



# **CHIEF EXECUTIVE OFFICER**

*Position Description & Specification*

October 2020

# CHIEF EXECUTIVE OFFICER

## POSITION DESCRIPTION AND SPECIFICATION

### OVERVIEW

Living My Way Ltd (LMW) supports people with disabilities that are self-directed. As a membership-based organisation, LMW offers a range of services that supports its members to be the registered employers of their own support team, such as *in-home support*, *financial*, *employment* and *living* services, thus enabling them autonomy and freedom. In addition, by LMW alleviating the responsibilities of being an employer, each member can get on with pursuing their social, recreational and career objectives.

The National Disability Insurance Scheme (NDIS) provides LMW with a growth opportunity to offer its services to many more people with disability. There is, however, much change to undertake to be ready for this growth opportunity.

LMW has been transforming its operations to align with the new environment and has designed a new national business model to capture the opportunities of the NDIS. The CEO will be required to continue embedding the foundation of the organisation and drive sustainable growth through the recruitment of the right additional resources and new processes to allow LMW to grow and thrive in this new environment.

### ORGANISATION'S CURRENT POSITION

- LMW is a small to medium enterprise (SME) operating in NSW looking to take advantage of opportunities under the NDIS to expand services both geographically and by revenue stream.
- LMW delivers a mix of administrative and direct services and has been looking to expand the range of services offered under the NDIS.

Living My Way currently delivers the following services:

- Plan Management
- Support Co-ordination
- Occupational Therapy
- Employ My Own Staff
- COS (Continuity of Services)

### WORK-IN-PROGRESS OBJECTIVES TO IMPLEMENT THE NEW BUSINESS MODEL

- Establishment of systems and processes, including CRM and automation of manual processes and improvements to the finance function and financial sustainability of LMW
- Expansion of LMW Services and charges under the NDIA pricing guidelines
- Ongoing investigation of collaboration options
- Marketing collateral, including website improvements - marketing to both members and support workers. Build the organisation's reputation as the experts in self-directed living.
- Further actions to improve client retention and to grow the client base through building increased awareness.

**Position Title:** Chief

Executive Officer

**Location:** Menai, New South Wales

**Remuneration:** \$180,000 + Superannuation + Generous Salary Sacrifice component as a Public Benevolent Institute + Performance-Based Bonus

**Hours:** Full-time (38 hours per week, while accommodating activities such as Board meetings, reporting deadlines, or representing the organisation at public events.)

**Reports to:** The Board of Directors / Board Chair

---

**Qualifications:** Degree qualified as a minimum, senior leadership experience in an equivalent size organisation, experience in the not-for-profit sector, particularly a disability-focused organisation is highly desirable

**Key Capabilities:**

- Demonstrated experience in delivering growth
- Demonstrated capacity to lead the governance and management of a not-for-profit organisation, including the financial, legal, human resource management and organisational policy and planning processes
- Strong, fair and consistent leadership capacity and driver of organisational culture, and ability to manage and lead change
- Strong strategic planning and execution skills, and ability to keep the organisation focused on its goals
- Strong financial literacy and commercial acumen.
- Demonstrated ability to be decisive, yet with a collaborative approach
- Ability to identify and manage risks
- Experience in providing the Board with timely and informative reports
- Professional influencing skills, particularly with external stakeholders
- Ability to recognise and forge strategic alliance opportunities and handle the delicate negotiation phase with care, diligence and a level of caution
- Understanding of the disability sector and ongoing changes relevant to the NDIS
- Experience working in partnership with a Board in driving its strategic objectives

**Key Behaviours:**

- High emotional intelligence, resilience, transparency and integrity
- Strong oral, aural and written communication skills
- Effective delegator and ability to coach/mentor existing management team and staff for self-managed success

Ensure roles and responsibilities across the organisation are clear and everyone is held accountable for outcomes

Meet deadlines and deliver results as per strategic corporate scorecard and actions, as directed by the Board

Flexible, innovative and proactive

Practice and role model accountability in the workplace and take personal responsibility for results

**Directly Supervise:** Direct reports include:

- Chief Financial Officer
- Chief Operating Officer
- Marketing & Membership Manager
- Support Services Manager
- Service Line Leaders
- In-house Lawyer
- Assistant Company Secretary
- External consultants, as required

**Other Relationships:** Funding bodies:

- NDIA
- FACS
- Insurance Companies
- Industry Associations (e.g. National Disability Services)
- IT Support Providers
- Workplace relations consultants
- Other relevant government department and partners

**Travel requirements:** Moderate amounts of local and intra-state travel required.

## **POSITION SUMMARY**

1. Responsible for the overall leadership, management and growth of LMW and accountable to the Board for CEO and corporate performance.
2. Build and sustain critical relationships with key internal and external stakeholders, including senior management team, community and sector leaders, government officials, senior bureaucrats and funding bodies.
3. Accountable for executing Living My Way's Strategic Plan of 2018-2021, LMW's Corporate Scorecard, IT Roadmap and actively working with the Board and various Board Committees in developing and executing future strategies.
4. Ensure LMW maintains and improves its sector leadership role and provides services that reflect current and changing best practice research.

