



WALGA

**Shire of York
Chief Executive Officer
Recruitment, Selection
and Appointment**

Commercial in Confidence

WALGA Business Solutions

**Level 1, 170 Railway Parade
West Leederville**

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17 October 2014

COMMERCIAL IN CONFIDENCE

This submission is prepared for the express use of the Council at
the Shire of York

Prepared by WALGA Business Solutions, 17th October 2014

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Contract of Engagement:

1. *This submission is prepared for the express use of Council at the Shire of York. Commercial-in-Confidence proposal for the Recruitment, Selection and Appointment for the position of: Chief Executive Officer.*
2. *Our quotation is inclusive of Consultant travel time associated with the delivery of the above recruitment services.*
3. *Should you wish to further refine or discuss this proposal, offered under AS 4122-2000 General Conditions of Contract of Engagement of Consultants, we remain available to provide further scoping of activity.*
4. *To accept this quotation, please fax a signed purchase order to 08 9213 2565 to the attention of the Recruitment Service or alternatively email it to lhighfield@walga.asn.au*
5. *This quotation remains valid for one (1) month from the date of issue should you wish to engage WALGA Recruitment Services after this time period, please contact Lydia Highfield, Recruitment Manager, prior to issuing a purchase order, to ensure the allocated time is still available to meet your requirements.*

We trust that we will add value to your executive recruitment process and look forward to providing our services.

With regard to clause 11(2) (b) of the Local Government (Functions and General) Regulations 1996, a tender exemption is available to local governments where WALGA services are utilised.

The clause reads as follows:

11 When Tenders have to be publicly invited

(2) Tenders do not have to be publicly invited according to the requirements of this Division if

(b) the supply of the goods or services is to be obtained through the Council Purchasing Service of WALGA.

WALGA's Recruitment Service is a service offering of what is formerly referred to as the Council Purchasing Service of WALGA and now referred to as WALGA Business Solutions. This service forms part of WALGA's preferred supply program that offers an exemption from tendering pursuant to the clause mentioned above.

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1. Organisational Profile

WALGA is the peak representative and service delivery organisation for Local Government in Western Australia. WALGA advocates and provides business services to the State's 139 Local Governments.

WALGA's Recruitment Service is a professional and high quality business service which delivers specialised recruitment, selection and appointment services that are directly tailored to the needs and requirements of Local Governments in Western Australia. WALGA's Recruitment Service has a strong track record over more than a decade for achieving outstanding recruitment outcomes and delivering exceptional value for money to clients. Our professional staff have extensive experience in Local Government recruitment and know and understand the industry.

Qualifications

WALGA Business Solutions Recruitment Services works under the *Employment Agents Act 1976*. As such it holds a current General Licence (no. 1414) to carry on the business of an Employment Agent.

Organisation Structure

Under the leadership of the President and State Council, the WALGA Chief Executive Officer manages an operation staffed by 100 people, providing services in the following areas:

- Business Solutions: includes preferred supply panels, procurement services, professional consultancy services, business development and management and recruitment services.
- Planning & Community Development: includes building and planning, community services, emergency services,
- Environment & Waste Management: includes climate change, natural resource management (NRM), biodiversity, water management, waste and recycling
- Governance & Strategy: Local Government Act; Local Laws; Corporate Services, Systemic Sustainability Study (SSS); State Council and Zone support, Employee Relations and Training
- Infrastructure: Roads and infrastructure funding; Road Safety; RoadWise Program; Road Asset Management; Public Transport; Heavy Haulage; Aerodromes; Rail and Freight.

2. Insurance Coverage

Professional Indemnity

WALGA's employees are covered by the terms of the insurance provided by its underwriters, to the amount of \$100,000,000.

