



Meals on Wheels NSW Ltd CHIEF EXECUTIVE OFFICER POSITION DESCRIPTION

The Board and Chair of Meals on Wheels NSW Ltd is seeking to appoint a new Chief Executive Officer (CEO) as our current CEO retires from the position on 30 June 2025.

Meals on Wheels (MOW) operates over 140 local organisations across NSW, Australia, with more than 14,000 volunteers delivering approximately 4.5 million meals annually. Each organisation of MOW is a separate legal entity.

MOW NSW is a membership organisation and the peak body for MOW organisations across NSW. MOW NSW also represents NSW on the MOW Australia Board (MOWA), the National peak body.

Neither MOW NSW nor MOWA have any authority over MOW member organisations, as each of which is autonomous. Instead, the role of MOW NSW is to advocate for and support our member organisations and the people who depend on their services.

MOW is synonymous with community engagement, care and volunteering. Our logo represents helping hands, teamwork and looking out for each other, values that drive everything we do. MOW has a high public profile as an organisation that delivers nutritious meals to people in their own homes and protecting our brand is one of our critical roles.

But MOW is more than that, MOW is a friendly face, a welfare check and an essential service that allows many thousands of people to remain independent in their own homes. MOW is much more than just a meal.

MOW NSW is a registered charity run by a voluntary Board with the Chief Executive Officer who reports to the Board Chair. In addition, MOW NSW has a subsidiary company, Positive Ageing and Disability Innovation Hub. MOW NSW is also the majority shareholder of Community Underwriting, an Insurance underwriting agency for the not-the-profit sector. Community Underwriting is managed as a separate company with its own Board and staff. The CEO Of MOW NSW sits on the Board of Community Underwriting.

This appointment comes at a critical time for MOW with unprecedented change in the external environment in which MOW operates. This includes a new Aged Care Act which takes effect 1 July 2025 and a new Support at Home (SAH) aged care program. Some funding for MOW operations will come through SAH from that date.

However, the significant majority of government funding for MOW operations comes through the Commonwealth Home Support Program (CHSP), which will remain as a separate program until at least 2027. MOW NSW also receives CHSP Funding for Network and Support staff who operate across the state.

A key role for the incoming CEO will be to provide policy advice to the Board and work closely with MOWA in advocating and campaigning for the funding model and program arrangements that will

best meet the needs of MOW from 2027 onward. The outcome of this will be critical to the future of the MOW network and its importance cannot be underestimated.

At the same time, our NSW members will be looking to MOW NSW for advice, support and education as each organisation member grapples with this changing environment. As a membership organisation, meeting the needs of our members is equally core business.

The CEO we are looking for will be someone who can lead and drive both of these challenges in addition to being someone who can competently run our own organisation.

This role presents a unique opportunity to lead a well-respected organisation on its next steps towards growth and sustainability.

The CEO will shape the way Meals on Wheels NSW Ltd develops its influence and secures a future of support and care for the older and more frail members of our state.

Primary Purpose of the position

To provide the leadership, strategic direction and advice that enables the Board of Governors and staff to ensure that the Company Secretariat is sustainable, responsive to the changing context and relevant to its members. By building and sustaining effective working relationships with government, maintaining a credible public image and networking with other organisations in the sector, progressive and innovative activities of the network will be recognised and contribute to community engagement and government support.

Position Scope

The CEO will lead the organisation to achieve the strategic objectives, as described in the Strategic Plan (April 2025). These include:

- To build the capacity of the MOW network through service provision.
- To ensure the long term sustainability of MOW NSW and MOW Australia.
- To build and support partnerships across the MOW sector and the CHSP sector more broadly to advocate for our members and the people who depend on our services.
- To undertake joint projects that contribute to the future sustainability of MOW NSW as well as MOW services across NSW.
- To plan and advocate for change, positioning the network to lobby for, and respond to, changes in government policy
- To advocate, support and communicate with our members and promote and protect the MOW brand

A key aspect is responsibility for growing the impact of Meals on Wheels NSW Ltd advocacy to the Commonwealth government and amongst our members. To achieve this there must be a sound knowledge of the Aged Care sector and the changes coming through the Aged Care Act (2024).

The CEO leads and motivates a team of 9 high calibre staff and supports around 140 Community organisations. Communications will be a vital element of the role.

The CEO will maintain and build a strong and positive state organisation which includes:

- developing partnerships to achieve Meals on Wheels NSW Ltd goals.
- a sound knowledge of the Not-for-Profit sector.

- developing a strong team of Network Leaders who support and assist local organisations.

