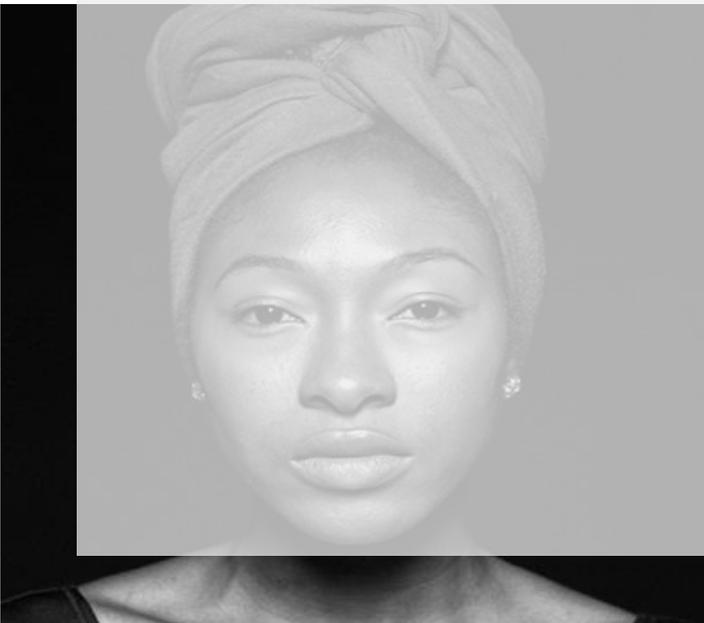
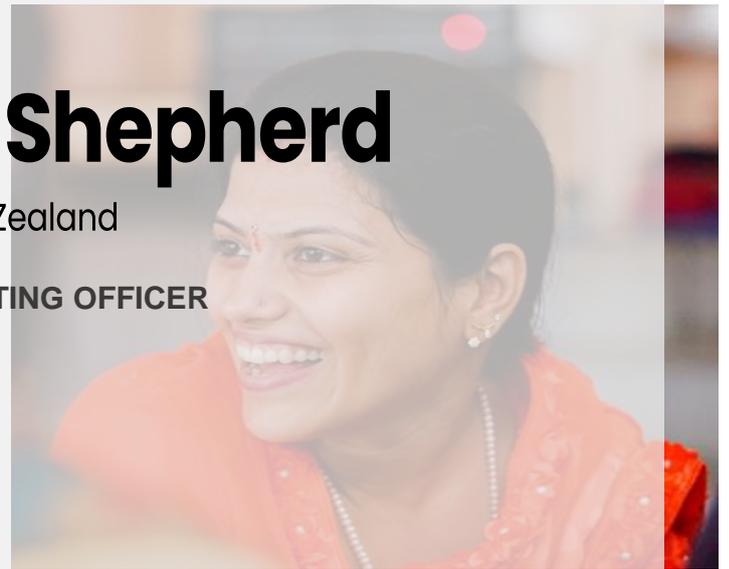




Good Shepherd

Australia New Zealand

CHIEF OPERATING OFFICER



SEPTEMBER | PRIVATE & CONFIDENTIAL

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About Good Shepherd Australia New Zealand

Good Shepherd's History

For 400 years Good Shepherd has been helping women and families around the world. The Sisters of the Good Shepherd were founded in France in 1835 by Saint Mary Euphrasia Pelletier to assist women and children with the greatest need. The first Sisters arrived in Australia in 1863 and in New Zealand in 1886.

More than 150 years later, Good Shepherd continues to provide courageous and compassionate service to women, girls, and families in vulnerable circumstances around the world. Good Shepherd Australia New Zealand has evolved and adapted to meet the needs of communities across Australia and New Zealand.

Good Shepherd have been focused on where the emerging needs are and on providing innovative, locally tailored responses. While the way they do things may have changed over time, the long-term vision is that women, girls, and families are safe, well, strong and connected.

The Sisters today are as passionate in their advocacy and support of women and girls experiencing social injustice and entrenched disadvantage as they ever were. Good Shepherd Sisters participate in The National Redress Scheme providing acknowledgement and support to people who experienced trauma as a result of institutional life as a child. Together with the Sisters, Good Shepherd's employees, volunteers and supporters are all partners in mission, working towards creating a world where every woman and girl can experience a full life – where they are safe, well, strong and connected.