3. Relevant Experience

Chief Executive Officers

WALGA's Recruitment Service has supported Councils and/or Elected Member Selection Committees with the recruitment and selection of Chief Executive Officers, Senior Designated Officers and Officer positions culminating in over **200** placements. Some of the Chief Executive Officer placements undertaken include:

SAT BAND 1

Port Hedland Town (2005)

SAT BAND 2

Ashburton (2013)

Cocos (Keeling) Islands (2008)

Broome (2004 & 2010)

Busselton City (2010)

Carnarvon (2005 & 2010)

Derby/West Kimberley (2005, 2009, 2012 & **2014**)

Esperance (2007 & 2012)

Mundaring (2005)

Northam (2013)

SMRC (2012)

Wyndham-East Kimberley (2006)

SAT BAND 3 (over 20 placements – some of the recent ones listed below)

Collie (**2014**)

Coolgardie (2008 & 2012)

Denmark (2007)

Irwin (2008)

Manjimup (2007 & **2014**)

Merredin (2009)

Ravensthorpe (2009 & **2014**)

Serpentine-Jarrahdale (2013)

Toodyay (2011 & 2012)

SAT BAND 4 (over 60 placements – some of the recent ones listed below)

Coorow (2012)

Gingin (2012)

Gnowangerup (2008 & 2011)

Morawa (2014)

Perenjori (2012)

Pingelly (2005 & 2013)

Tammin (2012)

Westonia (2012)

Yalgoo (**2014**)

The Shire of York is a SAT Band 3 Classification

4. Key Personnel skills and experience

Recruitment Manager – Lydia Highfield
Recruitment Advisor – Naoimh Carragher
Recruitment Officer – Fiona Cohen
Employee Relations Manager - Scott Roffey

Key staff that will be allocated to the assignment are:

Lydia Highfield, Recruitment Manager, will be supported by the Recruitment Advisor throughout the engagement.

Scott Roffey, or a member of the WALGA Employee Relations team act as an advisor to the Recruitment team on Employee Relations related matters.

Lydia Highfield **Recruitment Manager**

Lydia has worked with WALGA since August 2003. She has worked in executive recruitment for over 10 years and completed many CEO and senior management level executive search, selection and appointment assignments during this time for the Local Government sector in Western Australian and the Northern Territory.



Lydia commenced her career overseas with Beecham Pharmaceuticals Pte Ltd, one of the few pharmaceutical companies researching and producing both medicines and vaccines for the World Health Organization for the three priority diseases – HIV/AIDS, tuberculosis and malaria. In her role with Beecham Pharmaceuticals she was responsible for supervision, employment, negotiations, dispute resolution and recruitment within the organisation.

Lydia joined WALGA as the Employee Relations Officer in July 2000, supporting Local Governments with the recruitment and selection of their employees as well as assisting with award interpretation, reviewing position classifications, policy application, researching and developing HR guidelines, policies and procedures.

Having worked in the sector for over 18 years as an HR practitioner, Lydia has advised on a variety of issues, enabling her to gain an in-depth knowledge of the Local Government Act 1995 and associated Local Government (Administration) Regulations 1996.

She has assisted a range of Member Councils and Elected Member Selection Committees with their recruitment and selection needs in the Chief Executive Officer positions listed above (point 3 of this document).

Lydia established a professional overseas recruitment service at WALGA, assisting Local Governments in the recruitment and selection of candidates from overseas and the required liaison with the Department of Immigration and Border Protection to achieve visa management responsibilities for the Temporary Business (Long Stay) - Standard Business Sponsorship (Subclass 457), Employer Nomination Scheme (Subclass 121/856) and Regional Sponsored Migration Scheme (Subclass 119/857).

Further, Lydia has developed a structured Recruitment and Selection training program for Local Governments and regularly delivers training sessions on-site at Local Government premises or as scheduled in WALGA's quarterly training calendar.

Naoimh Carragher (pronunciation - Neeve)
Recruitment Advisor

Naoimh Carragher is the Recruitment Advisor with WALGA Business Solutions. Naoimh has a Bachelor of Business with a Human Resource Degree from IT Sligo, Ireland. Once she completed her Bachelor degree, she secured an internship with Adecco working within the administration team and supported five recruiters. While completing this internship, Naoimh applied for and was successful in gaining a position on an extremely reputable graduate programme with Sigmar Recruitment, Dublin. It was here she developed her recruitment skills and desire to work within the industry.



Having gained experience within the recruitment profession in Ireland, Naoimh relocated to Perth in 2012 to further develop her career. She gained a years' experience with a CBD government recruitment agency where she gained a good knowledge of best practice recruitment and selection processes and the significance of the need to place the right applicant in the right position.

