

SHK



Ballarat Foundation

Chief Executive Officer

Candidate briefing

October 2026

WE KNOW WHERE



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WE KNOW WHERE



Background

The Ballarat Foundation is the leading community foundation for Ballarat and the surrounding region, connecting philanthropy, partnerships and community investment to create lasting social impact. Since its establishment in 2001, the Foundation has played a pivotal role in strengthening community wellbeing through grantmaking, volunteering, charitable initiatives and strategic collaboration across Ballarat and neighbouring municipalities.

Major activities of the Foundation include delivering grants, support and advocacy across Ballarat and central Victoria, responding to issues such as gendered violence, homelessness, food insecurity and mental health.

Following the resignation of highly regarded CEO Andrew Eales after a significant period of leadership and achievement, the Board is seeking an outstanding and values-driven Chief Executive Officer to build on the Foundation's strong reputation, deepen community impact and lead the organisation through its next phase of growth and opportunity.

A community foundation built on local generosity

Ballarat Foundation is the region's community foundation. It connects people and organisations who want to give with the local needs and opportunities where that giving can do the most good.

The Foundation brings together funding, local knowledge and partnerships to support community responses to disadvantage across Ballarat and the surrounding region, including gendered violence, homelessness, food insecurity and mental health challenges.

The Foundation began as a local initiative under the United Way banner. A group of Ballarat businesspeople wanted a central, trusted body to receive surplus funds and return them to the community. Over time, it has been repositioned as a nationally leading community foundation, recognised for its distinctive structure and the breadth of its engagement and impact.

Values and purpose

Vision – Enabling giving to build thriving communities free from disadvantage in the Ballarat region.

Mission – The Ballarat Foundation inspires positive community change by supporting programs and enabling philanthropic solutions which reduce disadvantage and encourage connection, cohesion and prosperity.

Key Values

- **Responsible** – accountable to the donors, partners and the communities they serve. They are stewards of the funds they raise and ensure distributions and reporting are transparent
- **Enabling** – amplify their impact by working in partnership with others to build a strong community
- **Leadership** – they are a leader and innovator in philanthropy
- **Inclusive** – embrace and promote inclusivity and equity. They are committed to actively supporting and promoting diversity across leadership, staff, volunteers, participants and grant recipients.



Board and governance

In 2019, the two original organisations, the Ballarat Foundation and United Way Ballarat, brought their legal entities together to form one organisation, Ballarat Foundation United Way, known simply as ‘the Ballarat Foundation’. The organisation has DGR1 status and is a not-for-profit public benevolent institution. Building on its original roots, it has supported the Ballarat community for more than 40 years.

It is governed by a Board that is diverse, highly capable, and volunteer skills-based. Board positions are well subscribed, reflecting the high regard in which the organisation is held across the community.

The CEO reports to the Board and leads operations to implement and deliver on the endorsed strategy and imperatives.

The current Board comprises:

Chair:	Ellen Jackson
Deputy Chair:	Jacki Whitwell
Company Secretary:	Scott Sherritt
Directors:	Lee Miezis PSM, Angus Pryor, Mitch Brown, Claire Huntington, Katrina Baraquiell, Margaret Moreton, Gabrielle Hutchins, Stephen Bigarelli

For more information see: <https://www.ballaratfoundation.org.au/our-people>

From program delivery to strategic philanthropy

The Foundation has changed significantly. It once delivered a substantial share of its own programs, with roughly half of its activity in direct delivery. It has deliberately moved toward being a strategic conduit and catalyst. It now attracts funds from within and beyond Ballarat and directs them, with local insight, to the initiatives most likely to create lasting change.

This shift reflects a broader maturing of community philanthropy. The Foundation no longer treats giving as a series of small, reactive grants. It aims to concentrate resources where the evidence says they matter most. It also holds that its credibility rests on understanding the community well enough to place resources wisely, and on bringing others into that work.

