



Success Profile

## ▀ Chief Executive Officer

Reclink Australia

June 2020





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## Chief Executive Officer



- Lead Social Inclusion & Community Impact
- 'Include the Un-included'
- Engage Our Vulnerable through Sport, Recreation & Art

Reclink Australia (RA) is a not-for-profit organisation whose aim is to enhance the lives of people experiencing disadvantage or facing significant barriers to participation. RA provides evidence-based sport and art programs to disadvantaged Australians to create socially inclusive, life-changing opportunities. Celebrating its 30th year, RA is a national operation employing 50 staff and working in partnership with over 450 community organisations. Predominantly funded by government, the organisation focuses on the community's most vulnerable and isolated people, encouraging them to take steps towards health and self-esteem on a daily basis. RA also conducts several major public events including the Reclink Community Cups held in Melbourne, Sydney, Adelaide, Perth, Hobart, Canberra and Brisbane.

Reporting to and working closely with a committed Board, the CEO will lead the development and ultimate implementation of the new Strategic Plan. You will lead a high-performing and highly-engaged national team, inspiring them to live the values of the organisation and contribute to the incredible impact Reclink Australia has on thousands of Australians each year. Leveraging your networks and stakeholder engagement capability, you will further develop the sponsorship/partnership and fundraising/gifting programs to ensure a commercially sustainable future for RA.

You are a highly-regarded leader of people, who is strategic, authentic and impactful. You have a strong history of building team cultures that you are proud of, and bring a track record of success in executive roles in an aligned sector (including sport and recreation, creative industries, community services and not-for-profit, to name a few). Well-known for your exceptional stakeholder management and relationship skills, you are confident as a spokesperson and have experience in advocacy both at government and non-government levels. Understanding the importance of governance, you have experience working with a highly-skilled Board and bring energy and ambition to deliver on a new strategic plan. Finally, you have a strong not-for-profit service mindset, but also a keen understanding of the importance of commercial acumen and being able to achieve a diversified funding model.



## Our Mission

**Respond. Rebuild. Reconnect.**

Reclink Australia aims to enhance the lives of people experiencing disadvantage by providing inclusive sport, recreation and arts programs



## About Reclink Australia

Established in 1990, Reclink Australia (RA) is national not-for-profit organisation delivering over 100,000 sport, recreation and arts participation opportunities annually to people experiencing disadvantage Australia-wide in partnership with over 450 community organisations.

We target some of the community's most vulnerable and isolated people, including people experiencing significant mental health challenges, disability, homelessness, substance abuse, culturally and linguistic diverse communities, correctional services and economic hardship.

In addition to receiving funding from Local, State/Territory and Federal Governments, Reclink Australia's funding sources include corporate sponsorship, fundraising events and donor support. RA has an annual turnover of circa \$7m and approx. 50 FTE across the country with its head office in Melbourne. Reclink Australia also conducts several major public events including the Reclink Community Cups held in Melbourne, Sydney, Adelaide, Perth, Hobart, Canberra and Brisbane.

## For More Information

View Reclink's most recent annual report: [https://reclink.org/sites/default/files/436 Annual Report 2019 Final Web.pdf](https://reclink.org/sites/default/files/436%20Annual%20Report%202019%20Final%20Web.pdf)

Learn about the impact of Reclink Australia's programs on participants from the Centre for Sport and Social Impact at La Trobe University: [https://reclink.org/sites/default/files/Sub\\_50\\_Attachment%202.pdf](https://reclink.org/sites/default/files/Sub_50_Attachment%202.pdf)



## Our Mission

### **Respond. Rebuild. Reconnect.**

We seek to give all participants the power of purpose. Reclink Australia is a not-for-profit organisation whose aim is to enhance the lives of people experiencing disadvantage or facing significant barriers to participation, through providing new and unique sports, specialist recreation and arts programs, and pathways to employment opportunities.

As part of our unique hub and spoke network model, Reclink Australia has facilitated cooperative partnerships with a membership of more than 450 community, government, private organisations, and agencies. Our member agencies are committed to encouraging our target population group, under-represented in mainstream sport and recreational programs, to take that step towards improved health and self-esteem, and use Reclink Australia's activities as a means of engagement for hard to reach population groups.



