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CANDIDATE BRIEFING DOCUMENT

CHIEF EXECUTIVE OFFICER



October 2019



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Our Cause

To transform young people's lives through world leading, evidence-based remote, outback intervention programs.

Mission

Operation Flinders Foundation is to provide young men and women who have been identified as being at risk, with demanding outdoor challenges and support, to help them develop their personal attitudes and values of self-esteem, motivation, team work and responsibility so they may grow as valued members of the community.

Objectives

- Increase access to programs for young people at risk.
- Effect a positive life change for young people at risk by improving self-esteem and confidence, improving the rate of return to education and encouraging young participants to seek employment.
- Reduce the recidivism rate of young offender participants in the Foundation's program.
- Continually improve the quality of the Foundation's program.
- Engage qualified, motivated, experienced, permanent, contract and volunteer staff.
- Effectively respond to the needs of relevant agencies.
- Increase the resource base of the program through support from the public, corporate, benevolent and private sectors.

Values Statement

Operation Flinders Foundation will:

- Provide a safe, satisfying, enjoyable, and fun experience for the young people who participate in the program
- Respect the rights, privacy and individuality of all people who participate in the program.
- Be customer focused.
- Provide a healthy and safe work environment for staff, volunteers and participants.
- Understand and have respect for the cultural diversity of our society.
- Show respect for the environment in all of our activities and set an example for our participants.
- Provide an enjoyable work experience for staff and volunteers.
- Provide open and regular communication between staff, volunteers and management.
- Have a commitment to total quality management.

Code of Conduct

The Code of Conduct requires that any person performing any service or activity which will identify them as part of the foundation must:

- Support and champion the values of the Foundation

- Act with honesty and integrity and openness
- Treat everyone with respect and courtesy, and without harassment
- Comply with any lawful and reasonable direction given by someone in authority
- At all times behave in a manner that upholds the good reputation of the foundation
- Disclose and take reasonable steps to avoid any actual or perceived conflict of interest
- Use the foundation resources in a proper manner
- Demonstrate competence, commitment, conscientiousness and diligence in the performance of duties and
- Maintain the confidentiality of any information obtained or accessed in the course of service for the foundation

OPERATION FLINDERS EXISTS TO BE THE LEADING PROVIDER OF QUALITY REMOTE OUTBACK ADVENTURE PROGRAMS FOR YOUNG PEOPLE AT RISK.

Young people identified as “at risk” are provided with a psychological circuit breaker intended to increase resilience in order to tackle the challenges of life. The program is especially designed for those from environments with family dysfunction, drug abuse, and physical abuse to improve self-confidence and self-esteem, ability to work in teams, and ability to accept responsibility.

The effectiveness of the Operation Flinders program is validated through an evaluation process which demonstrates that program participants have significantly improved self-esteem, attitudes towards criminal behaviour, and classroom behaviour.



Message from our Chair

“Since 1991, the Operation Flinders has been supporting youth at risk to have every opportunity to believe in themselves and realise their potential.

Operation Flinders vision is to “Transform young lives through world leading evidence based outback intervention programs”. Our aim is to “Enable youth at risk to thrive using evidence based outback interventions and leadership development opportunities to achieve positive education, employment and community engagement outcomes”. We achieve this by delivering world leading clinically proven, evidence based program integrity. Over the past few years Operation Flinders has expanded its services to youth at risk and is evolving to become a leadership and development training organisation.

