

CONFIDENTIAL REPORT



PortAugusta
CITY COUNCIL

REPORT FOR:	Special Council		
MEETING DATE:	4 June 2014		
REPORT FROM:	Chairman - City Manager Selection Panel		
REPORT TITLE:	Preferred Candidate for City Manager Position		
FILE NAME:	F14/207	RECORD NO:	AR14/15684

COMMUNITY VISION & STRATEGIC PLAN OUTCOMES

6 We Achieve

- 6.1 Strong leadership and a committed and focused workforce to effectively manage and progress the City.
- 6.2 Excellent Work, Health & Safety practices are implemented to provide a safe and appropriate environment for the whole of the community.
- 6.3 We aim to provide good governance practices and compliance with all legislative requirements in delivery of services.
- 6.4 The use of technology is maximised to ensure that records, data and information systems are maintained to a high standard.
- 6.5 We use and manage our financial resources in the best interests of our community, now and for the future.

PURPOSE

To inform Council of the preferred candidate for the City Manager position and seek Council's endorsement for the Panel to proceed to formalise the appointment.

RECOMMENDATION

Council:

1. Approves John Banks being the preferred candidate for the position of City Manager from 1 August 2014.
2. Authorises the City Manager Selection Panel to ensure the necessary processes in accordance with Council's employment policy are addressed (including a health assessment) and to negotiate with John Banks in formalising the appointment.

BACKGROUND

The current City Manager has chosen to retire at the end of his contract on 31 July 2014. Council has appointed a City Manager Selection Panel and a consultant Matt Hobby of McArthur to seek a replacement City Manager.

There were 30 applications received which the Panel considered and shortlisted to ten for phone interview by Matt Hobby and after considering his feedback agreed to interview four candidates.

The interviews occurred on Friday 30 May 2014 and the Panel again met on Monday 2 June 2014 to review the performance of the candidates at the interviews and their psychometric reports.

DISCUSSION

After great deliberation, it has been unanimously agreed amongst the selection panel that John Banks be selected as the preferred candidate for the City Manager position upon Greg Perkin's retirement on 31 July 2014.

Of the final few candidates, John is believed to be the best fit given his wealth of experience being some 23 years of executive management, and over 30 years in local government.

John has experience in developing and maintaining a wide range of networks, including all tiers of government and some international relation building, a long career in dealing and working with Aboriginal issues as well as drug and alcohol related issues, has developed management boards in conjunction with other users to achieve best outcomes for all, and a array of experience in development with his time spent at Holdfast Bay developing Holdfast Shores.

John's career has also included involvement with the merger of two Metropolitan Councils, and importantly he has an amazing track record of developing and retaining staff.

John will be joining us from Darwin City Council where he currently holds the position of General Manager Community and Cultural Services and has a glowing reference from his current employer. Some of the key points to describe John from his referees include; has learnt from some very capable and experienced people in the Local Government industry; very even in his approach; good leader; detail focused; excellent work ethic.

John's Qualifications are; Master of International Management, Graduate Diploma OH&S Management, Assoc Diploma Environmental Health and is a Certified Practitioner in Public Participation.

A copy of John's full resume is in appendix 1.

John and his wife will be relocating to Port Augusta where John hopes to serve out a long tenure in what he calls "the prime years" of his career.

I must thank the Panel for their work, and current City Manager Greg Perkin also for his contribution throughout this process.

Selecting the right person for the position of City Manager is a big task, and one which will see this City invest over \$1m throughout the term of their contract.

CONFIDENTIALITY PROVISIONS

It is considered that pursuant to Section 90(3)(a) of the *Local Government Act 1999*, the information to be received, discussed or considered in relation to this report is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead), being the personal information of the applicant applying for the position of City Manager.

It is considered necessary to discuss this report in confidence and that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the applicant should be awarded the courtesy of being provided feedback on their appointment or non appointment prior to it being made public.

It is recommended that the confidential provisions remain in force until a final appointment has been made and accepted.

RISK MANAGEMENT

1: Financial/Budget

The budget includes provision for the City Manager's package.

2: Legal

It is important that the candidate be termed "the preferred candidate" at this stage until the health assessment is undertaken.

3: Environment

n/a

4: Community

4.1 General

It is important that Council selects a City Manager who becomes part of our community and fully understand the people whose lives he/she is to improve.