Strategy and impact

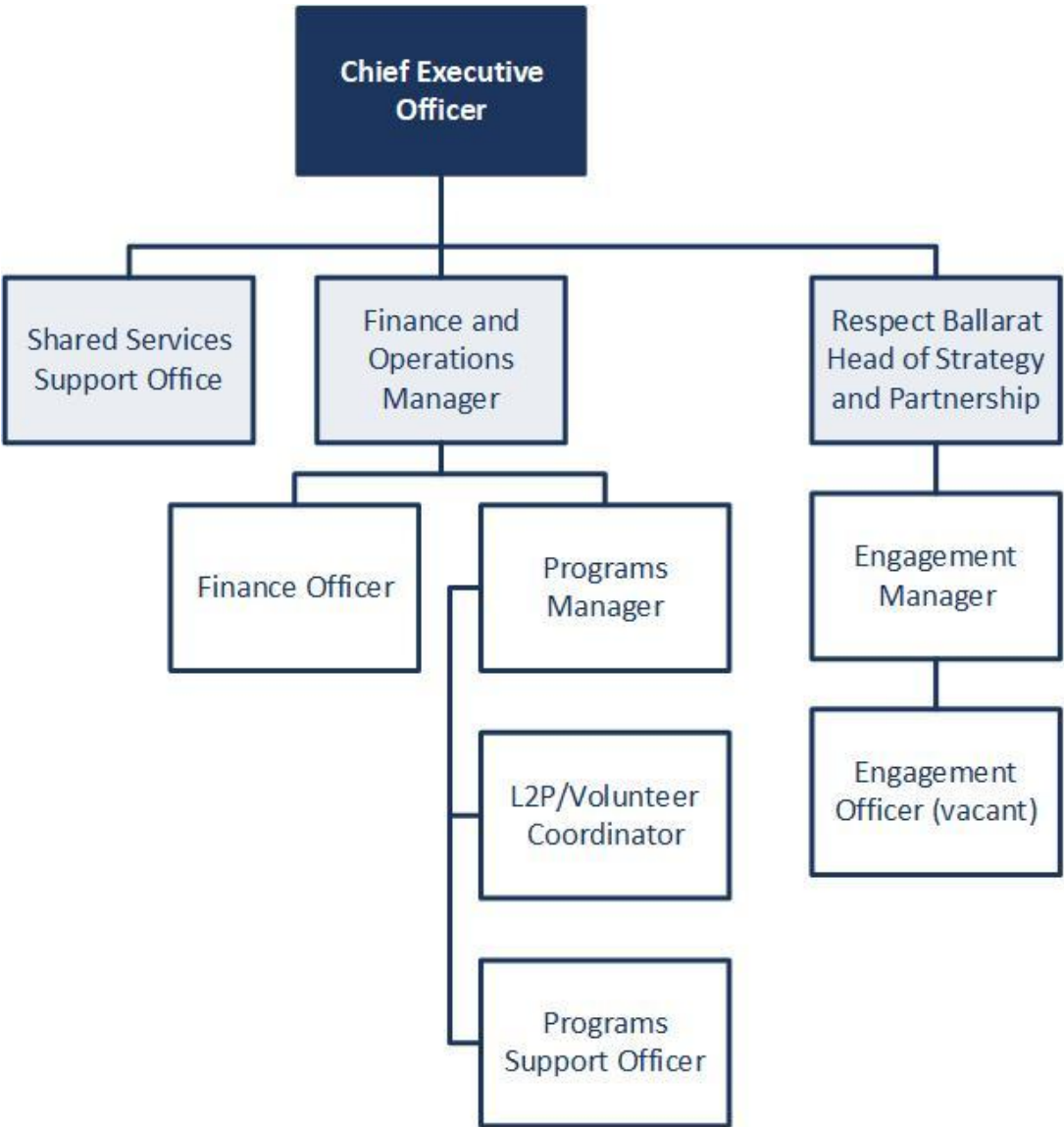
The Foundation's strategic direction puts community impact at the centre of decisions about growth, investment and partnerships. Its endowment, fundraising and external funding relationships provide complementary ways to support that purpose. Success means using these resources well to help reduce disadvantage and strengthen community wellbeing over time.

The Foundation sees opportunities to attract larger philanthropic partners to support local outcomes, combining external resources with local knowledge and trusted relationships. Its contribution extends beyond grantmaking to connecting organisations, convening partners and enabling shared responses to community priorities. This requires sound judgement about where the Foundation can add most value, which opportunities fit its purpose and capacity, and when others are better placed to lead or deliver.

Respect Ballarat, delivered in partnership with Respect Victoria and local organisations, is a significant example of this approach. Across its portfolio, the Foundation is seeking to support sustainable responses to disadvantage, balancing immediate needs with opportunities for prevention and longer-term change.

