

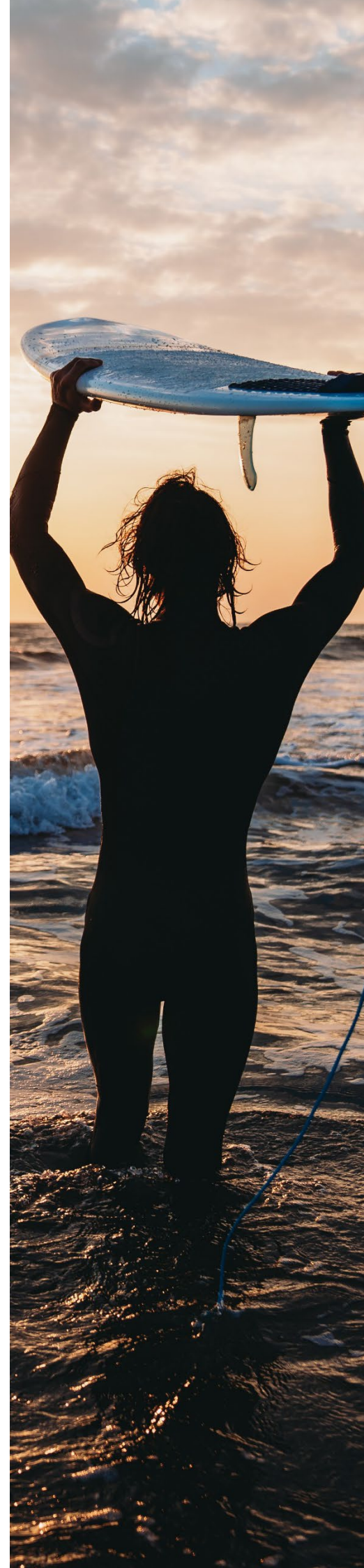


# WATERMARK SEARCH INTERNATIONAL CANDIDATE BRIEF

**Chief Executive Officer**  
**Housing Plus**  
March 2023



Presented by Watermark Search International.  
Trusted for over 40 years, focused on the future.



<b>POSITION TITLE</b>	Chief Executive Officer		
<b>REPORTS TO</b>	Board of Directors		
<b>DIRECT REPORTS:</b>	Director of Finance* Director of Development* Head of Community Services Head of Customer Services HR and Corporate Services Manager Risk, Legal and Compliance Manager Executive Assistant	<b>TEAM:</b>	Executive Team* and Leadership Group
<b>LOCATION:</b>	Orange/Bathurst/Mudgee/Dubbo	<b>POSITION DIMENSIONS:</b>	Award Title: N/A Award Title: N/A Delegation Authority: As per the CEO legend of the Schedule of Delegations and Strategic Instruction Policies including Executive Limitations and Board-CEO Linkage Policies
<b>TENURE</b>	5 Year Maximum Term Contract/Permanent to be negotiated with successful candidate and dependent upon residency status.		

# About the Organisation

Housing Plus is a Tier 1 Registered Community Housing Provider, registered NDIS provider (Specialist Disability Accommodation and Home Modifications) accredited Specialist Homeless Services (SHS) provider and recognised leader within the domestic and family violence (DFV) sector in NSW. It operates in regional NSW and provides support to many of the most vulnerable in our communities.

Housing Plus provides accommodation (crisis, transitional, social, affordable, private and disability) and community services to ensure that our customers are able to live in safety, sustain their tenancies and have access to services that support them to reach their full potential.

Housing Plus has in recent years grown and is now providing a range of new accommodation and community services and has ambitious plans for future growth.

