General Manager

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| Salary grade |  |
| Position no. |  |
| Location | Parramatta |
| Reports to | NSWALC Housing Board of Directors |
| Direct reports |  |
| Date of approval |  |

# Organisational environment

Access to secure, affordable, appropriate housing contributes to improved outcomes for Aboriginal people. We need more social, affordable and private market housing and more of it needs to be delivered and/or managed by Aboriginal providers. Service provision by Aboriginal organisations strengthens self-determination and brings additional benefits because Aboriginal organisations are better at culturally appropriate service delivery.

NSWALC Housing has been established with a strong focus on the growth of Aboriginal housing. Across both the Aboriginal and general housing sectors, NSWALC Housing will also:

* drive quality improvements in delivery of culturally sensitive services and culturally appropriate dwellings
* drive the employment of Aboriginal staff and the creation of valuable career paths
* increase opportunities for Aboriginal-owned businesses to deliver housing and asset services
* provide a stronger voice for Aboriginal people in development of policy and practice, and support the operation of state and national-level peaks for Aboriginal community housing.

NSWALC Housing is a wholly owned subsidiary of the New South Wales Aboriginal Land Council (NSWALC). NSWALC is a self-funding statutory authority, governed by a democratically elected Council (established under the *Aboriginal Land Rights Act* [1983]), and is responsible for protecting and promoting the rights and interests of Aboriginal people in NSW. NSWALC acts to ensure a better future for Aboriginal people by working for the return of culturally significant and economically viable land, pursuing cultural, social and economic independence for its people and being politically pro-active and voicing the position of Aboriginal people on issues that affect them

The Aboriginal Land Council network operates as a two-tiered system consisting of NSWALC (including Zone Offices) and 120 Local Aboriginal Land Councils (LALCs). For more information regarding the Aboriginal Land Council network, access: <http://www.alc.org.au>

# Primary purpose of the role

The General Manager is charged with leading the team that will establish NSWALC Housing’s initial operations and early growth. They will drive implementation of NSWALC Housing Strategic Growth and Business Plan, including playing a pivotal role in developing NSWALC Housing’s capacity to deliver housing services. The General Manager will be the public face of NSWALC Housing in its early years. They will be responsible for guiding overall activities and reporting results to internal and external stakeholders, including the NSWALC Housing Board, NSWALC and its elected Council, and various government agencies. The General Manager is responsible for ensuring the effective and efficient administration of NSWALC Housing and will be required to undertake extensive stakeholder engagement and negotiate partnerships to support the work of the company.

The General Manager will manage the company’s staff together with the allocated operating budget and will provide regular comprehensive financial and operational reports to the Board and NSWALC Council in accordance with NSWALC enterprise governance policies and directions. They will also ensure that all NSWALC Housing staff have in place and adhere to appropriate policies for the efficient management of their activities, the probity of all financial and contractual transactions, and the most efficient application of funds allocated to the company.

They will be required to maintain effective relationships with Aboriginal communities across NSW, including the LALCs.

# Key outcomes and accountabilities

Key Outcomes / Accountabilities for the General Manager are:

* Lead the development of high quality business strategies and plans ensuring their alignment with NSWALC Housing’s Strategic Growth and Business Plan and its short-term and long term objectives.
* Lead the delivery of high quality housing services in accordance with applicable legislation, regulatory requirements and funding agreements.
* Ensure the company complies with the Community Housing Providers National Law (NSW) and National Regulatory Code and demonstrates this as required to the Registrar of Community Housing.
* Lead negotiations with business, government, non-government and other partners to drive improved housing outcomes for Aboriginal people across NSW.
* Develop a positive culture consistent with Aboriginal practices and values, contemporary governance standards, and ethical decision making.
* Lead and motivate NSWALC Housing’s staff to ensure employee engagement and develop a high performing team.
* Prepare and monitor NSWALC Housing’s annual budget and key performance indicators in accordance with the governance arrangements for NSWALC subsidiaries.
* Oversee all operations and business activities to ensure they produce the desired results and are consistent with the overall strategy and mission, devising and implementing improvements or solutions to identified problems.
* Work with the Board to implement NSWALC’s Strategic and Governance Charters for NSWALC Housing.
* Build alliances and trust relations with key partners, stakeholders and peak bodies including NSWALC, its elected Council and the network of Local Aboriginal Land Councils.

