

The Y NSW

Chief Executive Officer Brief



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1. The Opportunity

This unique leadership opportunity seeks a visionary Chief Executive Officer (CEO) to helm our not-for-profit organisation, seamlessly blending social impact with commercial business. The successful candidate will play a pivotal role in driving both our mission-driven initiatives and the growth of our commercial business lines, ensuring a harmonious balance between social responsibility and financial sustainability.

Key Highlights

Dual Impact Leadership: The CEO will have the exceptional opportunity to lead a multifaceted organisation, driving positive social impact through our vision and mission while strategically managing and expanding our commercial business lines. The opportunity is ideal for an innovative leader who thrives on the intersection of business and social impact.

Strategic Business Development: This role entails overseeing the growth and development of our commercial business lines, maximising revenue potential to support and enhance our purpose initiatives.

Social Entrepreneurship: The ideal candidate will embrace a social entrepreneurship mindset, leveraging business acumen to create innovative solutions that generate revenue while advancing our organisation's broader social mission.

Advocacy and Public Relations: Actively engage in advocacy efforts, raising awareness about our cause and effectively communicating our organisation's impact to the broader public.

Collaborative Stakeholder Engagement: Balancing the needs of diverse stakeholders, including donors, partners, and customers, the CEO will foster collaborative relationships that align with both our mission and commercial objectives.

Financial Sustainability: The successful candidate will be tasked with optimising financial performance across both not-for-profit and commercial aspects, ensuring a sustainable financial foundation for organisational growth.

Innovative Programming: Lead the development of innovative programs and initiatives that align with our not-for-profit mission while incorporating commercial elements to drive financial viability.

Team Empowerment: The CEO will build and inspire a cohesive team that can navigate the unique challenges and opportunities presented by our hybrid model, fostering a culture of collaboration and innovation.

Candidate Profile

- Experienced CEO with proven leadership experience in not-for-profit organisations with a track record of successfully managing commercial businesses.
- Strong financial and commercial acumen.
- Demonstrates robust project management experience with a proven track record of successfully delivering significant projects.
- Entrepreneurial spirit with experience in business development, revenue generation and diversification, and financial management.
- Passion for social impact and a commitment to advancing our vision and mission.
- Strong interpersonal and communication skills, adept at navigating diverse stakeholder relationships.
- Extensive experience in organisational transformation to propel the business forward and adept at advancing key strategic priorities that await delivery.

2. Organisation Overview

Who We Are

As the oldest and largest youth organisation in the world, the Y is passionate about nurturing potential and providing safe spaces where young people can grow, learn, move, and thrive.

We are part of a global movement operating in 120 countries, united in our purpose to make a positive impact in the lives of 60 million people worldwide. This global movement encompasses almost 90,000 staff, 920 volunteers and 12,000 branches.

We are affiliated with all member Y organisations across Australia, and the Y nationally employs more than 14,500 people.

The Y NSW

The Y NSW is a vibrant, for-purpose organisation delivering cause-driven programs and valuable community services that help strengthen young people's lives, their families, and the communities in which they live.

We are a profit-for-purpose organisation that has been serving the NSW communities for over 150 years. Working across 40 communities in New South Wales, delivering on our belief, vision, and mission through the provision of holistic community programs encompassing wellbeing, recreation, camp, youth, and children's services. Fundamental to all our programs is a focus on mind, body, and spirit.

We provide integrated wellbeing and recreation services and programs at centres across the state, including gymnastics; learn to swim; recreational aquatic activities; camping and outdoor education; indoor sports; health and fitness activities and services; outside school hours care; and youth and community programs. We develop and deliver these programs and services to embody the spirit of our belief: to be heroic, nurturing, and creative. Integral to our programs are the strong connections that the Y NSW creates with communities. Our wellbeing and youth services reflect and integrate with the desired opportunities and the diverse needs of our cities, regions, and towns.

OUR BELIEF
We believe in the power of inspired young people.

OUR MISSION
To enhance the well-being of children and young people in our communities and to influence the context in which they can thrive. To empower young people and our communities to build a just, sustainable, equitable and inclusive world.

