



## CHIEF EXECUTIVE OFFICER

<b>Reports To</b>	LIFE Unlimited Board of Trustees
<b>Purpose of Position</b>	To effectively motivate, manage and lead LIFE Unlimited Charitable Trust to provide high quality services, nation and region-wide, by delivering the objectives contained within the Trust's Strategic Business Plan.

### INDIRECT REPORTS

100 FTE employees, up to 10 project consultants, and 50 - 80 PT employees.

Positive engagement with the sector is a key requirement of the role, as is proactive communication, risk / issue management, and working closely with Disability Support Services Ministry of Health, other health services, other NGO's, Special Education and the stakeholders. Close alignment with other services and key developments would also be critical, as well as an emphasis on cross sector/inter-agency work.

### RELATIONSHIPS

#### Internal

- Board of Trustees
- Senior Management Team
- All employees and their family and whanau
- Consumer
- Sub-contractors consultants

#### External

- Ministry of Health
- Ministers of Parliament
- New Zealand District Health Boards
- Government funding providers
- Disability service providers
- Sub-contractors providers
- Voluntary agencies, advocacy and service groups
- IWI groups
- Auditors
- International stakeholders
- Stakeholders
- Group Special Education
- Community service providers

### AUTHORITIES

#### Financial

- Unapproved capital expenditure up to \$20,000
- All expenditure within approved budgets (operational budget \$7 million per annum)
- Budget management on indicative budgets on behalf of MoH for NASC services (\$66 million per annum)
- Discretionary grants subject to board policy

#### Staffing

- Approval of all human resource management decisions;
- Recruitment
  - Discipline and termination of all staff

KEY ACCOUNTABILITY	PERFORMANCE GOALS
<p><b>1. Leadership</b></p> <p>a) Strategic and organisational leadership</p> <p>b) Manage the functions of the Trust effectively, equitably and economically in line with business plan objectives.</p> <p>c) Ensure decision making is efficient and effective by delegating authority to senior managers where appropriate.</p> <p>d) Ensure efficient financial and administrative systems and processes are in place by directing support staff in operating procedures.</p> <p>e) Champion an information sharing culture to provide all staff with access to support and advice on a timely basis through clear and effective communication networks.</p> <p>f) Lead and motivate staff to support and strive to achieve Trust goals and objectives through empowerment and communication of the Trust's vision and objectives.</p> <p>g) Provide leadership to the community sector.</p>	<ul style="list-style-type: none"> <li>• Strategic planning with Board and Senior Management Team updated annually</li> <li>• Business Plan objectives are met in line with timing and financial parameters</li> <li>• Ministry of Health reporting deadlines are met</li> <li>• Senior Managers are carrying out all delegated duties</li> <li>• Minimum involvement of the CEO in operational activities</li> <li>• Financial systems and processes are maintained to agreed standards and complied with</li> <li>• Documentation is current at all times</li> <li>• Staff have access to training and development information</li> <li>• Staff use available tools to send and receive information via agreed communication standards and protocols</li> <li>• Staff are aware of the Trust's vision and objectives</li> <li>• Staff are involved in business planning initiatives</li> <li>• Staff motivation levels reach agreed benchmark in staff survey</li> <li>• Innovative opportunities are implemented and promoted by LIFE to the community</li> </ul>
<p><b>2. Business Planning</b></p> <p>a) Develop the Trust Strategic Business Plan to document planned services and resources by consulting with staff, stakeholders and service users.</p> <p>b) Review the Trust Strategic direction to reflect future direction of the Trust by consulting with staff and Board Trustees.</p> <p>c) Align Trust service goals and objectives to Trust policies to manage compliance and expectations by understanding policy development.</p> <p>d) Maintain currency of business knowledge and community issues through regular facilitation of stakeholder networking forums.</p>	<ul style="list-style-type: none"> <li>• The Trust Strategic Business Plan is approved by the Board by 30 June each year</li> <li>• The Trust Strategic direction is approved by the Board by 30 June each year</li> <li>• Any changes to the Plan are communicated on an ongoing basis through the year</li> <li>• Minimum number of non compliance issues</li> <li>• Trust policies meet MoH and MSD audit standards</li> <li>• CEO identifies initiatives to listen and gather feedback from the community and key stakeholders</li> <li>• Issues are responded to promptly</li> <li>• CEO undertakes personal education to keep abreast of relevant business issues</li> </ul>

