

SHK



**THE POLICE
ASSOCIATION
VICTORIA**

THE POLICE ASSOCIATION, VICTORIA (TPAV)

Secretary (Chief Executive Officer)

Candidate briefing

October 2026

WE KNOW WHERE

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Role

Title	Secretary/ Chief Executive Officer
Reports to	President and Board
Location	70 Jolimont Street, East Melbourne, Victoria
Reports	Six direct reports, 66 FTE

Background

The Police Association Victoria (TPAV) was founded in 1917 when police came together to secure fairer pay and conditions. More than a century later, that founding compact still defines the organisation: TPAV stands beside the people who serve and protect Victoria, giving them a strong collective voice and practical support throughout their working lives.

That purpose has broadened as policing has become more complex, demanding and publicly accountable. Today, TPAV protects, supports and advances the professional, industrial, legal and welfare interests of sworn Police Officers of every rank, Protective Services Officers, Police Reservists and Police Recruits serving in Victoria Police. Membership remains voluntary, and the Association is constitutionally independent of political parties, important foundations for the trust and influence it has built.

TPAV is a member-led, not-for-profit public company limited by guarantee. Its elected Board sets strategic policy and is accountable to the membership; the Secretary leads the organisation and turns that direction into advocacy, services and outcomes. This combination of democratic mandate and executive leadership has enabled TPAV to evolve from its industrial origins into one of Victoria’s most prominent and influential representative bodies, while remaining anchored to a simple promise: to stand firmly beside those who protect the Victorian community.

Overview

Membership	More than 17,000 Police Officers and PSOs, with membership saturation around 98%. The Victoria Police Branch of the PFA reported 17,168 members at 30 June 2026.
Scale	About 60 staff and a medium sized business.
Governance	A 12-person Board, chaired by President Dermot Avon APM
Senior team	An Assistant Secretary and a six-person senior leadership team
Additional role	The Secretary is also CEO of the Victoria Police Branch of the Police Federation of Australia (PFA)
Services	Industrial relations, legal support, member welfare, workplace health and safety (including WorkSafe-approved HSR training), field visits (447 station visits last year), and the VPA Friendly Society

More information: <https://tpav.org.au/about>

Current context

TPAV now enters a defining leadership transition. The Secretary and CEO will leave the organisation in October 2026 at a time when the external environment is shifting, the next enterprise bargaining cycle is approaching and Victoria Police is pursuing significant reform. The next Secretary will inherit a strong mandate and a substantial organisation, but will also need to establish authority quickly across several fronts.

State election (November 2026). Both major parties have made commitments on issues TPAV has pursued, including the review of the sentencing laws. The new Secretary will need to engage with whichever government is returned.

Enterprise bargaining (2027). Preparation for the next Enterprise Agreement is already under way, including member focus groups, delegate engagement and a planned member survey. The Log of Claims will be finalised in 2027, so the new Secretary will lead the negotiations.

A workforce in recovery. Sworn numbers fell by 339 members in the past year, the largest drop in five years. Recruitment has since resumed at pace, and Victoria Police now expects to return to fully funded vacancy levels in a little over two years. TPAV has advocated strongly for this.

Significant industrial and legal matters. These include proceedings on composite shifts, reforms within Victoria Police and changes to the deployment model for Protective Services Officers (PSOs).

Taken together, these issues show why the appointment matters. The Board considers that the role has outgrown the traditional conception of a police-union leader.

TPAV now needs a Secretary who can unite its enduring advocacy mission with the disciplines of enterprise leadership, guiding an organisation of approximately 66 staff, earning the confidence of a 12-person Board, and remaining credible with members, government, Victoria Police and the wider community.

The role

The Secretary (CEO) is the bridge between TPAV's democratic mandate and its day-to-day impact. Accountable to the Board and working closely with the President, the Secretary must translate the Association's Constitution, strategy and policy into a clear organisational direction, trusted advocacy and consistently strong service to members.

