



## CHIEF EXECUTIVE OFFICER

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### ABOUT YOU

We are looking for a driven, passionate and ambitious individual to lead and build Women's Legal Service in WA (WLSWA) to become a sustainable, resilient, thriving and holistic gender specific service across Western Australia. Our mission is to provide legal services, education and advocacy to empower all women to make informed decisions and access just and equitable outcomes.

As Chief Executive Officer, you will be a passionate and results orientated leader with proven business development skills and an exceptional track record of leading successful teams.

You will build and nurture a cohesive leadership team and workplace culture that achieves our strategic ambitions over the next 3 years. As a small but growing organisation, the CEO will lead in a way which fosters autonomy of other leaders whilst maintaining accountability through effective monitoring of outcomes.

Your impact will be felt by significantly increasing our capacity to serve those in need through securing additional and more diversified funding as well as implementing strategic partnerships focus on impact and outcomes. This will be complemented by efficient service delivery with sound business foundations and a positive workplace culture.

The position would suit a focused and capable leader who is passionate about women's and gender issues with demonstrated success in a key leadership role in the corporate, private, public or NGO sector.

To be successful, you will have well developed personal attributes including results orientation, decisiveness, resilience, integrity, drive and commitment, and outstanding interpersonal skills.

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## ROLE OVERVIEW

Reporting to the Board through the Chairperson, the CEO shapes and drives the strategic direction of the Women's Legal Service WA.

The CEO executes the Board approved strategy and is responsible for all aspects of WLSWA with accountability for strategic planning, operational and financial management, business development and stakeholder management. Whilst a hands-on approach is required, it is essential that the CEO builds a thriving leadership team which is based on an effective delegation framework to facilitate maximum benefit for the clients we support.

The primary objectives of the CEO role include:

- ✚ Provide **exceptional leadership** to a high performing and committed team.
- ✚ Position WLSWA as the **leading Community Legal Centre in Western Australia** relating to trauma informed legal and associated support services.
- ✚ Execute the Board approved **strategic direction**, translating it into a **successful operational strategy** with outstanding implementation to advance WLSWA's mission and objectives.
- ✚ Innovate and develop **new and sustainable funding** sources to build holistic programmes on both a standalone and **partnership** basis which have meaningful impact for women across the State.
- ✚ **Enable** the **Principal Legal Officer** to lead WLSWA's legal practice, its programmes and initiatives to deliver maximum benefit for women in Western Australia, whilst the CEO still maintains accountability for results.
- ✚ **Enable** the **Finance and Operations Manager** to manage WLSWA's corporate support functions which deliver excellent business and financial discipline, whilst the CEO still maintains accountability for results.
- ✚ Deliver **good governance, regulatory compliance** and effective **risk management** with exceptional **monitoring** of results.

Once an effective delegation framework is established with the Leadership team (CEO, Principal Legal Officer and Finance and Operations Manager) together with an agreed approach to finalise the implementation of solid business foundations, it is anticipated that this role will comprise:

- ✚ 80% Business Development i.e. securing funding, stakeholder management, strategy, marketing and public relations, governance and planning related activities
- ✚ 20% Operational Leadership i.e. enabling processes to be efficient and effective

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## ROLE DIMENSIONS

- ✚ Reporting to the Board through the Chairperson
  - ✚ Headcount = 11 FTE (plus interns & volunteers = 9)
  - ✚ Annual budget = ~AUD\$1.5m
  - ✚ Employment type = Permanent part-time 25 hours flexible working hours (all WLSWA employment is always subject to available funding). May increase with further growth of the business. Direct Reports = 2
  - ✚ Stakeholders = sector, federal, state and local government, community, funding bodies, corporate, academic, philanthropic
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## RESPONSIBILITIES AND ACCOUNTABILITIES

### LEADERSHIP AND CULTURE

#### **Establish and Nurture a High Performing United Leadership Team**

- ✦ Build an effective leadership team that is unified, shares collective organisational accountability and has solid processes to support decision making.
- ✦ Establish organisation structure and a clear delegation framework to allocate key functions to members of the Leadership Team.
- ✦ Implement mechanisms to monitor success of delegated functions including escalation thresholds and other methods to assure self that functions are being achieved. This includes setting targets, monitoring and evaluating performance and providing constructive and timely feedback.
- ✦ Invest in relationships with direct reports to ensure they feel empowered, trusted and supported with their responsibilities including providing personal and professional development opportunities.
- ✦ Provide remuneration recommendations for WLSWA team to the Board for consideration, in line with employment terms and conditions and budget forecast.