A priority for the next phase is to make the Foundation's contribution clearer. This includes strengthening evaluation and reporting, bringing together data, community experience and stories of change, and distinguishing the outcomes it directly delivers from those it helps others achieve. The incoming CEO will work with the Board and team to translate this direction into clear priorities, disciplined choices and a sustainable balance between ambition and organisational capacity.

The organisation



A distinctive operating environment

The CEO of Ballarat Foundation works in a rich and sometimes delicate network of relationships. These include local service providers, community members with lived experience, donors and philanthropic partners from outside the region, Community Foundations Australia, business leaders, and government at local, state and federal levels. The Foundation often sits between these groups, and it is sometimes the one party able to bring local organisations with shared goals into genuine collaboration.

The Foundation has a small team of around seven people and an annual budget of approximately \$2 million, and is a small organisation with a large and growing impact and influence. The Foundation is highly regarded in the region and well beyond.

The Foundation is supported by a highly engaged, values-driven team, and the successful CEO will be able to channel that energy into strategic priorities, organisational performance and community impact.

The Foundation's values (Responsible, Enabling, Leadership-oriented and Inclusive) shape how it works with partners and with its own people.

Why this role, and why now

The Foundation is entering a new phase. Its leadership has built strong strategic partnerships and grown the endowment, and the emphasis now turns from securing resources to deploying them well. This includes strengthening community relationships, embedding the grant-making model across the team, and demonstrating the difference the Foundation's investments make.

The Foundation is also exploring how a contemporary community foundation can do more than distribute funds. It sees a role in building shared understanding, strengthening local capability and enabling communities to act together.

The next CEO will help shape that direction while upholding the Foundation's standing. They will take over a well-run organisation with a strong reputation, a clear strategy and a supportive Board, following a period of notable success under the current CEO.

The role suits a leader who can combine strategic judgement with real care for the issues the Foundation addresses. It requires someone who can listen as well as lead, build trust across very different groups, and translate complexity into clear advice for a capable Board.

Remuneration

A competitive non-profit sector package is on offer commensurate to the size of the organisation, plus statutory superannuation (12%). Additional benefits include salary sacrificing to reduce taxable income (the Foundation has DGR status) and tools of the trade.

Salary will be subject to qualifications and experience, and will be confirmed with the preferred applicant.

The CEO standard executive contract will be for a [five-year] initial appointment period. There is a probation period. All other leave and employment conditions are as per National Employment Standards. The organisation works mostly onsite, with some hybrid/work from home.

How to apply

Apply online: Ballarat Foundation 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 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.

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

If you cannot apply online: Email your application to nick.ward.ambler@shk.com.au. In the subject line, include #3665856 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: 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, [organisation] may request probity documentation and evidence of qualifications. All probity requirements must be met.

Keep a copy: Save a copy of the Candidate Brief before the closing date, as it will no longer be accessible after the job closes.

Further information: After reviewing this document, and **ideally after submitting your CV**, contact SHK consultants (noting email, call or text):

- Nick Ward-Ambler, Associate, SHK on +61 499 859 518 or by email at nick.ward.ambler@shk.com.au
- Evan Willen, Partner, SHK at evan.willen@shk.com.au
- Penny Wilson, Senior Partner, SHK, by text on +61 434 589 284 (preferred) or by email at penny.wilson@shk.com.au.

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CHIEF EXECUTIVE OFFICER, BALLARAT FOUNDATION

- Lead a contemporary community foundation
- 40-year regional philanthropic institution
- Enable community-led change, in the region and beyond

About the organisation

For more than 40 years, Ballarat Foundation has connected community generosity with opportunities to strengthen Ballarat and the surrounding region. As a trusted community foundation, it brings together philanthropy, local knowledge, strategic partnerships and community insights to address local challenges and opportunities. Through grant-making, research, philanthropic development, and collaborative initiatives, the Foundation is now entering an exciting new chapter. Building on decades of success, it is evolving its role as a contemporary community foundation strengthening the relationships, capability and knowledge that enable communities to thrive.

About the role

Reporting to the Board, the Chief Executive Officer plays a central role in advancing the Foundation's vision, bringing together people, partnerships and resources to create lasting community impact. Leading strategy, people, operations and finances, the CEO will build strong relationships across the community, philanthropic, business and government sectors while supporting a capable, values-driven team. A key focus will be growing the Foundation's endowment through sub-funds, planned giving and new funding partnerships, ensuring resources are available to support community aspirations for generations to come. The role also oversees grantmaking, community intelligence and research initiatives, including the Vital Signs program, and provides strategic advice to the Board on governance, performance and risk. Success will require a collaborative and influential leader who can connect people around a shared purpose, champion community-led solutions, and turn ideas into meaningful and measurable outcomes.

