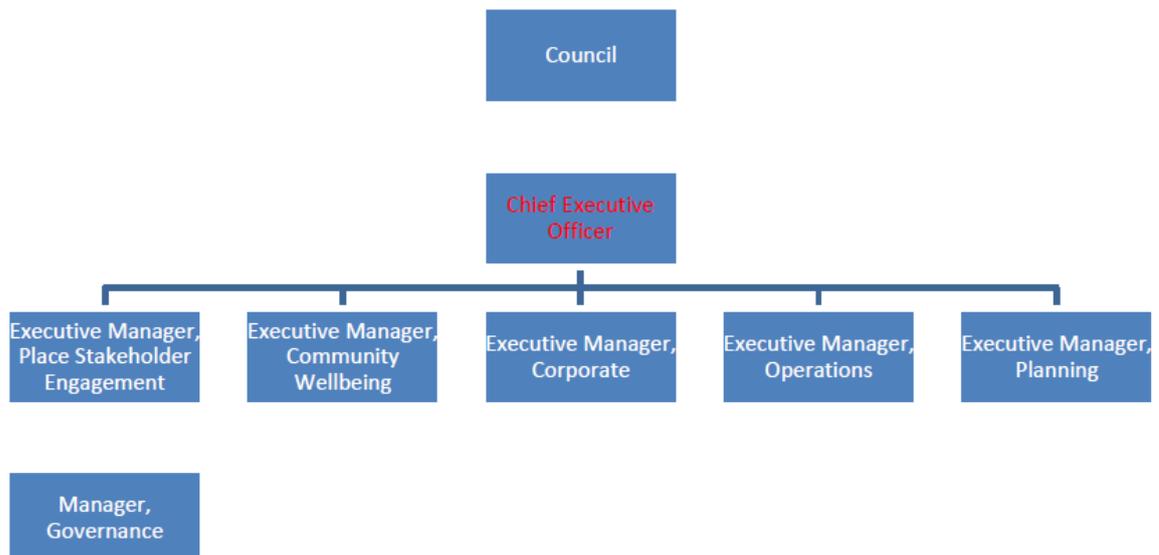
#### POSITION IDENTIFICATION

<b>Title:</b>	Chief Executive Officer				
<b>Position Number:</b>	3000	<b>Job Classification:</b>	CEO	<b>Agreement/Award:</b>	<i>Individual Fixed Term Contract</i>
<b>Division:</b>	Office of CEO				
<b>Date effective:</b>	May 2022				

#### POSITION SUMMARY STATEMENT

- Lead the delivery of the outcomes of the Strategic Community Plan
- Provide executive leadership and management for the organisation.
- Implement business planning and other organisational systems that achieve the Vision and Corporate Priorities of the City and support active continuous improvement.
- Ensure that overall legislative compliance, good governance and strong ethical standards are implemented and maintained in the City.
- Provide advice to Council on matters of general policy, statutory powers and responsibilities.
- Enhance the City's image with all stakeholders and interest groups, commerce and industry.
- Develop partnerships and networks throughout the community and engage in active community consultation to develop a supportive and trusting relationship with the community.

<b>Reports to:</b>	Council through the Mayor
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## HEADCOUNT AND BUDGET

a) Number of Budgeted FTE Positions directly supervised	6
b) Number of Budgeted FTE Positions indirectly supervised	806
c) Total Number Budgeted FTE positions directly and indirectly supervised	812
<i>Note: a + b = c</i>	
Operational Budget including Salaries and Wages	\$190 million

*FTE = Full Time Equivalent*

## ORGANISATIONAL VALUES

Live and work the **ORGANISATIONAL VALUES** of the City and ensure that the Business Unit exemplifies the Values.

All employees are expected to work within City of Swan Values and display the following behaviours:

**Respect:** We will work co-operatively with our City colleagues, community and stakeholders. We will respect the individual, with an understanding of our diverse roles, whilst working and living in One City.

**Excellence:** We commit to providing excellent customer services with a “can do” approach. It is our “can do” attitude that is built into our actions and behaviours, and allows us to be responsive to our changing environment.

