

Candidate Information Pack

Uniting

Head of Local Area Coordination; NDIS Partners in the Community Program

May 2022

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Uniting

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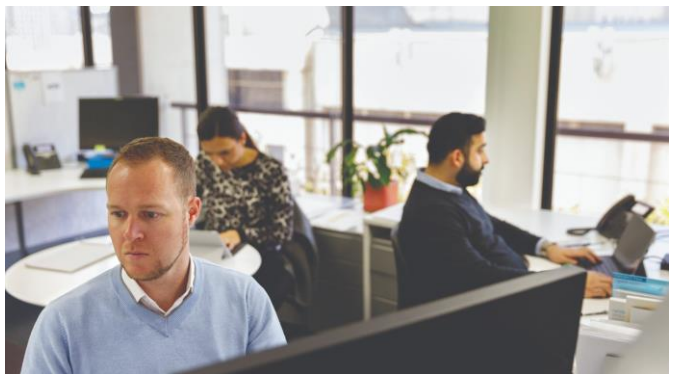
Executive Summary

At Uniting, we believe in taking real steps to make the world a better place. We work to inspire people, enliven communities and confront injustice. Our focus is always on the people we serve, no matter where they are at in their life. With a revenue of \$915m and a staff of 9,000, our services are in the areas of aged care, disability, child and family, community services, and early childhood education and we get involved in social justice and advocacy issues that impact the people we serve. Uniting values diversity of ability, age, ethnicity, faith, sexual orientation, intersex variation or gender identity and we always welcome everyone, exactly as they are.

The NDIS Partners in the Community Program for Local Area Coordination (LAC) Services works in partnership with the National Disability Insurance Agency (NDIA) to assist people with disability, their families and carers to achieve tangible outcomes, exercise choice and control and engage with the National Disability Insurance Scheme. The Uniting LAC team has a budget of \$63m and a team of 450 staff based across NSW and ACT. We are now seeking an outstanding leader to build on these solid foundations and take the division on its next stage of evolution.

As the Head of LAC, you will facilitate the successful delivery of LAC Services and contribute to the development of the strategy of the directorate. You will lead the LAC Leadership Team to implement the strategic priorities for the program and manage the resources, budget and completion of activities to achieve these. You will be responsible for ensuring the LAC program meets the requirements contained in the NDIA Contractual Agreement, along with Uniting Strategic and Operational Plans. By promoting a culture of creative collaboration, you will empower your teams to deliver quality outcomes consistently across the program that will achieve the objectives of NDIA Outcomes Assurance Framework (OAF) and the Grant Agreement. You will build strong, collegial relationships at the executive level and across the broader business, sharing best practice and contributing to the broader organisational goals.

We are seeking an inspirational and empathetic leader with a track record of success gained ideally from the broad disability sector, from a strategic, operational or service delivery perspective. Experience of LAC, whilst valuable, is certainly not essential. Rather, we require a leader who has a solid understanding of the disability sector and a knowledge and application of human rights-based approaches in the sector. Experience of government funding channels, policy reform and advocacy is desirable as is strong financial acumen. Outstanding communication and stakeholder skills are essential. Key to success will be the ability to lead a large portfolio in a highly sensitive and evolving sector, ensuring the highest levels of client service are provided within a demanding financial, regulatory and commercial landscape.



About Uniting

Uniting believes in taking real steps to make the world a better place. Our purpose is to inspire people, enliven communities and confront injustice. Our focus is always on the people we serve, no matter where they are at in their life.

Uniting's services are in the areas of aged care, disability, child and family, community services, and early childhood education. Uniting is also a loud voice for social justice and advocacy issues that impact the people and communities it serves. Uniting values diversity of ability, age, ethnicity, faith, sexual orientation, intersex variation or gender identity and we always welcome everyone, exactly as they are.

Uniting is committed to respecting children and taking action to keep them safe.

Uniting NSW / ACT is responsible for the social justice, community services and chaplaincy work of the Uniting Church in NSW and the ACT.

Aged Care Services	Retirement and independent living	Early learning and childcare	Disability support services	Foster care
Counselling and mediation	Family services	Youth services	Mental health	Housing and homelessness

Uniting's values

As an organisation, we are: Compassionate, Respectful, Imaginative, and Bold. These values guide our work every day.

Imaginative

We challenge convention, explore new possibilities and dare to dream for a better future.

Respectful

Acting with honesty and integrity, opening our hearts to all people without exception.

Compassionate

We are nurturing, generous and thoughtful in our words and deeds.

Bold

We face injustice head on and stand up for what is right and true with confidence and strength.