The CEO will

- inspire and motivate our staff and volunteers in our member organisations.
- build strong, positive, and enduring relationships with the various Meals on Wheels branches throughout the state.
- represent the organisation on the 'public stage' in a clear and well-informed manner
- have an excellent understanding of financial matters
- have an excellent understanding of relevant employment policies

Key Responsibilities

1. Provide strategic leadership

- Work with the Board to develop organisational strategy.
- Achieve Meals on Wheels NSW Ltd vision and mission through effective leadership.
- Lead the development of
 - Strategic Policy which promotes the organisation within the State and Nationally
 - Company Policy which guides the operations of the organisation
 - Advise Policy which supports the Network leaders in supporting local organisations

2. Provide organisational leadership

- Translate the NSW Strategic Plan into annual business plans with clear Key Performance Indicators for all staff.
- Lead staff to effectively implement the strategy and annual plans.
- Ensure staff have clear work plans and Key Performance Indicators, and are provided with appropriate induction, training and development to effectively achieve their goals and personal growth.
- Delegate campaign and advocacy management and event activities to staff teams across the areas of fundraising, media and communications.
- Ensure all activities are effectively monitored and evaluated for impact and outcomes.
- Monitor external and internal environments to assess risk and implement mitigants.
- Manage staff and volunteers, plan staff succession and future capacity required to deliver the Strategic Plan.
- Provide a safe and healthy workplace for staff.
- Oversee the business assets and property.

3. Provide financial leadership

- Develop the organisations budget with staff, Treasurer, and Finance Committee.
- Develop an annual Grants programme to diversify our income stream.
- Grow non-grant income through fundraising.
- Work with the Treasurer and the Finance Committee to manage income and expenditure with appropriate processes and procedures.
- Ensure timely and accurate financial reports are presented to the Board.

4. Provide effective public representation

- Act as Meals on Wheels NSW Ltd lead public representative enhancing our standing and public profile.
- Work effectively with a range of media outlets.
- Liaise with Meals on Wheels Australia (MoWA) and other Meals on Wheels Peak Bodies.
- Lead and facilitate development of effective and respectful relationships with key external and internal partners including with all levels of government, local organisations, and financial supporters.

- Ensure the development and implementation of a coherent and coordinated campaign program to advance Meals on Wheels NSW Ltd.
- Will represent Meals on Wheels NSW Ltd as a Director on Community Underwriting Insurance. Directors Registration Number will be required.
- Will visit and know the organisations supported by Meals on Wheels NSW Ltd.

5. Provide Accountability and Transparency

- Ensure regular, effective communication and interaction with Meals on Wheels NSW Ltd members and their volunteers.
- Provide monthly and annual organisational and financial reports in a timely way to the Board, ACNC and to acquit fundraising licences.
- Organise the preparation and distribution of the Board meeting agendas and documents.
- Ensure that Risk Management processes are in place, and Policy documents are reviewed according to an accepted schedule.
- Ensure full and timely compliance with all regulatory, accountability and contractual obligations including alignment with applicable clauses of the Aged Care Code of Conduct

Reporting

The CEO:

- reports to the Chair of the Board of Meals on Wheels NSW Ltd
- is responsible to the Board for the operations of the organisation and for presenting a detailed written report to each Board meeting.

Remuneration

An attractive package will be negotiated with the successful applicant.

Office Location

Sydney, NSW

The CEO and staff who live in Sydney are expected to work from the office but may work a hybrid office / home model by negotiation. While the Board is flexible about this, the CEO is expected to build and maintain a culture within the organisation that is supportive, compassionate, caring, welcoming and friendly. This includes inclusive engagement of our Network Support staff who work out of other locations in NSW. Regular office attendance by the CEO and Sydney-based staff is considered to be essential to building and maintaining this culture and supporting our outposted staff.

Commitment

- Employment will be on a contract basis which will be renewed subject to a satisfactory performance review.
- This is a full-time role based in Sydney.



Applications

Applicants should provide a Curriculum Vitae and a statement against the following selection criteria.

The applications will be viewed by a Selection Committee and a short list of candidates will be interviewed.

Indicative timetable

Applications open: 16th April

Applications close: 14th May

Interviews held: week starting 19th May

Referee checks completed: week ending 28th May

Job offer made: 30th May

Position start date: to be negotiated with successful applicants

Contact person for further information

Carolyn McColl, President MOW NSW

0439 099 620

mccollcarolyn21@gmail.com

Applications should be marked CONFIDENTIAL and emailed to

Attn President: Carolyn McColl

mccollcarolyn21@gmail.com

Meals on Wheels NSW Ltd

CHIEF EXECUTIVE OFFICER

Selection Criteria

Personal characteristics

- A decisive, energetic, empowering and inspiring leader of staff and volunteers.
- Energy, stamina and resilience.
- Ability and willingness to undertake regular travel to meet our membership.
- Outcome focused.
- Demonstrated values in line with Meals on Wheels NSW Ltd vision, mission and values
- Flexible and able to respond to change quickly.

