

## POSITION DESCRIPTION

<b>Position title</b>	Operations Director Maranguka, Bourke
<b>Employment status</b>	Two year contract
<b>Employer organisation</b>	ALS NSW/ACT Just Reinvest NSW is auspiced by the ALS NSW/ACT
<b>Position reports to</b>	Executive Director, Maranguka
<b>Salary package</b>	\$122, 522 (including superannuation) optional salary packaging.
<b>Location</b>	Maranguka Hub, Bourke, NSW
<b>Position contact</b>	Alanna Reneman Office Manager and Data Support, Just Reinvest NSW 0413 124 908 alanna@justreinvest.org.au

### PRIMARY OBJECTIVE

The Operations Director is responsible for delivering the outcomes identified through the *Growing our Kids up Safe, Smart and Strong* strategy developed by the Bourke Tribal Council through the management of the Maranguka Backbone team and the development of Maranguka to build a wrap around service support to improve the lives of children, young people and families living in Bourke.

### RESPONSIBILITIES

#### Supporting the Executive Director

**1. The Operational Manager will be the key resource on the ground who is responsible for liaising between the Maranguka staff and Executive Director by:**

- Work closely with the Executive Director to deliver on the Safe, Smart, Strong strategy through the development and implementation of strategic and operational plans.
- Maintaining open and regular communication lines with the Executive Director to ensure critical information is passed on.
- Support the Executive Director in key decisions regarding the organisation.
- Support the Executive Director with stakeholder relations.
- Work closely with the Administration and Project Officer to ensure sound executive support is being provided to the Executive Director.

#### Management

**2. Maranguka Backbone team is a new team that requires the Operations Director to build the skills and capabilities of staff to fully deliver the outcomes of the Strategic Direction by:**

- Managing the day-to-day interactions and backbone team to deliver on the goals of the Strategy.
- Building and maintaining a positive, collaborative and respectful culture with the backbone team and the Maranguka Hub.
- Building a high performing team that delivers on the goals set by the community.

- Leading, developing and maintaining a high performing and motivated team through coaching, mentoring, skill and career development, and performance management.
- The development of operating procedures and process mapping.
- Providing strategic leadership to drive improvement in operations through support for better integration of operations, to align work practices, systems, policies and procedures to deliver key objectives of *Growing our Kids Up Safe, Smart and Strong*.
- Leading and managing a work environment of continuous review and improvement of operational processes to maximise efficiency and high-quality outcomes.
- Managing team dynamics to include a solution focus framework to challenges and ensure individual accountability in their contribution to the solution.

## Maranguka Hub

**3. *The Maranguka hub is the collective of funded services both government and non – government that are providing services, support and therapeutic interventions to improve outcomes for children, young people and their families in Bourke.***

- Oversee and ensure effective collaboration between the services located in the Maranguka Hub (including other sites connected to the hub) and the Maranguka Backbone Team in order to establish a cohesive and dynamic multi-disciplinary team that meets the objectives of the strategy.
- Oversee a range of strategic and operational activities including community engagement, data entry, KPI tracking, reporting, coordinated service delivery for young people, reporting, process management, human resources and administration.
- Lead and maintain the culture of Maranguka that promotes a commitment to quality and continuous improvement principles for children and their families

## Relationship Management

**4. *Relationship management is key to the success of Maranguka's way of working. The Operations Director is required to demonstrate professional competency in building, maintaining and developing strong relationships and partners.***

- Establish and maintain productive, respectful relationships with community leaders, government, not for profit organisations, funders and other key stakeholders.
- Build new relationships to support the work of Maranguka.
- Successfully manage conflict that may arise in a relationship or formal partnership.

## Change Management

**5. *The Director of Operations is responsible for leading and managing change.***

- Develop change management process.
- Manage the change management process with the team, community and all stakeholders
- Provide reports on implementation of the changes management process.

## Reporting on Strategy

### **6. *The Operational Manager is responsible for both the internal and external reporting on the strategy to the community, partners and funders.***

- Provide regular reports to the Bourke Tribal Council, Journey to Healing, Men of Bourke, Maranguka Youth Advisory Council and Maranguka Funders on KPI tracking, strategy planning and impacts
- Provide regular reports to the external Executive Chair of Just Reinvest/Managing Solicitor of Justice Projects ALS
- Achieve the annual Strategic Performance Objectives set for this position.
- Build and implement a reporting program for all stakeholders.
- Identify the learnings from the data and link the analysis of the data with stories and testimonials to report on the progress of the initiative from multiply perspectives.
- The areas of responsibility may change from time to time.

## **PERSONAL ACCOUNTABILITY**

- Compliance with the values, code of conduct, policies and procedures and relevant government legislation and standards applicable to employees of ALS NSW/ACT
- Manage people and culture – incidents to be managed according to the procedure and policies of the employer.
- Ensure appropriate use of resources.
- Promote a positive safety culture by contributing to health and safety consultation and communication.
- Work collaboratively with community leaders and other key stakeholders.
- Actively participate in initiatives to maintain, build upon and promote a positive and collaborative workplace.
- Promptly respond to and report health and safety hazards.
- Demonstrate ethical and professional conduct.
- Positive attitude that drives the collaborative efforts of Maranguka and the community.

## **REPORTING AND KEY RELATIONSHIPS**

The position oversees the work of the Maranguka Backbone Team by;

- Implementing the development and review of work plans for staff
- Producing a monthly report
- Managing performance of the team
- Managing HR issues of the team
- Provide direction, coaching and support for team members.

