



*All children, All abilities, All possibilities*

Felix Consulting | Candidate Information Pack

**Koorana Child and Family Services Ltd**

**Chief Executive Officer (CEO)**

September 2019 | Confidential

**Felix**  
CONSULTING



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2017 – 2018

## The Year in Review

**3,613** children and young people supported in **84** suburbs

### ABOUT

Koorana is a community owned non-profit organisation, established over 40 years ago, that provides early education and child disability services across the Inner/South West and Southern areas of Sydney. Established by a group of local women who identified the need for a formal playgroup.

Our **Vision** is for all children and young people to have supportive connections, confidence to explore life's possibilities and participate in all aspects of family and community life. Over the years, working closely and with support from the local community and government, Koorana has grown from strength to strength and leads with its **Mission** to 'create learning and social opportunities in a caring environment for all children and young people'. The **Values** we live to support our work are Self Determination, Access and Equity, Respect, Collaboration, Ethics, Integrity and Sustainability.

### OUR WORK

Koorana's practice is driven by Family Centre Principles, evidenced best practices, continuous quality improvements, service delivery in learning and social settings, financial sustainability, and effective and efficient administration.

Experienced professionals work in partnership with families to support children's' learning and development, and support in meeting goals.

A transdisciplinary team supports all children and young people, drawing on our expert Early Childhood Educators, Specialist Teachers, Speech Pathologists, Occupational Therapists, Physiotherapists, Social Workers and Psychologists.

The team helps families access information and ideas that assist in home and in the community as well as help families transition their child into other educational and community settings, as well as links to other services.



## POSITION DESCRIPTION

<b>Position Title:</b>	Chief Executive Officer
<b>Reports to:</b>	Koorana Board of Directors
<b>Direct Reports:</b>	General Manager, Client Services General Manager, Corporate Services Finance Manager Opportunities and Relationship Manager
<b>Location:</b>	Currently Campsie, view to move to Belmore
<b>Employment Status:</b>	3 year contract (renewable)

### ORGANISATIONAL CONTEXT

Koorana delivers both disability and non-disability specific services to children and young people between the ages of 0 and 18 years and their families. Services are delivered through quality early childhood education, educational and therapeutic intervention and family support services that acknowledge and respect all individuals.

Underpinned by relevant management frameworks, Koorana delivers services in a way that acknowledges and respects the diversity of the communities within which we work and the vital role the family plays in their child or young person's life. Services adopt practices that are transparent, reflect integrity and ethics, designed to ensure that families are well informed, have choices and are supported in their decisions.

As a social purpose community business, the Koorana Board of Directors is responsible for setting the strategic direction of the enterprise and for the overall governance of Koorana's outputs.

OUR MISSION	OUR CORE VALUES
Our mission is to create and support learning and social opportunities in caring environments for all children and young people.	Self determination Access and Equity Respect Collaboration Ethics and Integrity Sustainability

### PRIMARY PURPOSE

To lead and manage Koorana's strategic direction as well as the efficiency and effectiveness of Koorana's governance, its people and all service delivery