<p><b>3. Financial Management</b></p> <p>a) Manage the Trust's projected financial performance through understanding and presenting budget forecasts to the Trust for discussion.</p> <p>b) Manage the operating functions of financial systems, budgeting processes and asset management through guidance of and regular liaison with Business Finance Manager and accounting staff.</p> <p>c) Deliver an annual budget that supports the business plan by facilitating negotiations with the Trust.</p> <p>d) Strengthen the Trust's financial position to enable delivery of client needs by assisting with fundraising events as required.</p> <p>e) Manage the funding of contractors to ensure contract requirements are fulfilled to meet set budget parameters by negotiating with funding providers and managing contractor performance.</p> <p>f) Manage the funding of sub-contractors and providers.</p>	<ul style="list-style-type: none"> <li>• Accurate and meaningful forecast information is provided to the Trust on a regular basis</li> <li>• Meet budget parameters</li> <li>• Report on budget variances</li> <li>• Financial systems operate with minimal downtime to provide accurate data</li> <li>• Annual budget is delivered before 30 June each year</li> <li>• The Trust remains financially viable to deliver an adequate level of client services</li> <li>• Contract deadlines are met</li> <li>• Contract reporting requirements are met</li> <li>• Minimal contract performance issues</li> <li>• Reporting deadlines service accountabilities met</li> <li>• Monitoring and evaluation systems in place to ensure quality</li> </ul>
<p><b>4. Service Delivery</b></p> <p>a) Manage the delivery of the agreed service level to internal and external stakeholders through performance measurement and prompt issue resolution.</p> <p>b) Provide high quality services to clients that reflect innovation and an individual approach to service delivery by understanding the needs of internal and external clients and implementing appropriate solutions.</p> <p>c) Ensure best practice health standards are in place by directing staff in appropriate procedures.</p>	<ul style="list-style-type: none"> <li>• All issues are responded to within 24 hours</li> <li>• All issues are resolved satisfactorily</li> <li>• Performance is managed to agreed funding body standards</li> <li>• Solutions reflect innovation and are client responsive, on an individual and group basis</li> <li>• Best practice health standards are understood and implemented by all staff</li> </ul>
<p><b>5. Relationship Management</b></p> <p>a) Gain responsiveness to the Treaty of Waitangi partnerships between the Tangata Whenua, Iwi, and the Trust by developing and maintaining regular and positive communications that focus on mutual benefits</p>	<ul style="list-style-type: none"> <li>• Partnership agreements between the Trust and Iwi are renewed on a three yearly basis with</li> </ul>