The Objectives of the Foundation:

- *Increase access to programs for young people at risk.*
- *Effect a positive life change for young people at risk by improving self-esteem and confidence, improving the rate of return to education and encouraging young participants to seek employment.*
- *Reduce the recidivism rate of young offender participants in the Foundation’s program.*
- *Continually improve the quality of the Foundation’s program.*
- *Engage qualified, motivated, experienced, permanent, contract and volunteer staff.*
- *Effectively respond to the needs of relevant agencies.*
- *Increase the resource base of the program through support from the public, corporate, benevolent and private sectors.*

In 2019, 409 young persons participated in the Operation Flinders Program over our five exercises held in the northern Flinders Ranges. Schools and agencies select the participants to attend based on risk factors such as dis-engaging from education, family dysfunction, early drug and alcohol use, or anti-social behaviours. The transformation of the young people over the 8 days of the Operation Flinders exercise is profound in building the participants self-esteem, ability to manage their behaviours, setting goals, trusting themselves, trusting others and trusting adults. Participants that demonstrate significant turnaround or leadership behaviours are invited back to become a part of the Peer Group Mentor (PGM) program where they participate in further training weekends and are invited to walk again as a mentor with a new team of participants. Peer Mentors can remain part of the PGM program until they are 19 years old. A particular exciting achievement for Operation Flinders in 2018/19 was the development of the Certificate II in Outdoor recreation in partnership with the RTO Scouts Australia and job pathways program in partnership with Culturise for our peer mentors. In 2019, 31 young persons achieved their certificate II in outdoor recreation.

On behalf of The Board of Operation Flinders Foundation, the staff, volunteers and participants I wish to thank the incumbent CEO, Mr John van Ruth for his 4 years of exceptional service and wish him all the best in his future endeavours. John has positioned the Foundation well for the future and we look forward to continuing to build on his achievements going forward.

Drawing deeply on your compassion for developing young people and helping youth at risk avoid ending up in the justice system, this position will challenge you, but provide an incredibly rewarding strategic role that will see you drive Operation Flinders growth into a leadership and development training organisation building on its incredible roots in wilderness therapy and adventure based learning.

We very much welcome your interest and application for this role as we continue to enhance the life transforming work for youth at risk through the appointment of our new CEO.”

Robert Stobbe
Chairperson



The Advertised Role

CHIEF EXECUTIVE OFFICER

- World Leading Program
- Adelaide based NFP

Operation Flinders Foundation is a highly respected South Australian based charitable organisation that runs a world leading clinically proven wilderness adventure program for young offenders and young people at risk.

The program takes participants between the age of 14 and 18 years on an exercise in the Australian Outback where they learn basic bush survival skills, are taught to abseil, discover Indigenous culture and learn of the rich history of the Flinders Ranges. Led by team leaders skilled in navigation and bush craft, teams of young people live out and sleep on the ground, prepare their own food, navigate through the Flinders Ranges and learn the values of team work and respect.

By enabling participants to develop self-esteem, responsibility, team-work and respect the program offers a transformational opportunity for young people to break away from their past, take a new direction in life and grow as valued members of the community.

Working closely with the Board, the new CEO will be a highly skilled and passionate executive who can successfully lead the organisation at the operational and strategic levels, deliver excellent standards in business management and corporate governance, lead a small but highly motivated and effective team, establish and maintain productive relationships with existing and potential commercial, philanthropic and government stakeholders and further develop the Foundation's current status as a leader in the provision of programs for young people at risk.

You will have a passion for serving the community, highly developed leadership, corporate and financial management abilities, first class written and verbal communication skills, well-developed interpersonal skills that foster respect and co-operation, excellent relationship building abilities, proven experience in business development and the ability to attract and grow revenue to ensure long-term sustainability.

For details of the position profile visit www.vuca.com.au or contact VUCA Senior Associate, Ms Patricia Williams on 0438 388 530 for a confidential discussion. Please forward your letter of application and CV in MS Word format to offceo@vuca.com.au by 25th October 2019.

POSITION DESCRIPTION

Position Title	Chief Executive Officer
Reporting To	Chairman of the Board

Operation Flinders Foundation

Operation Flinders Foundation is a highly respected South Australian based charitable organisation that runs a world leading clinically proven wilderness adventure program for young offenders and young people at risk.

The program takes participants between the age of 14 and 18 years on an eight day exercise in the Australian Outback where they learn basic bush survival skills, are taught to abseil, discover Indigenous culture and learn of the rich history of the Flinders Ranges. Led by team leaders skilled in navigation and bush craft, teams of young people live out and sleep on the ground, prepare their own food, navigate through the Flinders Ranges and learn the values of team work and respect.