#### **Develop a Positive Workplace Culture**

- ✦ Together with the Principal Legal Officer and Finance and Operations Manager, create a work environment that is positive, authentic and respectful and aligned to the values of WLSWA.
- ✦ Create regular mechanisms to check the climate of workplace culture and adopt a continuous improvement approach to achieve the desired culture.
- ✦ Role model behaviors which are aligned with the desired culture.
- ✦ Reinforce desired culture through clear, positive and regular communication mechanisms.

### STRATEGY AND PLANNING

#### **Develop and Execute Strategic and Operational Plans, With Targets and KPIs Aligned to WLSWA's Vision, Mission and Strategic Plan.**

- ✦ Partner with the Board to develop WLSWA's Vision, Mission and Strategic Plan (most recent plan runs 2019 - 2023).
- ✦ Gain buy-in from Leadership Team to execute the tactics associated with the approved Strategic Plan.
- ✦ Develop annual business development (funding and fundraising) plan and priorities e.g. new funding sources, preparing and submitting funding applications and building relationships with funders, sponsors and donors flagship events. Highlight and proactively manage any funding risks. Execute against this Board approved plan.
- ✦ Provide regular, effective status reports and insights to the Board.
- ✦ Ensure operational issues and risks are identified and managed, escalating to the Board as appropriate.
- ✦ Provide well-structured recommendations to the Board on opportunities for improvement, new initiatives or expanded services aligned with WLSWA's strategic goals and alternative operating models that make a positive contribution to WLSWA and the communities it supports.
- ✦ Identify opportunities for collaboration and partnership with new and existing stakeholders.

## FINANCIAL & COMMERCIAL MANAGEMENT

### Plan, Develop, Direct and Control the Financial and Commercial Activities Of WLSWA

- ✦ Lead the development of the funding strategy with input from the Board and as relevant from the Leadership Team.
- ✦ Implement strategies and plans for acquisition, continuation and development of additional funding streams, driving growth and diversification aligned with agreed targets.
- ✦ Submit funding applications and other measures aligned to agreed business development targets that will ensure the sustainability of WLSWA.
- ✦ Manage funding contracts including funding allocation, reporting, budgets and other required documentation to funding bodies in conjunction with the Finance and Operations Manager and Principal Legal Officer according to delegation parameters.
- ✦ Ensure strategic financial planning and forecasting occurs in line with strategic plan and growth projections.
- ✦ Lead decision making and target setting associated with the development of annual budgets and its presentation to the Finance Administration and Operations Committee and Board for approval per agreed schedule.
- ✦ Oversee the Finance and Operations Manager to prepare accurate monthly and annual financial management reports, annual accounts and preparations for audit.
- ✦ Ensure effective management of the organisation's cash flow management in line with defined limits and to maximise financial outcomes to further the work of WLSWA.
- ✦ Ensure opportunities are followed through to streamline processes and IT systems to reduce service delivery costs with the aim of increasing viability of WLSWA.

## STAKEHOLDER ENGAGEMENT

### Proactively Build and Maintain Effective Partnerships with Key Stakeholder Groups to Best Represent WLSWA's Needs

- ✦ Develop a strategic approach to stakeholder engagement to proactively build WLSWA's reputation and develop engagement plans to build on and improve stakeholder relationships.
- ✦ Engage WLSWA Board as per agreed protocols, establishing an effective and efficient working relationship and providing strategic insights to support the Board's governance role.

## BRAND & REPUTATION MANAGEMENT

### Build and Project A Positive Image of WLSWA That Is Highly Visible Across Western Australia

- ✦ Define and embed WLSWA brand and target position as a leading gender specific trauma informed state-wide Community Legal Centre.
- ✦ Develop and implement marketing, media and communications plans to raise WLSWA's profile and further strengthen WLSWA's brand.
- ✦ Develop a policy agenda together with the Principal Legal Officer and Board, to ensure WLSWA is a key thought leader on gender equity and women's empowerment issues as the only gender specific trauma informed Community Legal Centre in the State.