**Accountability** - We will take responsibility for our actions and behaviour. We will be ethical and act with integrity. Our professional behaviour will be reflected in our open and transparent decision making. We will provide good governance that addresses legislative and organisational compliance.

**Leadership:** We will lead by example, with professional pride in our City. We will set direction, provide guidance and help people to be the best they can be.

## OSH RESPONSIBILITY AND ACCOUNTABILITY

Leadership is acknowledged as a key component of a positive safety culture. Although the role of managers and leaders is to drive safety, everyone in the organisation has a responsibility for safety.

Specific Responsibilities are assigned to each role within the organisation in the City's Occupational Safety and Health Management System (OSHMS) under the heading 'Responsibility and Accountability'.

Roles in the OSHMS are listed as follows:

CEO, Executive Managers, Business Unit Managers, Coordinators and Supervisors, HR Manager OSH Coordinator and OSH Advisors, Elected Safety and Health Representatives, Safety and Health Committee and Workers (including contractors and volunteers).

More than one of these may be applicable to you at any time. For example, the Responsibilities of workers apply to all in addition to any higher level position. A worker may also be an Elected Safety and Health Representative, etc.

Please refer to the Responsibilities (sect.6.1.2.2) and Objectives & Targets (sect. 6.2.2) appropriate to your role by accessing the OSHMS [here](#) or request a copy from your Line Manager and/or Occupational Safety and Health Representative.

## KEY ACCOUNTABILITIES AND OUTCOMES

*These are critical success factors for the role.*

### KEY ACCOUNTABILITIES AND OUTCOMES

- Lead the strategic development and management of the City.
- Ensure the effective and prompt implementation of Council policies, programs and decisions.
- Facilitate effective decision making by having Council Policies and Management Practices clearly defined and delegated to officers where legally permitted.
- Ensure that all officers are appropriately kept informed on Council deliberations.
- Lead the effective implementation of the *Strategic Community Plan* consistent with the timetables and budgets determined or approved by Council.
- Coordinate support and assistance to the Elected Members and provide or obtain relevant advice on matters of policy, statutory powers and limitations.
- Ensure that the Annual Report and Budget is produced.
- Provide information to officers and the community about local government legislation, operations and the specific activities of the City.
- Prepare reports to Council and its committees as required/specified
- Ensure that an organisational focus on continuous improvement is maintained.
- Facilitate the flow of information between Council, the City and the community.
- Monitor and report to Council in regard to the implementation of programs, and progress / status in regard to the action taken to implement Council programs and decisions.
- Attend Council and committee meetings as required.
- Participate from time to time in community consultation and other events as required.
- Ensure that the Council is informed of major risks and opportunities.
- Ensure that effective media relationships and profiles are developed and maintained.
- Oversee the development of policies, procedures and processes that assist with the orderly administration of the City.

- Ensure that the City's workforce size and structure is effective in meeting strategic plans, programs and operational activities.
- Oversee the development and delivery of a Long Term Financial Plan, Workforce Capability Plan and Asset Management Plan.
- Develop and foster a customer and community focussed organisational culture for the benefit of ratepayers, residents, consumers of the City's services.
- Monitor industry and government trends to ensure that the City's service delivery is best practice subject to community expectations and resources.
- Monitor the City's customer service activities and business performance through the development of Key Performance Indicators to ensure best practice service delivery.
- Monitor community perceptions of service delivery through community consultation and market research and implement strategies to address identified issues and improve service delivery.
- Promote the development of facilities and service initiatives for the benefit of ratepayers, residents and other users of the City's facilities and services.
- Ensure the timely and accurate preparation, adoption and performance of the Council's budget and financial plan.
- Maximise the opportunities to obtain all grants for which the City is eligible.
- Ensure financial statements and management accounts are prepared and audited in accordance with the Australian Accounting Standards.
- Oversee Finance practices and policies that promote a culture of fiscal responsibility and rigorous budget management.
- Manage and direct compliance with the City's legal obligations (both statutory and common law).
- Ensure that Council and committees are legally convened, the proceedings are accurately recorded and that there is proper accountability in respect to the maintenance of, and access to those records.
- Monitor relevant local laws to ensure that they are managed, reviewed and updated as required.
- Provide advice to Council that ensures that recommendations and proposed actions and initiatives comply with relevant legislation, Council policies and decisions.