Today the Congregation has 3,000 members in 600 communities through the world. The Congregation is recognized by the UN as a NGO in consultative status with ECOSOC because of its important work on behalf of girls, women and children, especially those who live in poverty and are the victims of violence, abuse and discrimination.

About Good Shepherd International

Good Shepherd has been committed, and mobilised, for over 200 years, going to some of the most challenging places around the world to work for social change. Good Shepherd International has Special Consultative Status with the 'Economic and Social Council' of the United Nations for its work with women and girls.

Good Shepherd International is divided into 4 regions – North America, REAL – Central and South America, Europe / Rimoa and Asia Pacific. The Good Shepherd International Foundation based in Rome fundraises for and supports the development of Good Shepherd projects in countries that are financially challenged.

To achieve the mission in partnership with Good Shepherd network, the Good Shepherd International Foundation adopts the *Mission Development Process*, an organizational development model centred on participatory planning and long-term capacity building of local partners.

Throughout their work, they share the approach of the Good Shepherd sisters who consider the direct relationships with people the key to helping bring about positive and lasting change in their lives. Good Shepherd employ a bottom-up planning strategy in which the local partners use their nearby position to assess the needs of the community and translate them into effective development projects.



About Good Shepherd Australia New Zealand

Good Shepherd Australia New Zealand is a not-for-profit organisation dedicated to the safety, wellbeing, strength and connectedness of women, girls, and families. For almost 200 years they have focussed on and committed to tackling the issues of our time. Working to advance equity, social justice and support our communities to thrive. Through evidence-informed, client centric services providing women and families support in times of crisis and great need. Building resilience in safety so that women, girls, and families can move beyond their present day.

In recognition of financial abuse as a root cause of vulnerability, Good Shepherd helps women and families experiencing hardships to build their capacity to manage and control their financial wellbeing. Through programs and partnerships, Good Shepherd aims to break down the barriers that exclude and diminish, helping those who need to take back control of their lives and the lives of their dependents.

GSANZ leads the governance of the Good Shepherd Network across Australia and New Zealand. GSANZ is a member of the global Good Shepherd Network which since 1835 has increased to over 73 countries. GSANZ aspires for all women, girls, and families to be safe, strong, and connected. The purpose is to enable fullness of life for women, girls and families experiencing disadvantage and achieve this by providing community-based programs and services to build safety and resilience, increase access to education opportunities and improve financial security.

Focus areas for impact are:

- Economic Participation & Wellbeing – Women are enabled to be economically strong.
- Safety – Women, girls and families live free of violence.
- Resilience – Women, girls and families are equipped to overcome the challenges they face.
- Housing Options – Women have safe and secure housing in supported communities.
- System Change – Positive change in laws, policies, financial instruments, social norms and behaviours.

Good Shepherd's Purpose, Values and Mission

Good Shepherd's purpose is to enable fullness of life for women, girls and families experiencing hardship. Good Shepherd provides safety and connections that help women, girls and families live fulfilling lives.