By enabling participants to develop self-esteem, responsibility, team-work and respect the program offers a transformational opportunity for young people to break away from their past, take a new direction in life and grow as valued members of the community.

Our Cause

To be the leading provider of quality wilderness programs for young people at risk.

Mission

Operation Flinders Foundation is to provide young men and women who have been identified as being at risk, with demanding outdoor challenges and support, to help them develop their personal attitudes and values of self-esteem, motivation, team work and responsibility so they may grow as valued members of the community.

Position Scope

Working closely with the Board, the Chief Executive Officer (CEO) provides excellent standards of operational and strategic leadership across all areas and functions of the organisation. Taking responsibility for the Foundation's overall organisational performance, the CEO will ensure the ongoing delivery and evaluation of safe, effective and evidence-based programs for young people at risk; provide exemplary business, financial and human resource management in the day to day operations of the Foundation and develop and maintain highly productive partnerships with existing

and potential commercial, philanthropic and government based sponsors and supporters in order to grow revenue and ensure the long-term viability of the Foundation and its programs.

The CEO will also provide effective and timely advice and support to the Board on a broad range of matters and ensure that a high quality Corporate and Board Governance Framework covering all aspects of the Foundation’s legislative, regulatory and risk-management obligations is in situ, monitored and updated as required. As the ‘public face’ of the Foundation, the CEO will develop and maintain productive relationships with the media, maintain and further develop successful engagement with a wide range of communities, groups and individuals, and in particular, the Foundation’s substantial volunteer and supporter base.

Key Relationships

Position Reports To	Positions Reporting to CEO	Other Internal Relationships	External Relationships
<ul style="list-style-type: none"> Board Chairman. 	<ul style="list-style-type: none"> Manager, Administration and Finance. Manager, Work Health Safety & Staff Development. Manager, Development & Regional Chapters. Manager, Operations & Logistics. Manager, New Directions Facility Manager, Yankaninna. State Manager, Northern Territory. 	<ul style="list-style-type: none"> Board Members. Volunteers and other supporters. Operation Flinders Foundation Ambassadors. All other relevant internal stakeholders. 	<ul style="list-style-type: none"> Commercial and Philanthropic Funders and Supporters. State and National Media. State and Local Government organisations / agencies. All other relevant external stakeholders.

Key Outcomes

The Chief Executive Officer is required to achieve the following performance objectives:

1. Corporate and Financial Management

- Provide effective general management and oversight of all areas and functions including day-to-day operations and the smooth and efficient functioning of the organisation.

- Ensure that all required policies, systems, delegations and controls are developed, implemented, evaluated and continuously improved.
- Provide high quality leadership and management to the Foundation’s staff and volunteers and creating an organisational culture that promotes excellence, accountability and motivation.
- Ensure that a system for evaluating the performance of staff members and volunteers is developed, implemented and evaluated.
- Develop and implement a Workforce Plan that ensures the Foundation is staffed appropriately and efficiently at all times and that contingencies for succession in each position are in place.
- Ensure that the Foundation attracts, recruits and retains teams of skilled and appropriate volunteers and that all risk-management and training requirements relating to the participation of volunteers in place, regularly evaluated and improved as required.
- Ensure that high standards of financial management and accounting practices are applied at all times and that all required systems for the effective management, control and reporting of the organisation’s financial and other resources are in place.
- Work with the Board Administration Committee and Manager, Administration and Finance to develop the annual budget for Board approval, and ensure that the budget is consistent with achieving required outcomes, targets, programs and operations.
- Ensure that a comprehensive Risk Management Strategy that identifies, assesses and ameliorates organisational risk is developed, implemented and systematically updated on a regular basis.
- Ensure that the Foundation maintains high standards of compliance with all of its legal, regulatory and policy obligations.