Naoimh currently manages and coordinates the applicant placement service for short and long term employees from within both the domestic and international recruitment database for Local Governments across the State. She manages the candidates on the overseas database supported with applications for the Temporary Business (Long Stay) - Standard Business Sponsorship (Subclass 457) with the Department of Immigration and Border Protection.

Fiona Cohen
Recruitment Officer

Fiona Cohen is the Recruitment Officer with WALGA Business Solutions. After completing a Bachelor of Laws/Bachelor of Arts degree from Murdoch University, Fiona worked with a family law firm and worked as an unrestricted legal practitioner for three years.



Having commenced in the position of Recruitment Officer in February 2014, Fiona manages the visa administration process for the Temporary Business (Long Stay) - Standard Business Sponsorship (Subclass 457), Regional Sponsored Migration Scheme (RSMS) and Employer Sponsored (ENS) permanent visas and liaises with the Department of Immigration and Border Protection.

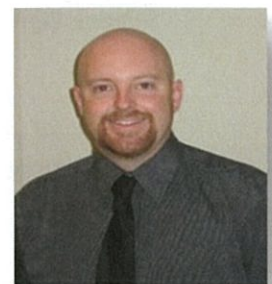
Fiona currently is progressing eight visa administration applications for various local governments.

Employee Relations Team

Our Employee Relations Service provides human resource management and industrial relations support to Local Government members. Our specialist team of five, have extensive knowledge of contemporary human resources and industrial relations practices, relevant legislation, employment related matters and the Local Government sector, which qualifies them to act as representatives of individual Local Governments and the sector generally.

Scott Roffey
Employee Relations Manager

Scott has considerable experience in industrial relations and employment law. He gained much of his knowledge of workplace relations and legal training through his time at the Workplaces Authority (now Fair Work Australia) during which he worked as a Workplace Info Line Advisor and a Legal Officer. He also has experience in the Local Government industry having worked as an Employee Relations Advisor with Local Government Workplace Solutions before assuming the role as Employee Relations Manager.



Scott has a Bachelor of Arts degree majoring in Legal Studies and a Graduate Bachelor of Laws degree. He has completed the Practical Legal Training Program with the College of Law making him eligible to be admitted as a lawyer to the Supreme Court of Western Australia.

5. Methodology

Schedule/timeline

WALGA's Recruitment Service is available to commence the executive recruitment and selection process within 24 hours from the time of acceptance of the Expression of Interest by the Shire.

Below is the **anticipated** timeline. These will be agreed and/or amended with the Council, in line with the Shire's requirements.

Week One	Recruitment Manager to meet with Council to: <ul style="list-style-type: none"> a) Assist in reviewing/updating position description, remuneration package in line with the current Local Government Legislation requirements and draft employment contract for the position. b) Propose an advertising/recruitment plan and initiate actual recruitment process for the position along with the development of an Applicant information package.
Week Two to Five	Advertisement designed and lodged. Information package distributed to applicants and applications received.
Week Six and Seven	Applicants short listed in consultation with the Council. Background checks and/or preliminary interviews conducted by the Recruitment Manager.
Week Seven	Recruitment Manager will draft interview questions in consultation with the Council. Interview format agreed with the Council.
Week Eight	Recruitment Manager attends shortlisted applicant interviews with Council. Reference and/or qualification and police checks conducted.
Week Nine and Ten	Either second round of interviews or final selection process along with selection report. Further checks conducted (if required).
Week Eleven and Twelve	If engaged, WALGA Employee Relations team commences Employment Contract negotiations and finalise. Employment contract negotiated and signed. Appointment and employment contract ratified at Council/Special Council meeting

6. Scope of Work

Specific Local Government legislative requirements

WALGA's Recruitment Service has significant experience in assisting Elected Member Recruitment and Selection Panels and/or Council with the formulation of CEO employment contracts and with the research and recommendation of remuneration packages.

WALGA's Recruitment Service acts in accordance with all applicable laws and policies including the *Local Government Act 1995* and associated *Local Government (Administration) Regulations 1996*; the Salaries and Allowances Tribunal determination under section 7A of the *Salaries and Allowances Act 1975* for Local Government Chief Executive Officers; the *Local Government Operational Guidelines*; the *Fair Work Act 2009*; the *Equal Opportunity Act 1984*; the *Racial Discrimination Act 1975*; the *Sex Discrimination Act 1984*; and will comply with the Shire's Code of Conduct and policies.