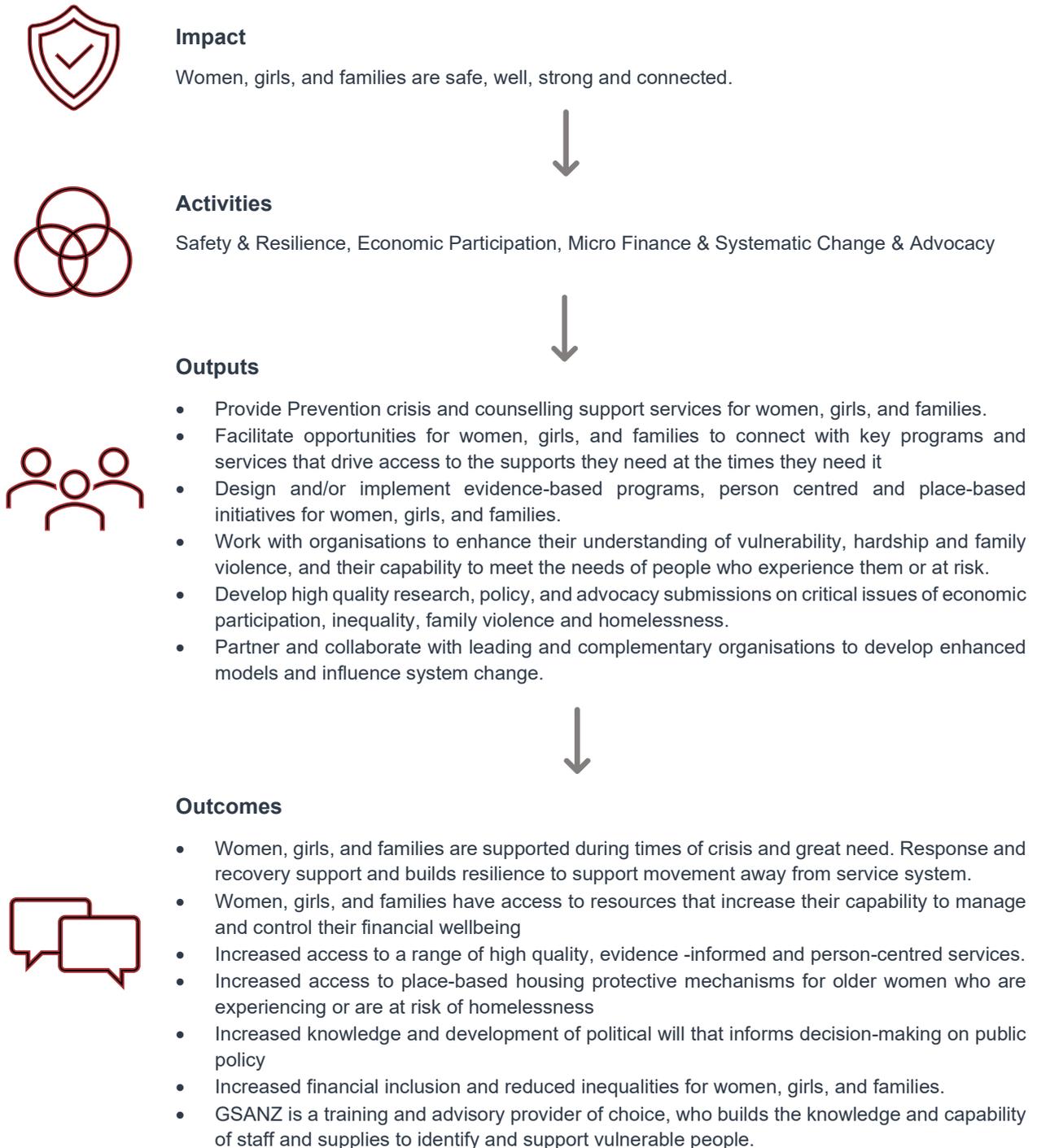
- Seeing the value of each person and respecting everyone's rights.
- Reconciliation, by supporting people to find peace, wellbeing, and wholeness within themselves, with each other and in their environment.
- Justice, by challenging systems and behaviours that disadvantage people and advocating for positive change.
- Audacity, having the courage to speak out, follow new paths and take action for the Mission.
- Zeal, we are wholehearted in our purpose.

Good Shepherd will know that they are achieving their Mission when women, girls and families are:

| Safe | Well | Strong | Connected |
|--|--|--|---|
| Women, girls, and families experience physical safety. | Women, girls, and families experience reduced stress and increased sense of wellbeing. | Women, girls, and families experience increase sense of agency and control over their own lives. | Women, girls, and families experience increase sense of connection with communities and support services. |

The Good Shepherd Theory of Change

the Good Shepherd Theory of Change articulates how the work they do translates into impact for clients. The output arising from 4 main activities lead to outcomes that create impact for women, girls, and families.



For more information on Good Shepherd Australia New Zealand visit:



- [Good Shepherd Australia New Zealand](#)
- [Good Shepherd International Foundation](#)
- [Research and Publications](#)
- [Policy and Advocacy](#)

Position Description

| POSITION DETAILS | |
|-------------------------|----------------------------|
| Position Title: | Chief Operating Officer |
| Location: | La Trobe Street, Melbourne |
| Employment Type: | Full time |
| Reports To: | Chief Executive Officer |

Overview

A transformative three-year strategic plan combined with unprecedented growth has led to the creation of this new Senior Leadership role to establish the foundations to support the growth and impact ambition of the organisation.

Reporting to the Chief Executive Officer, Stella Avramopoulos, the Chief Operating Officer is an integral member of the Executive Team, responsible for establishing and transforming the COO portfolio of services, to ensure effective and mature operations and investment portfolio leverage for an organisation on GSANZ's growth trajectory, whilst establishing streamlined internal operating procedures, foundational infrastructure, and governance to support service portfolios to deliver for your clients.