2. Strategy

- Provide high level support to the Board in determining the Foundation’s short and long-term strategic goals and objectives and communicate these effectively to all internal and external stakeholders.
- Develop, implement and evaluate appropriate business plans and performance indicators guide the achievement of, and measurement of performance against agreed strategic goals and objectives.

- Provide regular reports to the Board regarding organisational performance against key strategic goals, objectives and targets.
- Provide timely advice and support to the Board regarding critical changes in the internal and external environments that may impact upon, or require modification of, the organisation's strategic agenda

3. Governance

- Provide support and assistance to the Chairman and other Board Members to articulate the Board's role and accountabilities and that of its committees and individual members, including assisting the Board to evaluate its performance from time to time.
- Ensure that a comprehensive Board Governance Framework outlining the roles of the Board, its Committees and individual members, their accountabilities, legal and ethical obligations, and the systems, policies and controls to ensure that these obligations are complied with at all times, is developed implemented and evaluated.
- Ensure that a comprehensive system for reporting organisational performance against a range of financial, risk-management, strategic and other relevant matters is developed, implemented and evaluated.
- Provide high quality and timely advice to the Chairman, Board and its Committees on a range of matters as required.
- Facilitate effective liaison and communication between the Board and its internal and external stakeholders, including staff, volunteers, commercial and philanthropic supporters, government bodies and the community more broadly.

4. Business Development and Community Relations

- Identify, develop and maintain professional and productive relationships with all existing and potential commercial, philanthropic, community and/or government-based sponsors, supporters and stakeholders to ensure the sustainability of programs for young people at risk.
- Identify, establish and monitor Key Performance Indicators (KPIs) comprising the annual financial objectives to be achieved through sponsorship, grants-funding, philanthropy, Regional Chapters or other relevant sources of funding and provide regular reports to the Board on performance against these.

- In collaboration with the Marketing Committee, ensure that a Strategic Marketing Plan that achieves long-term financial and ‘in-kind’ sustainability for the Foundation and its programs is developed, implemented and monitored.
- Ensure that the production, use and distribution of all marketing products and/or merchandise occurs in a manner that maintains the integrity and professionalism of the Foundation and its programs.
- In collaboration with the Marketing Committee, proactively identify business development, sponsorship or grant opportunities and ensure that these are captured through the prompt development of proposals and/or strategies.
- Ensure that, consistent with the Strategic Marketing Plan, a diverse range of community engagement strategies that further establish Operation Flinders as a well-recognised and valued leader in the provision of programs to assist young people at risk are implemented.
- Ensure that ongoing support is provided to existing Regional Chapters and that opportunities to establish new Regional Chapters are identified.
- Develop and maintain strong relationships with key media outlets and ensure that this results in the Foundation and its programs receiving high levels of positive publicity and promotion.
- Ensure that effective liaison, consultation and feedback is undertaken with sponsors, staff and volunteers to ensure that the Operation Flinders Foundation Challenge is conducted safely and within budget targets and ensure that identified risks or concerns are addressed in a timely manner.

5. Organisational Culture

- Develop and maintain a positive, values-based culture that promotes high performance, respect and a passion for achieving the Foundation’s Vision and Mission.
- Ensure that an organisational climate survey including Board members, staff, volunteers and other key stakeholders is undertaken from time to time and that negative impacts on the organisation and or its programs are addressed in a timely manner.
- Provide support and assistance to the Board in reviewing the Foundation’s Vision, Mission and Values from time to time to they are consistent with the organisation’s intent and its strategic direction.
- Act as a positive and respectful role model at all times when interacting with others and demonstrate integrity and professionalism at when representing the Foundation in various forums.

PERSON SPECIFICATION

Qualifications

- Graduate and/or post-graduate qualification in Business Management, Financial Management, Marketing, Communications or other relevant discipline.