About you

Passionate about creating meaningful impact in regional communities, you are an accomplished and approachable leader with experience in organisational leadership, governance, financial management and stakeholder engagement. You build trusted relationships across community, government, business and philanthropic sectors, translating opportunities into sustainable outcomes. Collaborative and influential, you communicate with clarity, navigate complexity with confidence, and inspire others around a shared purpose. You will be adept at leading a highly capable, values-driven team and fostering a culture that delivers lasting community impact. Experience in philanthropy, grantmaking, community foundations or related sectors will be highly regarded. Energised by purpose and inspired by community-led change, you are ready to make a lasting contribution as CEO of the Foundation.

See the **Candidate Brief** for more information or click '**Apply Now**' to submit your application (CV and a concise cover letter). For a confidential discussion after reviewing the brief, please call **Nick Ward-Ambler** on +61 499 859 518 or email him at nick.ward.ambler@shk.com.au. Direct and third-party applications will be forwarded to SHK. Close date 4 November (11.59pm).



SHK.COM.AU

Position description

Chief Executive Officer



Position Summary

Position Title: Chief Executive Officer

Reports To: Board of Directors via Board Chair

About Ballarat Foundation

For more than 35 years, Ballarat Foundation has connected community generosity with opportunities to strengthen Ballarat and the surrounding region.

As a community foundation, we bring together philanthropic resources, local knowledge, relationships and partnerships to support community-led responses to local challenges and opportunities. Our work spans strategic grant-making, philanthropic development, community research and intelligence, partnership building and collaborative initiatives.

Through Vital Signs and our deep connections across the region, we seek to better understand our community, support local capability and direct resources towards the places where they can make a meaningful difference.

The Foundation is entering an important period of evolution. Alongside our established philanthropic role, we are exploring how a contemporary community foundation can strengthen the relationships, knowledge and capacity that enable communities to act together. The next CEO will work with the Board, staff, community and partners to help shape this next chapter.

Position Purpose

The Chief Executive Officer provides strategic and operational leadership for Ballarat Foundation, stewarding its resources, relationships and reputation to support positive community change.

Working in partnership with the Board of Directors, staff, community and external partners, the CEO will ensure the Foundation remains financially and organisationally strong while continuing to evolve its role as a contemporary community foundation.

The CEO will build philanthropic support, cultivate trusted relationships across sectors, strengthen opportunities for community-led action and help the Foundation learn from and respond to the changing needs and opportunities of its place.

Key Outcomes

Strategic Direction & Organisational Sustainability

You will deliver:

- A thriving organisation with clear strategic direction that responds to community needs and opportunities while building long-term sustainability
- Robust governance frameworks that ensure compliance, transparency, and stakeholder confidence
- Financial resilience through diversified funding streams and prudent resource management
- An organisational culture aligned with Foundation values, with a capable and supported team
- Strategic leadership that enables the Foundation to learn, adapt and evolve in response to its community and operating environment

Success looks like:

- Strategic plan milestones achieved on schedule with demonstrated community outcomes
- Clean audits and full regulatory compliance maintained
- Revenue growth and diversification year on year
- A capable, engaged team with clear purpose, appropriate autonomy and opportunities for development
- The Foundation contributes its knowledge and experience to relevant sector forums and discussions

Community Impact & Evidence-Based Philanthropy**You will deliver:**

- Grant programs and philanthropic initiatives that respond to community priorities and create opportunities for lasting change
- Community intelligence through Vital Signs and other sources of knowledge that informs the Foundation's decisions and contributes to shared understanding of local needs, strengths and opportunities
- Approaches to impact and learning that help the Foundation, its partners and community understand what is changing and why
- Collaborative initiatives that bring together knowledge, relationships and resources beyond individual grant-making
- Transparent reporting and communication that builds confidence among donors, partners and community

Success looks like:

- Grant recipients and partners are supported to achieve meaningful community outcomes
- Vital Signs and other Foundation learning are useful to community organisations, government, philanthropy and other partners
- Community knowledge and lived experience meaningfully inform Foundation priorities and activity
- Collaborative initiatives generate outcomes and learning beyond what individual organisations could achieve alone
- The Foundation can communicate its impact and learning credibly and transparently