Knowledge

- Tertiary qualifications essential.
- Knowledge of the Aged Care sector.
- Experience in Strategic Planning.
- Knowledge and experience of working with Government and Departmental officers.

Essential Skills

- Excellent advocacy skills and communication skills
- Experience in campaign leadership.
- Organisational leadership and management skills with a demonstrated ability to inspire and motivate staff.
- Highly skilled and confident public speaker and presenter.
- Financial management and budgeting skills.
- High Level collaborative, relationship building and networking skills

Desirable skills:

- Experience in growing and organisation.
- Monitoring and evaluation.
- Financial management
- Experience in HR management.

Experience

- At least five years senior leadership experience is essential.
- At least three years' experience leading and managing teams.
- Experience in strategic planning and reporting

Desirable experience

- Leadership and experience within the Aged Care sector.
- Leadership and management of a volunteer programme.
- Experience working with and reporting directly to a board.
- Experience managing grants and donor reporting.

STRATEGIC PLAN 2025-2028

Our Vision

A trusted partner of the network members, sponsors, supporters and other organisations who share our purpose, and an influential advocate in the public arena

Our Mission

To build the capacity and resilience of a network of self-managed, not-for-profit community organisations that provide food and other community services to support people in their community

Our Purpose

We are a trusted partner of the network members, sponsors, supporters and other organisations who share our purpose, and an influential advocate in the public arena

Our Values

Compassion, Care, Respect, Team Work, Integrity

Strategic Priorities



1

Capacity building of the network through service provision



2

The long-term sustainability of:
a) The Organisation secretariat; and
b) The National organisation



3

Participation in the sector

Planning for Change



4

Undertake joint projects that contribute to future sustainability



5

Positioning the Network for changes in Government policy

Meals on Wheels NSW Ltd
nswmealsonwheels.org.au
Strategic Plan adopted 14.04.25

More than just a meal™

STRATEGIC PLAN

2025-2028

Key Outcomes - Strategic Priorities

1 Capacity building of the network through service provision

For Members

- Understanding and operating effectively the different governance and operational roles, responsibilities and accountabilities between the Board, Organisation staff and network
- Network staff and Boards able to make effective operating decisions through access to the essential information, and resources related to government policy and operational requirements.
- Compliant with standards and legislation, including all modifications and changes as they occur.
- Increased sustainability and effective self management through targeted support for
 - Succession planning
 - Service collaboration between the network, other agencies and professional associations
 - Use of relevant and appropriate technology
 - Access to training and other resources

For Clients

- Increased diversity of choice in meals and social support
- Innovation in the development and implementation of new service models

3 Participation in the sector

- Partnering and collaboration with other organisations to increase the knowledge and understanding of issues facing the network and its clients
- Participating in collaborative action research projects

2 The long-term sustainability of: a) The Organisation secretariat; and b) The National organisation

For the Organisation

- Ethical, responsible and effective governance structures, systems and processes for Organisation that are consistent with social justice principles.
- A credible corporate organisation, acknowledged as influential in sector, due to
 - Financial stability, through multiples sources of revenue and minimised reliance on government funding
 - Collaboration between the Organisation and other agencies
 - Retention of the membership of MoW services in NSW
 - Increased associate membership in the community care sector
 - Principles and protocols for managing conflicts of interest
 - A broad member base that reflects changes to the sector
- Multiple income streams that minimize reliance on government for long term sustainability

The National Organisation

- An effective National presence
- Lobbying government on behalf of all members

Key Outcomes - Planning for Change

4 Undertake joint projects that contribute to future sustainability

- Partnerships between the Positive Ageing and Disability Innovation Hub Ltd with organisations, local and international, that have similar interests in issues related to innovation and systems change in the Aged and Disability sector.
- Ethical, responsible and effective social research projects that are consistent with social justice principles
- Action research, advocacy for policy and systems change and opportunities for the commercialisation of products and services.
- Increasing the complexity literacy of the Association and the network, positioning it to meet the challenges of changes in the policy and operating environment
- Maintain awareness of the Brand

5 Positioning the Network for changes in Government policy

- The capacity to engage effectively with the changing policy agenda
- Positioning the Organisation to have a significant ongoing role as a Peak organisation
- Preparing the network to withstand competition
- Framework of indicators of change for Home Care environment, continually scanned and strategic information available to the Board