Key Priorities (Primary Objectives)	Key Performance Indicators
<p>1. To lead and deliver Koorana’s strategic direction, corporate governance and overall performance</p>	<ul style="list-style-type: none"> <li>• Works collaboratively with the Board to plan, develop and implement the strategic direction</li> <li>• Board confirms full accountability in developing and implementing specific Governance initiatives across all aspects of the business</li> <li>• Delivers effective communication and implementation of strategy and cascading of key performance measures throughout the organisation through an effective performance management system</li> <li>• Effectively prepares and presents high quality informative Board reports and packs</li> </ul>
<p>2. Manage Koorana ‘s operations so that business objectives are achieved while maintaining a balance between commercial and socially responsible outcomes</p>	<ul style="list-style-type: none"> <li>• Accountable for financial and operational performance</li> <li>• Identifies operational skills required to achieve business objectives, develop capabilities, structure, and roles to meet future requirements</li> <li>• Manages service delivery costs within the relevant revenue constraints</li> </ul>
<p>3. Develop, propose and deliver innovative programs and services that promote and enhance Koorana’s leading brand reputation</p>	<ul style="list-style-type: none"> <li>• Maintains a strong early childhood and disability sector policy position and is a key influencer across all levels of Government</li> <li>• Delivers services within approved budgets and governance systems</li> <li>• Monitors the competitive environment</li> </ul>
<p>4. Serve as ambassador and key spokesperson when representing Koorana across all forums including community and external stakeholder relations</p>	<ul style="list-style-type: none"> <li>• Board confirm strong skills in developing relationships</li> <li>• Sought after to represent Koorana at conferences and community events</li> <li>• Successfully positions Koorana to Government, the early childhood sector, the disability sector, the media and community as a high performing quality service provider</li> </ul>
<p>5. Manage and develop the team, and maintain own learning, so that capabilities develop, and Koorana’s capacity grows over time</p>	<ul style="list-style-type: none"> <li>• Understands the importance of a culture and ability to embed values into the working environment</li> <li>• Demonstrates capability to focus on encouraging, motivating and inspiring employees to accept full responsibility for performing their roles</li> <li>• Creates a sense of ownership and engagement and building organisational capacity to deliver quality service performance</li> <li>• Is effective in driving high performance teams through collaboration, engendering commitment, empowering team members, delegating tasks and helping others to develop.</li> </ul>

## Major Accountabilities and Activities to achieve the KRAs

1. Lead and deliver Koorana's strategic direction, corporate governance and overall performance
  - Lead Koorana in a manner that follows and supports the business vision, mission and values as defined by the Board
  - Communicate effectively with the Board, providing timely and accurate information to support the Board decision-making processes
  - Develop and provide appropriate policy recommendations related to all aspects required for the efficient and effective service delivery for Board review and approval
  - Review and confirm Koorana's on-going compliance with all regulations, statutes and legislations
  - Lead business planning, budgeting, workforce planning, organisational culture development, reputation management, relationship management, financial and asset
  - management, compliance and risk management - including work health and safety
  - Maintain a detailed knowledge of all workplace legislation and requirements to implement and maintain policies to avoid breaches
  - Manage a quality management framework to drive whole of business, operational service excellence and risk management.
  
2. Manage Koorana 's operations so that business objectives are achieved while maintaining a balance between commercial and socially responsible outcomes in managing costs
  - Secure government 'block' funding and fee-for-service revenues from NDIS-funded clients as well as Private Clients
  - Maintain and grow income generation strategies
  - Oversee all financial reporting, accountability and compliance requirements
  - Manage ongoing financial integrity through risk focused policies and procedures
  - Develop, implement and maintain service delivery within sustainable annual budgets
  - Liaise with external auditor, generally and specifically related to annual financial statements
  - Manage and implement contemporary Corporate Services policies, including Human Resources
  - Provide accurate quarterly financial reports to the Board, liaising directly with the Treasurer, including all matters that may contribute to growth or impact negatively on business operations
  
3. Develop, propose and deliver innovative programs and services that promote and enhance Koorana's leading brand reputation
  - Assume the overall service delivery leadership role for all clients
  - Oversee and lead the design, marketing, promotion, delivery and quality framework of service delivery programs
  - Oversee the provision of appropriate resources and innovative approaches to service delivery that reflects Koorana's mission, vision and values



