

## Sir David Martin Foundation

**About us:** Sir David Martin Foundation (**SDMF**) is a charity dedicated to helping young people in crisis.

Our Vision is to create an environment where young people can grow up in safety, with hope and opportunity.

Our Goal is to fund effective programs that help young people in crisis regain their health, get off the streets and achieve their goals.

We fund Mission Australia (**MA**) programs that support young people suffering from problems such as substance addiction, homelessness, mental illness, disengagement from society, abuse, unemployment and family breakdown. These programs provide treatment and support for these issues, as well as assist young people in returning to education and training to find pathways to employment and a healthy, productive life.

SDMF is a Trust for which Mission Australia acts as Trustee. SDMF is part of the Mission Australia group.

Mission Australia is a non-denominational Christian organisation that has been helping people regain their independence for over 155 years. We've learnt the paths to getting back independence are different for everyone. This informs how we help people, through early learning and youth services, family support and homelessness initiatives, employment and skills development, and affordable housing. Together we stand with Australians in need, until they can stand for themselves.

**Values:** Compassion    Integrity    Respect    Perseverance    Celebration

**Goal:** To reduce homelessness and strengthen communities.

## Position Details:

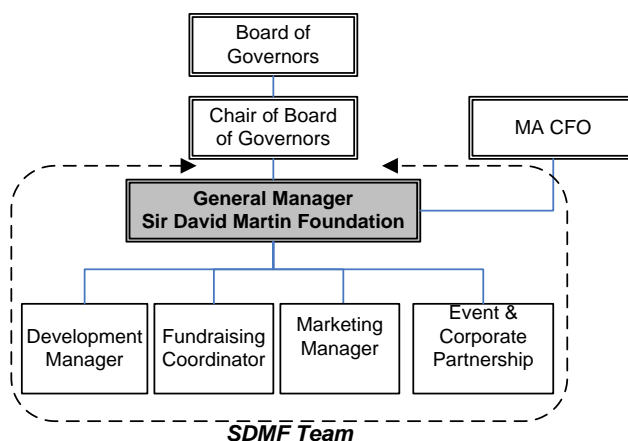
**Position Title:** General Manager, Sir David Martin Foundation

**Division:** Sir David Martin Foundation

**Reports to:** Chairman, SDMF Board of Governors, and CFO, Mission Australia

**Position Purpose:** To help young people in crisis by leading the Sir David Martin Foundation to raise and direct funds for Mission Australia youth services.

**Organisational Structure:**



## Position Requirements (What are the key activities for the role?)

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| <b>Key Result Area 1</b>  | <b>Fundraising</b>   |
| <b>Key tasks</b>  | <b>Position holder is successful when</b>  |
| Raise money for Mission Australia's youth services, specifically services delivered at MA's Triple Care Farm and David Martin Place.                | <ul style="list-style-type: none"> <li>• SDMF raises sufficient funds to cover annual commitments to program delivery cost commitments to MA programs, SDMF operating costs, and generate a surplus to be channelled to new initiatives or programs.</li> <li>• Funder relationships and fundraising activities grow</li> <li>• Number of SDMF supporters grows year on year</li> <li>• Fundraising activity is positioned for long term sustainability</li> <li>• Through connection – corporate and philanthropic/High Net Worth Individuals, past work experience, being open to new ideas, investigative, energetic</li> </ul> |
| <b>Key Result Area 2</b>  | <b>Leadership</b>  |
| <b>Key tasks</b>  | <b>Position holder is successful when</b>  |
| Lead, manage, encourage, empower, support and inspire the SDMF team to thrive, evolve and achieve outstanding donor recruitment and loyalty results | <ul style="list-style-type: none"> <li>• Performance metrics (income per FTE, fundraising cost ratios, donor LTV) are sector leading</li> <li>• Fundraising best practice implemented across portfolio to support sustainable growth</li> <li>• Developed and executed strategic plans to deliver the objectives of SDMF.</li> <li>• Staff retention supports long term donor loyalty</li> </ul>   |
| <b>Key Result Area 3</b>  | <b>Governance and management</b>   |
| <b>Key tasks</b>  | <b>Position holder is successful when</b>  |
| Create an efficient Governance and management framework<br><br>Manage, encourage, support, inspire and respect the Board.                           | <ul style="list-style-type: none"> <li>• The objectives of the SDMF Board of Governors, MA as Trustee, beneficiary and provider of corporate services, SDMF team and SDMF supporters are aligned through Trust Deed, renewed strategic plans and annual operational plans</li> <li>• Funding Commitments are managed within SDMF cost and funding capacity and also support long term program delivery</li> <li>• Financial, risk and operational reporting to Board is regular, accurate and transparent</li> </ul>   |
| <b>Key Result Area 4</b>  | <b>Stakeholder relationships</b>   |
| <b>Key tasks</b>  | <b>Position holder is successful when</b>  |
| Stakeholder liaison and management both internally (SDMF Board and Team and MA stakeholders) and externally   | <ul style="list-style-type: none"> <li>• The interface between SDMF team Board and MA as Trustee, beneficiary and corporate partner enables delivery of shared goals</li> <li>• Personally develop and manage key funding stakeholders to retention and financial growth</li> </ul>  |

