

Information Pack

Chief Executive Officer

April 2022

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Vision

To create a compassionate, generous and equitable community
in the Northern Rivers, NSW.





About NRCF

Established in 2003, NRCF is a small, fast-moving, high impact organisation with a strong reputation. Supporting the seven shires of the Northern Rivers, from Tweed to Grafton, NRCF connects people and communities to tackle challenging social and environmental problems and pursue positive changes that help build healthy and resilient communities.

As an independent, public, charitable community foundation, NRCF works with a range of donors in building a sustainable legacy for the future by investing donations year after year; with only the profits given away each year in the form of grants.

Community foundations are place-based, independent, philanthropic vehicles. They also use their deep local knowledge to make grants to local organisations and initiatives; and bring people together to build social capital and strengthen their communities.

Prior to recent events (bushfires, Covid 19 and two significant flood events), NRCF has been in a period of **fast strategic growth**, with an established Strategic Plan 2020-2023 complemented by annual operational planning. Significant strategic initiatives include:

- Establishing a strong, evidence-based approach to the grant-making framework – using market research to understand community needs, funding gaps and the opportunities available for investment. A recent change in DGR status will also impact on its grant-making approach.
- A focus on Impact measurement – evaluating the impact of grants made, to inform future grant-making decisions.
- Moving the Investment strategy towards ethical and positive impact investments, which is a point of difference for the foundation.
- Setting a core goal to reach \$10M under investment as quickly as possible to ensure sustainability and independence from tied funding.

Internally, the organisation has restructured and increased staff numbers from 2-3 to 4-5 (most part time); and looking forward, there are plans to increase board numbers from 9 to 12.

Prior to the recent disaster response, NRCF had approx. \$2.5 million under management across 14 tailored sub-funds where donors' interests and community needs are matched and co-ordinated in a participatory approach.

Donors include a number of significant philanthropic foundations; and numbers have increased rapidly from 80 to approximately 180 in response to recent disasters, with an influx of smaller independent donors.

NRCF is actively working with approximately 250 community and NFP organisations, managing six grant programs, which represent over \$480,000 in funding across 46 projects.

Current context

With bushfires, Covid and two significant flood events, community needs and priorities are changing very rapidly. During March and April NRCF has facilitated over \$1M in rapid response granting to deliver immediate support to flood-affected communities. Housing is a pressing need in the region which has escalated dramatically.

Moving forward, and with the support of two new relationships with major family philanthropic foundations, the focus will move to address medium to long term recovery initiatives.

Challenges for the organisation include responding to rapidly changing community needs and priorities, balancing longer term strategy with rapid response, and managing internal growth to optimise impact and the evidence-based approach.

Key CEO Challenges – first 6 months

1. Overseeing effective implementation and management of disaster recovery funding whilst balancing management of other funding and grant making programs
2. Consolidating capabilities and teamwork for a relatively new group of staff
3. Establishing relationships with key philanthropic partners
4. Identifying strategy to significantly grow funds under management
5. Focus on research and evaluation initiatives, in particular the Vital Signs project.

More information:

<https://nrcf.org.au/>

<https://www.floodrelieffund.org/>

<https://www.australiancommunityphilanthropy.org.au/wp-content/uploads/2021/05/Vital-Signs-Backgrounder-2020-update.pdf>



Photo: Brendan Beirne/ MEDIA MODE

Values

In all that we do at NRCF we are driven by and committed to:

INTEGRITY - We are trustworthy, accountable, and act with transparency.

BELONGING - The NRCF is a family of members and benefactors welcoming and including people from diverse communities across the whole of the Northern Rivers of NSW.

CARE - Connecting heartfelt giving with communities caring for our people, our wildlife, and our natural environment.

SOCIAL RESPONSIBILITY - Our work strives to support communities in a balanced and considered way to be socially just, sustainable, and to thrive.

VISIONARY - We act boldly, courageously and with innovation so we may continue to support positive community impact in perpetuity.

Key Strategic Goals

- Build Connection
- Grow Money
- Deliver Impact
- Strengthen the Foundation



Legal structure

NRCF (The Trust) is a registered charitable institution with the ACNC, has Income Tax Exempt Status and Deductible Gift Recipient Status Item 2. Tax deductible donations are received into this Public Ancillary Fund.

As of July 1 2022, NRCF will receive Deductible Gift Recipient Status Item 1, which will enable the Foundation to receive donations from Private Ancillary Funds (PAFs) and distribute grants to all not for profit organisations, not just those with DGR 1 status.

The Trust operates as a legal entity under NRCF Ltd. The Company also operates a DGR 1 Disaster Recovery Fund for the purposes of 2022 flood recovery.

Internal Structure

Reporting

The Chief Executive Officer reports directly to the Board.

The CEO is supported by the following Board Executive roles:

- Chair for Operational Support including policies
- Deputy Chair for HR
- Treasurer for Finance Management
- Secretary for Governance, including legals

Board meetings are currently held 5 times a year, on the 4th Tuesday of the scheduled month from 5.30 pm – 7.30 pm.