Strategic Partnerships & Sustainable Funding**You will deliver:**

- Trusted and productive relationships with donors, philanthropic organisations, corporate partners, government and other funders
- A growing sub-fund program and planned giving pipeline that builds the endowment for long-term sustainability
- Cross-sector partnerships where the Foundation serves as a trusted local expert and collaborative partner
- Partnerships that combine funding, knowledge, relationships and other resources in support of community priorities

- Strong stewardship of donor and partner relationships that encourages ongoing support, retention and advocacy

Success looks like:

- A sustainable and increasingly diverse funding base
- Government, philanthropy and business regard the Foundation as a trusted local partner
- Partnerships deepen beyond transactional funding relationships and contribute additional knowledge, relationships and capability
- Growth in philanthropic resources available to support the community, including referrals and introductions from existing partners

Community Connection & Stakeholder Confidence

You will deliver:

- A strong Foundation profile that reflects its role in community intelligence, strategic philanthropy and community-led change
- Trust and credibility with diverse stakeholders from grassroots community groups to government ministers
- Effective representation of the Foundation in public forums, media, and sector networks
- Community understanding of the Foundation's role as a catalyst for change, not just a grant-maker
- An approach that listens to and amplifies local knowledge rather than assuming the Foundation holds the solutions
- Convening and connective leadership that enables others to contribute and act without requiring the Foundation to own or control the work

Success looks like:

- Community organisations seek Foundation involvement in collaborative initiatives
- The Foundation's knowledge and learning are used by community, government, philanthropy and other partners
- New relationships and collaborations develop across organisational and sector boundaries
- The Foundation's public profile reflects and amplifies the capability and contribution of the wider community

Board Effectiveness & Governance Excellence

You will deliver:

- Comprehensive executive support that enables the Board to govern effectively and focus on strategic priorities
- Timely, accurate reporting that provides Board with information needed for informed decision-making
- Strategic advice that helps the Board navigate complex opportunities, uncertainty and risk
- Proactive risk identification and management across financial, operational, reputational, and compliance domains
- Support for Board renewal and development that maintains strong governance capability

Success looks like:

- Board meetings enable strategic, informed and constructive decision-making
- An actively maintained risk register, with appropriate controls, timely reporting and action to prevent and address incidents or compliance breaches
- Board members have confidence in the quality and timeliness of executive advice and reporting
- Support for Board recruitment and development that brings the skills and diversity required for the Foundation's evolving role
- Regular governance reviews, including independent review where appropriate, confirm that arrangements meet good-practice standards and remain appropriate to the Foundation's purpose and responsibilities

Key Selection Criteria

Essential

Strategic Leadership & Organisational Management

Demonstrated senior leadership experience, with the capacity to translate purpose and strategy into effective organisational practice. Strong financial, governance, people and risk-management capability, including the ability to work effectively with a Board. Capacity to learn, adapt and guide organisational development in a changing environment.

Systems & Place-Based Leadership

Demonstrated ability to work across organisational and sector boundaries, navigate complexity and uncertainty, bring together different perspectives and enable collaborative responses to shared challenges. Comfortable learning and adapting as circumstances and understanding evolve.

Partnership Development & Stakeholder Engagement

Exceptional relationship-building skills with demonstrated success engaging diverse stakeholders including donors, government agencies, corporate partners and community organisations. A natural connector who builds trust, listens well and facilitates collaboration across organisational and sector boundaries. Ability to bring together different perspectives and exercise influence without relying on formal authority.

Financial & Philanthropic Stewardship

Strong financial management capability and demonstrated experience attracting, stewarding or mobilising resources. Capacity to build trusted relationships with donors, funders, government, business and other partners.

Communication & Sector Representation

Excellent communication skills with the ability to represent the organisation effectively to diverse audiences. Experience translating complex concepts into accessible and compelling narratives, listening to and synthesising different perspectives, communicating impact and learning, and building organisational profile.

Values & Community Commitment

A demonstrated commitment to community-led approaches and an orientation towards recognising community strengths, knowledge and capability. Understanding of and empathy for regional communities, with alignment to Foundation values of being Responsible, Enabling, Leadership-oriented and Inclusive.

