



1. **TITLE:** Chief Executive Officer (**CEO**)

2. **REPORTS TO:** President, Fernlea Board

3. **POSITION OVERVIEW AND OBJECTIVES:**

The CEO leads Fernlea Community Care Inc ('Fernlea') in all its activities, including the day-to-day operations of the organisation, its' people and resources.

The Strategic Plan is renewed by the Board in consultation with CEO and nominated Management Executives. The CEO is expected to contribute extensively to the risks and opportunities of Fernlea as part of the Strategic Plan renewal process.

The CEO leads systematic change efforts to implement the Strategic Plan approved by the Board, by ensuring that there is in place a Program containing all necessary activities, regular & standardised reporting, including Key Performance Indicators that measure what is defined as 'Success'. The CEO provides regular updates on progress of the Strategic Plan and the underlying Program at each Board Meeting.

The CEO manages day to day operation of Fernlea to ensure the organisation's structure and processes meet the strategic, operational and cultural needs of the organisation. This includes maintaining suitable management of Risk, Policy & Procedures, Compliance Accreditations, People & Culture, Commercial & Financial diligence, and the ability to make corrective decisions that protect the interests of Guests, Community, Board, Founders, Staff, Volunteers and reputation of Fernlea.

The CEO embodies and leads by example the values of Fernlea:

- **Care**
- **Compassion**
- **Integrity**
- **Respect**
- **Quality**

External Relationships

This position requires the CEO to develop and expands sound working partnerships with key organisations across and beyond the area of service provision including effective maintenance of professional relationships with a variety of stakeholders particularly Commonwealth & State Governments, Funding bodies, Philanthropic Organisations, Community Partners, Volunteers, Donors and the community in order to improve services and generate community involvement. The CEO promotes Fernlea and its mission and vision, including through the development and

implementation of a sustainable marketing campaign geared to its various stakeholders.

4. REQUIREMENTS OF THE JOB

Qualifications & Experience

- a. Demonstrated significant management experience in a similar role
- b. Experience working with vulnerable community members, and ability to view services delivered through the eyes of guests and carers
- c. Relevant tertiary qualification in health care sector or related field will be highly regarded
- d. High level verbal and written communication skills
- e. Excellent time management and organisational skills
- f. Strong conflict resolution and decision-making skills
- g. Ability to build collaborative relationships with diverse stakeholders
- h. The ability to foster a healthy organisational culture, to encourage teamwork and collaboration, strong interpersonal skills that include the ability to inspire and motivate
- i. Ability to raise the visibility of the organisation through successful marketing and promotions.

Skills & Attributes

- a. Ability to balance and prioritise competing strategic and operational interests
- b. Leadership skills that enable effective management of performance and change
- c. A role model in leadership behaviour to improve and develop the culture
- d. Flexibility to meet the needs of the service.

Mandatory Employment Criteria:

- a. A satisfactory police check is required
- b. A NDIS worker screening check is required
- c. A Working with children check is required.

5. KEY RESPONSIBILITIES:

a. Strategy Planning & Implementation

While not a member of the Board, the CEO is an integral part of discussions, reporting on key issues at Board-level (including subcommittees), and responsible for contributing to and implementing the organisations strategy development.

Required to ensure the Board is informed of trends and important developments and issues in a timely, open and collaborative manner on relevant areas, including aged care, palliative care, home care, human services, not-for-profit management and governance, philanthropy and fund development.

Recommends appropriate actions and policy for consideration within a reasonable timeframe to allow for informed deliberation and decision-making.

Prepares the Operational Plan and directs the organisation in accordance with the mission, strategy and direction as established by the Board.

Monitors the implementation of the strategic and operational plans, and reports on the achievement of timelines, budgets and outcomes.

Able to articulate, innovate and report on a program of activities ('Operational Plans'), which reflects and delivers the Strategic Plan into the performance achievements of Fernlea. The 2023 Strategic Plan has 3 Priority Areas:

- **Community Need**
 - Community & Guest Engagement
- **Growth / Maximising Serviceability**
 - Optimise & Growth of Services
- **Why Fernlea**
 - Protect & Enhance the Quality of Services

b. Human Resources

Provides leadership by effectively managing and growing a high performing team of staff and volunteers, and implementing authorised Human Resources policies and procedures, that fully conform to current legislation and regulation.