## Why We Exist

From the streets of St Kilda and Kings Cross, to the public housing estates of Adelaide and Canberra and the remote communities of the Northern Territory, Reclink Australia champions participation in physical and artistic activity and pathways to employment for all Australians. We believe that sport, recreation, music and art are powerful tools to engage and support those most hard to reach within the community.

Building resilience and a sense of community, Reclink Australia believes that sport, recreation, arts and pathways to employment are the perfect vehicles to improve the lives of those experiencing complex disadvantage and social exclusion. We believe that everyone has the right to a positive identity and a social network.

This can be achieved through active participation in sport and the arts. It revives, nurtures and sustains an individual, and improves their mental and physical health. For 30 years, we have led a network of member organisations and acted as a facilitator in the support of disadvantaged communities and individuals.

## What We Do

### Participation, Partnerships and Pathways.

Reclink Australia delivers services across the country, with participation at the core of everything we do. From running, basketball and football, to painting, instrument making and singing, we promote and deliver the health, social and economic benefits of activity to an otherwise largely inactive population group. Our national program of team sports has the ability to bring together people from diverse communities. The Reclink Australia Football Series is a flagship program that engages over 650 men and women, while the Reclink Tasmanian Youth League continues to engage young people from geographically disadvantaged communities. Our National Crime and Violence Prevention Award winning High Density Housing Safety and Security Project in the ACT continues to deliver improved outcomes for residents, and a Victorian Government funded information and referral service 'AAA Play' is connecting people with a disability to sport and recreation participation opportunities.

Our programs have expanded to include:

- Reclink National Program across 25 locations Australia-wide;
- Pathways to employment projects, Streetgames and targeted sport and recreation programs in 4 locations across Queensland; and
- Jobs Victoria program, VRGF expansion of the Reclink Football league in two rural locations and the ActiVIC program in 10 locations in Victoria.



As a unique voice in the sports participation space, we act as an advocate and conduit between disadvantaged communities, sports clubs and state sporting associations, recreation facilities and programs where physical activity can be undertaken. Using our extensive experience and our established networks we negotiate or subsidise access to facilities, manage customised programs and competitions within existing facilities and coordinate transitional programs to enable Reclink Australia participants to move into the mainstream community. Underpinning all our programs is the principle of respect that recognises and rewards participation and a willingness to support others above all else. Skill development and event days feature strongly in our annual calendar and are used to develop life skills rather than separate winners from losers. Our ultimate aim is to empower participants to sustain an enhanced level of health, wellbeing and involvement in the community. By assisting with the development of fundamental social skills, participants are supported and encouraged to transition to mainstream sports and arts programs, education and employment.



## History of Reclink Australia

### 1990

First Reclink Australia network meeting is held.

### 1991

Four teams play Australian football (AFL) in an organised competition.

### 1992

Former Victoria Police Commissioner, Mick Miller, appointed as first Reclink Australia Patron.

### 1997

Peter Cullen tours Australia presenting the Reclink Australia model.

Reclink Australia travels to NSW – football and the Reclink Australia Olympics. Reclink Australia PCYC is established in Hobart.

Funding is secured to establish Reclink Australia in South Australia.

### 1998

Reclink Victoria v Reclink SA at Punt Road Oval.

VicSafe Crime Prevention and Community Safety Award.

### 2000

Reclink Australia Super 8s played on the MCG.

### 2003

Reclink Australia partners with the Victorian Government.

Reclink Australia employs first staff member.

South Yarra FC is the first community football club to accept Reclink Australia participants.

Reclink Australia is a finalist for the Premier's Award for Community Participation.

### 2004

10 teams compete in the Victorian Reclink Australia Football League.

### 2005

Peter Cullen appointed as Reclink Australia Development Manager. Reclink Australia 'All Stars' game held at the MCG. The first Frank Galbally Cup is played between Melbourne's barristers and solicitors.

### 2006

The Reclink Raiders are the first cricket team to compete in a community cricket league.

Reclink Australia established in Alice Springs.

The Choir of Hard Knocks is formed.

### 2007

Reclink Australia partners with VicHealth.

Reclink Australia established in Brisbane.

Federal Government announces partnership to

launch Reclink Australia nationally.