Highly Desirable

- Experience in philanthropy, community foundations, grant-making or the broader for-purpose sector

- Experience in community development, place-based work, social innovation or other forms of cross-sector collaboration
- Networks within government, philanthropic, or corporate sectors
- Understanding of community development in regional settings, including place-based work or cross-sector collaboration
- Tertiary qualifications in relevant fields

Key Relationships

Internal

- Board of Directors (via Board Chair)
- Board sub-committees
- Foundation staff team
- Program volunteers

External

- Major donors and planned giving prospects
- Philanthropic trusts and foundations
- Government agencies (federal, state, local)
- Corporate partners and sponsors
- Community organisations and grant recipients
- Sector networks and peak bodies
- Media and community stakeholders

Our Commitment

Ballarat Foundation is committed to diversity, equity, and inclusion across our leadership, staff, volunteers, and partnerships. We welcome applications from people of all backgrounds and encourage applications from Aboriginal and Torres Strait Islander people, people with disability, people from culturally and linguistically diverse backgrounds, and LGBTIQ+ individuals.

This position description is intended as a guide to the key responsibilities and requirements of the role. It is not exhaustive and may be adjusted in consultation with the incumbent to meet the evolving needs of the organisation.

Contact

Ballarat Foundation is partnering with SHK on this key appointment and has appointed SHK **Nick Ward-Ambler, Associate, Penny Wilson, Senior Partner, and Evan Willen, Partner** to lead this search.



Nick Ward-Ambler is an **Associate** at SHK.

Nick is a search professional working across the property, energy transition, capital works, and program delivery sectors. He thrives on working closely with a wide range of clients across government, non-profit, and the private sector.

Nick has worked closely with colleagues Evan Willen and Matthew Bellegem on a number of senior appointments within the not-for-profit and community sectors, including the Chief Executive Officer of Housing First and the Director of Housing Services at Housing Choices Australia. He assisted Evan in the interview, search, and selection process for the Executive Director of Housing Services at Launch Housing, and in late 2025 led the appointment of two board directors for Special Olympics Australia.

He has also worked on a number of senior executive appointments across government and regional service delivery, including the Chief Executive Officer of the Victorian Health Building Authority, the Chief Operating Officer of Regis Aged Care, the Managing Director and Manager Project Delivery at East Gippsland Water, the General Manager Growth and Infrastructure at Greater Western Water, and the General Manager Service Delivery at South East Water. Nick worked alongside Evan on a recent appointment with Central Highlands Water, regional water authority based in Ballarat.

Nick has also coordinated a number of placements within the Victorian Government's Department of Energy, Environment and Climate Action, including the Regional Director Barwon South West and Director Statutory Authorisations, and has led appointments including a Senior Policy Officer within the Victorian Asbestos Eradication Agency and an Audit and Compliance Officer and Data Analyst within Tyre Stewardship Australia. He continues to build his skills and networks as an executive search consultant.

Nick holds a Bachelor of Arts from the University of Melbourne, majoring in Media and Communications. He recently completed a Certificate in Executive Research with the AESC..

 +61 499 859 518

 nick.ward.ambler@shk.com.au



Evan Willen is a **Partner** at SHK.

Evan is a senior search consultant with in excess of 25 years' experience within the engineering, project delivery and operational management sectors, both here in Australia and the United States. During his time in the United States, he worked for a technical recruitment company focused on the global sourcing of senior engineering professionals for nationwide organisations.

His career has seen him work both in-house with the engineering/project delivery firms of Fluor and Barclay Mowlem (now Laing O'Rourke), and for a number of specialist executive search firms. He has recently recruited at both the senior management and technical levels within local government, higher education, state government and the management consulting sectors.

Recently Evan has recruited senior specialists within the project delivery and planning sectors for a range of clients within the local government, university and state governments sectors. Successful placements include the Director, State Planning Services, and he augmented the search for the Deputy Chief Planning Member for Planning Panels Victoria. Evan has also placed the Head of Infrastructure and Project Delivery for the City of Whitehorse; the Director of Infrastructure Program Carlton Connect Initiative; and the Project Director – Student Precinct for the University of Melbourne.

Evan holds a Bachelor of Arts in Economics from La Trobe University and a Graduate Diploma in Industrial Relations from Queensland University of Technology.

 evan.willen@shk.com.au



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.

 +61 434 589 284

 penny.wilson@shk.com.au

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