Essential Requirements

- Exceptional leadership skills and the ability to create and inspire commitment to a shared vision for the future.
- Proven and successful general management experience at an executive or senior level requiring the demonstration of business savvy, sound judgment and the achievement of business growth or development.
- Demonstrated effective skills and senior experience in corporate and financial management, preferably in a not-for-profit, charitable or service based organisation.
- Highly-developed interpersonal and emotional intelligence skills that foster trust, cooperation and credibility.
- Sound ability to work in a productive manner with Boards and Committees and up to date knowledge of the workings of Boards and associated governance frameworks.
- High level verbal and written communication skills including public speaking and the ability to work productively with the media.
- Proven ability to develop and maintain highly productive relationships with a broad range of key stakeholders, preferably including commercial and philanthropic sponsors and supporters.
- Demonstrated ability to demonstrate politically 'savvy' and to apply sound professional judgment to complex or sensitive matters.
- Proven ability to lead, manage and develop people, including a diverse range of volunteers, members of the public and staff engaged in operational field programs.
- Demonstrated skills and experience in developing, executing and evaluating strategic marketing and public relations strategies.
- Proven experience in developing and maintaining strong and productive relationships with print and electronic media that achieve high levels of positive media interest and publicity on behalf of the organization.
- Demonstrated experience in conducting risk-management assessments associated with complex and/or major events and developing and implementing risk-management strategies to ameliorate potential risks.
- Demonstrated sound knowledge and understanding of contemporary corporate management practices and principles, including the ability to establish and manage program budgets, contribute to the setting of strategy and the monitoring of organisational performance.
- Possess a sound working knowledge of Operation Flinders, its aims, visions and mission

Essential Characteristics

- Is a principled and people-centered professional with a passion for serving the community.
- Demonstrates empathy for others, open to new ideas and can view the world from different perspectives.
- Demonstrates high level of self-awareness, understands how own styles and preferences impact on others and manages negative emotions.
- Demonstrates courage and persistence in the face of adversity.
- Is flexible and adapts easily and willingly to new situations and/or change.
- Is passionate about learning in relation to self and others.
- Places the needs of the organization above own interests and/or affiliations.

Training Requirements

If not previously undertaken, the successful candidate will be required to successfully complete the following prior to conclusion of the probationary period:

- Senior First Aid Certificate.
- Prescribed Course in Mandated Notification.
- Non Violent Crisis Intervention.
- Competency in Bush Craft and Navigation.
- Completed a Police Check.
- Have passed a Medical Check.

Approved

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Board Chairman Date

Position Incumbent's Acknowledgment

I confirm that I am aware of the duties of the position as identified in this Job and Person Specification and the requirement to perform these to reasonably agreed standards and requirements.