OUR VISION
A community where every person thrives in body, mind and spirit.

OUR VALUES
Caring, Honesty, Respect, Responsibility and Safety

With the aim of providing safe spaces for young people to grow, learn, move, and thrive, the Y NSW's Youth and Community programs, in particular, are built around three key pillars: community connection, physical activity, and civic voice. With a focus on inclusion and empowerment, these evidence-based programs support mental and physical wellbeing, foster a sense of belonging, and amplify the voices of young people on the issues that matter most to them.



Commitment to Safeguarding

We are recognised as a leader in safeguarding, and it is at the heart of all we do. The safety, wellbeing and empowerment of children and young people are our highest priorities. Our National Safeguarding Framework, along with our strategies and policies, provide robust foundations to ensure that all children and young people are safe and feel safe at the Y, in their families and in their communities. We are proud that our approach reflects the recommendations from the Australian Human Rights Commission which are enshrined in law. Additionally, the Y has established its own set of 58 comprehensive licensing standards that not only adhere to the 10 legislative standards of the NSW Children's Guardian, but amplify, expand, and reinforce them. The Y is independently reviewed by the Australian Childhood Foundation as a child-safe organisation. We stand by our three pillars of Culture, Operations and Environment.

3. The Y NSW Strategy 2022 – 2025



4. Our People

Our workforce is at the heart of our organisation. Whether in our recreation centres or out-of-school-care facilities, in our community programs or support services, our people are committed to delivering quality services to the communities we serve.

We employ approximately 1,300 people at centres across NSW. Nearly 50% of our people are under the age of 26 and almost two per cent of employees currently identify as being Aboriginal or Torres Strait Islander (Diversity & Inclusion Survey 2022) and we are committed to improving this to better reflect the communities in which we serve.

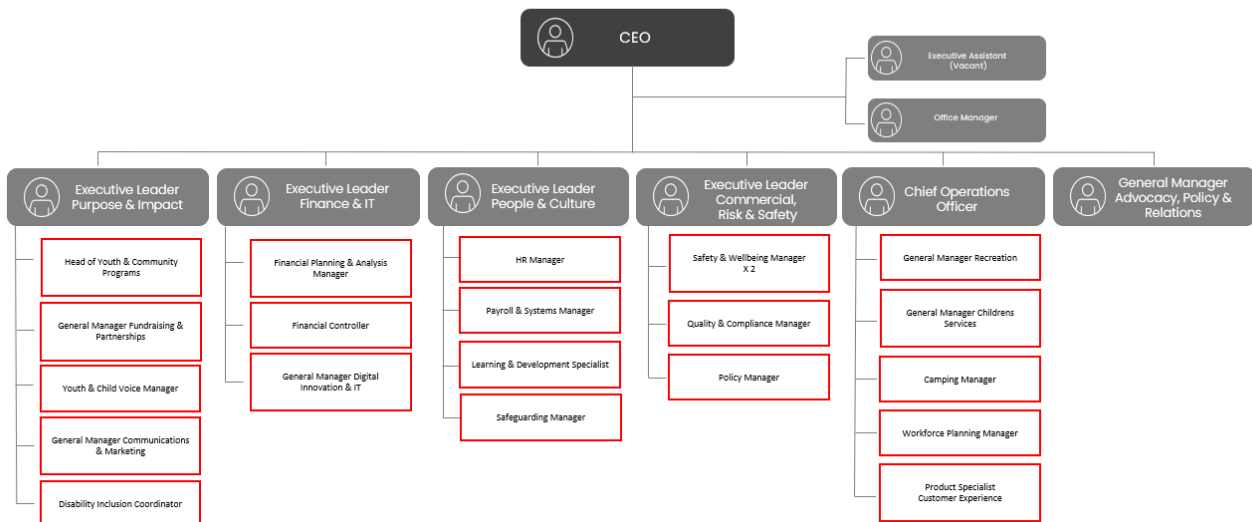
Employee Overview



FTE	
Recreation	805
Camp	29
Children's Services	201
Youth & Community	14
Support Services	85
Total	805

5. Organisational Structure

Y NSW Organisational Chart - Level 1 & Level 2



6. Position Summary

The Chief Executive Officer (CEO) reports to the Board, through the Board Chair, and together with the Board, is responsible for developing the organisation's strategy and direction.