The position is responsible for building and maintaining a high performing multi-disciplinary team at the Maranguka Hub. Build a culture that strengthens the Maranguka Hub effectiveness to work in collaboration and build resilience and sense of innovation. Each service provider attached to the Hub maintains their own reporting and management arrangements.

## **KNOWLEDGE, SKILLS AND EXPERIENCE REQUIRED**

### ***Knowledge and Skills***

- Excellent people management skills
- Relationship building and consultative skills with the ability to negotiate and liaise with senior people in corporate, government and community sectors
- Strong analytical, planning and strategic problem solving skills
- Lateral thinker in terms of possible opportunities
- Demonstrated financial management skills including budget preparation, management and reporting
- Excellent organisational skills and ability to manage a complex range of activities
- Flexible and able to work effectively under pressure
- High level interpersonal, written and communication skills
- Proficient in Microsoft Office software - Excel, Word, Powerpoint and Mail in a Mac based work environment.
- Dynamic; self managed; productive; deadline driven.
- Flexible workplace, committed to staff development and work/life balance
- Strong content knowledge in the areas of organisational development and progressive HR practices

### ***Essential Criteria***

- Knowledge and appreciation of the cultural and social needs of Aboriginal people combined with continuing respect and support for Aboriginal cultural practices in dealing with clients, their families, communities and staff
- Extensive (5+ years) experience in management of staff
- Minimum 5 years experience in providing strategic and operational leadership (including business planning and budgeting)
- Knowledge and experience of AU IR & legislation, awards, policies and practices
- Experience developing, negotiating, and managing cross sector partnerships and negotiating partnership agreements
- A highly ethical and professional approach to work
- Proven experience delivering on strategic and business outcomes
- Tertiary qualifications in Human Resources or Management (or equivalent experience)

### ***Desirable criteria***

- Aboriginal and Torres Strait Islander people are strongly encouraged to apply
- Experience working within a collective impact, community-led model

## **REPORTING RELATIONSHIPS**

The position reports directly to the Executive Director, Maranguka.

The role will be in charge of managing all Maranguka staff and will work closely with other Hub staff, the Bourke Tribal Council, external stakeholders, community members and government.

## ORGANISATIONAL ENVIRONMENT

### **Maranguka**

Maranguka, meaning 'caring for others' in Ngemba language, is a model of Indigenous self-governance which empowers community to coordinate the right mix and timing of services through an Aboriginal community owned and led, multi-disciplinary team working in partnership with relevant government and non-government agencies.

### **Maranguka Justice Reinvestment**

Maranguka Justice Reinvestment, a partnership between Maranguka and Just Reinvest NSW, is a highly innovative initiative that uses a Collective Impact approach to reduce youth offending and incarceration, build alternative pathways for young people, and increase community safety.

The Bourke Tribal Council has developed goals, measures and strategies for Maranguka Justice Reinvestment focused on 3 key areas for which working groups have been established:

- Early childhood;
- 8-18 year-olds;
- The role of men in the community.

Using a collective impact approach, the Maranguka team will facilitate the implementation of the community's goals, measures and strategies to report back to community and funders.

### **Just Reinvest NSW**

Just Reinvest NSW is a coalition of organisations and individuals that have come together to address the significant over-representation of Aboriginal young people in custody through a Justice Reinvestment framework. Justice Reinvestment is a place-based, data-driven approach to justice that builds stronger communities by redirecting money that would be spent on prisons into early intervention, crime prevention and diversion.

### **Aboriginal Legal Service**

The Aboriginal Legal Service NSW/ACT Limited (ALS) is a public company limited by guarantee and registered charity. It is primarily funded by the Australian Government Attorney-General's department and managed by an Aboriginal Board and governed by the ALS Company. The Company consists of thirty Aboriginal people from NSW and ACT and Company members are elected for three-year terms and represent their community.

The ALS is one of the largest Aboriginal legal practices delivering legal services to Aboriginal people in Australia. With over 200 staff, we provide information and referral, legal advice and court representation in criminal law, family law and care and protection law to Aboriginal men, women and children in 22 offices across urban, regional and remote NSW and ACT.

The ALS aims to provide culturally appropriate information and referral, legal advice and court representation to Aboriginal and Torres Strait Islander men, women and children in NSW and ACT. We assist in criminal law, children's care and protection law, and family law and we provide information and referral for civil law matters. We also assist with community legal education, custody notification and prisoner through-care in the ACT, tenancy advocacy and community based programs/projects.

The ALS is committed to achieving justice for Aboriginal people and the Aboriginal community. This is achieved by: ensuring the ALS remains committed to being community focussed; being fearless in our advocacy; accountable and ethical and aiming to make a difference to create better futures; while also acknowledging and respecting Aboriginal traditional values and cultural practices.



## KEY COMMUNICATIONS

This is a key position within Maranguka and the ALS and high level plain English written and oral communication skills are essential to meeting the requirements of the role, as well as a hands-on practical and flexible approach to problem solving.

**Internal:** The position holder will liaise closely with the Executive Director of Maranguka as well as the external Executive Chair of Just Reinvest/Managing Solicitor of Justice Projects ALS (Sydney-based), and interact daily with the other Maranguka team members. Communication and relationship with key management and staff of the ALS may also be required.

**External:** Externally the position holder will be required to establish and maintain regular contact and engagement with community members, Working Group members, and the Bourke Tribal Council. They will also be required to maintain positive contact and relationships with the relevant government service providers, law and justice bodies and other related project stakeholders.