# Key challenges and influences

Major challenges facing the position include but are not limited to:

* Establishing NSWALC Housing as a high quality provider of housing services and recognised as such by government agencies, commercial and community housing sector partners, Local Aboriginal Land Councils and Aboriginal communities across NSW.
* Developing viable partnerships to improve housing outcomes for Aboriginal people and that reflect Aboriginal practices, values and issues affecting Aboriginal people in today’s society.
* Developing and implementing systems, policies and procedures, reporting and internal controls for NSWALC Housing activities in accordance with regulatory requirements, industry standards, government contracts and business partnerships.
* Managing the competing demands, priorities and financial constraints of a start-up company while complying with the contractual, legislative and regulatory obligations of a community housing provider.
* Managing diverse and complex relationships with NSWALC Housing’s governing bodies, the land council network, other stakeholders and peak bodies to facilitate the achievement of agreed outcomes in a politically sensitive, complex and dynamic environment.
* Ensuring the best interests of the NSW Aboriginal community remain central to the strategic direction of NSWALC Housing.

# Key communications

The General Manager maintains regular contact with the chair and board of NSWALC Housing and senior NSWALC leadership including the Chief Executive Officer, and Director of NSWALC Enterprises. The General Manager also establishes and maintains effective communication with NSWALC Zone Directors and Local Aboriginal Land Councils in order to build cooperative working relationships designed to achieve the company’s strategic directions.

The General Manager develops and maintains an extensive network of contacts with government housing-related agencies, housing providers and peaks across the community housing sector and NSWALC Housing’s commercial partners. The General Manager will interact with industry, interest groups, community groups, community leaders, Elders and local political figures. The General Manager will employ sophisticated engagement strategies with a wide range of external parties to build support for and deliver improved housing outcomes for Aboriginal people.

# Decision-making

Reporting to a board of directors, the General Manager is responsible for overseeing and managing the day-to-day affairs and finances of NSWALC Housing in accordance with its strategic directions, business plan, budget and delegations. The General Manager is responsible for the recruitment of all employees in accordance with the approved staffing establishment including performance development and management.

Frequently, the General Manager will be faced with new problems and issues requiring resolution, often without precedent. Within agreed operating parameters, this position makes prudent decisions autonomously and keeps the Chair of NSWALC Housing, the Board and NSWALC informed of political or sensitive issues attracting media or community attention.

# Role dimensions

# Under the low growth scenario projections, NSWALC Housing is expected to be managing 1000 properties by 2023. At that point, the company will have a turnover of between $10-15m and a salaries budget between $4-5m.

# Success profile: technical skills, knowledge and behaviours

Success in the role will be achieved by demonstrating the following technical skills, knowledge and behaviours:

Essential

* Aboriginality – this is an identified Aboriginal position
* Proven experience at general manager or senior management level including during periods of start-up or growth.
* A strong understanding of community housing, across both the Aboriginal and general sectors.
* Knowledge and understanding of the cultural practices, values and issues that affect Aboriginal peoples in today’s society.
* In-depth knowledge of corporate governance and general management best practices.
* Strong understanding of corporate finance and performance management principles.
* An entrepreneurial mindset with outstanding organisational and leadership skills including the ability to identify and understand new issues quickly and make wise decisions.
* Demonstrated analytical and problem-solving skills.
* Demonstrated high level communication, relationship management and negotiation skills including an ability to inspire confidence and create trust.
* Demonstrated ability to work under pressure, plan personal workload effectively and delegate.

Desirable

* Relevant Tertiary qualifications or equivalent experience.