4.2 OPAL Program

n/a

SAM JOHNSON

CHAIRMAN - CITY MANAGER SELECTION PANEL

03/06/2014

Resume – John Banks

Personal

John Paul Banks
 PO Box 937
 Howard Springs NT 0835
 Phone (Home) 08 8983 1901
 (Mobile) 0417 882 310
 (Work) 08 89300 633 (P.A. Karen Long)
 E-mail jpbanks@bigpond.com

Professional

Tertiary Qualifications

- *Master of International Management*
- *Graduate Diploma OH&S Management*
- *Assoc. Dip. Environmental Health*
- *Awarded DJ Wilson Fellowship for academic research, Australian Institute of Environmental Health, University of South Australia*

Professional Memberships & Associations

- *Fellow Local Government Managers Australia (FLGMA)*
- *Member Australian Institute Environmental Health (MAIEH)*
- *Chartered Professional Member Safety Institute Australia (CPM S.I.A)*
- *Planning Institute Australia – Social Planning NT Representative*
- *IAP2 International Association Public Participation – Certified Practitioner*

Career Summary

2003 – City of Darwin (current appointment)

General Manager Community & Cultural Services

Reporting directly to the CEO & Acting CEO (in the absence of the CEO)

Member of the Chief Officers Group with responsibilities for all aspects of Council and specifically:

- Social Planning & Policy
- Community Development (inclusive of Community Engagement & Community consultation)
- Community Services (inclusive of youth services, volunteers, seniors, disability services, & advocacy)
- Libraries (4 libraries)
- Indigenous Relations and Services
- Emergency Management
- Regulatory Services (Parking, Animals, Cyclone Hazards, Regulatory Orders)
- By-laws
- Community Safety
- Outreach Services & Patrols
- Recreation, Sport & Leisure
- Arts & Culture
- Darwin Entertainment Centre
- International Relations
- Sister Cities (6 sister cities)

Current Departmental Operational Budget \$12.4M (excluding capital works)
Staff Establishment 89 FTE, (excluding contract, grant funded employees and volunteers)

2002–2003

Tiwi Islands Local Government

Manager Community Services & A/CEO in the absence of the CEO

Responsibilities across all aspects of the Council and in particular responsible for all community services on Bathurst & Melville Islands including:

- Banking, Libraries, Postal Services, Juvenile Diversion, Youth Services, Sport & Recreation, Childcare, Housing, Arts & Culture, Community Management and CDEP Management.

Note: Resided at Pirlangimpi, Melville Island NT (Indigenous Community) for the duration of the appointment.

2001–2002

Jabiru Town Council / Kunbarllaninja Community Government Council

Chief Executive Officer

1994 – 2001

City of Holdfast Bay (Note: Amalgamation in 1997)

Director Community & Environmental Services

Reporting directly to the CEO & Acting CEO in the absence of the CEO

Member of the Executive Team with responsibility for:

- Community Services
- Environmental Management (including Environmental Management Plan).
- Community Development, Aged Care, HACCC Program,
- Sport & Recreation,
- Youth Services,
- Crime Prevention, Alcohol & Liquor Licensing
- Libraries, Local History,
- By-laws, Regulatory Services,
- Tourism & Major Events / Marketing
- Environmental Health (Including Food inspection, Immunization, Health Promotion, & Infectious Diseases)

1983 – 1994 (Abbreviated listing)

City of Glenelg, City of Henley & Grange, District Council of Mallala

Positions held –

- Chief Inspector,
- Senior Environmental Health Officer / Building Inspector / Planning
- Community Services, Youth Services, Volunteers & Aged Care, Nursing Home Licensing, Supported Residential Facilities,
- Food Inspection, Infectious & Notifiable Diseases.

Skills and Experience

Leadership

I have over 30 year's Local Government experience, 23 years of which in senior executive roles, including at Chief Executive Officer level. In my current role as General Manager Community & Cultural Services I am in charge of a large and complex portfolio and I am often required to act in the role of Chief Executive Officer for the City of Darwin. My local government experience also includes working in regional South Australia, remote Indigenous communities in the Northern Territory, as CEO of the Jabiru Town Council and Kunbarlanjnja_Community Government Council (concurrent roles) and Manager of Community Services for the Tiwi Islands Local Government.