### 2008

Appointment of the first CEO. IOOF Foundation became a major community partner. Reclink Australia established in Western Australia.

Staff members appointed in Brisbane and Alice Springs.

### 2009

Staff members appointed in Hobart and Canberra.

### 2010

Networks established in Sydney and Logan.

Appointment of new staff members in Adelaide, Brisbane and Fremantle.

Strategic plan for 2010 to 2015 approved by the Board.

### 2011

Women's football league commenced in Alice Springs.

Transition to Public Company Limited by Guarantee.

Friends of Alice launched.

### 2012

The Transformers Choir sings with His Holiness the Dalai Lama.

Australia Day Community Event of the Year.

### 2013

Record membership (588), networks (22), events (10,856) and participation (111,409).

Reclink Australia wins ACT Health Promotion Award.

Reclink Australia wins Australian Crimes and Prevention of Violence Award.

"Reclink gives me energy and strength to get up every morning and face the day because I know I have Reclink to go to and it just makes me want to live." Raeles Budge

### 2014

Reclink Australia becomes provider of Australia's first State funded information and support service, assisting people with a disability to link with sports and active recreation.

Australia Post announces Reclink Australia as a National 'Our Neighbourhood' community partner.

### 2015

Rebranded Access for All Abilities First Point of Call Service to AAA Play.

Seven Work Readiness sites established across South East Queensland.

Joint partnership with Cycling Victoria to establish the TryCycling initiative.

Strategic plan 2015 – 2017 approved by the Board.

### 2016

Reclink Community Cup goes National.

Expanding Work Readiness program to 49 projects across QLD, VIC, SA, TAS and NT.

Reclink wins three Skilling Queenslanders for Work Tenders.

### 2017

Federal Government contributes 2M to Reclink National Program.

Three Skilling Queenslanders for Work Projects.

Expansion Reclink Victorian Football League.

Reclink Somali Youth Basketball League.

### 2018

Victorian Government funds \$4m for ActiVIC program.

Department of Social Services funds Reclink Street Games in QLD.

VRGF funds expansion of Victorian Football Leagues.

Jobs Victoria funds Reclink Employment Services.

AAA Play expands across Victoria.

### 2019

Queensland Government funds 5 SQFW projects.

Federal Government commits a further \$1 million to Reclink National Program.

Celebrating 25 years of the Reclink Community Cup.

Reclink Disability Employment Service commenced in Bundaberg and Kalkie.

Active Ageing program funded by the Federal Government.

## A Message from the founder

Mental health is a foundation for good health.

Today, many people are going through challenging and difficult times, often with significant adverse effects on their mental health as well as their family and loved ones. Reclink Australia understands that good mental health is a cornerstone to living a full and enjoyable life.

We have long recognised the positive impact of our programs on changing people's lives, and in many instances saving people's lives.

The things I have consistently heard from the thousands of people I've listened to over all these years is that it changes their lives. People with suicidal feelings have said: "What have I got from Reclink footy? Life, really it saved my life". As one player said to me, "It takes me out of my unsociability", while another player describes playing in Reclink football as "a clean rush that's real". The same player went on to say the main reason people go back to using drugs after work on recovery is that they have no friends and they are very lonely and tempted to go back to the old friends. Inevitably they start using again.

A run or a catch, a goal or a kick gives an immediate emotional reward, important for people challenged by many life situations, particularly depression.

A structured team sport such as Reclink Australia footy provides the young person with a socially inclusive life experience, mateship, structure and recognition; and a network of supportive friends which have been missing

in their lives. One participant best described her involvement when she said "It's there for me in good times and bad, and if things don't work for me, it is something for me to fall back to. It's the family I never had".

In the community sector, we have also been recognised as an organisation which works in partnership with a diverse range of community service providers to create pathways for people experiencing disadvantage to enter training, employment, or simply improve their health and wellbeing. This is the Reclink model, working together with all those agencies in the community to help a person in need.

When coaches from our Reclink teams call me and say "I'm struggling for players because they've got work", my response is "Congratulations". The Reclink footy league provides physical and mental health, and the opportunity to develop work skills such as teamwork, communication, reliability, taking direction, mentors, fitness, respect and adaptability.