<p>for the parties.</p> <p>b) Build positive relationships with Tangata Whenua and Iwi by promoting bicultural values and language within the Trust.</p> <p>c) Grow the understanding of cultural diversity by developing and supporting Marae-based programs and networks within the Trust.</p> <p>d) Negotiate robust and sustainable contracts with the Ministry of Health and Ministry of Social Development by maintaining and enhancing existing relationships with key contacts and applying effective negotiation techniques.</p> <p>e) Negotiate robust and sustainable contracts with other Government funders.</p> <p>f) Negotiate innovative community services.</p>	<ul style="list-style-type: none"> <li>• All staff have an acceptable level of understanding of bicultural values and language</li> <li>• Existing marae-based programs are continued and future needs identified</li> <li>• Optimal relationships with Ministry of Health and Ministry of Social Development representatives are maintained through effective communication and negotiation practices</li> <li>• Optimal relationships evidence by renewed and CPI adjusted contracts where possible</li> <li>• Optimal relationship with regional and national communities</li> </ul>
<p><b>6. Human Resource Management</b></p> <p>a) Deliver accurate and effective human resource decisions by ensuring compliance to statutory requirements and internal policies.</p> <p>b) Motivate and manage staff performance to achieve Trust goals and objectives through the use of sound performance management practices.</p> <p>c) Enhance the value of the Trust's human resources by supporting relevant staff training initiatives.</p> <p>d) Empower senior leaders in the application of human resource practices through coaching and development via internal and external providers.</p>	<ul style="list-style-type: none"> <li>• Human resource policies are complied with across the organisation</li> <li>• Staff performance appraisals are conducted on an annual basis</li> <li>• Performance issues are addressed in a timely manner with sensitivity</li> <li>• Staff receive appropriate training to perform to required standards in their roles</li> <li>• Senior Managers have the knowledge and tools to make effective human resource decisions</li> </ul>
<p><b>7. Reporting</b></p> <p>a) Develop and present management reporting, analysis and recommendations for consideration and approval by the Board that support and enhance efficient business activities.</p>	<ul style="list-style-type: none"> <li>• Board reports are accurate, complete and presented on a monthly basis</li> <li>• Recommendations are supported by full cost benefit analysis</li> <li>• Additional management reporting is provided on an as needed basis</li> </ul>
<p><b>8. Communication</b></p> <p>a) Promote the value and effectiveness of Trust services to raise understanding within the</p>	<ul style="list-style-type: none"> <li>• Appropriate media channels are used to optimise the work of the Trust and promote services to potential</li> </ul>

<p>community and across stakeholder and public groups through regular communication through effective media channels.</p> <p>b) Establish and develop communication networks within the Trust to encourage information sharing by staff by developing communication channels.</p>	<p>clients</p> <ul style="list-style-type: none"><li>• Community awareness is raised to agreed standards</li><li>• Positive feedback is received from clients, staff and stakeholders on media public relations</li><li>• Communication plans are developed and presented on an annual basis</li><li>• The level of organisational knowledge sharing is raised to an acceptable level</li><li>• Staff understand, articulate and promote the same messages as a unified group and as members of a unified organisation</li></ul>
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## Person Specification

### Qualifications

- Preferably an appropriate tertiary qualification (management, or health and disability) ideally evidence of recent relevant postgraduate study or professional development

### Knowledge

- Practical understanding and appreciation of current leadership and management best practice in a 'consultative' values based environment
- Broad understanding of the health and disability sector and issues and the role and impact of provider organisations on the lives of people with disabilities
- Understanding of and commitment to Treaty of Waitangi
- A clear understanding of fostering community engagement and commitment to the organisation
- A clear understanding of governance processes and policies
- A clear understanding and ability to work with a Board to achieve strategic imperatives

### Experience

- Preferably recent successful experience in a CE, or senior management role
- Proven experience of successful strategic planning and implementation
- Experience of working in or with government and/or commercial contracting environments
- Proven experience of excellent relationship and network building

### Skills

- Organisational strategic design and development experience
- Political astuteness
- People skills and the ability to attract, inspire, motivate and develop staff
- Excellent communication skills in public and at interpersonal levels
- Excellent relationship management skills, including proactive relationship building which supports the goals of the organisation

### Personal qualities

- The CEO needs to be comfortable in having a strong public role
- High personal and professional standards
- Personal enthusiasm and commitment to the organisation, staff and stakeholders
- A passion for making a difference
- Commitment to continuous personal and professional development
- Ability to inspire confidence, enthusiasm and motivation in others

- Commitment to supporting the role and involvement of people with disabilities to promote an inclusive environment
- Strong values base that supports the spirit of the organisation
- A personal vision for the future development of the organisation

#### Other requirements

- Highly influential
- Highly reputable
- Lives in or willing to be based in the Waikato
- Ability to travel, if and when required