



Position Description

Title of Position	Chief Executive Officer
Employee Name	
Classification Level	Above Award; Executive
Base Award	Clerks Modern Award 2010
Employment Status	3 Year Fixed term contract; with mutual option to renew
Location	Ceduna, SA
Reports to	Board, Far West Coast Aboriginal Corporation (through the Chair)
Positions reporting to this Position	Direct reports: Secretariat Officer Cultural and Heritage Officer (position on hold pending the selection of the CEO) Ranger Program Co-ordinator Corporate Services Officer Commercial Development Officer Indirect Reports: Administration Officers x 2 Receptionist (Trainee; casual)
Date of Latest Position Review	V5, 23 May 2019. Approved by the FWCAC Board meeting of 24/05/19

Persons of Aboriginal heritage, with the requisite skills, are encouraged to apply.

The Organisation

Far West Coast Aboriginal Corporation (FWCAC) is the Registered Native Title Body Corporate under the Native Title Act and a prescribed body corporate under Commonwealth Government legislation. The Corporation represents and delivers services to the common law owners of the land and waters of the Far West Coast of South Australia: Kokatha, Mirning and Wirangu and including three other community groups; Yalata, Oak Valley and the Robert's family.

The aim of the FWCAC is to advance the cultural, social, political, economic and legal interests of the Native Title holders, including by establishing legal entities to achieve these outcomes.

In addition to the Far West Coast Aboriginal Corporation, a number of organisational entities exist, including Far West Coast Investments Pty Ltd ATF Far West Coast Aboriginal Community Charitable Trust, Far West Mining and Civil P/L ATF FWM&C Discretionary Trust, and Munda Wana Wilurrara P/L.

The aims of the FWC entities are to:

- Assist with and protect the cultural and heritage interests of the region's indigenous people
- Fulfil the legal and compliance requirements of the organisation under legislation
- Develop indigenous owned enterprises to advance the social, political, economic and legal interests of the traditional owners
- Relieve the effects of poverty
- Promote indigenous employment outcomes
- Enter into land use and land management agreements on behalf of the traditional owners; act as their agent in such matters
- Promote secondary and higher education through scholarships
- Advocate on behalf of the traditional owners of the region
- And, generally, participate in the social, economic well-being of the region's indigenous peoples.

Aboriginal representation within the organisation stretches from Streaky Bay, to the east, across to the WA border and as high as the trans-continental Railway Line.

The governance structure of Far West Coast Aboriginal Corporation (FWCAC) includes a Board of 12 members that is representative of the region's six cultural groups. Commercial interests, Trust matters and subsidiary investments are managed through the separate Far West Coast Investments' Board of Company Directors.

The region covers some 85,000 sq kms and includes Conservation Parks, Natural Wilderness Protection Areas, Reserves, Marine Parks, mines, indigenous communities, and townships, the largest of which is Ceduna with a population of 2157 (2016 census).

The staffing structure of FWCAC includes a number of positions that provide Shared Services for all FWC entities, under Service Level Agreements (in development). These support functions include governance, administration, corporate services, financial services and commercial services. Similarly, the position of CEO provides day to day oversight on behalf of the Directors of FWCAC and FWCI, of other FWC entities and investments, through monitoring of business arrangements and required corporate reports from the entities. The CEO provides advice and inputs to all entities, on behalf of the Directors and within the parameters and directions approved by them.

Purpose of the Position

The position holder provides organisational leadership and coordination of all aspects of delivery on the aims and objectives of the Far West Coast Aboriginal Corporation (FWCAC), for the benefit of the Far West Coast Native Title Holders and the broader Aboriginal Community of the Far West Coast region.

Under the reasonable and fair direction of the Directors of Far West Coast Aboriginal Corporation, lead all staff and operations to ensure native title rights and economic outcomes are achieved for the benefit of the Far West Coast Native Title Holders and the broader Aboriginal Community of the Far West Coast region. The position also acts to direct shared services within the structure to meet the needs of the wider FWC entities, and acts as the representative of the FWCI Board of Directors in ensuring adequate management and results are achieved in the various entities of the FWC Group.

The CEO is the senior staff member of the organisation and will be required to lead, coordinate and participate in the governance of the Far West Coast Aboriginal Corporation, Far West Coast Investments Pty Ltd P/L, ATF Far West Coast Aboriginal Community Charitable Trust, Far West Mining and Civil P/L, ATF FWM&C Discretionary Trust, Munda Wana Wilurrara P/L, the FWC/Iluka Liaison Committee, under directions of the Directors and within agreed delegations, to ensure that compliance and regulatory obligations are met.