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## KNOWLEDGE & SKILLS (ESSENTIAL SELECTION CRITERIA)

### **Specialist Knowledge & Skills**

- Ability to interpret and action diverse and complex information i.e. organisational, environmental, social, political etc.
- Executive and senior leadership skills and capability
- Ability to build and maintain relationships at individual, group and professional levels.
- Best practice governance and statutory compliance principles.
- Ability to deliver key Council and corporate outcomes in a timely manner.
- Ability to manage complex council, financial, industrial and organisational issues

- Managing financial, physical and human resources including budget preparation.
- Ability to implement and foster a continuous improvement philosophy.
- Excellent written and verbal communication skills, including report writing.
- Extensive oversight of and involvement in policy development.

### Judgement & Problem Solving Skills

- Diverse and advanced problem solving abilities/skills to deliver a broad and complex range of Key Accountabilities.

### Interpersonal & Teamwork Skills

- Diverse and advanced interpersonal and teamwork skills to deliver a broad and complex range of Key Accountabilities.

### Management Skills

- Leadership and management of the delivery of strategic plans, projects and outcomes.
- Resource management (human, political and financial).
- Extensive experience in strategic planning and budget.
- Senior executive management and leadership skills to implement and support Council and organisational outcomes.
- Comprehensive experience in public / private sector policy formulation and political/stakeholder management

## QUALIFICATIONS AND EXPERIENCE

*These are the minimum requirements (essential and desirable) to perform the job effectively.*

Qualifications	Essential	Desirable	Comments
Relevant tertiary qualification.	<input type="checkbox"/>		
Full membership of a recognised professional institute and the maintaining of continued professional development status.		<input type="checkbox"/>	
MBA		<input type="checkbox"/>	

Experience and knowledge	Essential	Desirable	Comments
At least 15 years at a senior leadership capacity, preferably / partly gained in the LG sector	<input type="checkbox"/>		

## ABOUT LESTER BLADES

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Lester Blades and its five Partners bring extensive experience with a track record of success in Executive Search and Board Advisory across all industries and sectors in Western Australia.

Established in 2002, we work on behalf of clients who retain us exclusively. This confirms a genuine commitment from both parties to ensure the search conducted is professional and effective.

Lester Blades is a founder member of Tinzon Group; an alliance of 14 boutique executive search firms located in the USA, UK, Singapore, Hong Kong, Canada, France, New Zealand, Korea, India, Sweden, Germany, Czech Republic, Italy, and Denmark.

## PARTNER PROFILE

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### Geoff Blades

Geoff commenced his career in management consulting in 1989, working firstly for Ernst & Young and subsequently Price Waterhouse in Perth. During this six-year period, he worked on a range of executive recruitment and outplacement projects, as well as various human resource consulting assignments.

Between 1994 and 2002, Geoff worked for one Perth based and one International executive search firm, completing a wide variety of executive search assignments with companies and organisations in a range of sectors.

With Tony Lester, Geoff commenced Lester Blades – Executive Search, Selection & Retention in 2002.

Since 1989, Geoff has personally completed over 1,300 senior executive appointments. These have been across most sectors represented in WA and have included a large number of CEO, Managing Director, Executive Director and General Manager appointments.

Since 2002, Geoff has personally completed +130 CEO appointments.

Geoff has also successfully completed many hundreds of Executive Director / General Manager and other “C Level” appointments as well as Non-Executive Director appointments for public company boards and other organisations.

Geoff is currently on the Board of Workpower Inc and is a member of Council of the St George’s Anglican Grammar School in Perth.

Areas of Expertise:

Chief Executive Officers and Managing Directors | All “C Level” Appointments & Executive Directors | Non-Executive Directors

### Contact:

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+61 407 449 253

geoff@lesterblades.com.au