Key responsibilities

Leadership and culture: Set direction and high standards of integrity. Build and support a cohesive senior team, and work in close partnership with the Assistant Secretary.

Strategy and risk: Ensure there is a long-term Strategic Plan, an annual plan and budget, and a sound risk management framework.

Financial management: Present the annual budget to the Board each May, provide monthly management accounts, and protect, manage and grow the Association's assets and investments.

Industrial relations: Ensure compliance with the current Enterprise Agreement, manage key industrial issues, and lead negotiation of new agreements.

Advocacy and communications: Act as principal spokesperson and coordinate all media appearances. Prepare and present submissions to industrial bodies, Government and senior forums. The Secretary/CEO may be required to attend critical incidents and participate in ceremonial events.

Stakeholders: Build productive relationships with the Board, Victoria Police Command, Members of Parliament, PFA branches and affiliates, the media and relevant lobby groups.

Member service: Ensure high-quality service to members, grow membership, and maintain robust systems for ICT, member records, case management and staff welfare.

Board support: Keep the Board fully informed and give it clear, frank and timely advice.

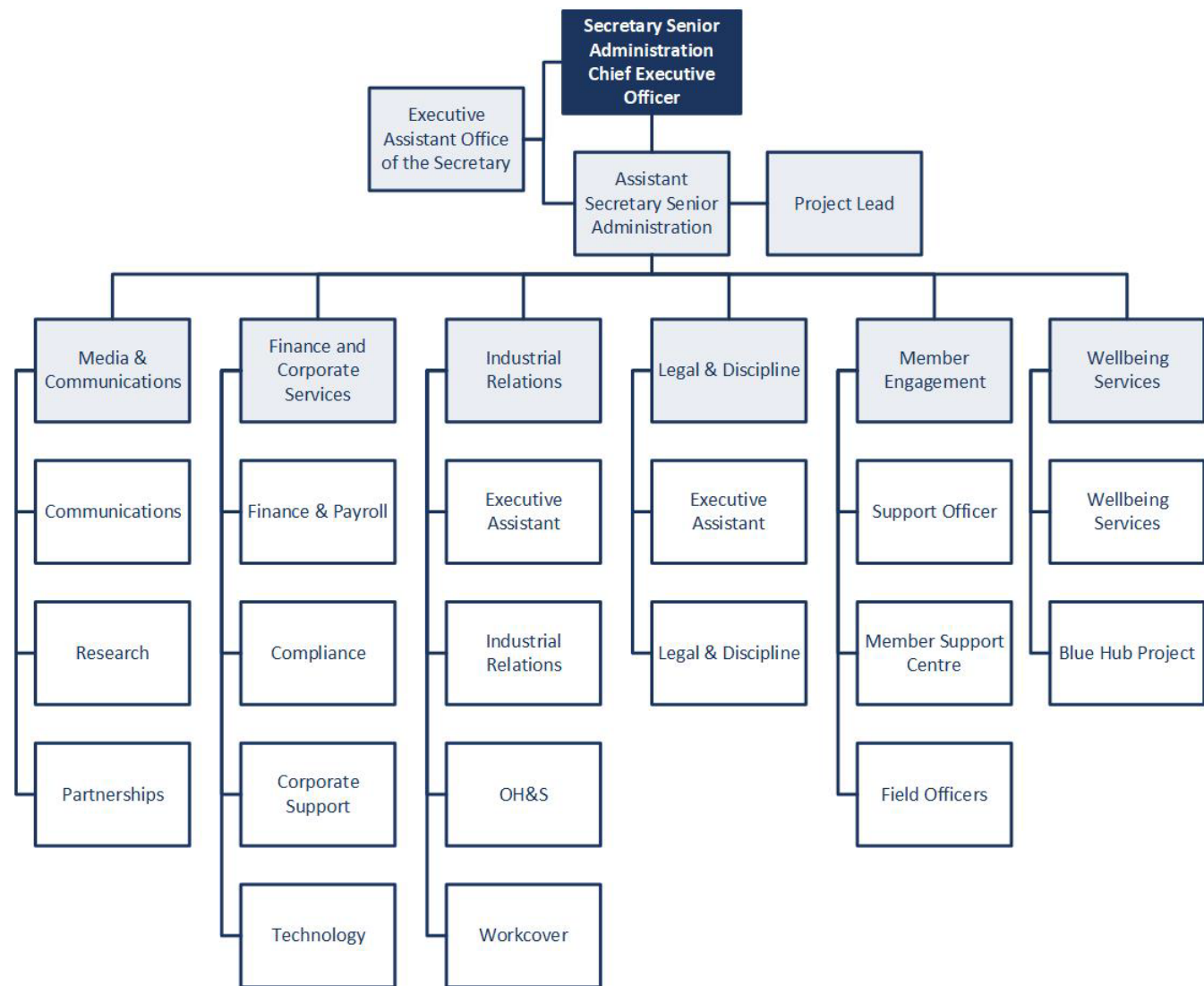
How success will be measured

Board satisfaction, member trust and retention, staff culture and morale, quality of budgets and investment returns, stakeholder relationships, industrial outcomes and member service ratings.

Against this backdrop, the role calls for more than continuity. It is an opportunity to shape TPAV's next chapter, protecting what members value, strengthening the organisation for the future and ensuring its voice remains influential when the stakes are highest.



Organisation structure



Candidate insights

Experience

- Senior executive leadership of a complex organisation, with accountability to a board and responsibility for a team of professionals
- Direct experience of industrial relations and enterprise bargaining, ideally leading or shaping negotiations
- Experience engaging with ministers, senior public officials and the media
- A contemporary understanding of policing and modern police organisations. Operational policing experience is highly desirable
- Exposure to budgets, financial oversight and risk. Experience in a membership-based organisation will be well regarded