It is also worth noting that as a member of the Minister for Local Government and Regional Development's Working Group which was convened as a consequence of the Parliamentary Inquiry into the City of Joondalup, WALGA played a major role in the drafting of the Operational Guidelines for appointment of Chief Executive Officers and the model contract of employment.

Advising Recruitment Panel of Contractual Provisions and Salary Trends

WALGA produces an annual Local Government Remuneration Survey. This survey is the most comprehensive analysis in relation to employment condition/s for the sector. The survey also includes contributions from all other States and Territories and can be utilised to assist in the determination of an appropriate 'competitive' salary package.

Access to Recruitment Information (Confidentiality Agreement)

WALGA's Recruitment Service appreciates that, as with any profession, it is absolutely essential to maintain the highest standards and prides itself on its professional and ethical behaviour. We ensure that the highest levels of confidentiality are adhered to when delivering recruitment and selection services to our clients.

We respect the Local Government's confidentiality and, where relevant, the commercial value of any information we hold in relation to our clients. We will treat all information about clients as strictly confidential and as part of the 'due diligence' require all individuals who have access to the names and information of the applicants and the recruitment file be required to sign an '**undertaking of confidentiality**' to ensure no breaches of confidentiality occur.

Reviewing of the position description and selection criteria

The position description and competency requirements (selection criteria) for the Chief Executive Officer position will be reviewed in consultation with the Council.

It would be appropriate to use the existing template used by the Shire or alternatively one which is provided by WALGA's Recruitment Service.

Drafting Job Advertisement and Information Package

WALGA's Recruitment Service will design a job advertisement for the position in accordance with the Shire's requirements. WALGA will provide advice to the Council on the most appropriate placement (media) strategy to ensure the widest pool of applicants is captured.

We will develop an information package containing (but not limited to) such documents as the Shire's Annual Report, Plan for the Future and Strategic Plan. Other pertinent information and marketing media (photos etc.,) about the Shire can also be included.

The position will be advertised in the Saturday edition of The West Australian Newspaper (Professional Section) - 24cm x 3cm (60cm²) and on the 'LG Jobs' and/or any other agreed websites

The advertisement and the information package will also be placed on the WALGA website and an automated Email response will be set up. Faxed and hard copies will be distributed to those applicants that do not have access to such facilities. A full-time Recruitment Manager is available to answer all enquiries from prospective applicants during this phase of the process.

Executive Search (Identification of high-calibre applicants)

The recruitment methodology utilised by WALGA's Recruitment Service includes applicants on the data-base locally and interstate being alerted of the position along with discrete search activities undertaken by our Manager when requested in assignments, to ensure that appropriate people for this appointment are alerted, and their interest encouraged, in order that they may consider making an application.

Our unique Local Government Executive Recruitment process is built on our extensive experience and understanding of the Local Government sector and our network throughout Australia backed by a range of professional consulting resources available to us.

Preliminary Assessments/Short listing of applicants

Preliminary Assessments/Short-listing will be carried out by the Recruitment Manager in accordance with the position's selection criteria (competency requirements) and a matrix will be developed.

Drafting of the Interview Questions, Summaries, Referee Feedback and Background Checks

Interview questions will be developed based upon the position's competency requirements, the Shire's Strategic Plan outcomes as well as a focus on behavioural requirements for this senior executive position.

Following the interview process a selection report will be prepared and any further referee and background verification, along with assessment of qualifications, will be conducted. This report will include draft recommendations to be put to Council (for senior designated positions) and/or the Chief Executive Officer and/or Recruitment Panel, if required.

Coordinating and conducting interviews and selection tools

Once a shortlist has been drawn up and agreed with the Recruitment Panel, applicants will be offered a 'first level' interview by the Recruitment Manager to determine further progression of their application. This will also apply to any internal applicants.

The interviews may either be face to face or by video-conferencing. This process will also consider such matters as qualification verification and any other requirements as deemed appropriate to the selection process.