- Confirm that all aspects of the business administration and corporate services operates within a quality management framework
  - Deliver quality services while maintaining strong relationships in a complex and competitive operating environment
  - Be the sector knowledge leader of research and trends related to children, their families and services being offered to the community.
4. Serve as ambassador and key spokesperson when representing Koorana across all forums including community and external stakeholder relations
- Grow and maintain a high community business profile amongst key stakeholders specifically and the wider community generally
  - Initiate and maintain appropriate contacts to keep abreast of emerging issues of significance to responsive service delivery.
  - Promote Koorana's early childhood and disability sector policy position across all levels of Government as a sector knowledge leader.
5. Manage and develop the team and maintain own learning so that capabilities develop and Koorana's capacity grows over time
- Build organisational capability and lead a high performing team by championing the corporate culture and ensuring excellence in service delivery across all programs
  - Oversee effective human resource strategies that promote and support the attraction and retention of suitably qualified and experienced staff
  - Lead performance review process with nominated Board members
  - Provide opportunities for individual and team contribution to process improvement and delivery of the strategic direction
  - Coach senior team members in requirements for Board reporting
  - Facilitate opportunities within a 'whole of business' approach to professional development and career pathways
  - Commitment to on-going professional development

Key Relationships to Foster that facilitate achievement of the Purpose and Key Results	
<b>Relationship</b>	<b>Why Important to this role</b>
<b>Internal</b>	
Executive Leadership Team (ELT) and Managers	<ul style="list-style-type: none"> <li>The CEO directly influences the environment through his/her behaviour, coaching and mentoring</li> <li>Managers implement Koorana's business plans, develop teams and individual team members</li> </ul>
CEO & Board	<ul style="list-style-type: none"> <li>To give assurance to the CEO and Board that good Corporate Governance principles and best practice are applied in all decisions, recommendations and actions</li> <li>The Board governs, monitors and guides the organisation based in part on the provision of accurate Human Resources business information and reporting</li> <li>The Board, CEO and all staff present a seamless face to stakeholders</li> </ul>
Child Protection/Risk	<ul style="list-style-type: none"> <li>Individual service leaders escalate all child protection issues to the GM Client Services who will support them in carrying out the mandatory requirements.</li> <li>GM Corporate Services is responsible for managing overall risk</li> <li>Staff 'stand down' is an Executive Team Function</li> </ul>
<b>External</b>	
Funding relationships	<ul style="list-style-type: none"> <li>Critical to the sustainability and increase in Koorana's growth</li> </ul>
Clients – includes parents, participants	<ul style="list-style-type: none"> <li>Koorana provides clients with best quality programs and services</li> <li>Clients endorse us as a great organisation</li> </ul>
Community	<ul style="list-style-type: none"> <li>Delivery of Koorana's services within the school environment must meet the School's compliance package</li> <li>Koorana staff training within schools, may require specific necessary qualifications and registrations</li> <li>Insurance – a certificate of currency has to be produced to all community partners when delivering services in partnerships in external environments; where a formal partnership is established an MoU is developed</li> </ul>
Regulatory & oversight agencies	<p>Develop and maintain effective collaborative partnerships and strategic alliances with external stakeholders including government agencies, non-government organisations, unions and the community</p> <ul style="list-style-type: none"> <li>Demonstrate Koorana's compliance and quality in all we do, in particular, the Department of Education, NSW Ombudsman, Children's Guardian, Insurers, Australian Charities and Not-for-profits Commission (ACNC), ASIC, Dept of Fair Trading</li> <li>Satisfy all regulatory and oversight agencies, that Koorana is setting and achieving standards and responding to issues appropriately</li> </ul>
External professionals, service providers.	<ul style="list-style-type: none"> <li>To access advice that enables Koorana to meet its statutory obligations</li> <li>So Koorana receives the best service and for its current and future needs</li> <li>So Koorana has the appropriate skills and experience required for effective operation</li> </ul>
External Relations	<ul style="list-style-type: none"> <li>Develop and maintain effective collaborative partnerships and strategic alliances with external stakeholders including government agencies, non-government organisations, unions and the community</li> <li>Participate where appropriate in external conferences, workshops etc.</li> <li>Continue to promote social inclusion policies and relationships</li> <li>Represent Koorana in media opportunities when needed/requested</li> </ul>

## Experience

- A minimum of 5 years' experience at an Executive level within a social purpose enterprise or an aligned contestable industry sector
- Demonstrated ability in planning, design, implementation, monitoring and delivery of innovative customer-centric focused service solutions
- Proven ability to facilitate and lead strategic planning, program implementation and the evaluation of outcomes
- Proven track record in employee management and supervision within a multi-disciplinary environment and ability to lead and mentor as required.
- Proven ability to effectively manage relationships with a diverse range of stakeholders.