- Evidence of contribution beyond the day job, such as working groups, volunteering, school councils or community coaching.

Skills

- Outstanding leadership, both internal (aligning legal, welfare, industrial and corporate teams) and external (members, Government, Victoria Police)
- Sharp negotiation, stakeholder management and the ability to think on your feet, including live media
- Contemporary industrial relations knowledge, including the Fair Work framework and the tribunals and legislation relevant to policing
- Sound financial and business management, including budget preparation and control. These skills can be developed in the role, and the management team provides depth
- Strategic planning, team development, succession planning and risk management.

Attributes

- Integrity and credibility. Members and the wider community must be able to trust you
- Resilience and self-awareness. The role is demanding and carries heavy public scrutiny, and the Board values candidates who manage their own wellbeing
- Clear and assured communication, with composure under pressure
- A genuine commitment to supporting, advocating for and protecting police members and PSOs
- The ability to command respect from members while exercising independent judgement alongside the Assistant Secretary and the Board
- A long-term outlook. Much of the impact is in outcomes such as legislative reform, return to work, safer workplaces and better conditions, rather than daily wins.

Current or past sworn policing service experience **will be highly regarded**, but is not an essential qualification.

Overall, the ideal candidate will present with the experience, skills and attributes that capture a different dimension of the mandate. They will be a leader who can carry TPAV's history and member trust into its next phase.



The advertisement

SECRETARY / CHIEF EXECUTIVE OFFICER, TPAV

- Lead Victoria's influential police representative body
- Shape outcomes for more than 17,000 members
- Be a powerful advocate for Victoria's police and PSO members

About the organisation

The Police Association Victoria (TPAV) is a prominent and trusted voice for more than 17,000 Police Officers and Protective Services Officers across Victoria, representing their industrial, legal and welfare interests. One of the state's most influential and high-profile representative bodies, TPAV has evolved well beyond its police-union origins. Today, it is a multifaceted organisation with around 50 staff and a 12-person Board. The Secretary also serves as Chief Executive Officer of the Victoria Police Branch of the Police Federation of Australia (PFA).