I am regarded as an experienced, driven, senior executive with a community focus who thrives in leadership roles that require decision-making responsibilities. I am known for my integrity, personal resilience and persistence in addition to my enthusiasm, loyalty and ability to be flexible. I am keenly interested in commercial, strategic and community achievement, in complex business and political environments. I am comfortable in uncertain terrain and I have a demonstrated high capacity to communicate with politicians, bureaucrats, Unions, Indigenous people, vested interests and senior executives on a raft of contemporary issues.

I have a proven track record of achievement and long-term appointments in remote, rural and metropolitan environments. I am noted for my commitment to leadership by example and my creativity in resource challenged environments.

Policy Advice to Council

My career in local government has required an awareness of political arrangements and protocols relating to state, commonwealth and local government legislative and policy-making processes. This has included attendance at the capital cities committee meetings between the Lord Mayor and the Chief Minister of the Northern

Territory. The requirement to provide cogent policy advice to Council has been an integral component of my entire Local Government Career. Frequently, I have been tasked with the provision of advice on complex issues including Leasing, Social Policy, Funding Agreements, and Regulatory matters to name a few.

My policy advice is also sought at industry, Territory and National levels. For example I have provided advice to Local Government Association Northern Territory (LGANT) and Council's throughout the Northern Territory on multiple occasions, and I currently actively participate on a number of policy advisory committees in respect to International Education, Drugs & Alcohol, Homelessness and Arts and Culture. This work requires liaison with senior government bureaucrats, academics and industry representatives.

Further examples of my policy advice include that I am currently a member of the International Education Task Force reporting to the Chief Minister and Minister Education charged with the development of a five-year strategic plan to increase the value and contribution of International Education to the Northern Territory. Other members of the taskforce include senior executives from the Northern Territory Government, the business sector of the Northern Territory and the Charles Darwin University.

Sound statutory management skills

I am familiar with working within and applying all legislation pertaining to local government and my current role includes responsibility for the administration of the Local Government Act, Regulations and Council policies and by-laws. To assist this I have used various management mechanisms including the development of compliance schedules and the conduct of internal audit and self-auditing systems. I am familiar with the application of risk management systems pursuant to ISO 31000 Risk Management. Further, I have completed formal study at Charles Darwin

University in respect to Risk Management and the application of ISO 31000 and prepared Risk Management Reports on complex businesses entities such as the Darwin Entertainment Centre.

Legislation & by-laws

I have extensive experience working with legislation including direct and extensive experience in the application of by-laws, court procedures and prosecutions. In particular I have made multiple representations on behalf of councils in court in respect to liquor licensing, council prosecutions, planning and environmental health. In my current role I have developed the current Animal Management By-Laws for the City of Darwin and in my previous role within the City of Holdfast Bay I developed the regulatory By-Laws. This involved undertaking an extensive review of the City of Holdfast Bay By-Laws including liaison with organised lobby groups and public consultation. In recognition of my achievement with developing the By-Laws for the City of Holdfast Bay, I was asked to participate in the organisation and conduct of a South Australian Local Government forum on By-Law reform. I also initiated the development of the Holdfast Bay Liquor Licensing Accord which was one of the first such accords and the Tiwi Islands Alcohol Management Plan. Recently I have been working on the current Darwin Safe initiatives with the Northern Territory Government and the Australian Hotels Association. My work on the Holdfast Bay Liquor Accord was noted for its success and the work published in the Victorian Parliamentary Enquiry into Public Intoxication.

I have been invited to provide presentations to the Northern Territory Local Government Association in respect to the application and legal implications of regulatory orders under the Local Government Act and my advice has since been used by the Northern Territory Local Government Department to inform and advise local governments throughout the Northern Territory. It may be noted that the Northern Territory Local Government Department currently refers Local Government Practitioners to me for advice in respect to by-laws, Regulatory Orders and other

Local Government advice.

Familiarity with contemporary Management Systems

I am familiar with various management systems. This is most recently demonstrated by the current application of a LeanSigma Value Improvement program to the parking enforcement section (Regulatory Services) of the City of Darwin. This is designed to enhance productivity, improve work design and improve job satisfaction and employee engagement. To date the results of the Value Improvement Program have been impressive with significant improvements recorded in productivity and customer service. Importantly employee feedback on the implementation of the programme in terms of job satisfaction has been positive.

The City of Darwin currently uses the Interplan System for its performance and strategic reporting and I am familiar with its use.