A lot can happen when you include those not included. There's a lot in welfare in our community that stops people from drowning, but not a lot that helps people to swim.

Reclink Australia is not a welfare organisation, but a catalyst that enables disadvantaged Australians to improve their mental health and wellbeing while living a full life. It changes lives.



Founder Peter Cullen AM

Hear from founder Peter Cullen and the Reclink community: <https://reclink.org/video-gallery/reclink-community-mini-documentary>



## Role Overview

Title	Chief Executive Officer
Location	Southbank Head Office, Victoria
Accountable to	Reclink Australia Board
Reports to	Board Chair, as a representative of Reclink Australia Board

Reporting to the Board Chair on behalf of the Board, the Chief Executive Officer provides visionary leadership to ensure the successful delivery of Reclink Australia's strategic objectives and influence policies and practices that include and connect Australia's most vulnerable and isolated people and communities.

The CEO leads the organisation in ensuring high quality, innovative service and program delivery that meets all quality, service delivery and financial targets. The CEO leads and directs government relations at every level, business development, community engagement and manages the day-to-day operations of the organisation to achieve optimum community outcomes and effective use of human resources and business assets.



## Measures of Success

When sitting down to review your performance with the Chair and Board, the following are areas where you will have been able to deliver on expectations and make an impact to the organisation:

**STRATEGY:** The 2021 Strategic Plan review has taken place, and a new strategic plan has been developed and implemented, facilitating organisational sustainability and growth. Metrics have been set and the Board receives regular and positive progress reports

**LEADERSHIP:** You have demonstrated leadership style and values that enhance the reputation of the organisation externally, and you have been able to attract and retain a highly-engaged, high-performing workforce

**FINANCIAL SUSTAINABILITY:** You have successfully taken on the role of Company Secretary, and delivered on the defined surplus expectations. You've built upon alternate funding opportunities beyond government grants, and have been able to increase financial sustainability through effective cost management.

**FUTURE GROWTH AND DIRECTION:** You've made progress in setting up the systems and structure to diversify revenue streams, bring on board new partners and sponsors, and increase community engagement. The organisation's value proposition is clearly defined, and you're delivering on that potential every day

**PASSION FOR THE CAUSE:** You've demonstrated enthusiasm, ambition, and commitment. You have developed strong relationships with key stakeholders where you are seen as a valued partner, and demonstrated your ability to roll up your sleeves and add value across a number of areas of the organisation



## Characteristics of Reclink Australia's Next CEO

You are a strategic, focused, authentic and impactful leader. You develop strong, supportive, trusting and effective working relationships with key stakeholders – employees, Board members, supporters, major donors, member agencies, government ministers, Members of Parliament (Federal and State), their advisors, and media. You have exceptional communication skills and are a confident spokesperson and figurehead in public policy debates – dealing with media requests, decision makers, and philanthropists. You understand advocacy organisations drive change and the importance of fundraising to enable this work. You work with integrity and pride and maintain a harmonious team culture driven by a desire to succeed.


This CEO position provides a unique opportunity for a visionary and proactive leader to lead the development of a new RA Strategic Plan (building on the 2018-2020 plan). Key also is the implementation of the Strategy Plan to deliver a commercially sustainable future for RA. Leveraging our strong reputation through community impact, this opportunity demands an exceptional leader who balances their not for profit service mindset with strong commercial acumen and keen business agility. Our next CEO will have energy, ambition and commitment with a track record of outstanding performance in growing government and non-government funding and impact through complexity. You will have experience in achieving deliverables against challenging performance measures, and vision and focus to identify areas for continuous improvement.