For more information, please refer to <https://housingplus.com.au/about-us/>

## Primary Purpose of the Role

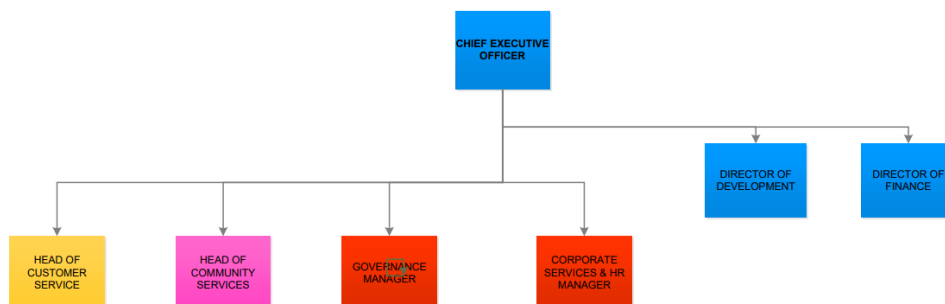
The Chief Executive Officer (CEO) is responsible for the successful leadership and operational management of the Company and its workplace participants. The CEO, together with the Executive Team, executes and delivers the Company's strategic plans in accordance with the Board's Strategic Instructions, policies and directions, and statutory and regulatory obligations.

This role is responsible for influential leadership and represents the Company's public and visible presence by Identifying business development opportunities whilst building strong relationships with key stakeholders in order to maximise continued growth and sector positioning.

The role will involve leading the growth of the organisation through property development, establishing new partnerships and expanding the range and standard of services. An ability to “deliver today, while planning for the future” is a key overall responsibility. The successful candidate will lead a complex organisation, with multiple services to achieve greater social impact is critical.

### MANAGEMENT STRUCTURE:

#### Organisational Chart Executive & Senior Management



## EXTERNAL WORKING RELATIONSHIPS

- Auditor
- Financiers

### NSW Government including:

- Department of Communities and Justice
- Land and Housing Corporation
- Legal Aid NSW
- Government Ministers and their officers

### Commonwealth Government including:

- Department of Social Services
- Housing Australia
- Government Ministers and their officers
- Local Councils

### Peak Bodies:

- CHIA (NSW) and CHIA (National)
- Powerhousing
- Homelessness NSW and Homelessness Australia
- DV NSW and No to Violence
- NSW Council of Social Services
- Other community sector agencies
- Other relevant funding bodies
- Partner CHP's
- Registrar's office

## KEY RESULT AREAS

### 1. *Leadership – key responsibilities*

- Lead the organisation and ensure the development, execution, monitoring and evaluation of Company strategic and operational plans in collaboration with the Executive Team.
- Identify, assess and inform the Board of internal and external issues that affect Housing Plus and identify the strategies and initiatives to be employed to manage these issues.
- Propose appropriate innovative and pragmatic strategies, programs, measures and steps the Company can take to best position itself to achieve its goals.
- Keep abreast of all material undertakings and activities of the Company and confirm that processes and systems are in place to ensure that the Board and Executive team are adequately informed.
- Provide effective, Inspiring and thought-provoking leadership to ensure the vision, mission and values of Housing Plus are understood, adopted and practiced by all staff.
- Represent Housing Plus and demonstrate its values at all stakeholder levels.
- Motivate, support and lead high performing Executive and Senior Management Teams.

- Provide ongoing coaching support to the Management Team to develop effective leaders, and ensure appropriate development plans are in place.
- Act as a role model of effective leadership for the team.
- Demonstrate commitment to Company values and act as a change agent, capitalising on opportunities to listen and respond to workplace participants.
- Ensure the Executive Team:
  - Are aware of how their roles fit within the overall strategy of Housing Plus and how they work together;
  - Are continually updated on Board on Organisational Initiatives; and
  - Have a clear and direct communication path to ensure all key messages are delivered accurately, effectively and efficiently.

## **2. Corporate Governance**

- Act as a professional advisor to the Board on all aspects of Housing Pius's activities.
- Foster effective teamwork between the Board and CEO, and between the CEO and employees.
- Work with the Chair of the Board to enable the Board to fulfil its governance functions and facilitate optimum performance.
- Assess the principal risks of Housing Plus and ensure risks are being monitored and managed in accordance with internal controls and management information systems.
- Maintain the Company's Tier 1 Nationally Registered Community Housing Provider status.

## **3. Financial Planning and Management**

- Promote programs and services that are produced in a cost-effective manner, within existing resource constraints, whilst maintaining acceptable levels of delivery quality.
- Work with the Director of Finance and other Executives and members of the Leadership Group in preparing an annual budget for Board approval.
- Prudently manage Housing Pius's financial resources within the budget allocations.
- Ensure Housing Plus has effective funded development programs and funding streams by using innovative strategies to formulate viable funding plans, policies and procedures for review by the Board.