Costing is based on a maximum of five (5) shortlisted applicants and/or one day of interviewing

Final Selection Process

Once the preliminary interviews and checks have been completed by our Manager, a shortlist selection report will be prepared on the applicants along with recommendations to the Recruitment Panel on a final shortlist for first (and second if required) round of interviews.

The Recruitment Manager will conduct the administration for this process and once the final interviews and any further checks have been completed, a Selection Report will be prepared along with recommendations.

Finalising the Employment Contract

If engaged, WALGA Employee Relations team will draft the employment contract as well as assist with contract negotiations with the preferred applicant, seeking direction from the Council at all times.

The WALGA Employee Relations team can be engaged to assist with employment contract negotiations with the preferred applicant, seeking direction from the Council at all times.

The cost of engaging the WALGA Employee Relations team to negotiate employment contract clauses as well as assisting in contract negotiations with the preferred applicant is **\$1,500** (exc. GST). This fee is payable even if negotiations with the preferred applicant do not result in that preferred applicant taking up the position. This service can be agreed with the Recruitment Manager at any time during the recruitment process.

Other Resources

Provision of an Acting/Temporary CEO from candidate database of Local Government experienced senior managers.

Administration facilities include the following:

- Typing, correspondence, filing and other sundry administration functions associated with the recruitment process.
- Collection, sorting and tabulation of applications and applicant details.
- Arrangement of interview details and letters to prospective applicants.
- Phone contact and letters of advice to unsuccessful applicants

Successful Outcomes

Offering a six month guarantee to underwrite this appointment is our way of expressing confidence in the recommended selection methods. We will exercise our very best endeavours to replace an applicant where termination occurs within the first six (6) months of the person's employment at no further fee to the client other than advertising costs.

Our replacement guarantee does not apply where the termination is caused by takeover, merger or retrenchment solely because of economic conditions, or an illegal act by the local government that causes the termination of the employee's employment contract.

This guarantee and condition is only valid if the Local Government's account is paid in full. Only the Local Government is liable to pay the services fee (not the applicants) and the time for payment is 30 days from invoice.

7. Price Information

Price Basis

Our recruitment fees are structured as a percentage of the engaged annual gross salary package of the appointed applicant. For WALGA Members, in the case of recruitment for Executive positions this would equate to **12.5%** of the maximum annual gross salary package. This fee is discounted from our normal market rate of **15% to 20%** of the maximum annual gross salary package.

However, we propose a fixed fee of **\$30,695** excluding GST which provides for the following services:

Provision of an Acting/Temporary CEO from candidate database of Local Government experienced senior managers.	
Reviewing of the position description along with competency requirements (selection criteria) remuneration package and employment contract clauses	
Drafting Job Advertisement and Information Package	
Executive Search	
Pre-interviewing applicants, conducting background checks	
Preliminary Assessments/Short listing of applicants <ul style="list-style-type: none"> • shortlist • preliminary interviews and report • discussions with the Shire President and/or Council Panel to discuss and agree on • short-listed applicants. 	
Drafting of the interview questions, summaries, referee feedback and background check	
Coordinating and conducting interviews and selection tools Interviewing applicants with the Shire's Selection Panel <i>(based on a maximum 5 applicants and/or one day of interviewing) includes administration, selection report, arranging interview details and letters to interviewees, letters of advice to unsuccessful applicants</i>	
Coordinating the final selection process and presenting the recommendation in a report to the Selection Panel.	
Successful Outcomes	
Feedback to applicants.	
Before/afterhours contact and travel time for the Recruitment Manager	
Sub-total cost of services	\$30,695
GST	\$ 3,070
TOTAL FEES	\$33,765

Other Fees / Expenses/Disbursements *(The prices quoted are not inclusive of GST)*

Advertising

(The prices quoted are not inclusive of GST)

The West Australian Newspaper

Saturday West Australian newspaper (Professional Section)

<i>24cm x 3cm (60cm²)</i>	<i>estimated price</i>	<i>\$4,000</i>
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Websites

<i>The position can also be advertised on the 'LG Jobs' website at a cost of</i>	<i>\$165</i>
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Travel / Accommodation / Teleconferencing

Fees relating to travel, accommodation and/or teleconferencing expenses for the short listed applicants and/or the Recruitment Manager, if required, will be agreed with the relevant officer/Council and invoiced to the Shire based on actual costs incurred. Refer Schedule of Payment.