About the role

Reporting to the TPAV Board and working closely with the President, the Secretary (CEO) will lead the organisation in line with its Constitution, plans and policies. Supported by an Assistant Secretary and six-person senior leadership team, you will oversee strategy, finance, risk, member services and business systems. You will lead Enterprise Bargaining Agreement negotiations, manage significant industrial matters and present influential submissions to industrial bodies, Government and senior forums. As TPAV's principal spokesperson, you will build productive relationships with Victoria Police Command, Members of Parliament, PFA branches and affiliates, the media and relevant lobby groups. Success will be measured by member trust and retention, and by securing the best possible employment terms and conditions for members.

About you

You are a principled, credible and resilient leader with the judgement and presence to represent members in complex, high-profile environments. You bring a contemporary understanding of policing and modern police organisations; operational policing experience is highly desirable. You combine strong industrial negotiation and industrial relations expertise with sound financial and business management skills, including budget preparation and control. A clear, assured communicator, you engage effectively with Government, the media and public forums, remain calm under pressure and build trust across diverse stakeholder groups. Experience in strategic planning, risk management or a membership-based organisation will be well regarded. Self-aware and purpose-driven, you are committed to supporting, advocating for and protecting police members.

For more information and requirements, see the **Candidate Brief** or to apply, click '**Apply now**' above, **submitting your resume (CV) and a concise cover letter**. Direct and third-party applications will be forwarded to SHK.



SHK.COM.AU

Key selection criteria

The key selection criteria will guide assessment of candidates. They are consolidated from the Position Description, derived from the duties and responsibilities set under TPAV's governance, rules and policies.

Leadership. A record of leading with integrity: setting direction, building a high-performance senior team, shaping culture, and sustaining the trust of members, staff and the Board.

Negotiation. Contemporary industrial relations knowledge and a strong record of oversight of bargaining campaigns, with the credibility and nerve to lead the 2027 Enterprise Agreement negotiations.

Advocacy. Ability to represent a constituency with Government, Victoria Police Command, the media and lobby groups, and to be an effective, composed spokesperson in high-profile situations.

Policing. A sound and contemporary understanding of modern police organisations and members' working lives, ideally with operational policing or membership-organisation experience, and a genuine commitment to the welfare of police and PSO members.

Stewardship. Competence in budgeting and financial control, strategic planning, risk management and governance, and in reporting frankly to a board.

Remuneration

The Secretary/CEO will be offered a standard executive contract for a term of five years.

A generous executive level salary based on experience and the scope of the role will be agreed, the package includes employer superannuation contributions currently set at 16%.

Applicants who are members of the ESS Super Defined Benefit Scheme may be eligible to remain in the scheme.



How to apply

Apply online: TPAV is partnering with SHK Asia Pacific on this search. Submit your application through <https://www.shk.com.au/jobs> (preferred). Scroll down to locate this opportunity.

Addressing the role: You do not need to address the Key Selection Criteria separately. Your CV (résumé) should clearly demonstrate achievements that are commensurate with the position description.

What to submit: Include a CV (résumé) of no more than five pages and a concise cover letter of one page (or equivalent email length) that broadly outlines your proposition for the role. Go to the 'Apply Now' button in the SHK advertisement to lodge your application.

Closing date: Refer to the SHK advertisement for the closing date.

If you cannot apply online: Email your application to penny.wilson@shk.com.au. In the subject line, include reference **#3688347 and the role title**. If you do not receive a reply within five working days, please confirm receipt, as email security filters may delay delivery.