## OPERATIONAL MANAGEMENT AND CORPORATE SUPPORT

- ✦ Support and enable the Principal Legal Officer to lead WLSWA's legal practice, its programmes and initiatives to deliver maximum benefit for women in Western Australia, whilst the CEO still maintains accountability for results.
  - ✦ Support and enable the Finance and Operations Manager to manage WLSWA's corporate support functions which support the legal practice and its associated programmes and initiatives and deliver excellent business and financial discipline, whilst the CEO still maintains accountability for results.
  - ✦ Seek opportunities to drive continuous improvement and innovation, embedding into the workplace culture.
  - ✦ Ensure operational policies, procedures, systems and controls comply with regulatory frameworks, deliver accreditation, minimise operational risk and ensure WLSWA is sustainable.
  - ✦ Implement efficient and effective governance. Promote sound governance processes within WLSWA including performance management, board reporting and regulatory compliance.
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## SKILLS, EXPERIENCE AND KNOWLEDGE

- ✦ The position would suit a focused, capable and confident leader who is passionate about women's and gender issues with demonstrated success in a key leadership role in the corporate, private, public or NGO sector.
  - ✦ Tertiary and/or post graduate qualifications in an appropriate discipline for example business, education, research, NGO or commerce are highly desired.
  - ✦ Candidates should have at least 10 years' prior work experience within government, academia, a corporate or an NGO.
  - ✦ Proven skills in the areas of business development with expertise in brand building (both digital and traditional) and in impact assessment. Knows how to achieve proactive growth, aligned to targets with achievable implementation plans.
  - ✦ Experience in securing funding from government and non-government sources, developing sustainable partnerships and building out alternative sources of funding.
  - ✦ Can rapidly come up to speed with sector and organisation issues in order to present credibly with stakeholders.
  - ✦ Adept at fostering effective, multi-faceted relationships, building brand and reputation capital.
  - ✦ Skilled at presentation, public speaking and media engagement as the 'public face' of WLSWA.
  - ✦ Demonstrated capability to inspire, lead and develop the leadership team and staff to deliver organisational goals.
  - ✦ Experienced and skilled in preparing and presenting reports while fostering effective and productive relationships with the Board.
  - ✦ Demonstrated ability to review, develop and implement improved systems and processes to enhance the organisation's efficiency and effectiveness and successfully manage change.
  - ✦ Experienced in strategic and operational planning, including leading through change.
  - ✦ Strong commercial and financial acumen, ability to develop practical business models to drive business success and ensure long term sustainability.
  - ✦ Able to leverage limited resources and go beyond the status quo without compromising the soul of WLSWA.
  - ✦ Commitment to social justice and the pursuit of women's equality. Understanding of and sensitivity to women from culturally and linguistically diverse backgrounds (including Aboriginal and Torres Straight Islanders)
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## REMUNERATION

A remuneration package reflecting our budget together with the level of skill and experience brought to the position will be offered to the successful candidate. Please note as a not for profit relying on external funding our budgets are set and as such our ability to pay is defined. As the organisation grows through the CEO's leadership, business development and establishment of strategic partnerships and innovative programmes so will our compensation budget.

- ✚ **Hours:** permanent part-time 25 hours per week. With an effective and united Leadership Team, a Finance and Operations Manager who manages 'back of house' and an effective Principal Legal Officer who runs the Legal Practice, the CEO is empowered to focus on strategy, governance, stakeholder management and importantly business development.

**Remuneration:** \$150,000 p/a on a FTE basis. For the 25-hour pro-rata role this would be \$100,000 p/a plus access to salary sacrificing benefits to further bolster take home remuneration.

## ABOUT WLSWA

As a specialist not-for-profit Community Legal Centre, WLSWA is the only standalone Women's Legal Service in WA. It is a leader in the sector. WLSWA provides accessible legal services on a non-discriminatory and equitable basis to women facing disadvantage in Western Australia. From a gender equality perspective, we work to redress inequalities in the legal system that adversely and disproportionately affect vulnerable women. This is particularly in respect of victim/survivors of domestic and family violence who need expert assistance in family law, child protection and compensation for criminal injuries. We advocate for clients and educate stakeholders about these issues, operating holistically to empower and assist women with the common legal issues that they face. WLSWA embraces innovation in responding to emerging issues in the legal landscape and in pursuing social change and law reform to reduce inequalities, as well as promoting individual justice and safety.