Understanding of Aboriginal issues

I have a demonstrated track record of good working relationships indigenous people and an understanding of remote communities and Aboriginal issues having lived and worked in remote communities and working extensively with Indigenous communities, groups and persons during my career in the Northern Territory. During my period of employment as Chief Executive officer of Jabiru Town Council and the Kunbarlaninja Community Government Council (joint position) I worked extensively with the Indigenous community and recognised and applied relevant engagement practices including specific programs to assist the community council in the development and understanding of budgets and strategic planning.

During my experience of working in Jabiru/Arnhem Land and on the Tiwi Islands, the role included the representation of council's interest in respect to mining, tourism and forestry developments and liaison with Indigenous representative organisations

including the Tiwi Land Council and the Northern Land Council.

My connections with the Indigenous community have been retained and enhanced within my current role as General Manager of Community and Cultural Services with the City of Darwin. In 2004 I was invited to speak on the 'Darwin Indigenous Community Harmony' at the National Reconciliation Conference held in Kalgoorlie. I was also invited to present at the 2006 Dog People Conference (Animal Management in Rural and Remote Communities) on 'Local Laws: two traditions, two laws or common ground and mutual respect'. My understanding of Aboriginal issues is further demonstrated through my work with programs such as the Community Harmony Project. This has involved working extensively with the Larrakia Nation Aboriginal Corporation in dealing with complex social issues, housing, return to country transport, Indigenous languages and the relationship between the Indigenous and non-Indigenous communities. My good working relationship with the Larrakia people was demonstrated by their request for me to co-chair (with an Indigenous person) the Community Harmony Project.

Knowledge & Experience

I have actively participated in the development of multiple strategic plans in diverse environments with high levels of engagement with the community and all relevant stakeholders. My career has included the provision of high level strategic advice to Chief Executives, Mayors and Elected Members on matters affecting Council and state and territory government operations. The advice has addressed matters of strategic planning, emerging and current community issues, government reports, demographic forecasting, tourism, economic development, Council amalgamations and community planning and has been provided in the form of verbal briefings, presentations, council reports, submissions and research papers.

Professional honesty, independence, objectivity and accountability

I am familiar with working in an environment that requires, by necessity, the highest levels of honesty, independence, objectivity and accountability. I have never been the subject of any actions in respect to any of these essential components of the position. I have frequently been required to provide information to external review agencies including the Northern Territory Ombudsman, the City of Darwin audit committee and local Northern Territory Government reviews. My advice and integrity has never been in question. Throughout my working career I have been continuously involved in the management of confidential material with the highest of integrity and confidence. I am currently appointed as a Commissioner of Oaths for the Northern Territory under the *Oaths, Affidavits and Declarations Act*. Prominent persons within the Northern Territory vouched for my integrity and honesty in my appointment to this role.

Good knowledge of local government

I have extensive local government knowledge with 30 years experience including 23 years at executive level. During my career in local government I have been directly responsible for most functions of local government and have overseen the conduct of local government elections as the authorised Returning Officer.

I am currently recognised as a Fellow of the Local Government Managers Australia, a full member of the Australian Institute of Environmental Health and a Chartered Professional Member (CPMSIA) and full member of the Safety Institute of Australia.

I have been asked to speak at numerous Local Government Association meetings in respect to local government issues including Emergency Management, Community Resilience, Regulatory frameworks, Social Planning and International Relationships. I was invited by the Planning Institute of Australia to be an opening morning speaker

at their National Congress (2009) in respect to the international relationship between Darwin and Anchorage USA 'Extreme Cities: Planning a Friendship' that covered issues in respect to resource development, military bases, Indigenous people and the extremes of climate for both cities. I have also represented Northern Territory Local Government in delegations to Anchorage USA (2006), Japan (2007), Ambon Indonesia (2012), and most recently I attended with the Lord Mayor of Darwin the International Indonesia Australia Business Conference in Bali (November 2013).

Strong analytical skills

As a General Manager and member of the executive management team of City of Darwin I have extensive experience and reputation for having the capacity to undertake the analysis of highly complex issues often concurrently.

Recent examples include the analysis and subsequent policy advice associated with the high profile issue of illegal camping within Darwin. This included researching national and international best practices, a detailed analysis of data relating to tourism, caravan park occupancies, vehicle and regulatory information. Other examples include an analysis of housing affordability issues and potential models that may be applied within Darwin.