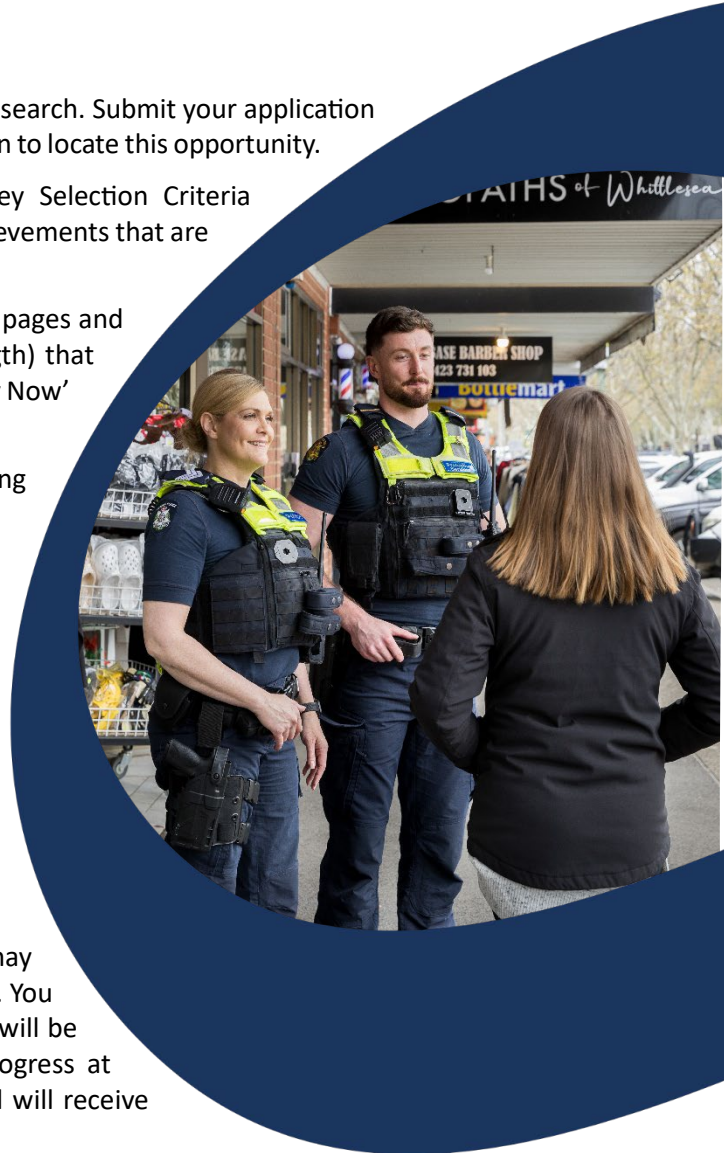
Communication and search process: If more information is needed, SHK may contact you by email or phone, including by leaving a voicemail message. Direct and third-party applications will be forwarded to SHK. A concurrent search will also be conducted.

Selection process: The process may take some time and may include several conversations, panel interviews and meetings. You may first be invited to speak with the Consultant. The client will be consulted throughout and will decide which candidates progress at each stage. Shortlisted candidates invited to meet the Panel will receive information about the interview format in advance.

Referees, probity and qualifications: Referee details will be formally requested at the appropriate stage, after the initial Panel interview round. Before a candidate is recommended for appointment, SHK for TPAV may request probity documentation and evidence of qualifications. All probity requirements must be met.

Keep a copy: Save a copy of this **Candidate Brief** before the closing date, as it will no longer be accessible after the job closes. Please note, the information in this brief is representative, may not be complete and may be amended. Please do your own research.

Further information: After reviewing this document, and **ideally after submitting your CV**, contact Penny Wilson, Senior Partner, SHK, **by text** on +61 434 589 284 (preferred), by calling or by email at penny.wilson@shk.com.au, or when Penny is on leave, Matthew Belleghem, Managing Partner, SHK by email on matthew.belleghem@shk.com.au.