## **4. Systems and Processes**

- Ensure effective policies, processes and systems are in place that are aligned to the vision, values and direction of Housing Plus, to enable the achievement of strategic and operational plans.
- Regularly review organisational structure and capabilities to maximise performance and service delivery and ensure capability to grow effectively.
- Identify process improvement areas and sponsor initiatives to gain greater efficiencies and quality outcomes.
- Successfully implement operational enhancement initiatives.
- Ensure relevant operational safety and risk programs identify and manage all safety hazards and incidents according to relevant Workplace Health and Safety (WH&S) legislation and regulations and are reflected in Company policies and procedures.

## **5. Human Resources**

- Ensure Housing Plus Is appropriately organised and resourced to achieve the approved strategy.
- Build a highly collaborative and customer focussed culture that is adaptable and change ready, where workplace participants feel trusted and respected, are regularly acknowledged for their contributions, and their achievements are celebrated and recognised.
- Regularly communicate with workplace participants and ensure compliance with the company vision, values and objectives to maintain a common sense of direction.

## **6. Relationship Management**

- Act as a spokesperson for Housing Plus representing the company at key business, government, alliance and other external meetings and functions.
- Actively foster and grow partnerships with key stakeholders and alliance members, other service providers, the NSW Federation of Housing Associations, Department of Communities and Justice, Federal, State and local governments and other key stakeholders.

## **7. Alliance Participation**

- Work with the Alliance CEOs to Implement the approved Strategic Business Plan;
- Raise awareness of regional issues at local, regional and national levels;
- Collaborate with the CEOs to achieve innovation and new funding; and
- Promote Alliance activity as core business to all Housing Plus employees and encourage best practice sharing.

## **8. Safe System of Work**

- Establish and foster a positive, healthy and safe work environment in which meets relevant legislation and regulations.
- All Housing Plus staff have a duty of care and a legal obligation to ensure that they:
  - Accept personal responsibility for maintaining safe workplace and work practices;
  - Understand and work to Housing Plus's Code of Conduct and WHS policies, procedures and work instructions;
  - Undertake work in a manner that is not harmful to their health and safety and the health and safety of others;
  - Work in compliance with WHS system requirements and workplace environments, In particular, manual handling personal protective equipment and emergency situations; comply with risk management policies, procedures and work instructions; and
- Monitor workplace conditions and report: ideas, which may improve workplace health and safety; any work related or personal injury or illness; and hazards and incidents.

## KEY SELECTION CRITERIA

The CEO will be thoroughly committed to the Housing Plus Vision, Purpose and Values. All candidates must have proven leadership, coaching and relationship management expertise and possess the following skills, experience and qualifications:

- Post graduate qualifications and prior relevant experience in a senior executive position;
- Demonstrated leadership skills and the capacity to inspire and motivate a team in an environment of change, to produce positive outcomes for the organisation and its membership;
- Demonstrated commercial and business acumen, including sound financial and budgetary management knowledge and experience;
- Positive and well-regarded reputation and networks within the community housing industry or not for profit arena;
- Proven prior success working with a Board of Directors with the ability to cultivate and maintain existing board member relationships;
- Proven skill in strategic analysis of internal and external factors impacting organisations, in addition to success in developing, implementing and evaluating appropriate responses;
- Sensitive to the needs of clients from highly diverse backgrounds, ethnicities and experiences with a strong personal commitment to consumer and human rights;
- Demonstrated track record in developing and maintaining strong, productive relationships with government and non-government stakeholders to pursue an organisation's strategic objectives;
- Superior verbal and written communication skills to facilitate engagement with key stakeholders, including community, government, media, alliance networks and partnerships;
- Initiative and proven capacity to work effectively to timelines combined with a high level of energy, enthusiasm and flexibility, plus a commitment to overseeing the success, development and growth of the organisation;
- Proven property development experience
- Proven track record on developing and delivering housing and community services
- Well-developed computer and systems skills including proficiency with MS office and business specific software; and
- Unrestricted drivers' licence.