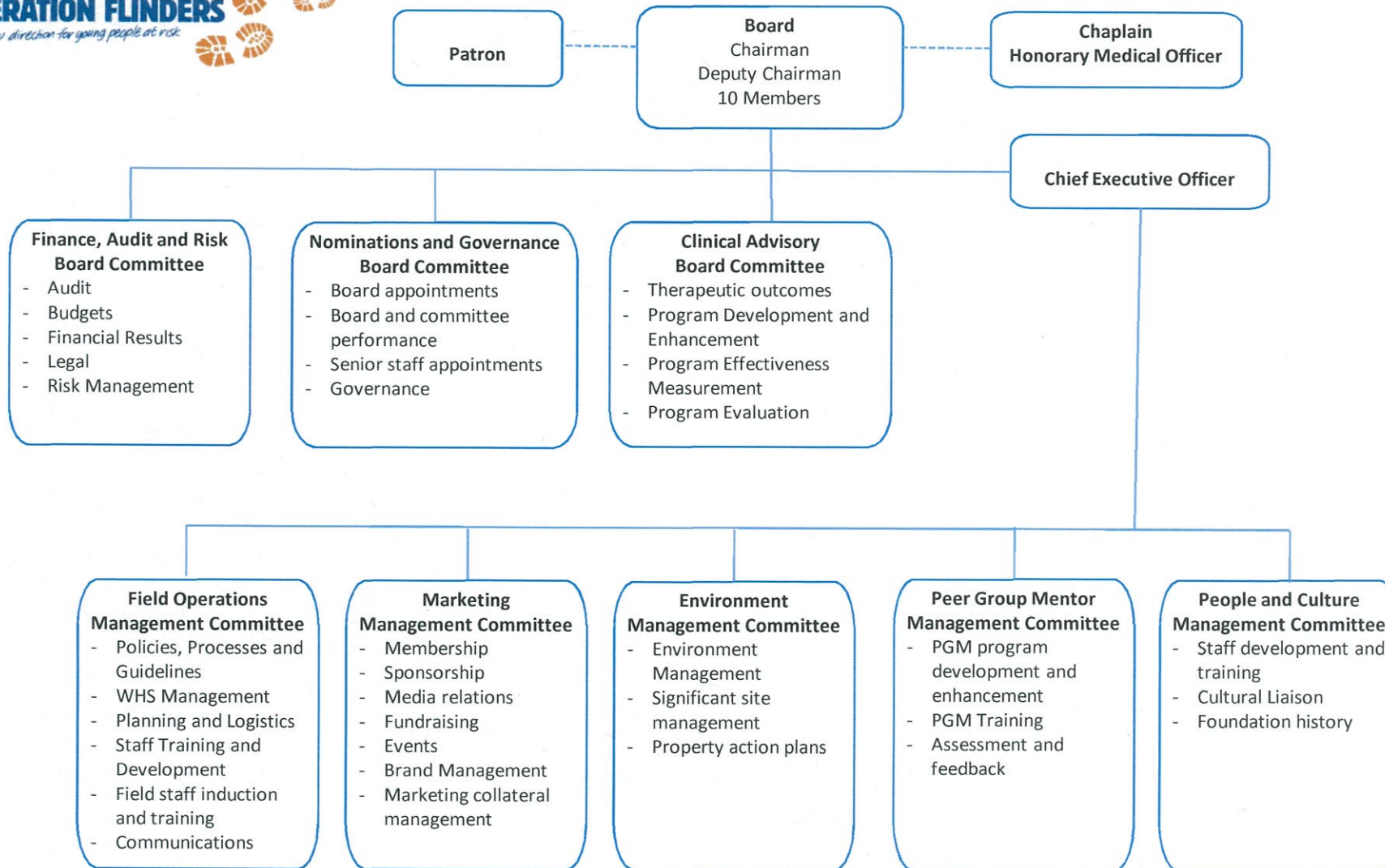
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Incumbent Name Incumbent Signature