Creates and sustains an organisational culture that reflects the values of Fernlea and attracts, retains, motivates and develops a highly qualified workforce and volunteer base.

Ensures that the workforce is appropriately qualified and have the skills to carry out Fernlea's strategic goals.

Responsible to ensure that employee and volunteer performance is monitored and that skill development needs are identified and improved.

Ensures that educational and training opportunities are available to ensure effective skill-building in employees and volunteers.

Ensures that succession planning strategies are developed and effective within the organisation.

c. Leadership, Culture and Ethics

Occupational Health & Safety (OHS) is the leading priority for all Fernlea does for its staff and guests. The CEO will embody this ethos in their decision making and leadership.

Committed to continually improving personal leadership performance.

Values the contribution of every team member.

Maintains a high level of commitment to Fernlea's mission and vision.

Combines strong ethical judgement with technical and management skills.

Values fairness and equity.

d. Financial Management

The CEO is responsible for the management of Fernlea’s financial affairs and to manage resources in a responsible and prudent manner to ensure sustainability.

Contributes to the development of the budget and its implementation and monitoring.

Ensures compliance with service agreements to preserve and / or enhance recurrent funding and for the development of professional and timely reports to funding bodies.

Meets or exceeds budget targets while addressing unexpected needs and opportunities for cost-saving.

Develop, implement and maintain robust financial practices and internal systems to protect Fernlea’s financial health in consultation with the Board Treasurer.

Ensures financial performance is accurately reported in a timely manner to the Board.

Responsible for promoting programs and services that are produced in a cost-effective manner, employing economy while maintaining an acceptable level of quality

Ensuring compliance with all relevant industrial awards and legislation, by recommending staffing and financing to the Board that ensures appropriate salary structures are developed and maintained

Identifying resource requirements and oversees researching and shaping grant proposals, including innovative funding sources, development of funding opportunities, establishing strategies to approach funders and administering fundraising records and documentation for Fernlea.

e. Risk Management

The CEO ensures that all risks, financial and non-financial, whilst not entirely avoidable, are identified, assessed, action taken to mitigate and minimised as an exposure to Fernlea, staff, volunteers, guests and community.

Maintains a Risk Register of Strategic and Operational risks, including existing controls and mitigations in place.

Safety will be the first priority and mandatory focus in the Risk Register, requiring active effective controls in place, with regular improvement reviews undertaken by the CEO.

Seeks to maintain knowledge of and compliance with all relevant legislation and addresses any deficiencies in liability and occupational health and safety.

Maintains and responds to an effective reporting and feedback system for staff, volunteers and clients.

Liaises with the Risk Management Board Committee in developing risk minimisation strategies.

f. Commercial Development

Prepares and delivers the Operational Plan which is approved by the Board annually.

Manages the development of all revenue-generating operations to support Fernlea's social, cultural, community and economic outcomes by:

Managing the day-to-day operations of Fernlea's commercial activities/social enterprises.

Identifying commercial opportunities and developing a business case with recommendations to the Board for approval.

g. Program & Operations Management

The CEO is responsible for the effective & efficient operational management of all Fernlea community activities and ensures they meet statutory obligations by complying with the relevant regulations and accreditations.

Policy and Service Delivery

- a. Develops and maintains policy and methodology that is informed by and addresses socioeconomic and environmental needs of the service area.
- b. Ensures that policy development is objective, evidence based and equitable.
- c. Ensures that appropriate resources are allocated through the organisation to deliver high quality, client-centred services.
- d. Establishes and nurtures a culture of continuous improvement. Identifies, explores and implements service improvements.

Advocacy, Fundraising and Community Relations

- a. Represents and promotes the interests and image of the organisation to government, external organisations, the media and the community at large.
- b. Establishes relationships with prospective donors and partners with external stakeholders to build alliances that complement and enhance Fernlea's ability to deliver its services
- c. Improves Fernlea's visibility through the oversight of marketing, promotion and advocacy campaigns.

h. CEO - Board Relationships

The CEO is not a member of the Board, but works with and supports the Board to fulfil its governance obligations by delivering information in an open and transparent fashion.

CEO is responsible to provide timely and standardised reporting to the Board on a monthly basis, which should contain accurate representation of all Operational and Strategic performance measures against defined 'Success' progress and outcomes.

The form and format of that reporting is agreed with the Board and subject to update as required.