Uniting Executive Team



Tracey Burton
Executive Director



Sue Shilbury
Director Children, Youth and Families



Jill Reich
Director Customer, People and Systems



Mary Carpenter
Director of Governance, Risk and Quality



Saviour Buhagiar
Director Ageing



Simon Furness
Director Property and Housing

POSITION DESCRIPTION

Head of Local Area Coordination

ABOUT UNITING

Our purpose: To disrupt entrenched disadvantage to create a better future for more people, communities and regions in need

Our values: As an organisation we are **Imaginative, Respectful, Compassionate** and **Bold**.

At Uniting, we believe in taking real steps to make the world a better place. We work to inspire people, enliven communities and confront injustice. Our focus is always on the people we serve, no matter where they are at in their life.

Our services are in the areas of aged care, disability, child and family, community services, and chaplaincy and we get involved in social justice and advocacy issues that impact the people we serve. As an organisation we celebrate diversity and welcome all people regardless of disability, lifestyle choices, ethnicity, faith, sexual orientation or gender identity. We commit to respecting children and take action to keep them safe.

Uniting is the services and advocacy arm of the Uniting Church NSW & ACT and as such Uniting leaders understand, support and can express the mission and purpose of the Uniting Church.

ABOUT THE ROLE

Role Purpose

The NDIS Partners in the Community Program for Local Area Coordination (LAC) Services works in partnership with the National Disability Insurance Agency (NDIA) to assist people with disability, their families and carers to achieve tangible outcomes, exercise choice and control and engage with the National Disability Insurance Scheme (NDIS).

As the Head of LAC, you will drive the successful delivery of LAC Services and contribute to the development of the strategy of the directorate. You will lead the LAC Leadership Team to implement the strategic priorities for the program and manage the resources, budget and completion of activities to achieve these.

You are responsible for ensuring the LAC program meets the requirements contained in the NDIA Contractual Agreement, along with Uniting Strategic and Operational Plans are met. You will promote a culture of operational excellence and drive quality outcomes consistently across the program that will achieve the objectives of NDIA Outcomes Assurance Framework (OAF) and the Grant Agreement.

ROLE KEY ACCOUNTABILITIES

You will be an integral member of the Communities directorate, through the following:

- Provision of leadership and development of a leadership team that builds a positive workplace culture and high performing service
- Work closely with the Directorate to translate business and strategic objectives into targets, tactical plans and action steps which team members can effectively implement.
- Take responsibility for ensuring that LAC Leadership Team members have the necessary resources and capability to deliver high quality work. Regularly assesses all team member performance, set objectives and establish active development plans
- Understand industry trends and commercial implications, and demonstrates knowledge of the impact department advice has on the other Directorates in Uniting
- Contribute to the development and evaluation of changes and improvements to the services provided by the department/team and ensures that changes support the viability of Uniting
- Confidently establish and maintain a safe and supportive working environment that is inclusive of all staff through celebrating their nationality, cultural background, LGBTI status, abilities, gender and age
- Provision of consistent and visible leadership in WH&S behaviours and actions within the team, and ensure there is a safe working environment and that staff are properly trained to be able to work in a safe manner
- Complete mandatory training for the position as designated by Uniting and the NDIA and continue ongoing professional development. Keep up to date with Uniting and NDIA changes
- Deliver key performance indicators as agreed upon by Uniting and the NDIA

As the Head of LAC, your role specifically will:

Sector and Organisation Purpose and Values

- Demonstrate a deep knowledge and application of human rights-based approaches in the disability sector
- Lead LAC Program to work within the Uniting vision, values, strategic and business plans and the service offerings of Uniting
- Lead the LAC Program to demonstrate alignment with NDIA Purpose and Values

Leadership/Teamwork

- Be an active member of Uniting and lead the LAC Leadership Team, adhering to organisational expectations outlined in Uniting policies and procedures and contributing positively to the Uniting strategic direction, planning, work environment and culture
- Lead change within the sector, transforming and aligning the LAC program
- Have the confidence and humility to question and challenge with the ability to communicate powerfully to influence
- Articulate the business unit agenda effectively to allow others to understand objectives and priorities
- Articulate the rationale for change in a simple and compelling way for the team, leading others in engaging with change constructively
- Lead the LAC Leadership Team to manage service delivery performance and provide expertise and assistance on complex matters
- Be responsible for ensuring that all staff enthusiastically embrace change, applying skills that combine strong leadership with the ability to motivate, inspire and foster a team environment
- Ensure that performance management frameworks are used within the program to support performance and manage under-performance and misconduct effectively
- Use effective influencing and networking skills to resolve issues
- Monitor progress of teams to achieve performance indicators and targets agreed by Uniting and NDIA