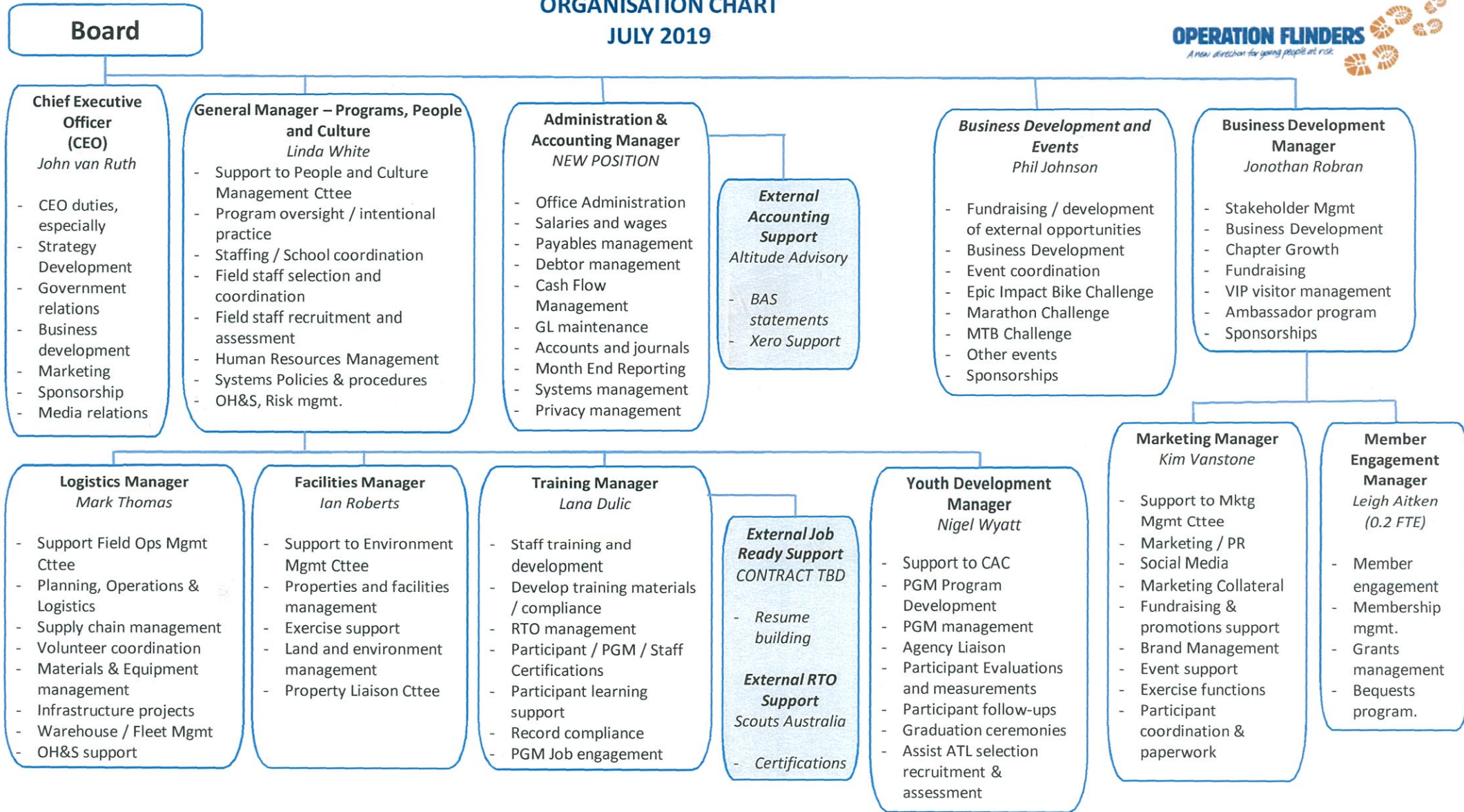
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BOARD and COMMITTEE STRUCTURES



ORGANISATION CHART JULY 2019



Living & Working in Adelaide, South Australia

Adelaide is one of the most liveable cities on the planet. It is well known for its arts festivals, fine foods and wine, retail and dining experience and spirit of entrepreneurship and innovation. It has an advanced economy, world class universities and a flourishing multicultural heritage. Adelaide is the traditional home of the Kurna people and has a strong indigenous culture today.

LIFESTYLE

Adelaide is known for its **Mediterranean style climate**, where the weather is pleasant and moderate most of the year. Year-round big blue skies mean average winter temperatures of 16 degrees Celsius (°C) and 28°C in summer. Hot days can be real sizzlers and easily reach 40°C though!

Adelaide is a city that offers the physical and emotional space to breathe. There is a sense of freedom here – of expression, of movement, of thought. With a **diverse and eclectic array of accessible experiences**, it's a city that allows time for immersion, paired with a sense of space and freedom that actively encourages true indulgence.

The Adelaide Hills which are home to many villages, towns, wildlife parks and natural resources to explore, are less than half an hour drive from the City Centre. You'll never be far away from some of the most **pristine beaches** and water sanctuaries in the world, with almost 30km of beaches bordering Adelaide. Our beaches are famous for the beautiful waters and wide sandy foreshores. Beachside areas like Glenelg, Brighton and Henley Beach are only 15 minute drives from the City and offer **cosmopolitan hearts with retail and dining opportunities**. Within short drives from the city centre are Port Willunga where you can scuba dive in natural and man-made reefs, Port Adelaide where you can frolic with dolphins and St Kilda where you can wander the mangroves and natural reserves, also home to Dolphins and other Australian fauna.