Key Responsibilities

1. Leadership of negotiations and representation of the Far West Coast Aboriginal Corporation, the Far West Coast Native Title Holders and the broader Aboriginal community in all relevant regional issues with tiers of government, industry, community and others:
 - Represents the FWCAC as the key representative and main contact at Regional, State and national levels under the direction of the FWCAC
 - Collaborates and co-ordinates with other key Aboriginal organisations to bring an effective voice to issues impacting Aboriginal people in the FWC region
 - Acts in the best interests of FWCAC members in these negotiations and aims to forward the goals of the organisation; seeks 'win/win' outcomes to further partnering relationships with key stakeholders
 - Ensures an effective and efficient communication strategy is in place for the benefit of members and the wider community, including:
 - Communicates the directions and promotes the goals of the organisation in regional forums and stakeholder discussions
 - Proactively builds the profile and influence of FWCAC with key parties to enhance its reputation and bargaining position in any future negotiation
 - Advocates and facilitates meetings with the three tiers of government, industry and other agencies
 - Represents the organisation in the media, under agreed parameters with the Board and strategic directions.

2. Leadership and co-ordination of Native Title matters on behalf of the members:
 - Consults, advises and implements the directions set by Board and members relating to NT
 - Ensures an annual work plan is developed and delivered for NT, culture, and heritage matters including participation on behalf of FWC entities in regional initiatives relating to tourism, employment, culture and community development
 - Acts as the prime coordinator between industry, state and commonwealth agencies including local and regional bodies as it relates to Indigenous Land Use Agreements, Co-management Agreements and anything to do with matters within the legally recognised Native Title region
 - Ensures any work area clearance or heritage surveys to be performed by the Prescribed Body Corporate (FWCAC) are suitably managed to completion
 - Liaises with SANTS Solicitor as needed
 - Coordinates budgets relating to NT matters with the relevant developers, mining companies and anthropologists/ scientific specialists
 - Builds community and next generation awareness of NT processes and future directions.

3. Builds a vision, inspires and facilitates nation building approaches with the traditional owners; builds unity with the wider community members of the Far West Coast (FWC) region:
 - Works to ensure that FWCAC promotes and supports collaborative initiatives for the community that will build sustainable enterprise, social benefit, leadership and community capacity, through existing and future entities and negotiations
 - Actively works to protect the intellectual property rights, oral history, traditions and cultural practices of FWC peoples, to ensure they are preserved, enhanced and protected.
4. Leadership and supervision of all staff in the development of a constructive, inclusive, positive and productive work culture that thrives:
 - Ensures staff understand the aims and goals of the organisation, over both strategic and annual timeframes
 - Ensures staff are given comprehensive induction, guided and focused in their performance to achieve the optimum outcomes for the corporation and community through clear work plans, roles, delegations and performance expectations
 - Builds a constructive team spirit and positive morale through inclusive leadership, consultation and regular communications, decisiveness and attention to staff concerns
 - Ensures a compliance regime is established and all staff understand their role and responsibilities in its achievement; ensures an active program of WHS training and safe work practices and procedures; acts as the Responsible Officer in law
 - Develops the skills and knowledge of staff through regular supportive and constructive feedback, meaningful work assignments, access to training and development, career development guidance, and performance development processes
 - Fosters diversity in the workplace and development of cultural competency.
5. Responsible for the effective management of resources – staff, financial, physical assets, and intellectual property on behalf of the members and with the goal of continuous improvement:
 - In consultation with FWCAC Managers, coordinates and establishes operational budgets for presentation to the FWCAC Board of Directors and all other Boards/Committees that are Far West Coast Aboriginal Corporation entities
 - Maintains strong positive relationships and services to the Board/s
 - Manages the organisation's operations within defined budget parameters
 - Ensures the development and effective management of the organisation's administrative, financial, physical and staff resources; ensures consolidated reporting of same is developed and available for Directors
 - Ensures prudent management of FWCAC resources and investments to ensure activities are within budget guidelines and compliant with laws, regulations and any funding requirements
 - Ensures preparation of any funding submissions and related reports as may be required by funding bodies and acts as liaison point
 - Seeks a continuous improvement focus and ensures improvement activity is maintained to deliver improved outcomes for members for the resources deployed each year.