Effective industrial relations skills

I have made representations in the industrial relations commission and I am familiar with the application of codes of conduct, disciplinary procedures and contemporary human resource management. I have also been appointed as Councils management representative to negotiate Enterprise Bargaining Agreements for the City of Darwin and the City of Holdfast Bay. I am familiar with the application of Awards and in working with Unions.

Public relations skills and media

I have extensive public relations experience and have frequently been required to represent council's within the media. This may be evidenced by a Google search of media statements and representations (a name search in the NT News website will also reveal multiple media statements). At times the matters pursued by the NT News have been rather trivial for sensational value and others complex and requiring careful management. High profile news media events included the Mayor being charged with offences whilst I was A/Chief Executive Officer for City of Darwin. A further example was the 'White powder anthrax scare' and evacuation of City of Darwin office that received National Media attention.

Forward planning, change management skills & Council amalgamations

My extensive local government experience includes being a key executive member of management teams during two council amalgamations, namely the voluntary amalgamation of City of Brighton and Glenelg to form the City of Holdfast Bay and the amalgamation of three community government councils on the Tiwi Islands to form the Tiwi Islands Local Government.

These included the development of new organisational plans and organisational structures, the development of new strategic plans and extensive community engagement and change management. Both amalgamations also necessitated extensive community consultation and the conduct of public meetings. Importantly during these uncertain times it was necessary to ensure that Council staff were supported and focused on the achievement of their tasks and through the change process.

People management skills

Throughout my extensive local government management experience I have continuously been charged with the management of large numbers of employees with diverse backgrounds, skill sets and cultures. Currently I am responsible for 89 full time permanent staff with a further approximately 20 grant funded and part time staff. I have been rewarded throughout my career with the long-term loyalty and commitment of my staff. I am very happy to provide references from current employees in respect to my management. It will be observed that my appointments have been long term and my contracts extended.

Capacity to network effectively

The ability to develop and cultivate networks is often what has enabled me to achieve outcomes. I am a member of several professional associations including as:

- Fellow of Local Government Managers Australia;
- Full Member and Certified Practitioner of the Safety Institute of Australia;
- Full Member of the Australian Institute of Environmental Health; and
- A member of Parks and Leisure Australia.

I have extensive contacts throughout Local Government, Government agencies, police, aboriginal people, professional organisations and the Community Sector.

Personal Summary

I am an experienced driven senior executive with a community focus who thrives in leadership roles that require decision-making responsibilities. I am known for my integrity, personal resilience and persistence in addition to my enthusiasm, loyalty and ability to be flexible. I am keenly interested in commercial, strategic and community achievement in complex business and political environments. I am comfortable in uncertain terrain and I have a demonstrated high capacity to communicate with politicians, bureaucrats, Unions, vested interests and senior executives on a raft of contemporary issues.

Notable (relevant) Appointments, Publications and Conference Presentations

- Northern Territory Government International Education Taskforce (Current)
- Northern Territory representative on the Capital Cities Homelessness Working Party (Current)
- Executive Member and Council of the Human Services Training Advisory Council, Northern Territory (Former)
- Published contribution submission (invited) into the Victorian Parliamentary Review into Public Drunkenness and Alcohol.
- Northern Territory Representative on the National Drug and Alcohol Working Party (Current).
- Speaker at the Planning Institute of Australia 2009 National Congress. 'Extreme Cities Planning a Friendship'.

- Speaker at the Animal Management in Rural and Remote Communities Conference 2006. 'Local Laws: Two Traditions, Two Laws or Common Ground and Mutual Respect'.
- Speaker at the National Reconciliation Conference Kalgoorlie 2004. 'Darwin Indigenous Community Harmony'.
- Co-Chair of the Community Harmony Project (Larrakia Nation). (Former)
- Darwin University City Steering Committee – Executive Steering Group Member (1 of 3) (Former)
- Executive Officer Metropolitan Seaside Council's Committee (representing 9 Metropolitan Council's in respect to coastal use, development and environmental issues, South Australia) (Former)

Other

- NT Drivers License
- No criminal history (or charges)
- Working with Children Clearance (Card Number 22231) currently being renewed
- Commissioner of Oaths and Affidavits Northern Territory

Referees

To be supplied