Operational Planning and Execution

- Lead the delivery of services in line with Uniting culture that promotes a person-centred approach and outcomes, reflecting the right of people with a disability to exercise choice and control over all aspects of their lives
- Translate the Uniting strategy into effective business plans
- Lead the Operations Managers, Specialist Service Manager and ILC Manager to execute the Uniting and LAC Services Strategic and Operational Plans
- Ensure the LAC program workforce planning strategy is effectively executed to meet the required outputs and activities
- Ensure all relevant legislative and policy requirements are observed where specific third party reporting is required after a critical incident e.g. NSW FACS, NSW Ombudsman, NSW Office of the Children's Guardian, etc.
- Ensure the LAC Program utilises the NDIA participant data management systems to meet the information recording, reporting and confidentiality requirements outlined within the NDIA Contractual Agreement
- Evaluate program performance on a range of metrics to enable continuous improvement of process and procedure
- Manage confidential and sensitive information
- Undertake other duties as requested by the Director, Communities, consistent with the general nature and responsibilities of the position

Risk Management

- Lead the LAC Leadership Team to work within the Workplace Health and Safety (WHS) accountabilities as part of the WHS Act 2011
- Understands the wider risk management framework and priorities at Uniting
- Understand the impact of relevant business and commercial risks on Uniting and NDIA business systems, policies, processes and practices, as well as leading teams to also understand this impact
- Track and respond to emerging issues with policy, community and customers to appropriately manage risk
- Take regular action to evaluate controls and minimise risk to Uniting, its employees and customers, as appropriate to the requirements of effective service delivery
- Identify, manage and report on risks using the Uniting Risk Management Framework, seeking advice from subject matter experts where appropriate
- Meet all duty of care requirements

Financial Management

- Work within Uniting financial and other delegation schedules
- Manage and monitor performance to budget across the LAC program
- Ensure reconciliation of outstanding payments within Uniting timeframes

Reporting, Standards and Continuous Improvement

- Understand the impact on work practices of Uniting policies and procedures, including the Code of Conduct, Conflict of Interest (Col) and Safety policies and procedures, as well as relevant government legislation and standards
- Ensure the National Disability Standards, Uniting Disability Practice Framework, Child Wellbeing Framework and Uniting Quality Management Policy are embedded into the practices undertaken by LAC staff
- Monitoring and management of reporting against the NDIA Contractual Agreement
- Ensure the delivery the LAC Quality Objectives across the program and feedback opportunities are available for customers and their families/ carers
- Ensure the LAC program resolves complaints and incidents and applies corrective actions in an effective and timely manner
- Ensure the LAC Leadership Team monitors and ensures business processes, standards, training and documentation requirements are met across the program to achieve required outcomes
- Ensure adherence to reporting, documentation and business administration requirements

Stakeholder Relationships

- Identify and develop strategic, collegial and productive relationships across all LAC program and other Uniting business units to ensure the best outcomes for customers, Uniting and LAC staff
- Maintain collaborative relationships with external parties such as the NDIA, peak body organisations and suppliers to successfully support the implementation of strategic initiatives and build capacity of LAC staff
- Maintain a collaborative relationship with the NDIA to successfully and innovatively deliver the performance indicators outlined in the NDIA Contractual Agreement
- Politically astute, emotionally and socially intelligent and collaborate naturally with the best interests of the community and organisation always in mind
- Ensure the LAC Leadership Team is provided with timely information to support operational decision making
- Ensure the wider Uniting is provided with timely information to support decision making and operational processes
- Apply risk mitigation strategies to ensure any Conflict of Interest (Col) is managed appropriately within Uniting
- Provide advice and information to the Director Mission, Communities and Social Impact on emerging risks and issues to support program development and delivery in line with plans, budgets, time frames, policy objectives and other projects and priorities
- Ensure the Director Mission, Communities and Social Impact is provided with timely information to support decision making and operational processes

Innovation

- Demonstrate commitment to best practice approaches
- Create a culture in the program that enables the exploration of developing trends and opportunities for innovation from a variety of sources (e.g. community, continuous improvement process, Agency data)
- Lead a strong commitment to a fair and equitable workplace, and a culture of innovation and transformation, you will provide strategic direction and leadership for the planning and delivery of services to ensure high-quality outcomes for our customers
- Ensure resourcefulness and creativity are enabled to allow for innovative solutions to better assist the LAC program
- Apply critical thinking to consider the workability of different ideas and apply the appropriate problem solving and decision-making tools
- Lead the LAC Leadership Team to ensure that lessons learnt, feedback and review are included in the continuous improvement of work practices
- Continuously seek new and innovative ways to deliver LAC Services

Communication

- Apply your stakeholder management experience to navigate complexity with all stakeholders, using negotiation skills and communicate with influence
- Represent Uniting in stakeholder interactions and meetings in delivering clear, concise and effective messaging in line with Uniting values
- Ensure the LAC Stakeholder and Engagement Communication Matrix is followed in relation to key internal and external stakeholders and interested parties
- Use a variety of methods to effectively engage and communicate with a mobile and geographically spread workforce
- Enter data and record information accurately on the NDIA IT Business System and Uniting systems
- Represent Uniting in stakeholder interactions and meetings in delivering clear, concise and effective messaging in line with Uniting values
- Promote Uniting LAC initiatives and good news stories through social media

ABOUT YOU IN THE ROLE

As a staff member of Uniting you will celebrate diversity and welcome all people regardless of lifestyle choices, ethnicity, faith, sexual orientation or gender identity.