## Key Accountabilities

Key result area	Key accountabilities	Performance measures
Strategy	<ul style="list-style-type: none"> <li>▪ In partnership with the Board and senior management team, set and review the organisation's vision, values and strategy, ensuring alignment to community and government priorities</li> <li>▪ Lead the 2021 Strategic Plan Review and the annual strategic planning process that facilitates organisational sustainability and growth.</li> <li>▪ Oversee the implementation of the Strategic Plan and underpinning plans (e.g. Operational Plan, Marketing plan etc)</li> <li>▪ Negotiate and influence the community sector, member organisations, State Sporting &amp; Arts Associations, and sports clubs to increase sport, recreation and arts participation opportunities for people experiencing disadvantage</li> <li>▪ Ensures systems, processes and action plans are in place to implement the strategy efficiently and effectively, providing appropriate reporting to the Board on progress against the plan</li> <li>▪ Proactively builds 'best team' structure to ensure the strategy can be implemented effectively</li> <li>▪ Provide strategic advice and high-level counsel to the RA Board</li> </ul>	<ul style="list-style-type: none"> <li>▪ Development of the RA Strategic Plan and supporting plans (Operational, Funding, State, Marketing)</li> <li>▪ Demonstrated progress and implementation of Strategic Plan priorities</li> </ul>
Leadership & Culture	<ul style="list-style-type: none"> <li>▪ Sets an organisational tone that attracts, retains, motivates and develops a highly engaged, diverse and inclusive workforce</li> <li>▪ Demonstrates leadership values and a personal style that enhances the reputation of the organisation with corporate partners, government and staff, at all times 'living the values' of the organisation</li> <li>▪ Ensures an effective, respectful and informed working relationship with the Board</li> <li>▪ Motivates employees to embrace RA values and supports the delivery of strategic and operational priorities ensuring the appropriate training for employees is prioritised</li> <li>▪ Lead engagement with the community, practitioners, member agencies and government stakeholders to negotiate, influence and seek support for strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Demonstrated action/improvement aligned with RA Culture/Engagement survey results</li> <li>▪ Board engagement and feedback on KPI's</li> <li>▪ Positive community engagement and media presence</li> <li>▪ Demonstrated organisational diversity metrics</li> </ul>



	<ul style="list-style-type: none"> <li>▪ Adopt an engagement approach that encourages listening, delivers a clear and inspiring narrative regarding program delivery, and engenders trust and confidence in the organisation</li> <li>▪ Manage/oversee the recruitment and performance management of all staff as required empowering Managers to take the lead</li> </ul>	
<b>Operational Management</b>	<ul style="list-style-type: none"> <li>▪ Ensure RA programs and services are delivered efficiently and effectively within a structure which promotes RA's values including teamwork, accountability and professional growth</li> <li>▪ Ensure appropriate documentation is in place and understood by team to support internal policies, procedures, OH&amp;S and compliance requirements of the organisation</li> <li>▪ Manage the development of new services, programs and partnerships</li> </ul>	<ul style="list-style-type: none"> <li>▪ Demonstrated progress and implementation of Strategic Plan priorities</li> <li>▪ Demonstrated delivery and continuity of RA programs and funding</li> <li>▪ Demonstrated growth in delivery and continuity of RA programs and funding</li> <li>▪ Compliance achieved and maintained</li> <li>▪ Delivery of the RA National Program in the 42 designated locations;</li> <li>▪ Grow participation by % to be defined annually in the Reclink National Program ensuring an 80% success rate for participants</li> </ul>
<b>Financial Performance and Management</b>	<ul style="list-style-type: none"> <li>▪ Develop and gain approval of annual budget from the RA Board and ensure RA meets or exceeds its established FY budget</li> <li>▪ Reports transparently to the Board and engages the Board in robust dialogue re financial performance providing proactive advice on commercial issues and opportunities</li> <li>▪ Ensures the annual audit of financial reports, tax and other compliance requirements are satisfied</li> <li>▪ Delivers required minimum surplus profit to RA as determined each year</li> <li>▪ Holds key responsibility and accountability for financial sustainability through funding and cost management</li> <li>▪ Act as RA Company Secretary</li> </ul>	<ul style="list-style-type: none"> <li>▪ Delivery of RA budget meeting expectations or beyond</li> <li>▪ Demonstration of audit compliance</li> <li>▪ Delivery of surplus profit</li> <li>▪ Maintaining continuity of current funding and demonstrated growth in size and diversity of funding channels</li> </ul>