Key responsibilities will include:

Strategy

- Provide financial, legal and risk advice and analysis to the Executive Leadership Team, Board and Board Committees on all strategic and operational aspects of the organisation
- Assist the CEO with developing good relationships with stakeholders and developing partnerships with other organisations
- Contribute to the development and implementation of the GSANZ's strategic plan

Investments

- Identify and make recommendations on investment strategies to enable the delivery of the GSANZ mission and strategic plan and that improve the organisations financial bottom line
- Manage the business of the Investment Committee

Finance

- Lead GSANZ's financial planning through the development and implementation of a financial management strategy, budget and forecast processes, ensuring accurate and regular organisational financial performance reports
- Identify, analyse, and mitigate risks related to GSANZ's financial liabilities, investments, and financial dealings
- Ensuring cash flow is appropriate for the organisations' operations
- Providing expert capital, credit, and loan services to support the service portfolios

Governance

- Implement good governance practice and oversee compliance with regulatory and legislative requirements
- Provide advice to Board and Board Committee members and support the effectiveness of the Board
- Manage the organisational governance requirements of GSANZ and related entities
- Manage the relationship with external auditors, banks and other external stakeholders ensuring that Good Shepherd meets all regulatory, statutory, insurance and tax requirements are met

Risk and Assurance

- Oversee the risk, audit, assurance, and compliance functions of the organisation
- Ensure appropriate risk and audit frameworks, controls and processes are in place for effective governance of GSANZ entities
- Develop strategies to minimise commercial risks and understand relevant regulations and legislation that affect the day-to-day running of the organisation
- Support the organisation in the uplift of risk management tools, practices, and policies to assess and manage organisational risk, ensuring an integrated approach with continuous quality improvement tools and processes

Business Performance Management

- Lead GSANZ's ongoing business performance management
- Provide governance of operational decision making across client, operational excellence, people, and investment
- Implement improvement practices to significantly uplift maturity across the COO portfolio
- Supporting the Board, CEO and Executive Leadership Team in their respective portfolios via expert advice and business partnering

Legal – Support the Board, Board Sub Committees, CEO and Executive Team in their respective portfolios via expert legal advice and business partnering

Procurement – Support the management of vendor relationships and ensuring effective, best value procurement processes and associated contract management

Property – Develop the Property Strategy and a comprehensive, sustainable implementation plan for optimising and leveraging GSANZ's substantial property and asset portfolio

People Leadership, Collaboration and Management

- Create and maintain a responsive and respectful workplace culture that integrates the Good Shepherd values
- Provide effective leadership to drive the performance and outputs of the team
- Ensure that staff understand what is required of them, have development plans in place and are provided with timely performance feedback
- Monitor, evaluate and manage staff
- Foster and implement a commitment to continuous improvement within the function
- Build effective collaboration with leaders across the organisation to ensure mission, financial and operational requirements for the organisation are aligned.

Candidate Profile

Shortlisted candidates will have the following professional profile;

