

Position Description - Chief Executive Officer

Job Title:	CEO	Department/Group:	Executive
Location:	St Kilda	Reports to:	SCH Board
Salary package	Up to \$150,000 total package including 9.5% Super and variable incentive.	Position Type: Executive	Full Time
Number of Direct Reports	3 plus consultants	Number of tenancies	21 properties 350 Tenancies
Number of Staff	Approx. 15 in total including contractors		

The Organisation

SCH was started in the St Kilda area in 1984 by people with a passion for social justice through creating and supporting housing communities. SCH now has 21 rooming houses and a reputation for innovation in social housing.

SCH works with people who have experienced significant social disadvantage and are usually marginalized, many without links to family or community. SCH aims to provide more than just housing and to build a community which supports and encourages people to live a healthy life and become connected and engaged citizens.

The SCH model has some unique and defining features, including:

- Community Land Trust (CLT) being developed as a first in Australia
- Tenancy management located in close proximity leading to increased responsiveness
- Gardening, cleaning and some maintenance provided as an in-house social enterprise, providing employment for residents.
- Support activities to promote social engagement and community involvement – including community meals and arts programs.

Our Mission or Purpose is: Through sustainable housing we build communities that help socially disadvantaged people at risk of homelessness to improve their lives.

Our Vision is: To advocate for and deliver innovative housing solutions for at risk communities.

Our Values are: Inclusiveness, Integrity, Kindness, and Respect.

Purpose of Role

The CEO will lead the delivery of the SCH Purpose and continue to build innovative and affordable housing communities in the St Kilda and surrounding areas for people who may:

- Lack strong family attachments while experiencing social disadvantage;
- Be disadvantaged by a lack of financial resources when competing in mainstream housing markets; and/or
- Have a history of homelessness or be at risk of homelessness.

Key Responsibilities

Responsible and principal advisor to the Board for the achievement of SCH's strategic objectives, as determined collaboratively with the Board and set out in the Strategic Plan and responsible for the efficient and effective leadership and management of SCH. The CEO will prepare a rolling 3-year workplan setting out annual objectives and KPIs to meet these responsibilities. Strategic priorities include:

- 1. Strengthen management and operational capability to ensure ongoing viability and independence of SCH.**
 - a. Develop and lead the implementation of the business strategy, internal Business Plan, and related goals.
 - b. Review Governance and internal processes to align organisation design to support the changing workforce and ensure that the SCH community support model continues.

- c. Focus recruitment, succession planning, performance reviews, development and reward strategies to nurture and maintain the SCH values and passion.
 - d. Ensure the maintenance of correct industrial relations practices and human resource management that reinforce the SCH strategy and goals.
- 2. Develop and lead social housing policy research and initiatives. Provide advocacy and stakeholder identification and management at local community, state, national and potentially international levels.**
 - a. Influence to improve and change the policy landscape with initiatives such as the Community Land Trust.
 - b. Display the drive and courage to achieve social and environmental sustainability and to test innovative approaches to make this happen.
 - c. Promote tirelessly that having a home is a human right, and that having a home is the first step in a road to conquering addictions, safety and employment.
 - d. Strategic engagement in change and opportunities across the social and broader housing sectors.
 - 3. Develop and deliver upon agreed strategic options to increase low cost, safe housing options for people who are homeless and have complex needs in St Kilda and the Port Phillip municipality.**
 - a. Manage the provision of quality housing and tenancy management. Maintain and develop existing housing stock to maximise safety, comfort levels and reduce cost of living.
 - b. Be alert to and raise suitable opportunities with the Board for growth through acquisition, new developments, stock transfer, partnership and development of Community Land Trust.
 - 4. Lead the administration and delivery of services associated with Property and Tenancy Management. Includes:**
 - a. Comply with the Housing Registrar's requirements of housing agencies against Performance Standards and other legislative requirements.
 - b. Financial management and budgeting of SCH, including financial planning, the preparation of annual budgets and active monitoring of progress against plans to maintain the financial viability of SCH.
 - c. The submission of accurate and timely reports, including those required by the Housing Registrar and DHHS.
 - d. The maintenance of accurate and current tenant, rent, property and general administration records.
 - e. The development of, and adherence to, a clear framework for the management of tenant, neighbour and community complaints and feedback on service provision.
 - 5. Maintain the reputation and increase the profile of SCH and engagement with its purpose, within the tenant population, employees and contractors, the St Kilda community and local services.**
 - a. In partnership with the Board, continue to generate a positive future for SCH that incorporates new social policy initiatives and inspire its stakeholders to commit themselves to the journey.
 - b. Promote the vision of SCH both internally and in the wider community, and actively represent SCH interests and those of its clients to all relevant sectors and levels of Government and other community services.
 - c. Responsible for ensuring regular liaison and good communications with the Chair, members of the Board and all other stakeholders; and for attending and providing timely and accurate advice to the Board and executing its proper directions.
 - 6. Reduce social, health and economic inequality for tenants.**
 - a. Lead the development and maintenance of linkages with local services so that tenants with support needs have access to relevant services and improve the probability that their tenancy is sustainable.
 - b. Develop clear practices and protocols such as nominated access to referrals directly into allocated stock.
 - c. Seek out innovative models of support to assist in managing the social issues in difficult to manage properties.

Qualification Requirements

- Post Graduate qualifications (preferred)
- Degree level qualifications in Social Work/ Community Services/ Disability Services/ Management/ Public Policy/ Business Management

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Knowledge and Experience			
<ul style="list-style-type: none"> • Knowledge and current experience of housing policy and contemporary practices in the community housing and not for profit sectors (required) • Current knowledge and established working relationships with government departments relevant to the social housing sector (required) • Experience working with a Board and supporting and ensuring good governance (preferred) • Worked in a senior role in the social housing sector, or similar not for profit (preferred) • Worked successfully at a senior management level managing staff and budgets • Demonstrated financial and risk management skills including experience in managing collection of rent/revenue from multiple sites and sources (or similar) • Successfully implemented major initiatives at a Program and at a Project level • Developed and implemented strategic level social policy, showing a deep understanding of Local, State and Federal Government environments and how best to influence for change • Led or undertook sensitive and effective workforce planning and succession management 			
Skills and Attributes			
<ul style="list-style-type: none"> • Entrepreneurial, visionary senior leadership and advanced skills in advocacy • Ability to successfully lead and manage change and build an achievement oriented culture • Ability to engage and collaborate equally with all levels of government, commercial and non-profit leaders as well as employees, contractors and a diverse range of tenants • Assertiveness, empathy and compassion, resilience and effective self- management • Strong authoritative presence (preferred) • Practical problem solving and decision-making skills (preferred) • Well-developed numeracy, written communication and computer skills, including MS Office suite 			
Other Requirements			
<ul style="list-style-type: none"> • Driver's licence 			
<p>The CEO is appointed by the Board of Management. The current SCH office and many properties have flights of stairs with no lift access.</p>			
Reviewed By:	SCH Board	Date:	1 March 2021
Approved By:	Paul Madden, Chair	Date:	1 March 2021
Last Updated By:	Liz Johnstone, Director	Date/Time:	1 March 2021