Your directorate: Communities
You'll report to: Director, Communities

To be successful in this role, you must fill the below **mandatory requirements**:

- Working with Children Check clearance
- NDIS Worker Screening Check clearance
- National and State Criminal History Check clearance
- Have a valid driver's license
- Be able to work flexibly to potentially include after-hours and weekends
- Be willing to travel within and between Uniting LAC Service Areas as required

YOUR KEY CAPABILITIES

People Leadership

- **Delivers performance through others** - Clearly delegates and assigns responsibility, evaluating performance along the way.
- **Creates and builds the capability of our people** - Enriches Uniting's overall capability through selection, feedback & the development of excellent people
- **Builds diverse, highly engaged teams** - Builds effective teams with the morale and capability to cope with change effectively.

Business Leadership

- **Demonstrates Business Acumen & Delivers Results** - Understands Uniting's business, market and competitors and drives to deliver ever improving results.
- **Develops and Grows the Business** - Understands the changing market landscape and positions Uniting for growth.
- **Reaches Commercial Decisions** - Makes effective commercial decisions with the information, time and resources available

YOUR QUALIFICATIONS & EXPERIENCE

Qualifications:

Tertiary qualification in a relevant business field or equivalent experience and/or qualification in the community services sector e.g. disability, allied health, social work, community development.

Experience:

- This is a senior leadership role, typically requiring eight or more years' experience, including experience building and leading large teams
- Demonstrated experience in successfully delivering substantial government contracts
- You will have experience that demonstrates a positive contemporary attitude to people with disability along with an understanding and knowledge of disability and its impact on individuals
- Extensive understanding of relevant sector standards, policy, direction and changes, including the NDIS
- Comprehensive knowledge of the complex needs of people with disability and their families and carers
- Proven ability to establish and build partnerships and achieve common desired outcomes with a wide range of complex or strategically different stakeholders
- Demonstrated application of risk management frameworks

Even better:

- Experience in achieving and/or maintaining certification in ISO 9001:2015 Quality Management Systems
- Extensive experience working within high performance teams, demonstrating your ability to develop and maintain motivated and professional work teams

Useful Links and Contact Information

For additional information about the organisation, please see links below:

- <https://www.uniting.org/home>
- <https://www.uniting.org/blog-newsroom/newsroom>
- <https://www.uniting.org/community-impact>

The Application and Selection Process



Rob Macmillan – Partner Health, Derwent is leading the delivery team for this search process, contributing to candidate sourcing, interviewing and overall assignment facilitation with Uniting. Rob is based in Sydney and is a Partner in the Derwent Health and Human Services practice and works with public, not for profit and private hospital, health, aged care, disability, and associated organisations in the sourcing of their executive leadership talent. Rob has developed extensive networks, both nationally and internationally, and works closely with his clients to deeply understand their requirements; he then works with his team to engage with and attract the very best talent. Rob graduated from Warwick University in the UK with a BA (Hons) Politics and International Relations.

Candidate Care

We are committed to ensuring that potential applicants and candidates are treated respectfully and fairly. Derwent consultants are available to manage inquiries and ensure that applicants are informed about developments as they become available. Candidates who are shortlisted and complete assessments including interviews will be offered a feedback session to discuss their experience and the assessment results.

Salary Package and Location

A competitive salary package will be negotiated with the preferred candidate. This is a NSW state-wide role and hence there is flexibility around the location of the person appointed.

To Apply

To apply, please go to www.derwentsearch.com.au and search the reference number 29574 to submit your application. Your application should include a resume and a cover letter of no more than two pages, addressing the following three areas:

- Your interest in the role.
- What you bring to the role and the organisation.
- Your vision for the role.

If you have any questions about this opportunity, please contact Rob Macmillan, Partner Health – Derwent Search or Shannon Bird at healthservices@derwentsearch.com.au or call (02) 9091 3266.

Timeline

- Interviews with Derwent are anticipated to take place end May.
- Client interviews are anticipated to take place early / mid June.
- Offer and acceptance anticipated late June.

Reference checks, pre-employment verification and background checks

For candidates in final consideration, at least two referees will be contacted with permission before a formal written offer is made. Any written references provided will also be checked and additional referees may be sought to further understand a candidate's merits for the role. Additionally, any offer will be subject to some or all of the following checks: Academic Qualification Check; Professional Membership Check; Criminal History and Working with Children Check.

Thank you for your interest in Uniting