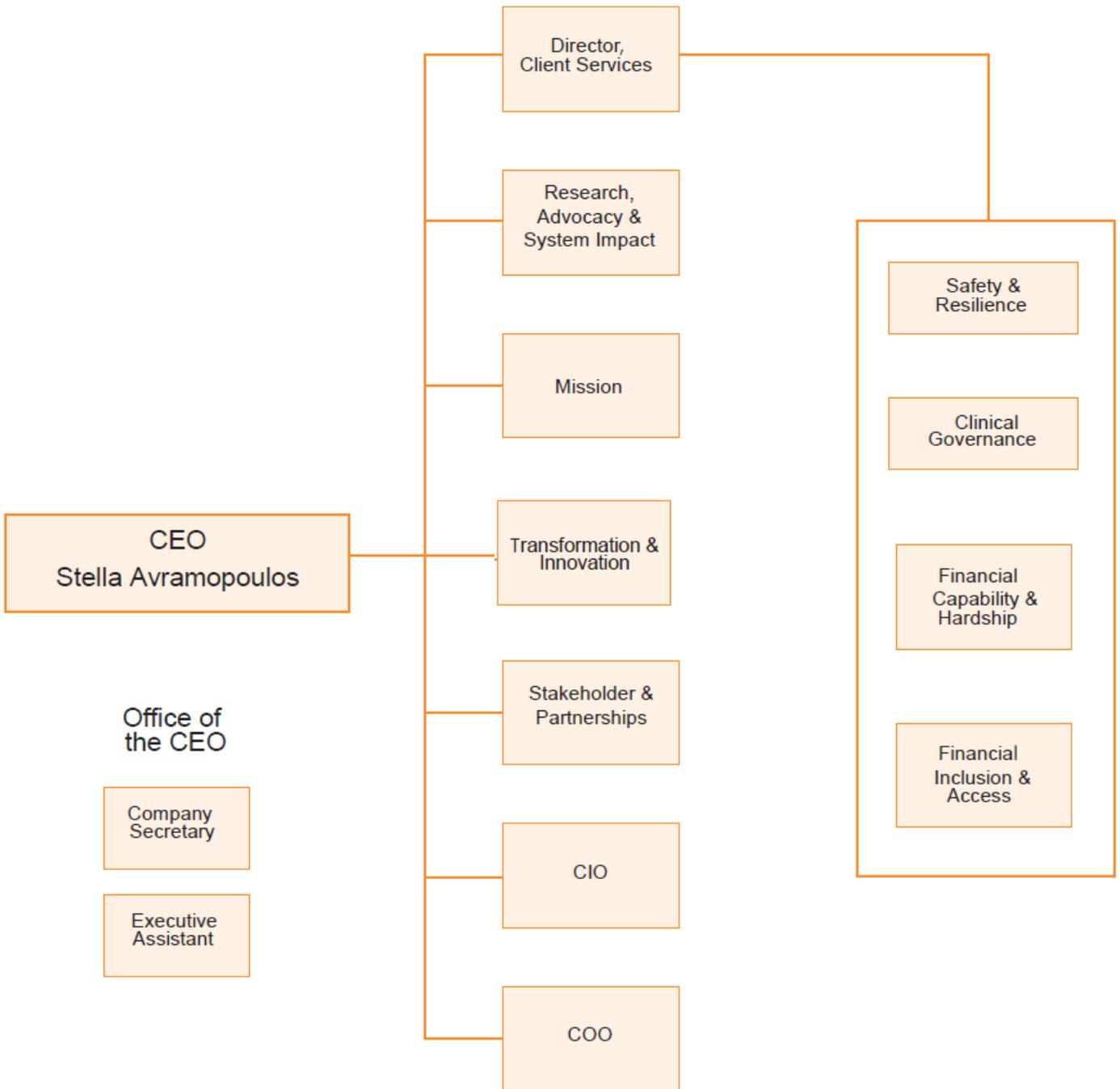
Qualifications, Experience and Mandatory Requirements

- Tertiary qualifications in Business and/or Accounting.
- 15+ years' executive level experience in a Corporate Services role, experience in the community sector would be well regarded.
- Strong understanding of the funding, governance, legislative requirements, and contemporary quality frameworks operating in the sector.
- Demonstrated experience in developing and implementing high level strategy, frameworks, and policy, preferably in a matrix managed environment with dispersed service delivery teams (preferably at national scale).
- High level knowledge of information technology, procurement, property, and payroll services.
- A satisfactory Police Check.
- A current Employee Working with Children's Check (WWCC).
- Currently registered CPA or Chartered Accountant.

Required Competencies

- Commitment to the GSANZ values and mission.
- Customer focused – The COO's contribution will be inextricably linked to the frontline, so it will be key to build strong customer relationships and deliver customer-centric solutions.
- Business insight – Applying knowledge of business and the marketplace to advance the organisation's goals.
- Financial acumen – Interpreting and applying understanding of key financial indicators to make better business decisions.
- Strategic mindset – Seeing ahead to future possibilities and translating them into breakthrough strategies.
- Executive presence – Polished and confident presence.
- Manage complex situations – Making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems.
- Drives results – Consistently achieving results, even under tough circumstances.
- Plans and aligns – Planning and prioritising work to meet commitments aligned with organisational goals.
- Optimises processes – Knowing the most effective and efficient processes to get things done, with a focus on continuous improvement.
- Build effective teams – Building strong-identity teams that apply their diverse skills and perspective to achieve common goals.

