

# About Goodstart

## What we're all about

With 15,000 "Goodstarters" across 670 centres nurturing 70,900 children, we're Australia's largest provider of early learning and care. As a not-for-profit social enterprise, we exist purely to improve the lives of Australia's children and their families.

Our **vision** is for Australia's children to have the best start in life.

Our **purpose** is for children to have the learning, development and wellbeing outcomes they need for school and life.

## Our history

We were formed in 2009 thanks to the combined efforts of The Benevolent Society, The Brotherhood of St Laurence, Mission Australia and Social Ventures Australia.

Over the past decade, we've built a solid foundation by significantly lifting quality and ensuring financial sustainability across our organisation.

## Our future

Here at Goodstart, we're never satisfied with the status quo. We see that the world is changing for children, families and our people, and we want to be at the absolute forefront of designing and realising innovative practices and offers that truly change lives.

We've been exploring what it will take to achieve this and have created a powerful ambition for 2025. It's time to transform our organisation so we:

- ...fully realise the potential sitting within our people, families, children and communities.
- ...are flexible, dynamic and innovative, responding to and shaping the emerging world.
- ...are deeply human-centred, delighting in unique perspectives we each bring.
- ...make the most of our scale by building and sharing our collective wisdom.
- ...foster a deep sense of belonging in everyone who is part of Goodstart.

We're now looking for an exceptionally talented and passionate State Manager; someone who can work together in new ways to realise our ambition.

Would you like to join us on this journey?

# About the role

## Overview

Our national network of centres is arranged in business units or “managed states”, each of which is led by a State Manager.

The State Manager ensures that their Leadership Team allocates resources and effort to deliver activities and outcomes described in Goodstart's annual business plan and aligned to Goodstart's strategic direction.

In addition, each State Manager works within the broader Goodstart leadership team to contribute towards our five strategic goals: exceptional quality, inclusion for everyone, amazing people experience, impact beyond Goodstart and building a thriving organisation.

As an integral part of the Goodstart leadership team, you will be closely involved in codesigning national policies, processes and initiatives to strengthen and improve our organisation.

## Key deliverables

Ensure that high quality early learning is delivered in all centres for every child every day

Identify and address the current and emerging needs of families to ensure that Goodstart centres are the provider of choice

Deliver defined operational outcomes for the business unit, including commercial targets and defined key performance indicators

Lead the focus on assurance around regulatory compliance, program quality, child and adult safety and operational targets

Develop and maintain strategic relationships with key government and sector stakeholders

Provide strong leadership, coaching and support to direct reports

Work with the Head of Network Support, other State Managers and the People Partner team to develop fit-for-purpose workforce strategies

Co-design approaches to new ways of working at Goodstart eg. agile, human-centred design, coaching, communities of practice, data and insights-informed decision-making

# About the role

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## Key relationships

- With members of the Goodstart leadership team (which include all other state managers) in relation to each of the 2025 goals and capability spikes
- With the General Manager, Pedagogy and Practice to ensure that exceptional quality is given the highest priority
- With the Chief Experience Officer to ensure that our people and families flourish
- With the Chief Learning Officer to ensure that our people develop their potential and pursue best practice
- With the General Manager, Social Impact to ensure we are maximising opportunities to deliver on our purpose
- With the Chief Financial Officer to agree budgets and resource allocation that supports the sustainable delivery of priorities and more agile ways of working
- With the Chief Executive Officer and Board as the ultimate owners of the 2025 Road Map

# About you

## Your strengths and attributes

- Knowledge and experience of leading a dispersed network
- Delivery of strategy and transformational change at scale
- Significant operational experience
- Demonstrated commercial acumen
- Team player
- Strong influencer
- Exceptional intellect
- Amazing coach

## Your disposition

- You will be passionate about our purpose
- You will be an exemplary role model of our Foundations for the Future:

### Start with trust

Imagine if we trusted, valued and supported our colleagues to do their best work every day.

### Reimagine what's possible

Imagine if we constantly reimagined how to better meet the needs of children and families.

### Take initiative

Imagine if we took action, rather than waiting to be told what to do.

### Create stronger solutions together

Imagine if we always brought diverse groups of people together to work on stronger solutions.

### Amplify impact

Imagine if we used our size to our advantage, sharing our best work with our network, our sector and beyond.

### Focus where it matters

Imagine if we always focused our effort and resources where it mattered most, delivering better lives for children and families.

# The details

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## Reporting structures

At Goodstart, we're much more focused on the working relationships we need to deliver the greatest impact than on hierarchical structures. This role reports to the CFO/COO and is also responsible on a peer basis to the State Manager group.

## Locations and travel

We are a national organisation, headquartered in Murarrie Brisbane, with offices in most state capitals. This role is based in Brisbane, Queensland.

## Flexible working

We are open to various flexible work arrangements, talk to us about your needs!

## Salary

As a not-for-profit organisation, when it comes to salaries we aim to recognise your valuable contribution whilst respecting our social purpose. Salary for this role will be set on an individual basis depending on the experience and expertise you bring to the role.