The CEO and Chair meet monthly.

Sub-committees

Board Sub committees include:

- Finance and Audit
- Governance (inc HR)
- Investment
- Development and Engagement
- Grants and Community Impact

Staff

The CEO manages a team of **four part-time staff**:

- **Finance Officer** who has been with the Foundation since 2018 as an Admin & Finance Officer and is currently handing over the Admin responsibilities to the new Admin Officer
- **Administration Officer** – recently appointed
- **Development & Engagement Manager** who also oversees Marketing & Communications; recently appointed
- **Community Impact Officer** began in June 2021, position is funded for 3 years
- Funding has recently been obtained to engage an additional staff member in grants administration and engagement.

Advisers

- A contract Graphic Designer supports marketing and communications
- Barefruit Marketing is engaged for campaign projects including PR.
- Pro bono legal advice is provided by Herbert Smith Freehills.

Position Description

Key Responsibilities:

The CEO together with the Board of Directors, ensures that the vision, mission and values are upheld and objectives and goals of the organisation are achieved. The CEO leads the daily operations of the Foundation and provides strategic recommendations to the Board.

Strategy, Financial Management, Governance and compliance

- Work with the NRCF Sub Committees to support the strategic direction of NRCF in the areas of Governance, Finance & Audit, Investment, Grants & Community Impact, and Development & Engagement.
- Prepare and present quarterly management accounts to the Finance & Audit Committee Board, including forecasts against budget to meet annual financial objectives.
- Oversee the annual audit and preparation of audited statement for submission to the Board.
- Monitor and report on the progress of strategic and operational plans, policies and processes enabling the Foundation to achieve appropriate standards of compliance, financial management, HR, transparency, good governance and effective operation.
- Support the Governance Committee, namely the Chair and Secretary in the preparation of the Agenda and Board Papers
- Attend Board meetings, providing reports on progress and outcomes of the operational plans, and updates on strategic decisions and outcomes.

Operations

- Manage the day-to-day operations of NRCF to achieve its objectives.
- Develop and implement operational plans across a range of areas, including existing plans for:
 - Marketing & Communications
 - Development & Engagement
 - Financial (Budget)
 - Grants & Community Impact
 - Compliance Register for Governance.
- Plans in development include:
 - Strengthen the Foundation
 - Partnerships.

Philanthropy and Fundraising

- Develop and support fundraising for community projects, campaigns, sub funds and partnerships, to encourage the growth in philanthropy from a variety of donors, including individuals, corporate, government, philanthropy groups, families and local business.
- Support the Board in their role as lead generators for funding and donations.

Grant-Making and Management

- To develop, manage and monitor the foundation's grant programs, in accordance with the Grant-making framework which focuses on identifying need, funding gaps and opportunities.
- Oversee market research that contributes to identifying real community needs, gaps and opportunities.
- Oversee evaluation and impact measurement of the existing grant programs and projects.

Partnerships and Community

- Work creatively and with empathy in a local regional community setting, to produce positive outcomes in an ethical and effective manner.

- Engage with the broader community, community organisations, government, partners and donors, building relationships and capacity between NRCF, and the community.
- To engage, collaborate and partner with other external philanthropic, community and government organisations to achieve the objectives of NRCF. Organisations include but not limited to:
 - Community Foundations of Australia
 - Philanthropy Australia
 - FRRR (Foundation for Rural and Regional Renewal)
 - Private Ancillary Funds (Private Foundations)
 - Local government across 7 LGAs
 - Community organisations
 - Community leaders
 - Partnering organisations

Team and Leadership

- Develop an innovative and results-oriented organisational culture, which at the same time remains sympathetic to the qualities and features of a small community.
- Support and lead team to optimise results in a positive, supportive and optimistic environment



Key Selection Criteria

- Visionary leader with a participatory approach to deliver innovative solutions for systemic change.
- A systems thinker with real capabilities with numbers – investment, research, evaluations.
- Great communicator, advocate and relationship builder.
- Ideally with existing networks in the region.
- Current resident in the region or capable of securing housing if relocating.

CEO capability

- Skills and experience at working at a CEO level and with Boards in various sector environments to negotiate beneficial outcomes for the community.
- Demonstrated experience in governance and administration preferably within Community Foundations or similar community and/or philanthropic organisations.
- Financial skills including organisational budgeting, financial management and reviews of financial performance to ensure availability of adequate resources.

Demonstrated understanding or experience of the philanthropic sector.

- Sophisticated knowledge of the philanthropic sector, ideally in a community foundation context
- Demonstrated experience in grant making and, ideally, project management and program evaluation.
- Demonstrated success at locating and applying for funding and managing donors and donations from a range of sources.
- Demonstrated success in building formal and informal relationships with community and philanthropic based organisations and working effectively with volunteers and volunteer organisations.