A number of international measures rate metropolitan Adelaide highly for liveability, quality of life and cost of living. The Economic Intelligence Unit undertakes an annual Liveability Ranking and Overview of 140 cities around the world and Adelaide has in recent years consistently ranked 5th in the world. The Property Council of Australia undertakes its own annual survey on liveability of Australia's top 10 biggest cities. In this

survey Adelaide is ranked second only to Canberra, our nation's capital, and above all other capital cities. The Mercer Quality of Living Survey compares global cities and is primarily used to inform multi-national companies regarding optimal office locations and employee conditions. Adelaide was most recently listed as 29th in the World and has consistently ranked highly in this survey. Mercer's Cost of Living Report measures the comparative cost of over 100 items and Adelaide continues to outperform other Australian Capital Cities in this report

REGIONAL EXPERIENCE:

The regions surrounding Adelaide offer a unique experience with gourmet food offerings, internationally renowned wine, villages to explore and wildlife and natural attractions.

Adelaide is a city that lives well beyond its conveniently designed square mile epicentre, flowing seamlessly into world-famous wine and food regions such as Barossa, just an hour's drive north, or coastal escapes in the Fleurieu or Yorke Peninsula. You'll be spoilt for choice.

Travel another hour north and you'll reach the Clare Valley, which is famous for its Rieslings. The Adelaide Hills has some stunning whites and there's McLaren Vale and Langhorne Creek on the Fleurieu Peninsula – about an hour's drive south of the city. Drive yourself or join a guided tour of Adelaide and its surrounds - the choice is yours. Take a road trip and discover the reds from the Coonawarra on the Limestone Coast.

Kangaroo Island is an iconic destination, just two hours' drive and a short ferry ride south of Adelaide. It has pristine beaches, unique wildlife, awesome sunsets and fantastic food and wine.

South Australia & Adelaide, Fast Facts

<p>SA POPULATION</p> <p>1.3m</p> <p>Adelaide City Resident Population</p> <p>24,794</p>	<p>\$96.97b</p> <p>SOUTH AUSTRALIA GROSS STATE PRODUCT 2013/14</p>	<p>South Australia ranked in TOP 5 REGIONS OF THE WORLD by Lonely Planet's Best of Travel 2017</p> <p>ADELAIDE #10 MOST LIVEABLE CITIES IN THE WORLD 2019</p> <p><small>(Economist Intelligence Unit)</small></p>
<p>\$470k</p> <p>MEDIAN HOUSE PRICE</p>	<p>\$330k</p> <p>MEDIAN APARTMENT PRICE</p>	

One of the world’s most liveable cities

Adelaide offers a relaxed, easy-going lifestyle, and is rated as one of the top 10 liveable cities in the world (Economist Intelligence Unit). It is located in a beautiful region of South Australia, which is also ranked in the top 5 of the world’s regions.

Australia’s most affordable mainland capital

Your money will go much further in Adelaide. Studies show it costs 21% more to live in Melbourne and 23% more to live in Sydney than Adelaide. Adelaide is around 4% cheaper than Brisbane and Perth (2016 Economist Intelligence Unit), meaning you will have more money to discover Australia during your weekends and holidays.



Contact Information

For a confidential discussion regarding the Chief Executive Officer position, please contact VUCA Senior Associate, Ms Patricia Williams on 0438 388530.

Applications, including your current CV and a letter of introduction are to be forwarded in Word format to offceo@vuca.com.au.

Applications close 25th October 2019.

Important Information

Please note that VUCA Trusted Advisors believes that while the information contained in this document is true to the best of the Company's knowledge at the time of writing, such information may change without notice. Further, the information herein is the property of the Company and must not be published or attributed unless explicitly agreed.