## POSITION DIMENSIONS

<b>Position Dimensions</b>	Financial Accountabilities:		
	<b>Financial Dimension</b>	<b>Current Position</b>	<b>5 Year Outlook</b>
	<b>Operating Budget</b>		
	Annual Revenue (total)	\$26,000,000	\$40,000,00
	Annual Operating Expenditure (total)	\$22,000,000	\$35,000,000
	Annual Capital Expenditure (total)	\$22,500,000	\$25,000,000
	<b>Assets Under Management</b>		
	Properties	1,400	2,000

## BACKGROUND CHECKS

This position requires the following mandatory checks to be conducted and deemed acceptable in accordance with the CEO role requirements:

- National police check;
- Working with Children Check
- Computer skills testing;
- Reference checking and behavioural profiling; and
- Bankruptcy checks and ASIC 'Fit and Proper' Person criteria assessment.

## REMMUNERATION AND CONDITIONS

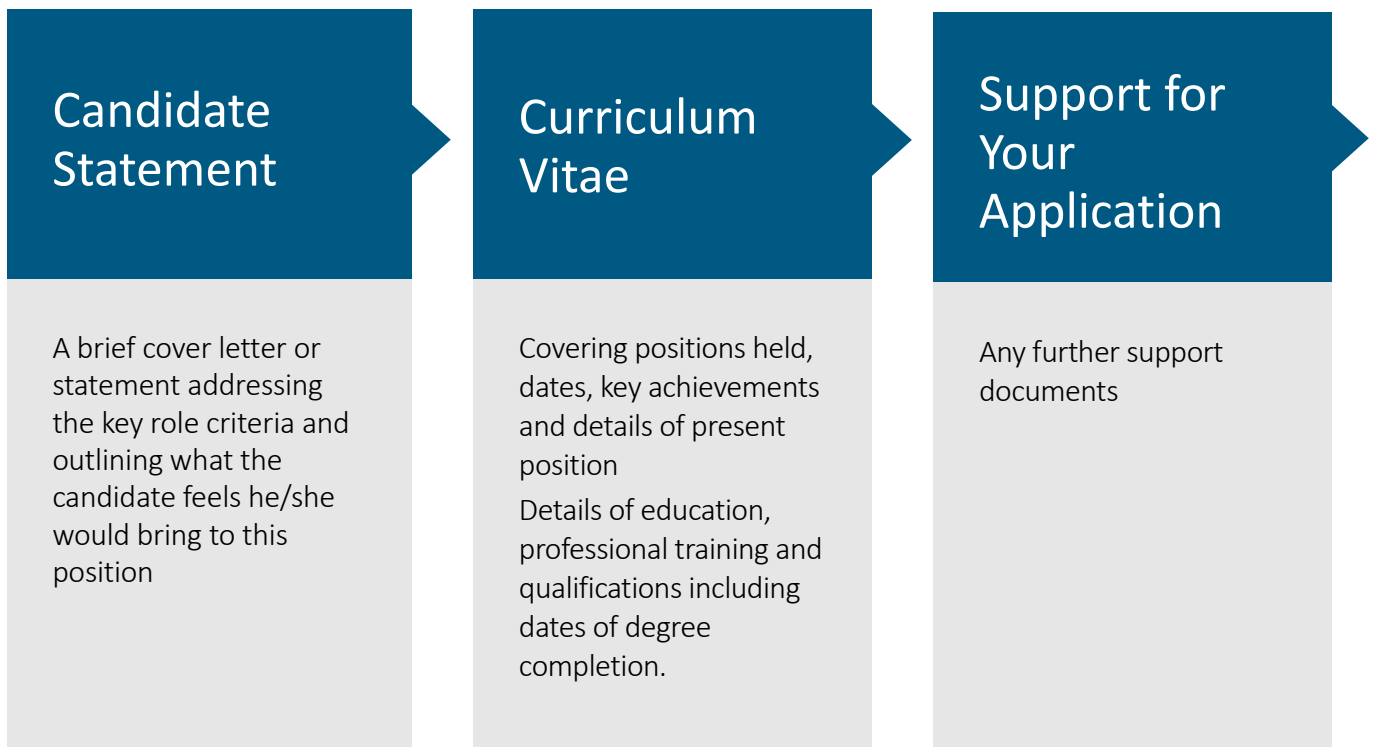
A total salary package is available which will include superannuation, and benefits, including not-for-profit salary packaging, company car. This will be negotiated in line with the successful candidate's skills and experience.