Contact

The Police Association, Victoria (TPAV) is partnering with SHK on this key appointment and has appointed SHK Senior Partner, Penny Wilson, to lead this search.



Penny Wilson is Senior Partner and Sector Lead, Government and Public Policy at SHK, specialising in senior executive search and advisory.

Penny leads complex C-suite, executive and board appointments across government, the not-for-profit and private sectors, with a particular focus on regulatory, governance-heavy and public-policy environments. She is widely recognised for her ability to deliver senior appointments in highly visible, accountable and politically sensitive contexts, working closely with Secretaries, CEOs and Boards.

With more than 20 years' experience across government, not-for-profit and consulting leadership roles, Penny brings deep practical insight, strong cross-sector networks and a contemporary understanding of leadership and organisational performance. She began her career in the Commonwealth Public Service, later returning to the Victorian Public Service as an executive following senior roles in public policy, research (including with The University of Melbourne's Centre for Public Policy), lobbying, regulation, community services and peak bodies. Penny subsequently served as Chief Executive Officer of not-for-profit organisations in Victoria before joining SHK's executive search practice.

Penny's recent work includes partnering on a broad range of CEO, Deputy Secretary, Commissioner, senior executive and Board appointments, frequently supporting Boards, CEO's and executive teams on role scoping, governance design, assessment methodologies and appointment processes. Her work often involves extensive consultation panels and stakeholder engagement to ensure alignment, capability and organisational fit. She has led selection processes for inaugural executive teams, as well as senior leadership roles in complex, multi-stakeholder environments with significant compliance and reform agendas. Penny currently leads a portfolio of public and confidential searches across government, non-profit and private sectors.

A trusted adviser, Penny is known for her thoughtful, independent counsel and strong professional relationships across sectors. She has a particular interest in women and leadership, and in supporting internal candidates to participate equitably and effectively in external executive selection processes.

Penny has extensive governance experience, including three terms as a Governor-in-Council appointed member of the Adult, Community and Further Education Board of Victoria. She holds a First-Class Honours degree in Social Sciences from La Trobe University, along with qualifications in business, communication and training. Penny is a Williamson Fellow of Leadership Victoria and a Graduate of the Australian Institute of Company Directors.

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Matthew Belleghem is a **Managing Partner** at SHK and is the firm's **Chief Operating Officer**.

With twenty years of experience as an executive search consultant, Matthew has assisted many blue-chip organisations with the recruitment of senior commercial and operational leaders, including AGL, BHP, Boeing, EnergyAustralia, Linfox, Telstra, Transurban and Woolworths.

As Managing Partner, Matthew leads a team of Senior Partner, Partner and Associate-level search consultants across a range of disciplines, with a particular focus on high risk and highly regulated sectors including utilities, property and transport. His primary focus is on technically and/or commercially complex senior leadership roles at GM, EGM and C-Level. As Chief Operating Officer, he has

broader strategic and operational responsibilities across the firm, including leadership of the firm's innovation and technology agendas.

Highlights of Matthew's recent work includes his having appointed the Chief Operating Officer of ASX-listed Regis Aged Care, the Managing Director of Barwon Water, and both the Executive Director Rail & Infrastructure Delivery and the Chief Operating Officer of the Suburban Rail Loop Authority. He recently led a highly confidential search to appoint the General Manager of Property for Linfox (direct report to Linfox CEO Mark Mazurek) and a successful global search for a Hong Kong-based Director of Group Strategy for China Light and Power, one of Asia's largest utilities and the parent company of EnergyAustralia.

Matthew works and searches globally, having coordinated executive placements in Australia, New Zealand, Asia, North America, Europe, and the Middle East. His thought leadership includes presentations at industry events, regular guest lectures at Monash University, and participation as an expert member for government, industry and higher education panels.

Matthew holds Masters degrees from The University of Melbourne and Monash University (by research and coursework respectively) and an MBA (Senior Executive) from Melbourne Business School.



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