Raise Foundation Position Description

Title   COO

Version   December 2024

Raise Foundation Overview

Our Purpose, Mission, Vision, Impact

Raise significantly improves youth wellbeing by connecting trained and trusted mentors with every young person in Australia who needs one. Raise ensures young people thrive through adolescence, believe in themselves and others, and are equipped with tools for life.

Raise Foundation Personality

We are passionate about our work and the benefits we create for our mentees, mentors, team members, partners and communities. We have six values that express our shared understanding of what we believe, how we behave, and what we aspire to as an organisation:

Be Courageous – we are imaginative, driven, progressive, confident
Show Heart – we are kind, passionate, sincere, empathetic
Give Respect – we believe in acceptance, equity, inclusivity
Apply Integrity – we operate with authenticity, accountability, transparency
Bring Vitality – we are positive, fun, energetic, inspiring
Deliver Excellence – we are evidence-based, responsive, consistent, experts in our industry

Position Summary

Working closely with the Chief Executive Officer (CEO), this position will lead the operations function for Raise Foundation, with an emphasis on operational excellence, organisational strategy and execution, along with key areas of responsibility for finance, technology, legal, governance, risk and compliance.

As a member of the Executive Management Team, this position works collaboratively with other Directors in the development of organisational goals and the tactical execution of operational plans to ensure Raise achieves its Strategic Impact Plan. This role supports the Executive Management Team to deliver on Raise's vision effectively and efficiently, helping to overcome key operational challenges including fundraising, brand awareness, mentee and mentor recruitment.

Reporting Structure

The COO reports to the CEO and oversees the finance, technology, marketing and fundraising teams.

Key Responsibilities and Outcomes

Organisational Strategy
- Lead the achievement of the organisation's strategy, supporting the tactical execution of work planning and project planning across all teams for effective delivery of the vision

- Own and lead Raise's 2025-2027 Strategic Impact project to enhance our ability to scale our operations effectively and sustainably. Project objectives include diversifying and increasing income for scale, mentor and mentee recruitment at scale and ensuring people, systems and processes are designed for scale
- Provide strategic direction to enable the organisation to grow sustainably
- Provide strategic input into fundraising and revenue generation initiatives and support with the execution of Raise's fundraising strategy
- Establish processes to improve and consistently deliver efficiencies and effectiveness strategies across the organisation
- Develop and maintain effective Key Performance Indicators across the organisation in partnership with Executive Management Team and ensure regular Board reporting

Finance Strategy and Management
- Support the Head of Finance with the annual budgeting process, financial planning and strategy, including forecasting
- Oversee monthly financial reporting to the Executive Management Team and Board
- Oversee annual audit and tax requirements
- Partner with the Marketing and Fundraising Director and Head of Finance to develop annual fundraising targets required to deliver the Strategic Impact Plan
- Work collaboratively with the CEO, Executive Management Team and Head of Finance to build annual expense budgets, and tracking these monthly
- Oversee the development, maintenance, and education of Raise employees on Raise's financial policies and procedures
- Work with the Head of Finance in their role as Company Secretary to prepare Board reports and reviews for the Board

Technology Strategy and Management
- Oversee technical operations, including effective operations of all Raise technology tools and platforms
- Deliver the IT and technology strategy, aligned to Raise's Strategic Impact Plan
- Support the management of the technology team, including outsourced tech support (Salesforce Developer, IT help desk and various contractors)
- Work with the Board of Directors through the IT Steering Committee
- Review, develop and implement Raise's IT strategy, ensuring we maximise efficiency of our existing technology stack and identify areas for development
- Oversee the technology budget, optimising resource allocation and ensuring cost-effective solutions
- Identify and oversee continuous business process improvements related to technical applications, systems and processes and the implementation of security measures to minimise risks to IT security
- Oversee technology workstreams for strategic projects, including the design, development, delivery and deployment of the Raise Digital mentoring program

- Oversee the negotiation and management of critical vendor relationships to maximise value and efficiency for Raise
- Oversee upgrades, migrations and replacements of hardware and software utilities
- Identify and investigate advanced technologies that have the potential to offer Raise significant technological and financial benefits
- Support the development and maintenance of IT policies and procedures, including cyber risk, data governance and privacy and disaster recovery