The CEO is also responsible for leading the delivery of the strategic plan in line with statutory and regulatory obligations by providing influential people leadership, partnering with key stakeholders to position the organisation as a quality provider of out of school hours and vacation care, recreation management (contract and traditional), camping and outdoor education, and community programs.

The CEO will be based in Parramatta, NSW but will be required to travel extensively within NSW and occasionally beyond.

Key Relationships

Reports to Board of Directors

Direct reports:

- Executive Leader Finance & IT
- Chief Operations Officer
- Executive Leader Risk & Safety
- Executive Leader People & Culture
- Executive Leader Purpose & Impact
- General Manager Advocacy, Policy & Relations

Other Key Relationships

- Y Australia
- CEOs of Member Y Associations across Australia
- YMCA Global Clients Partners

Key Responsibilities

- Provide relevant, robust, and comprehensive strategic and governance information and recommendations to enable the Board to discharge its responsibilities appropriately.
- Lead and grow the Y NSW business effectively and efficiently, including communicating priorities, delivering agreed strategy, developing, and implementing operational plans, managing finances and programs, assessing, and managing risk and operating in accordance with statutory and regulatory obligations.
- Direct and monitor the Y NSW risk by ensuring that the risk, safety, and compliance frameworks are robust, effectively embedded and understood by all staff throughout the organisation.
- Work with the Board in maintaining a positive workplace culture across the organisation where people are compelled to action, are clear about what needs to be achieved and demonstrate behaviours reflective of the Y NSW Values and Code of Conduct.

- Manage, lead, and develop the Executive Leadership Team, and invest in your own learning, so that the organisations capacity grows over time.
- Provide innovation leadership for long term sustainability and growth by improving the current business (in line with strategic plan), identifying business development opportunities, and building strong relationships and partnerships with key stakeholders to maximise growth.
- Be the public face and voice of the the Y NSW so that the organisation has a meaningful voice in the community and engages effectively with media, business leaders, regulators, politicians, and other external stakeholders.
- Build effective relationships with Y Australia's National Office CEO, and the CEOs of the other Associations through the CEO Leadership Team (CLT)

Critical Leadership Capabilities

Driving Results

- Acts to surpass goals, seizing opportunities to push the envelope.
- Sets continually higher goals that are ambitious but realistic for self and team, geared to organisational objectives.
- Focuses on new business opportunities that enable business development targets to be exceeded.

Strategic Thinking

- Segments the total market covered in own area into categories of customer or client.
- Adopts a long-term perspective about the business (customer segments and the external environment). Develops hypotheses or alternative scenarios of how critical issues will play out beyond the year and uses these to set challenging goals with a future payoff or outcomes.
- Translates business goals into well-defined performance plans for his/her own organisation and communicates link between current activities and goals.
- Thinks beyond annual goals.

Collaborating and Influencing

- Invites and uses the opinions and perspectives of others.
- Engages people in a dialogue to gain commitment and bring them "on board", linking their perspective to the intent.
- Adapts own approach to the audience, anticipating impact of words and actions, preparing for possible resistance, and responding in an appropriate style, using a range of influencing styles. Resolves conflicts by discussing individual issues with each person.
- Checks with both sides of a discussion to ensure a common understanding.
- Takes initiative to maintain contacts.
- Develops and drives a partnership approach to achieving results.

Other Personal Characteristics

- Demonstrates a commitment to living the Y NSW Values
- Demonstrates a commitment to honouring the Y NSW Standards of Conduct.
- Preparedness for frequent travel and out of hours work.

7. Useful Links

The below links are provided for additional information:

[The Y NSW About Us](#)

[The Y NSW Annual Report 22-23](#)

[Y Australia](#)

[YMCA International Vision 2030](#)