6. Responsible for the management of quality and effective service delivery to FWCAC and its various entities, and achievement of deliverables:
 - Ensures appropriate planning is in place to ensure quality delivery of services; formalises Service Level Agreements with the entities so they can access shared services to meet business objectives in timely manner and to the level of quality expected
 - Provides leadership and oversight for the delivery and quality of all services; ensures appropriate performance indicators, controls, and risk management are in place, and remedial actions are taken as needed
 - Ensures the organisation's administration is maintained to a high standard, meeting statutory and stakeholder requirements and contemporary standards for business management; meets the agreed KPIs.
7. Creates and assists growth and development of the FWCAC entities in line with strategic directions, the corporation aims and statutory functions:
 - In conjunction and consultation with all Boards and FWCAC Managers, coordinates planning and development strategies for the various entities
 - In aligned effort with the other managers of FWCAC entities, actively pursues the agreed directions and goals for each entity and others that may be created
 - Oversees the planning and implementation of new developments.
8. Builds on and assists community and stakeholder relationship development and management:
 - See Key Result Area 1 also
 - Contributes to regional strategy, policy and advice in the areas related to Native Title, regional development and the interests of the regional Aboriginal community
 - Seeks to promote FWCAC as a leading organisation in regional indigenous affairs to key stakeholders and organisations agreed with the Board, in line with strategic directions
 - Investigates and makes proposals to the Board on possible additional sources of funding or joint ventures for increasing the sustainability of the FWC Aboriginal community
 - Works to align goals and directions of the various FWCAC entities, as much as is appropriate and with due probity, to ensure the needs of the FWC community continue to be met
 - Establishes and maintains strong relationships with the FWC community members.
9. Implementation of strategic direction:
 - In conjunction and consultation with all Boards and FWCAC Managers, coordinates planning and development strategies
 - Ensures the development and active use of a Strategic Plan and aligned annual Business Plan is in place for all FWCAC entities
 - Ensures direct links between the agreed Strategic Plan, annual budgets and financial, people, community and service KPIs
 - Implements the strategic vision by leading employees effectively, setting and monitoring standards and targets.

10. Management of FWCAC and NT governance:

- Works collaboratively with Board/s to develop the strategic direction and initiatives for FWCAC in context of the aims, Rule Book, regulations and challenges of the external environment, and ensures compliance and implementation of strategic plan and operational plan
- Provides high level and professional advice and guidance to the Board/s and individual members
- Supports operations and administration of Board/s by acting as liaison between management and Board members; ensures prompt appropriate action on Board/s agreed directions; ensures a quality Secretariat function is developed and maintained
- Ensures a Resolutions Register and Actions Database is developed and maintained accurately
- Ensures the Board/s fulfil the required governance functions effectively and facilitates optimum performance by the Board/s, Committees and individual Board Members
- Ensures all reporting requirements are being met, both internally and legislatively; All governance obligations must be met under the CATSI act, ASIC regulations, ATO tax law, and other relevant regulations
- Ensures appropriate organisational policies and procedures are developed as the organisation grows and monitors performance and compliance against them, including Compliance and Risk Registers, and corporate records systems
- Reports to the Board/s in a timely and regular manner on emerging and operational matters that may affect delivery, maintains open communications and manages the Board's due diligence.

11. Leadership and management of organisational risks, capability and performance:

- Ensures appropriate risk and resource management systems and processes are in place for FWCAC; reviews the organisation's risk profile and mitigation strategies as part of annual planning; ensures the development and maintenance of Compliance and Risk Registers and that Directors and staff are aware of these and their importance
- Ensures capacity for business continuity across all systems, processes and functions
- Effectively manages the human resources of the organisation in line with FWCAC Policies and Procedures, ensuring a legally compliant organisation
- Oversees all senior staff performance within the FWCAC entities and keeps the Board informed of senior staff performance status
- Ensures the development and maintenance of a policy framework to guide the operations and work of all employees at FWCAC through appropriate policy, management systems and processes
- Leads and directs change management processes to ensure sustainability of FWCAC.

Person Specification

Essential

- Significant experience and positive track record of embedded work with indigenous organisations and people and achievement of outcomes for Aboriginal populations

- Proven leadership developed through several years in senior management positions including finance, people and corporate resource management
- Demonstrated working knowledge of the related Native Title and corporate legislation
- Commitment to the aims and objectives of FWCAC and its members; a holistic and focused approach to the pursuit of socio-economic and political outcomes for FWCAC
- Demonstrated knowledge of and commitment to the principles and practices of good human resource management practices, and related employment law and regulations
- A current Driver's Licence.

FWCAC Executive Capabilities:

- Achievement Drive
- Self Confidence
- Initiative
- Group Management and Collaborative Leadership
- Organisational Nous
- Interpersonal Intelligence: ability to communicate and work with a diverse range of people constructively, respectfully and inclusively
- Understanding and Respect of Cultural Protocols
- Deep Cultural Understanding and Sensitivity
- Concern for Order and Quality
- Development of Others
- Team Management
- Analytical and Conceptual Thinking Abilities.