Governance and Legal

- Advocate sound governance standards and practices to the Executive Management Team and Raise employees, promoting an organisation culture that supports strong governance practices
- Regularly review governance processes recommending and implementing changes to ensure continuous improvement in this area
- Review contracts and work with our outsourced legal partners
- Develop and oversee implementation of robust policies and procedures that improve our organisational function

Risk and Compliance

- Provide leadership advice to the CEO, Executive Management Team and Board of Directors in the development, implementation and ongoing review of effective compliance, risk management and quality frameworks
- Manage the risk management and compliance system for Raise, reporting to the Board on six-monthly basis
- Oversee all insurances, reporting to ACNC and other bodies
- Develop, maintain and educate Raise employees on Raise's risk and compliance policies and procedures

Special Projects

- Oversee the design, development, delivery and deployment of the Raise Digital mentoring program in collaboration with internal SME's and external providers
- Lead the "Efficiency Project" with support from external partners or Board Directors
- Participate in workforce design review with our People and Culture, and Programs teams
- Identify ongoing key Strategic Impact Projects required to deliver Raise's vision to offer a mentor to every young person in Australia who needs one
- Provide administration leadership on other special projects, for example, converting from a Trust to a Company Limited by Guarantee and office relocations

Skills and Experience

- Relevant degree in business, commerce and/or technology
- Extensive operations management experience across strategic planning, finance, technology, legal, risk, process and policy

- Experience in developing and executing strategic and operational business plans and comprehensive budgets
- Experience utilising project and change management principles, processes, and tools
- Proven strategic and analytical thinker who can bring vision, clarity and commercial acumen to solving complex problems
- Knowledge of risk management practices and standards such as ISO 31000:2009 and other Australian Standards for Risk Management
- Knowledge of ASIC and ACNC regulations, Australian Charity, and Company Law in terms of Governance and Risk and the regulatory (preferable)
- Experience providing strategic input into fundraising initiatives and strong capability to represent Raise to corporate, government, community, and education partners, if required
- Confident communicator with C-level executives and Board Directors
- A passion for creating change, leading by example, and achieving high quality results
- Ability to collaborate and maintain strong, long-lasting relationships
- Experience in a fast-growing for-profit or for-purpose organisation, and/or tech startup and/or in the youth mental health sector (preferable)
- An inclusive leader and strong people manager with an exceptional ability to engage, motivate and manage senior peers and direct reports
- Experience identifying, engaging and managing external expertise and vendors, as necessary
- Excellent IT skills including Microsoft Office365 suite, Xero, and high-level technology experience using Salesforce as a CRM and reporting tool, and other cloud-based systems
- Completion of Raise selection process including Youth Safety Checks, must hold a current Working with Children (Employee) Check and National Crime Check

Qualities and Personal Attributes

Ability to demonstrate and provide leadership for the following essential qualities and attributes:

- Genuine passion for supporting young people and commitment to our purpose, mission and vision
- Inspired by working in a rapidly evolving for-purpose organisation with a strong growth vision
- Collaborative, inclusive and supportive style of working with others
- Commitment to transparent, open, authentic communication
- Organised and systems focused
- Able to make quick, decisive decisions
- Demonstrates strong executive leadership and judgment skills
- High quality communications, confident and experienced in writing documents, policies, board reports and operational plans
- A "can-do" attitude and enjoys working with others to deliver high impact results
- Able to build rapport easily with people, and experience managing team members, coaching, and supporting people to deliver high quality work
- Adaptability to changing internal and external contexts, and high degree of flexibility

COO Rights

Integrity and honesty
Support and clear direction from the Raise CEO and Executive Management Team
A safe environment, free from physical or verbal abuse
Clear guidelines on expectations through policies and procedures which are well communicated
Confidentiality, respect and professionalism
Flexibility and balance
Valued and accepted by Raise Foundation

Youth Safe, Youth Friendly Organisation

Raise Foundation is committed to being a Youth Safe, Youth Friendly organisation and will, for all young people who come into contact with our programs, provide welcoming, safe and nurturing services for young people, work to prevent child abuse and neglect within our services, appropriately and immediately address child abuse and neglect if it occurs, and place the interests of any young person suffering from harm, or at risk of harm, above the interests of any other individual or the organisation.

Key Performance Indicators (KPIs)

The measurable outcomes for this role are as outlined in the detailed organisational KPIs and as agreed directly with your manager.

High Level Organisational Goals:

1. Deliver mentoring and training programs that have a significant impact
2. Expand that impact to more young people, organisations and communities
3. Ensure we do it sustainably