<b>Business Development &amp; Marketing</b>	<ul style="list-style-type: none"> <li>▪ Delivers an annual revenue plan that delivers funding diversification, with gross revenue being partially derived through corporate partnerships, donation giving programs, grants and in-kind sponsorships with a preference to build untied donations/funding – % to be agreed and defined</li> <li>▪ Maintains and grows government funding and partnerships as agreed</li> <li>▪ Development of Annual Marketing Plan that documents communication and marketing activities meeting the Strategic Plan objectives</li> <li>▪ Be the primary spokesperson for the organisation to build a positive, professional and caring reputation for Reclink, recognising also the importance of RA Board participation and recognition</li> <li>▪ Lead, implement and report on strategies to increase organisational and individual memberships across Australia</li> <li>▪ Develop and foster positive working relationships with organisations and individuals in the delivery of sport, recreation and arts services for people experiencing disadvantage</li> </ul>	<ul style="list-style-type: none"> <li>▪ Delivery of revenue plan and funding diversification as agreed</li> <li>▪ Maintenance of government funding</li> <li>▪ Delivery of annual Marketing Plan and progress on achieving strategic plan objectives</li> <li>▪ Increased the number of member agencies by 20% per annum over two years</li> <li>▪ Lead the establishment of an Individual Membership program with at least 200 individual members over 2 years</li> <li>▪</li> </ul>
<b>Equal Employment Opportunity</b>	<ul style="list-style-type: none"> <li>▪ RA embraces diversity and promotes social inclusion and social cohesion</li> <li>▪ Comply with the requirements of the Anti-Discrimination legislation and the RA Policies and Procedures relating to EEO and Anti-Discrimination and Reclink Australia Values Statement</li> <li>▪ Take appropriate action to ensure a harassment-free workplace</li> </ul>	<ul style="list-style-type: none"> <li>▪ Compliance record against claims and incidents recorded</li> <li>▪ RA culture survey results</li> </ul>
<b>Occupational Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>▪ Observe and lead safe work practices and operating procedures</li> <li>▪ Comply with the requirements of the OH&amp;S legislation and RA Policies and Procedures relating to Occupational Health and Safety</li> <li>▪ Take appropriate action to ensure a safe and healthy working environment for self and others</li> </ul>	<ul style="list-style-type: none"> <li>▪ Compliance record against claims and incidents recorded</li> <li>▪ RA culture survey results</li> </ul>
<b>Qualifications &amp; Experience</b>	<ul style="list-style-type: none"> <li>▪ A Diploma or Degree level qualification in Sport, Mental Health, Disability or welfare related fields preferred</li> <li>▪ At least 5 years' experience in an equivalent senior management role in NFP, sport and recreation, mental health</li> </ul>	



	<p>and disability sectors or community development-based organisations will be highly regarded</p> <ul style="list-style-type: none"> <li>▪ Demonstrated high level strategic and analytical skills</li> <li>▪ Demonstrated high level commercial partnership, fundraising and government grant management skills</li> <li>▪ Extensive knowledge of finance and budgeting, grant writing and contract &amp; legislative compliance</li> <li>▪ Excellent interpersonal skills and the ability to work effectively with a diverse population and manage diverse stakeholder groups exceptionally</li> <li>▪ Understanding of governance and demonstrated ability to work effectively with a Board</li> <li>▪ A management style that fosters innovative and collaborative practices</li> <li>▪ Demonstration of leadership, sense of vision and ability to motivate others</li> </ul>	
<b>Conditions of Employment</b>	<ul style="list-style-type: none"> <li>▪ Annual base salary to be negotiated with successful candidate</li> <li>▪ Superannuation as per statutory requirement</li> <li>▪ Salary packing as it applies within the not-for-profit sector</li> <li>▪ 38 hr standard week with additional hours as required</li> <li>▪ Interstate travel is a mandatory requirement for this position up to 20%</li> <li>▪ All leaves as per NES</li> </ul>	<ul style="list-style-type: none"> <li>▪ Relevant industry Award – Social, Community, Home Care and Disability Services Award, although position not covered by Award</li> </ul>
<b>Mandatory</b>	<ul style="list-style-type: none"> <li>▪ The successful candidate must achieve a satisfactory Police Check and Working with Children Check prior to an offer of employment being accepted</li> <li>▪ Pre-employment checks may include a requirement for proof of identity, evidence and currency of qualifications, driver's licence and other relevant personal documentation</li> <li>▪ Current Drivers Licence</li> </ul>	<ul style="list-style-type: none"> <li>▪ Requirement met</li> </ul>

## For more information

For further discussion, please contact:



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