# How to Apply

An executive search is being undertaken by Watermark alongside the public advertisement.

Applications for the position will need to include the following:



For a confidential discussion please call Bronwen Kerr or Claire Crawford of Watermark Search International who are leading the search on behalf of Housing Plus.

**Bronwen Kerr**  
Research Manager  
02 9233 1200

**Claire Crawford**  
Search Partner  
02 9233 1200

Please send your application quoting **Ref No 70119** to Watermark Search International at [search@watermarksearch.com.au](mailto:search@watermarksearch.com.au) - we will reply to the email address used for your application.

**Closing date: 10 April at 11:59pm AEDT**

## Contact Us

### Sydney

Level 5, 55 Clarence Street  
Sydney NSW 2000  
+61 2 9233 1200

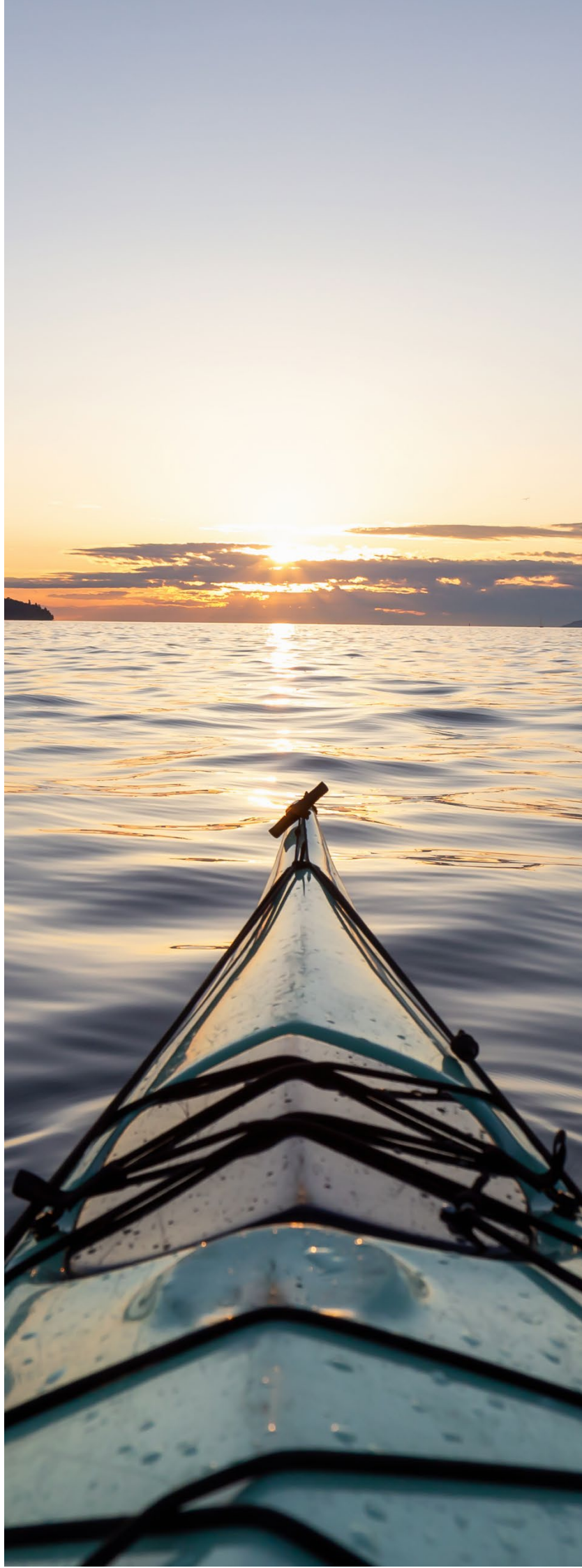
### Melbourne

Level 11, 385 Bourke Street  
Melbourne VIC 3000  
+61 3 8629 1333

[watermarksearch.com.au](http://watermarksearch.com.au)



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