## Skills and Knowledge

- Solid understanding of all relevant statutory regulations, legislations and accountabilities related to the early childhood and disability sector
- Proven skills and ability in understanding financial concepts and a demonstrated strong financial management record
- Understanding the importance of a culture and ability to embed values into the working environment
- Demonstrated capability to focus on encouraging, motivating and inspiring employees to accept full responsibility for performing their roles
- Creating a sense of ownership and engagement and building organisational capacity to deliver quality service performance
- Understands the context within which key stakeholders operate including their specific needs, views and expectations and establishing an effective process so that issues are worked through constructively with stakeholders
- Understands corporate governance of a company limited by guarantee in the social purpose sector, including relevant responsibilities of Executive Team and Board members
- Strong stakeholder management skills, collecting and sharing ideas and information, collaborating with other industry leaders and government representatives as well as negotiating and interacting successfully with funding providers, all levels of government, competitors, industry, the community, families, parents, children and employees
- Commercially minded, balanced with a social purpose mission, for required financial sustainability of a business
- Excellent written and verbal communication skills, with competence in a range of business management computer applications

## Personal attributes

- Committed to engaging and partnering with the community as an early childhood and disability sector knowledge leader
- Integrity, honest and ethical with the resilience required for success within the sector based on being flexible and approachable
- Willing and able to lead a social purpose organisation and to take responsibility for implementing a strategic plan and develop future plans in conjunction with the Board.
- Has open and constructive dialogue with Board members about organisational performance, enterprise risks and strategy issues
- Willing and able to gain new knowledge and skills, and act with flexibility and perseverance in the face of adversity while maintaining personal health
- High emotional intelligence with a collaborative approach, focus on employee empowerment by valuing contributions.

## Confidentiality

All Koorana business operations including client, program and administrative information is confidential and is not to be disclosed to any non-authorized person(s) at any time.

