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| <b>Position title</b>       | Chief Executive Officer (CEO)                                                                                                           |
| <b>Department</b>           | Community Services                                                                                                                      |
| <b>Reports to</b>           | Board of LocalKind                                                                                                                      |
| <b>Award</b>                | SCHADS                                                                                                                                  |
| <b>Award classification</b> | SACS L8                                                                                                                                 |
| <b>Direct reports</b>       | General Manager Growth & Strategy (responsible for fundraising); General Manager Community Services; and Manager Multicultural Services |

LocalKind Northern Beaches is a community-based organisation that supports our most vulnerable neighbours in the Northern Beaches. We provide accessible services to people experiencing domestic and family violence, homelessness, migrant and refugee settlement challenges, and early intervention programs for families, youth, and children.

## The Role

The CEO is responsible for ensuring LocalKind continues to deliver meaningful, responsive support to people and communities across the Northern Beaches.

The role combines strategic leadership with practical involvement in day-to-day operations. It requires the ability to move comfortably between Board strategy, staff and volunteer leadership, community and funder relationships, financial oversight and immediate organisational priorities.

Visible, values-led leadership is central to the role, building trust, stability and confidence across the organisation while developing the capability of LocalKind's existing leaders, staff and volunteers.

A key focus is strengthening financial and organisational sustainability, allocating and delegating responsibilities effectively, and keeping organisational effort focused on the priorities that will deepen LocalKind's impact across the Northern Beaches.

## Key Roles and Responsibilities:

### 1. Leadership and Strategic Planning

- Lead the development and implementation of the organisation's vision and strategic direction, with financial sustainability and revenue diversification as a core strategic pillar.
- Collaborate with the Board on long-term strategic planning, including developing 3-year plans that anticipate and respond to funding volatility across the sector.
- Develop and implement annual operational plans, aligning them with organisational strategy and realistic, evidence-based revenue forecasts.
- Monitor the external funding and philanthropic environment – including government policy shifts, grant cycles, and donor sentiment – and adjust strategy proactively.
- Lead by example, consistently upholding and modelling the organisation's values through language, behaviour, decisions and actions.

## 2. Program Delivery

- Oversee the design and delivery of programs in response to grants and tenders, prioritising initiatives with sustainable or diversified funding pathways.
- Ensure that all services meet community needs and comply with funding agreements and policies.
- Evaluate program cost-effectiveness and community impact to strengthen the case for ongoing donor and government investment.
- Strengthen LocalKind as a Community Hub – deepen existing partnerships and develop new relationships to build the capability of the Manly and Brookvale community hubs.

## 3. Financial and Operational Management

- Prepare, review, and manage the annual budget in alignment with organisational goals, including scenario planning for potential funding shortfalls.
- Approve and review payroll, monitor financial health, and ensure financial sustainability, including maintaining adequate operating reserves.
- Oversee financial reporting alongside the Treasurer, including regular Board reporting on revenue concentration risk and reserve levels.
- Lead income diversification across government grants, philanthropic trusts and foundations, individual giving, corporate partnerships, bequests, and fee-for-service or social enterprise opportunities.

## 4. Human Resources Management

- Develop and implement HR policies, including writing and approving position descriptions and employment contracts, and seeking advice from external HR services.
- Manage recruitment, on-boarding, and workforce development for both paid and non-paid staff, and the volunteers.
- Ensure a safe, positive and productive work environment with a focus on staff retention, safety and satisfaction.

## 5. Governance and Risk Management

- Advise the Board on governance, compliance, and risk management, including financial sustainability risk and funding concentration risk.
- Chair the WHS Committee and ensure compliance with safety standards.
- Continuously improve internal processes, policies, and procedures to mitigate risks.
- Write, approve, develop and review organisational policies and procedures in line with the delegations of authority.

**6. Stakeholder Engagement, Fundraising and Donor Development**

- Set the overall fundraising and donor engagement strategy, and personally lead relationships with major donors, corporate partners, and key philanthropic supporters.
- Direct and support the General Manager Growth & Strategy in developing and delivering annual fundraising plans, donor acquisition campaigns, and donor retention and stewardship programs.
- Champion a donor-centric culture across the organisation, ensuring supporters receive timely acknowledgement, meaningful impact reporting, and genuine engagement to encourage repeat and increased giving.
- Identify and cultivate new corporate partnerships, sponsorships, and community fundraising opportunities to reduce reliance on government funding.
- Serve as the organisation's spokesperson, managing media relations and writing press releases that build public profile and support fundraising objectives.

**7. Government Relations, Advocacy and Grant Strategy**

- Advocate for LocalKind and the issues facing the people LocalKind serves to government ministers and politicians.
- Build and maintain strong relationships with government funding bodies, departmental contacts, and local members, and represent LocalKind in public forums.
- Lead a proactive, multi-year approach to government grant strategy, tracking funding cycles, tender opportunities, and policy changes that affect LocalKind's funding.
- Ensure grant applications and tenders are well-prepared, evidence-based, and competitively positioned, recognising increased competition for a constrained pool of government and philanthropic funding.

**8. Reporting and Compliance**

- Acquit grants and funding, ensuring accurate and timely reporting to funders and stakeholders, and safeguarding LocalKind's reputation as a reliable and trustworthy funding recipient.
- Achieve accreditation to the Australian Service Excellence Standards (ASES)
- Prepare and present the organisation's annual report and manage AGM processes, ensuring the report speaks to funders, donors and government stakeholders as well as the community.
- Oversee accurate donor and grant records, ensuring compliance with privacy and fundraising regulations.

**9. Quality Improvement and WHS**

- Drive continuous quality improvement initiatives to enhance service delivery.
- Ensure compliance with WHS standards and implement safety measures for all staff, volunteers and visitors.

## **KPIs**

- Build a financially sustainable organisation. Metrics: budget performance, operating reserves (target months of operating expenses held), revenue diversification (no single funding source exceeding an agreed proportion of total revenue), liquidity, and net asset growth.
- Grow and retain a sustainable donor and funding base. Metrics: donor retention rate, growth in recurring/regular giving, number and value of new corporate and philanthropic partnerships, and government grant renewal/success rate.
- Establish partnerships and presence across the whole of the Northern Beaches LGA.
- Achieve ASES accreditation.
- Ensure a workplace culture that is safe, fun, transformative and innovative for both staff and volunteers. Metrics: surveys.

## **Experience, Knowledge and Capabilities**

- Substantial senior leadership experience in a small community, not-for-profit or similarly purpose-led organisation delivering comparable services.
- The ability to lead both strategically and operationally in a small organisation, working hands-on across competing priorities and within limited resources.
- Experience building trust, developing existing leaders and teams, and strengthening organisational capability.
- The ability to understand organisational finances, oversee budgets and financial performance, and use financial information to guide decision-making.
- Experience strengthening organisational sustainability through fundraising, government funding, philanthropy, donors, corporate partnerships or other diversified income sources.
- The ability to develop and implement strategy, using organisational, financial, service and external data to set priorities and evaluate outcomes.
- The ability to build trusted relationships with the Board, government, funders, donors, community partners and service networks, and advocate effectively for the organisation and the community it serves.
- The ability to use digital systems and emerging technology, including AI, to improve organisational efficiency, service delivery and decision-making.
- Knowledge of organisational risk, regulatory and funding compliance, safeguarding, workplace obligations and continuous quality improvement within a community-services environment.
- Experience working effectively with a Board, including providing clear advice, transparent reporting and support for strategic decision-making.
- Alignment with LocalKind's purpose and values.