Organisational Chart



Executive Team

Stella Avramopoulos, Chief Executive Officer

Stella joined Good Shepherd Australia New Zealand in February 2018 as CEO. Stella is an experienced and an influential leader in the community and government sectors. As leader of this community services organisation, Stella continues her commitment to disrupting cycles of disadvantage, especially for women & children.

Stella has been a consultant for Consumer Affairs Victoria as the resident sponsor at the Berkeley Retirement facility in 2017. She has held advisory positions on the Office of Living Victoria's Environment and Community Taskforce, the Ministerial Advisory Group Addressing Violence Against Women and Children, the Victorian Government's Community Sector Reform Council and Australian Banking Association Customer Forum. Stella was the President of the Victorian Council of Social Service (VCOSS) with her term ending May 2021. She currently sits on the National Centre for Social Impact Studies Advisory Board.

Gendrie Klein – Breteler AM, Director of Mission

Gendrie is the Director of Mission at Good Shepherd Australia New Zealand. The role of the Mission Team across the Australia New Zealand Network is to ensure the authenticity of Good Shepherd Mission is maintained in contemporary practice throughout the Network and, to engage Good Shepherd people to be jointly responsible for mission, achieving solidarity in purpose and values.

Melanie Storer, Director of Transformation

Supporting the CEO and in partnership with the Executive Leadership Team, Melanie is responsible to facilitate the prioritisation of the organisation's portfolio of major strategic initiatives.

She is also responsible to develop and embed an integrated innovation framework to harness the ideas and talent of our people and enable the organisation to successfully adapt to meet the changing needs of our clients.

Roslyn Russell, General Manager of Research, Advocacy and System Impact

Roslyn leads Good Shepherds System Impact strategy. She is responsible for delivery of the Policy and Advocacy agenda to drive systemic change on the underlying structural causes of injustice, exclusion, and inequality impacting women and girls in today's society.

Roslyn is also responsible for designing the client participation strategy, service delivery models and quality systems through evidence-based research, client engagement and leveraging front line resources.

Sarah Trainor, Director Stakeholder Engagement and Partnerships

Sarah leads stakeholder relations and partnership strategies to enable the achievement of strategic objectives relating to coalitions for impact. Sarah is responsible for leading and driving integrated Stakeholder planning and proactive Business development, ensuring a coordinated strategic approach.

Sarah is also responsible for Government relations, Financial Inclusion Action Plans (FIAP), Corporate partnerships and services, as well as Brand, Marketing, Communications and Tender Coordination.

Sarah Dixon, General Manager People and Capability

Sarah leads Good Shepherds people strategy. Sarah is responsible for workforce planning, organisational design & development, capability development, leadership development and cultural change. Sarah is a strong business partner to the senior cohort, supporting leaders and their teams through the strategic transformation of the organisation.

Advisory Board

Dr Anne Astin, Chair of Good Shepherd Australia New Zealand Board

Anne is an experienced Board member, Chairperson and Executive with more than 25 years working in the areas of education and science, the food, beverage and pharmaceuticals industries, food safety regulation, energy, land management, environment, and social services. Her international trade and regulatory experience, and commitment to the Victorian public sector, makes her a strong advocate for ensuring ethical values are maintained alongside strong corporate governance.

Anne holds a PhD in Biochemistry and has received numerous awards for her involvement in the dairy industry and public service. Anne is passionate about advocating for those in our society who are not able to do so, promoting women in leadership, sustainability in the food industry, and elevating organisational governance.

Dame Diana Crossan, Chair of the Good Shepherd New Zealand Board & Member of the Finance, Risk & Audit Committee Board

Diana is an experienced company director, and Chief Executive. In the 2019 New year honours she was made a Dame for her work in equal employment opportunities, Retirement Income and work in charity.

Most recently, Diana was the CE of Wellington Free Ambulance, and in the 10 years prior was the Retirement Commissioner of New Zealand. Diana has both a national and international background covering public, private and not-for-profit organisations. Her positions have covered both governance and operational issues where she worked with government ministers and CEO's of private and public organisations, as well as setting up and running her own small business.

Gill Callister, Chair of the Mission & Service Strategy Committee Board

Gill Callister is CEO of Mind Australia, a community-based mental health organisation with a long tradition of working with people with serious mental illness. She has dedicated her career to improving public policy and service delivery, particularly for vulnerable people in the community, and was recognised with a Public Service Medal in 2019.