Desirable

- Relevant qualification in management, business or commerce
- Experience in managing the service delivery of an organisation, particularly for Aboriginal Communities
- Demonstrated knowledge and understanding of Aboriginal Australian societies and cultures, and the issues affecting these cultures in Australian society.

Other Conditions of Employment

All applicants are subject to employment, financial and criminal records checks. (Approval for these checks is sought formally, in advance.)

Staff of FWCAC are expected to exercise due care in their work practices and work environment, working safely and maintaining the office environment and equipment in a way that safeguards others, including visitors.

Staff are expected to understand and abide by the organisation's policies and procedures as amended from time to time.

Staff are expected to abide by the Staff Code of Conduct, including demonstrating respectful and courteous behaviours with colleagues, the community members and stakeholders of the organisation with whom they have dealings.

Staff are expected to maintain a good track record of punctuality and attendance.

Staff are expected to participate fully in the organisation's performance development process and any training and development activities provided.

Other specifics for the CEO position are outlined in the related Contract of Employment.

Some interstate and intrastate travel is expected.

The Contract of Employment and related remuneration cover out of hours work for the CEO.

Position Dimension and Decision-Making Authority (Delegations, as amended by the Board from time to time): (Note: some items to be confirmed on appointment)

Without referral to the Board:

- General operations of the organisation, within agreed Strategic Plan, Annual Operational Plans and budgets. Quarterly performance reporting to the Board/s of performance on same.
- Reallocation of budget lines within the approved budget limits; approval of expenditure within budget, including for Board and staff travel* and travel allowances
- Trust application expense up to \$2K in event of emergency and within policy; credit card expense to \$3K, within policy
- Implementation of strategic initiatives after approval of Board, including staff communications
- Development of measures and targets appropriate to the strategies and risks, for Board consultation
- Negotiation of changes to employment conditions, according to industrial requirements, for those under Award conditions
- Director fee advances, in line with approved policies
- Engagement of consultants and service providers, within adopted budget, where expenditure is less than \$5K; Administrative contracts under \$10K
- Approval of staff leave
- Staff training and development activities under \$3K
- Approval of staff timesheets.

After Consultation with the Board:

- Strategic initiatives and high-level implementation strategies
- Determination of requirements for/ of FWCAC entities; operational and financial reports of FWC entities; development and approval of Service Level Agreements between the entities
- Definition of new staff position descriptions, recruitment of staff; any changes to staff employment arrangements
- Finalisation of Key Performance Measures and Targets for plans

Referred to Board/s:

- Organisation structure

- Organisational policies
- Strategic Plan
- Any matters impacting the Annual Operational Plan
- Annual budget
- Signatories to banking accounts (CEO to be one of them)
- Any changes/ impacts affecting strategic initiatives
- CEO Contract of Employment including employment conditions, performance management and leave approvals
- Changes to employee conditions of employment for those “above Award”
- CEO expenditure outside approved budget
- Operating expense payments over \$10K require written approval of the Board
- *Staff and individual Board member travel over 800 kms
- Engagement of consultants, advisers and specialist service providers over \$5K
- Administrative service contracts over \$10K; new Business contracts over \$10K
- Investment decisions relating to FWCI
- Staff training and development activities over \$3K.

Key Communication Contacts (outside the organisation):

- Far West Coast Native Title holders
- Parks and Wildlife agencies and boards
- Joint Venture partners and FWC subsidiary business owners
- Commonwealth and State Government representatives and their regional personnel
- SA Native Title Services and other NGOs
- Local Government Authorities
- Commercial business operators
- Community Groups
- Landholders, pastoralists and their representatives
- Other stakeholders in the region.

Baseline Performance Criteria:

Regional Leadership - Positive reputation of the organisation in the region – focused, professional, ethical, commercially and politically astute; CEO seen as the “go to” person by stakeholders; Active communication strategy is in place.

Overall leadership of the organisation - Annual performance review of the CEO against Strategic Plan; achievement of the FWCAC Annual Operational Plan incl continuous improvement goals for member services; CEO Key Performance Measures and KPIs incl financial, people, community and service targets or measures; Performance on compliance framework including proactive attention to improving governance.

Leadership in Native Title matters – achievement of specific goals established within the Annual and Strategic Plans.

Other specifics for the CEO position are outlined in the related Contract of Employment, Clauses 6-8.

Position Authorisation:

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(Chair, <employer entity> <Name>)

Date:

Acknowledgement of the employee (the CEO):

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(Signature)

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<Name>

Date:

.....

(Signature)