SCHEDULE OF PAYMENT	
Stage Description	Value of Stage
Stage 1	
<ol style="list-style-type: none"> 1. Reviewing position description, remuneration package, drafting application package and placement of advertisement 2. Distributing application package and taking enquiries 3. Short listing applicants and discussion with the Council 4. Background checks conducted for shortlisted applicants 5. Coordinating interviews and drafting interview questions 	60% of total service fee
Expenses – fees relating to advertising	Based on actual costs incurred
Stage 2	
<ol style="list-style-type: none"> 6. Interviewing (one day) with the Council/Shire’s selection Committee 7. Reference and other related checks for the preferred applicant. 8. Reports – compilation of the selection and reference check. 9. Notification to unsuccessful applicants (phone and written) 	40% of total service fee
Expenses - fees relating to teleconference, travel and/or accommodation expenses for the shortlisted applicants and/or the Recruitment Manager if required, will be agreed with the relevant officer and invoiced to the Shire based on actual costs incurred	Based on actual costs incurred

8. Confidentiality

WALGA’s Recruitment Service will have access to personal and confidential material, written and verbal, arising from this task. WALGA’s Recruitment Service assures the client that at all times this information will be secured in a manner appropriate to the nature of such information and will be principally within the control of the appointed Recruitment Manager.

All reports prepared and submitted to the client shall be the property of the Shire of York.

9. Testimonials

“It is with great pleasure that I provide a testimonial on the professional services offered to the City of Kwinana from WALGA Business Solutions.

Recently we utilised their services to assist our Council with the recruitment, selection and employment of a new Chief Executive Officer.

I cannot recommend highly enough the professional services provided by WALGA’s Recruitment Services Manager, Lydia Highfield.

I found Ms Highfield to be highly ethical and professional in her dealing with our Council and she has a thorough and contemporary working knowledge of the relevant Employment/Industrial and case law to guide our CEO selection committee.

Ms Highfield’s communication skills, both orally and written were of the highest standard which made the CEO selection process go very smoothly and successfully for our Council.

I would not hesitate to recommend WALGA’s Recruitment Service to any WALGA member”.

Mayor Carol Adams
City of Kwinana

“...Due not only to the competitive quote received from [WALGA Recruitment] but also due to the demonstrated understanding of the organisation’s requirements, it was the Council’s decision to engage [WALGA Recruitment].

At all times throughout the process I and my fellow Councillors found the services, advice and knowledge provided by Lydia Highfield and other members of the team to be first rate.....

.....The Council has been continually impressed by the professionalism and fairness demonstrated through the recruitment process. I have also received applicant feedback to support the view the process was well managed.

I would not hesitate to recommend the services of [WALGA Recruitment] to any Local Government organisation seeking to recruit a senior employee...”

Mayor Ian Stubbs
City of Busselton

10. Referees

We have provided referee details from the perspectives of employer and employee to demonstrate the quality of service provided to both parties.

Cr Kerry White President Shire of Ashburton	Mr Neil Hartley Chief Executive Officer Shire of Ashburton
Cr Dee Ridgway President Shire of Beverley	Mr Stephen Gollan Chief Executive Officer Shire of Beverley
Cr Wayne Sanford President Shire of Collie	Mr David Blurton Chief Executive Officer Shire of Collie
Cr Elsia Archer President Shire of Derby/West Kimberley	Mr Stephen Gash Chief Executive Officer Shire of Derby/West Kimberley
Mr Malcolm Heasman President Shire of Esperance	Mr Matthew Scott Chief Executive Officer Shire of Esperance
Mr Michael Aspinall President Shire of Gingin	Mr Jeremy Edwards Chief Executive Officer Shire of Gingin
Cr Wade DeCampo President Shire of Manjimup	Mr Andrew Campbell Chief Executive Officer Shire of Manjimup
Cr Karen Chappel President Shire of Morawa	Mr John Roberts Chief Executive Officer Shire of Morawa
Cr Steven Pollard President Shire of Northam	Mr Jason Whiteaker Chief Executive Officer Shire of Northam

Should written recommendations be required from the referees these will be obtained and submitted upon request.