## VISION

Justice for Women








## MISSION

We provide legal services, education and advocacy to empower all women to make informed decisions and access just and equitable outcomes





## VALUES

-  **Justice:** We promote equitable access to justice
-  **Equality:** We uphold gender equality and cultural diversity
-  **Integrity:** We work with honesty, professionalism and dedication
-  **Leadership:** We drive law reform and lead public debate
-  **Respect:** We care for our clients and each other

## GUIDING PRINCIPLES

-  We believe in equitable access to justice for all women. We are a state-wide legal service, guided by feminist principles and the principles embodied in the UN Convention on the elimination of all forms of discrimination against women.
-  We advocate for women's legal rights taking into account the social, economic and cultural contexts in which women live.
-  We recognise the barriers faced by women seeking fair and just outcomes through our legal system.
-  We recognise and value the diversity of women and their different needs and choices.
-  We acknowledge the injustices indigenous women have suffered and continue to suffer. We recognise their cultural needs and aspirations and we are committed to the process of reconciliation.
-  We provide a high-quality, culturally appropriate service for indigenous women and women from culturally and linguistically diverse backgrounds.
-  We are a model employer for women showcasing best practice in supporting and enhancing staff wellbeing.

## STRATEGIC PRIORITIES

-  **Justice** – empower women to make informed choices
-  **Strength** – build our capability and sustainability
-  **Clients** – provide excellent customer service
-  **Change** – advocate for an equal and just future for women

WLSWA is at a critical stage of our strategic sustainability journey. Our 2019-2023 strategic plan includes plans for growth of services to meet our clients' needs and increasing client demand, securing alternative and sustainable sources of funding, realising efficiencies in our operations as well as expanding our volunteer program to expand our service delivery. We do all of this in the pursuit of making a difference to women in WA and to ensure we are advocating for an equal and just future for women.



## APPENDIX 1 – CANDIDATE COMPETENCY FRAMEWORK

### BUSINESS ACUMEN AND SETTING STRATEGY

- ✚ Creates and articulates an inspiring long-term vision
- ✚ Aligns people and resources with strategy
- ✚ Thorough grasp of key drivers in sector and organisation where most value can be gained
- ✚ Financial acumen and commercial orientation
- ✚ Effectively uses data, analysis and judgment to solve problems
- ✚ Thinks independently and manages ambiguity
- ✚ Is comfortable taking calculated risks

### EXECUTING FOR RESULTS

- ✚ Sets clear and challenging goals
- ✚ Commits the organisation to improved performance
- ✚ Is accountable for driving timely results
- ✚ Drives impactful change within agreed timeframes
- ✚ Makes timely and effective decisions
- ✚ Ability to remain flexible and seek alternative options to problems
- ✚ Working to agreed KPI's to ensure results are delivered. Uses data to measure progress, reflect and pivot as need to ensure results.

### PERSONAL EFFECTIVENESS

- ✚ Approaches work with energy and passion
- ✚ Takes initiative
- ✚ Has desire to succeed and thrives on achieving stretch goals
- ✚ Aligns efforts to achieve target outcomes and manages conflicting priorities
- ✚ High level of self-awareness, and receptive to feedback and collaboration
- ✚ Negotiation skills, tact and diplomacy
- ✚ Ability to remain flexible and seek alternative options to problems
- ✚ Outstanding written and oral communication skills
- ✚ Strong interpersonal skills; ability to build relationships with senior stakeholders across business and government

## LEADING TEAMS

- ✚ Recruit high-caliber individuals
- ✚ Motivates teams
- ✚ Set priorities and delegates effectively
- ✚ Manage performance and makes difficult personnel decisions when needed
- ✚ Develop and coach individuals
- ✚ Demonstrates tenacity and resilience

## APPENDIX 2 – APPLICATION PROCESS

We strongly encourage applications from people from diverse backgrounds including Aboriginal and Torres Strait Islander, culturally and / or linguistically diverse backgrounds.

Please include in your application:

- ✚ A cover letter outlining
  - your interest in the position
  - relevant skills
  - your salary expectations
  - working hours commitment align with the remuneration budget above and work pattern described
- ✚ A curriculum vitae (limited to 2 pages) outlining:
  - your contact details – phone and email
  - your experience including relevant employment specifically highlighting leadership experience, funding development experience, results orientation, strategy development and execution and PR/brand building experience together with qualifications

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### FURTHER QUESTIONS?

For a confidential discussion about the position, please contact:

Zoe Henham  
Chairperson  
Women's Legal Service WA Inc  
Ph: 0423 266 163

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### SUBMITTING YOUR APPLICATION

Applications (cover letter, remuneration, work pattern/hours and CV ) should be submitted by email by the closing date of Friday 30 April 2021 at 5pm WST via email to [chairperson@wlswa.org.au](mailto:chairperson@wlswa.org.au) All applications will be treated in strictest confidence.

*Please note:* screening and interviews may take place prior to the advertised close date. As such, please submit your application as soon as possible.

We look forward to hearing from you.