|   |   |
|---|---|
| <b>Key Result Area 5</b>  | <b>Sustainability</b>   |
| <b>Key tasks</b>  | <b>Position holder is successful when</b>   |
| Build sustainability and growth of SDMF as a fundraising and funding agency       | <ul style="list-style-type: none"> <li>• SDMF's brand connects with existing and potential supporters – includes potential rebranding project to deliver on strategy of sustainability and growth</li> <li>• SDMF's financial assets invested to support service delivery and investment in sustainable organisational growth</li> <li>• Seek opportunities to expand fundraising footprint and service funding nationally, to support young people in crisis across Australia</li> </ul> |
| <b>Key Result Area 6</b>  | <b>Collaborative Partnership with MA</b>  |
| <b>Key tasks</b>  | <b>Position holder is successful when</b>   |
| Develop, manage and maintain the collaborative partnership with Mission Australia | <ul style="list-style-type: none"> <li>• Collaborate with MA management and staff to optimise resources towards common SDMF &amp; MA goals</li> <li>• Identify and implement the most efficient and effective use of SDMF and MA resources</li> <li>• Work alongside key MA staff including finance, technology, donor admin, legal and fundraising.</li> </ul>   |

## Work Health and Safety

People leaders must:

- Ensure effective management practices are implemented to mitigate risk and ensure the health and safety of workers, clients and visitors
- Ensure consultation practices are in place to enable workers to be involved in risk management planning, incident reporting and safe work practice activities to improve work, health and safety
- To acquire and keep up to date knowledge of work health and safety matters
- Follow procedures to assist Mission Australia in reducing illness and injury including early reporting of incidents/illness and injuries

## Leadership

- Set the Leadership standards through demonstration of values based leadership and actively promote values based behaviours within Mission Australia
- Build and maintain an effective and skilled team by establishing role clarity at direct report level ensuring that performance expectations, development and accountabilities are clearly set and reviewed regularly
- Establish and maintain team structure that ensures that the right people are in place to manage, develop, grow or maintain the function to meet Mission Australia's current and future needs
- Drive a culture of openness, feedback and productivity by coaching and developing team members to achieve their full performance potential and conduct constructive and timely management of non-performance or team issues

## Purpose and Values

- Actively support Mission Australia's purpose and values
- Positively and constructively represent Mission Australia to external contacts
- Behave in a way that contributes to a workplace that is free of discrimination, harassment and bullying behaviour at all times
- Operate in line with Mission Australia policies and practices
- To help ensure the health, safety and welfare of self and others working in the business
- Follow reasonable directions given by the company in relation to Work Health and Safety
- Follow procedures to assist Mission Australia in reducing illness and injury including early reporting of incidents/illness and injuries
- Promote and work within Mission Australia's client service delivery principles, ethics, policies and practice standards
- Actively support Mission Australia's Reconciliation Action Plan

## What SDMF needs in a General Manager to be successful

- Fundraising expertise and experience in key SDMF fundraising channels (eg events, campaigns, major donors, foundations, bequests)
- Grow fundraising activities by empowering the team and bring out their best within their various portfolios
- Leadership skills that can provide support to staff within their portfolios.
- Work-life balance/flexibility.
- Good listening and communication skills – speaking to the public and stakeholders
- Draw on strong leadership & people skills to inspire a healthy small team environment
- The willingness to get stuck in.
- Ensure the team is supported and equipped for success

## Recruitment information

### Qualification, knowledge, skills and experience required to do the role

- Extensive knowledge, skills and experience relevant to human and/or community services
- Strong strategic vision and planning skills, experience in fundraising strategy, and decision making capabilities
- Financial & Budget preparation
- Skills and experience across risk and assurance practice including risk and incident management, investigations and compliance reviews and/or audits
- Experience working constructively and collaboratively with internal stakeholders including staff, managers, Executives and Directors, as well as external stakeholders such as regulators.
- A track record and extensive experience in the management and operation of philanthropic fundraising organisations.
- Experience in leadership and management of a small team
- Knowledge of relevant national and international standards and current best practice
- A relevant tertiary qualification in at least one area of practice
- Attention to detail, analytical ability, report writing and relationship management skills
- Relevant certifications in Risk Management, Internal Audit, Quality Systems and/or Compliance well regarded.
- Be the face and representative of the Foundation.

### Competencies

- Action oriented and takes accountability to achieve results in line with set timeframes.
- Fundraising operations and development of programs to grow raised funds.
- Builds and maintains and grows sustainable internal and external relationships.
- Demonstrates courage in leadership to confront issues and risks, and escalates as appropriate in accordance with procedure.
- Effective communication and active listening skills, demonstrating the ability to present information, decision and reasons confidently, clearly and concisely.
- Demonstrated experience working and collaborating effectively with stakeholders; ensuring people are kept informed of progress, changes and issues.
- Ability to deal with ambiguity and complexity.
- Demonstrated strong leadership skills with effective change management capabilities.

#### Key challenges of the role

- Sourcing and raising funds in a very competitive, constrained and shrinking funding environment.
- Diverse, broad and large scale operational risk context
- Multiple, competing priorities
- Broad range of key stakeholders including front line service delivery staff, management, Executives, Board Directors and external regulators and government agencies.

#### Compliance checks required

|                         |                                     |       |
|-------------------------|-------------------------------------|-------|
| Working with Children   | <input checked="" type="checkbox"/> |       |
| National Police Check   | <input checked="" type="checkbox"/> |       |
| Vulnerable People Check | <input type="checkbox"/>            |       |
| Drivers Licence         | <input checked="" type="checkbox"/> |       |
| Other (prescribe)       | <input type="checkbox"/>            | _____ |

#### Approval

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|--------------|-------------|---------------|-------------|
| Manager name | Iain Keddle | Approval date | August 2018 |
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