## **OVERALL POSITION RESPONSIBILITIES**

1. Build organisational capability, lead a high performing team within a framework of quality management, recruit quality staff for growth, champion the organisation's culture and ensure excellence in service delivery across all services whilst maintaining staff wellbeing and safety.
2. In consultation with the Board, implement the agreed strategic direction for LMW, and develop and implement long-term strategic and operational business plans and policies to achieve LMW's objectives.
3. 3. Ensure that any decisions made are member centric by ensuring the current members are well-served, new members expectations are well met, funding levels are maintained, and that the existing business continues seamlessly
4. Monitor the competitive operating environment, be innovative and initiate action to promote and enhance LMW's brand, reputation and market position towards members, government, the disability services sector, the media, and the wider community
5. Grow LMW membership numbers and revenue to ensure ongoing sustainability.
6. Ensure LMW adopts a strong policy position and is a key influencer on self-directed/self-managed NDIS participants' policy across all levels of Government
7. Oversee the overall operations of LMW to ensure business performance objectives are met, improve LMW's financial performance and lead sustainable business ongoing growth.
8. 8. Meet the balance between the commercial and social responsibility objectives of LMW.
9. Deliver LMW services in accordance with the organisation's policies, relevant Commonwealth/State legislation, Board direction and conditions of funding agreements.
10. Ensure the work of the organisation is carried out within approved budgets and ensure the future financial sustainability of LMW.

## PART A - KEY ACCOUNTABILITY AREAS

Drive the outcomes and initiatives to achieve KPIs and milestones listed in the Strategic Plan, Corporate Scorecard and IT Roadmap that relate to:

1. Growing the business to maintain and grow our market share
2. Engaging our stakeholders and ensure ongoing member satisfaction
3. Prioritising the delivery of quality person-centred services to our members
4. Supporting our staff and adequately resourcing our business
5. Streamlining our systems and processes
6. Working with the Board to govern the business

## PART B - OTHER ACCOUNTABILITY AREAS

### Leadership & Governance

1. Lead the governance and management, including the financial, legal, human resource management, and organisational policy and planning process.
2. Effective and accountable leadership and advocacy, together with the Board on key issues that support the vision and mission of LMW.
3. Provide effective support and assistance to the Board to facilitate continuous improvements on performance and governance practices.
4. Ensure that all employees continue to be treated fairly and equally, and that a workplace of trust, unity and focus on organisational objectives is upheld
5. Ensure reports are prepared for the Board on any strategic matters that impact on the business of LMW and any matters that require board approval.
6. Ensure that all Board and Board Committee meetings are scheduled as required and that all papers are prepared in a timely fashion.
7. Perform any other task as directed by the Board and/or Chair.

### Culture

1. Promote and maintain organisational values: *Trustworthy and Helpful. Flexible, Respectful and Consistent Quality*
2. Ensure ongoing management in line with the organisation's vision and objectives.
3. Ensure that all staff continually embrace person-centred practices for all members.
4. Manage the organisation in a manner that ensures all stakeholders exercise their rights.
5. Model and maintain the organisation's values and code of conduct.

## **Human Resources**

1. Foster an environment in which staff are valued and achievements are celebrated.
2. Ensure a safe working environment.
3. Ensure that position descriptions and contracts of employment are reviewed, where required, to adequately reflect the changing needs of LMW.
4. Conduct recruitment and employment processes that reflect best practice.
5. Recognise the ability of staff and delegate the work accordingly to leverage and grow LMW capability.
6. Maintain appropriate organisational structure with clear delegations and accountabilities.
7. Foster an organisational culture of learning, communication and problem-solving.
8. Identify, coach and support staff development opportunities.
9. Remain educated and compliant with the Social, Community, Home Care and Disability Services Award.
10. Act swiftly and decisively to ensure any transgressions of behaviour are reported, investigated and managed within the appropriate processes and timeframes.

## **Workplace Health & Safety and Other Organisational Risks**

1. Responsible for the establishment, implementation and review of policies and protocols that promote personal safety and risk management for office staff and members' support workers according to current legislation, regulations and associated codes of practice and standards.
2. Ensure that members' rights and responsibilities are being observed and assist in the resolution of complaints as and when they arise.
3. Ensure that appropriate education is provided to members to facilitate a safe workplace for Support Workers.
4. Responsible for the identification, assessment and management of all organisational risks, and ensure they are included on the risk register and reported to the Finance, Risk & Audit Committee with clear actions for mitigation.

## **PART B - OTHER ACCOUNTABILITY AREAS (cont.)**

### **Organisational Sustainability**

1. Work collaboratively with the Chief Financial Officer on developing the Annual Budget and quarterly forecasts.
2. Ensure finances are monitored and managed to a high standard, and respond appropriately when expenditure deviates from budgeted expectations.
3. Develop, implement and review processes in conjunction with the Chief Financial Officer to ensure financial controls are in place and are operating effectively.
4. Identify and manage any financial risk in partnership with the Chief Financial Officer and participate and report to the Finance, Risk & Audit Committee, Transition Committee and the Board.
5. Identify and/or explore new income streams to enhance LMW's financial position.

### **External Industry Relationships and Development**

1. Identify any strategic alliance/business opportunities or arrangements that could benefit the organisation.
2. Develop relationships with key strategic stakeholders to promote the organisation and enable business opportunities to develop.
3. Participate on relevant panels, and/or committees, or delegate as appropriate, to ensure that the organisation has presence in the sector and advocates accordingly on sector issues.
4. Exercise effective representation, strategic communication and advocacy through media and public forums, such as sector-related conferences, etc.
5. Advocate, lobby and influence government, opposition and public sector representatives to eliminate and avoid unintended consequences of legislation, relevant to LMW and to create new growth opportunities for LMW.

### **General**

1. Undergo a criminal record check (CRC) in accordance with legislative/contractual requirements. Appointment is subject to the outcome of the CRC.
2. All employees are required to adhere to organisational policy, including the LMW Code of Conduct.
3. Take part in regular performance reviews, as directed by the Chair.