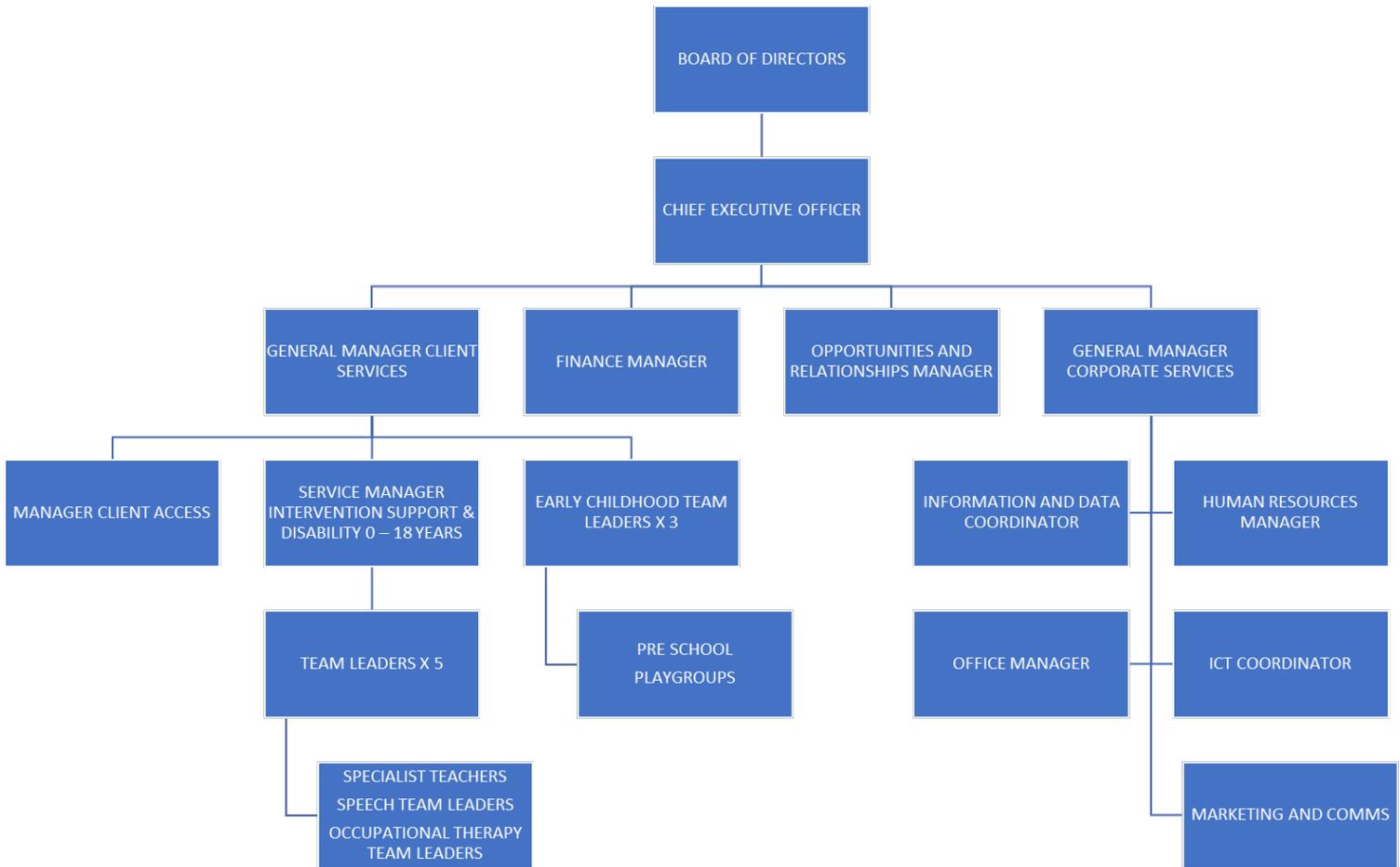
This restriction on disclosure of confidential information continues to apply in the event of employment with Koorana ceasing

## Remuneration

A benchmarked appropriate package will be negotiated with the successful candidate, and will appropriately recognise and value skills, experience and future contribution potential. Depending on individual personal tax circumstances Koorana is also able to access the Public Benevolent tax status for its employees. More information on this can be found on Australian Tax Office website.



# ORGANISATION CHART





## HOW TO APPLY

To submit an application for this role, please provide the following information:

- A cover letter (up to two pages) highlighting your motivation and what you would bring to the role (NB: A detailed response to the selection criteria is not required);
- A current CV;
- your notice period;
- names of two referees, together with a brief statement of the capacity in which they have known you (We will not contact your referees without your express permission); and
- An indication of the earliest date you could commence in the role

Please submit your application by **Monday 7 October 2019** [kerry.thomas@felixconsulting.com.au](mailto:kerry.thomas@felixconsulting.com.au)

## ANTICIPATED TIMEFRAME IN SELECTION PROCESS

- Closing date for applications – Monday 7 October 2019
- Longlisting of candidates – Wednesday 9 October
- Preliminary interviews – Monday 14 October and Tuesday 15 October 2019 (Sydney CBD)
- Shortlisting of candidates – Wednesday 23 October 2019
- Initial Panel interviews – Anticipated week beginning Monday 28 October 2019 (Sydney CBD)
- Preferred candidates will be asked to analyse a scenario and verbally present findings - week beginning 28 October 2019
- Second Panel interviews for preferred candidates – Anticipated week beginning Monday 28 October 2019 (Sydney CBD)
- Qualification, Employment, Reference and working with children checks on Preferred candidates post second panel interviews

## USEFUL LINKS

Website:

<http://www.koorana.org.au>

Latest Annual Report:

<http://mudbath.blob.core.windows.net/koo101/1895/koorana-annual-report-web-ready.pdf>