Most recently, an Associate Dean and Vice President at the Australia and New Zealand school of Government (ANZSOG) in 2019-20, Gill ran executive education programs in ethics and integrity, women's leadership, and senior public sector leadership development. She also holds an adjunct professor role at Monash University. Her legacy is a strong reputation for person-centred reform in social policy and an active advocate for gender equality and women's leadership. This followed a range of senior roles in the Victorian Public Service and a ten-year stint in the community sector working with children, young people and families.

Gill holds bachelor's degrees in social work (with Honours) and Arts.

Anthony Healy, Chair of Finance, Audit & Risk Committee Board

Anthony has a strong track record of success in CEO, C-suite, and board-level roles in the finance sector over the past 28 years, including CEO of the Bank of New Zealand (BNZ) and Chief Customer Officer at National Australia Bank. With a family of social workers, he developed a strong commitment to social justice and financial inclusion. As such, Anthony endeavours to affect the greatest positive social impact from within organisations.

While leading the Bank of New Zealand in 2014, Anthony led a community finance initiative with Good Shepherd Australia New Zealand to tackle financial exclusion for vulnerable New Zealanders. Anthony is the inaugural CEO of the Australian Business Growth Fund, an investment fund dedicated to supporting the growth of entrepreneurs and family-owned businesses in Australia. After three decades in the finance industry, Anthony now brings his expertise to the Board of GSANZ and as Chair of the Finance, Audit and Risk Committee.

Molina Asthana, Member of the Finance Audit & Risk Committee Board

Molina's experience includes working in top tier firms Minter Ellison (Mergers & Acquisitions) and Clayton Utz (Banking & Finance) and the Victorian Government Solicitor's Office. She has significant experience in the Indian jurisdiction, in the Supreme Court, with top law firms and as in-house counsel of a big conglomerate. Several of Molina's Public Interest Litigations were reported in the national newspapers.

She is a Commissioner for the AFL Southeast Commission and has been a Cricket Australia Ambassador as well as the Commonwealth Games 2018 Ambassador. Molina is a member of the Football Federation of Victoria's Tribunal.

Molina is the founder of the organisation Multicultural Women in Sport which aims to empower women from multicultural backgrounds through sport.

Thu-Trang Tan, Board Member

Thu-Trang is the CEO of Volunteer West. She brings extensive cross-sector experience in public, private and non-government organisations. Central to her career is her focus on creating impact and value in everything she undertakes, particularly through her deep expertise in collaborative & inclusive practices. She began her career as a commercial and information technology lawyer in Sydney. She has been able to combine her social justice values and strategic leadership work over two decades across Australia and overseas in organisations such as Gilbert + Tobin Lawyers, Vodafone, Equitas, Oxfam, University of Melbourne, and the Victorian Government.

Most recently, Thu-Trang served and led at senior levels in government at the Department of Justice VIC and founded a social enterprise in Vietnam before her appointment at Volunteer West. She is a life-long learner and is at the latter stage of her doctorate examining wise practice in public administration, what it looks like and its enablers and barriers, including a novel look at wise leadership in public management.

Michael Raper, Board Member

Michael has qualifications in arts, education and law and is a Graduate of the Australian Institute of Company Directors (GAICD). Michael recently worked for the Australian Council of Social Service (ACOSS) as Senior Advisor and Australian Red Cross as Director of Services and International Operations. He chairs the boards of the Welfare Rights Legal Centre in Sydney and Community 21 in Melbourne.

Michael has also had extensive board experience as President/Chair of ACOSS, the International Council on Social Welfare, the Mandela Foundation of Australia, The National Welfare Rights Network and the Independent Teachers Federation of Australia.

Anne Cherry, Board Member

Anne began her involvement with Good Shepherd in 2015 serving on the Rosemount Good Shepherd Board in NSW and the program delivery committee. She has over twenty years' experience in senior communications and corporate affairs roles across banking and financial services, IT, and Mining and Resources where she has specialised in the delivery of corporate social responsibility programs, sponsorship, grant making and foundations.

Anne has a passion to connect commercial entities to the not-for-profit sector to deliver improved societal outcomes especially for young women. She holds a B. Comm from UNSW and an MBA from RMIT and has previously served on the Western Sydney Business Connection (WSBC) Board and been a member of the fundraising committee for St Francis Social Services. Anne is currently working at ANZ and was previously at NAB.



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