Other

- Excellent, persuasive communication, networking and relationship building skills.
- Capabilities to oversee effective marketing, public relations and communications.
- Demonstrated advanced computer and internet literacy.
- Strong analytical thinker with relevant tertiary qualifications

Employment Conditions

Hours

The Chief Executive Officer is a permanent full-time position, though there is flexibility to negotiate hours and working arrangements.

There is a three-month probationary period. The ongoing nature of this position is dependent on annual performance appraisals linked to the satisfactory performance of agreed outcomes.

Some evening work will be required, to attend Board meetings and events for fundraising and grants.

The Chief Executive Officer may also decide to represent NRCF on a number of community-based committees, events, meetings or seminars which often meet outside of business hours.

Travel

Travel across the region will be required. It is essential the Chief Executive Officer possesses a current driver's licence, and is willing to travel in their own vehicle. Travel expenses will be reimbursed.

Office

Office location is at 17 Walker Street Clunes.

The office phone is a mobile which the CEO may be required to hold at certain times.

Working from home arrangements may be negotiated for 2-3 days per week.

A desktop and laptop are provided.

Remuneration

Salary: Circa \$115,000 per annum (pro rata if less than FT arrangements are negotiated)

Professional development allowance: up to 5% per annum (non-accruing) for approved development activities

Relocation assistance: may be negotiated with the successful candidate

Normal statutory remuneration conditions such as superannuation, leave entitlements etc. will apply.

We expect members of the Northern Rivers Community Foundation team to:

- Demonstrate Northern Rivers Community Foundation vision and values in your daily work
- Take a proactive role in promoting equality and anti-discriminatory practice
- Be aware that you have a duty of care for the health and safety of yourself and others.

Please note: *Northern Rivers Community Foundation Position Descriptions are subject to amendment from time to time, in consultation with the individual concerned and in line with the organisation's needs.*



How to Apply

Please visit www.mobct.com.au/client-recruiting to download the **candidate information pack** for more information before you apply.

For enquiries or an initial confidential discussion call:

Kate Horsey
Matrix on Board Consulting
07 3186 3609
jobs@mobct.com.au

Application close EXTENDED - midnight, Monday 23 May 2022.

Successful candidates will be required to undertake a National Criminal History Check and hold a Working With Vulnerable People Check.

You must have appropriate working rights to apply for this role.

Advertisement

CEO

Northern Rivers Community Fund

About the Opportunity:

This is a remarkable opportunity for a passionate, innovative philanthropy professional to lead a small, fast-moving community foundation in a time of great need in the local community.

With a well-established strategic framework, a strong participatory approach, and an engaged Board and community, NRCF has made a significant impact in the Northern Rivers region. Recent disasters have required a pivot to rapid response, and created a complex challenge for a new CEO in balancing priorities, supporting community recovery and achieving strategic goals.

About NRCF:

Northern Rivers Community Foundation is a high-impact philanthropic organisation that helps build healthy and resilient communities in the Northern Rivers region by supporting local NFP organisations to tackle challenging social and environmental problems and pursue positive changes.

With around \$2.5M under management and \$500,000 in annual grant funding, NRCF works with 250 community and NFP organisations and a range of donors from individuals to notable large philanthropic foundations. The hands-on, participatory and research-led approach contributes to innovative solutions that drive systemic change.

In response to recent disasters NRCF has facilitated over \$1M in rapid response granting to deliver immediate support to flood-affected communities.

About You:

This fascinating opportunity needs a CEO with a great innovative and analytical mind and a sophisticated knowledge of the philanthropic sector.

You'll have all the usual CEO capabilities in strategy, financial management, governance and compliance; and advanced qualifications in a relevant field. Your experience will include managing hands-on operations in donor relations and grant-making, and balancing strategic and operational priorities to achieve significant results.

A great communicator and relationship builder, you will be skilled in engaging donors, partners, government and community leaders in collaborations that result in positive measurable impacts and innovative change.

Ideally, you'll have an existing network of relationships and local knowledge of the Northern Rivers region; or experience working in a similar local regional community setting and capabilities to build a rapid understanding of a complex, fast-changing context.

The Benefits:

This is a deeply personally rewarding role with strong community engagement, a great team and a great Board. There is scope to negotiate work from home arrangements and flexible hours, and attendance at the office in Clunes will be required weekly. Professional development opportunities will include attending Community Foundations Australia's annual conference in October. Remuneration includes salary sacrifice arrangements and statutory leave and super entitlements.

Application Process

Please visit www.mobct.com.au/client-recruiting to download the **candidate information pack** for more information before you apply.

For enquiries or an initial confidential discussion call:

Kate Horsey

Matrix on Board Consulting

07 3186 3609

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Applications close midnight, Wednesday 18 May 2022.

Successful candidates will be required to undertake a National Criminal History Check and hold a Working With Vulnerable People Check.

You must have appropriate working rights to apply for this role.

Organisation Chart