

## Position Description

<b>Position Title:</b>	Chief Executive Officer
<b>Award/Classification:</b>	Executive Contract
<b>Service:</b>	Executive
<b>Reports to:</b>	Board of Directors
<b>Direct Reports:</b>	Chief Operating Officer, Chief Financial Officer, Executive Assistant, Human Resources and Safety Manager

### Our Vision:

Good mental health for all.

### Our Purpose:

To strengthen the mental health, wellbeing and futures of people and communities.

### Our Values

- We are courteous and have **respect** for each individual, particularly considering their beliefs, values, experiences and cultures.
- We act with honesty and **integrity**, holding ourselves to the highest ethical and professional standards.
- We understand our clients and communities and are flexible, innovative and **responsive** to their needs.
- We show empathy and warmth, are open and act with **kindness**.
- We build genuine connections and **relationships**, through teamwork, collaboration and consultation.

### Position Purpose:

The Chief Executive Officer (CEO) is responsible for leading the design and delivery of the vision, strategy and programs of Accoras (the Company). This includes managing key and critical relationships with all key stakeholders. The CEO is responsible for careful but creative growth, underpinned by solid governance, leadership, financial and operational capabilities.

Accoras is at a pivotal stage of growth - expanding its reach through digital innovation and cross-sector collaboration. The CEO will combine social purpose with commercial acumen to ensure sustainability, innovation, and measurable community impact.

## Key Accountabilities, Responsibilities and Performance Measures

Key Accountabilities - Strategic	Performance Measure/ CEO Objective
<p><b>Strategic Leadership &amp; Vision</b></p> <ul style="list-style-type: none"> <li>Collaborate with the Board to define and articulate the Company’s vision and to develop a strategy for achieving that vision.</li> <li>Lead the implementation of Accoras’ strategic plan, ensuring alignment between mission, values, and long-term growth objectives.</li> <li>Position Accoras as a national leader in mental health, digital innovation, and workforce development.</li> <li>Translate strategic intent into measurable impact, using data and evidence to inform continuous improvement.</li> <li>Build an agile, future-ready organisation that can respond to emerging opportunities in service delivery and technology.</li> <li>Support and lead the Company in sustainable financial growth by identifying and implementing new strategic profitable initiatives, innovative approaches, funding opportunities and strategies.</li> </ul>	<ul style="list-style-type: none"> <li>CEO Objective 1 (Nurture)</li> <li>CEO Objective 2 (Grow)</li> <li>CEO Objective 5 (Financial Strength)</li> </ul>
<p><b>Financial Sustainability &amp; Growth</b></p> <ul style="list-style-type: none"> <li>Ensure Accoras’ financial sustainability through diversified and strategic revenue streams, balancing commercial partnerships, grants, and philanthropic investment.</li> <li>Drive growth through social enterprise models and fee-for-service offerings, and explore digital education platforms that extend reach and impact.</li> <li>Oversee and support grant writing and funding applications, ensuring alignment with strategic priorities and community needs.</li> <li>Identify and negotiate opportunities for mergers, acquisitions, and strategic alliances that enhance capacity, innovation, or market access.</li> <li>Develop and maintain joint ventures (JVs) and co-branded initiatives with universities, corporates, and other not-for-profits.</li> <li>Foster strong relationships with funding bodies, corporate sponsors, and investors to strengthen long-term sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>CEO Objective 2 (Grow)</li> <li>CEO Objective 5 (Financial Strength)</li> </ul>
<p><b>Partnerships, Advocacy &amp; External Relations</b></p> <ul style="list-style-type: none"> <li>Build and maintain strategic partnerships with federal and state government, corporate, and community stakeholders to enhance Accoras’ visibility and influence.</li> <li>Represent Accoras as a credible and respected voice in policy reform, system design, and sector innovation.</li> <li>Drive collaborative impact through partnerships that integrate health, education, and technology sectors.</li> <li>Pursue joint projects, consortia, and multi-stakeholder collaborations that amplify Accoras’ mission and reach.</li> <li>Actively advocate for the Company, its vision, beliefs and programmatic efforts.</li> <li>Serve as the external spokesperson and principal liaison for the Company, including effectively managing relations with the Company’s external stakeholders, such as the communities in which the Company operates, clients, suppliers, the media, government, non-government organisations and the public.</li> </ul>	<ul style="list-style-type: none"> <li>CEO Objective 3 (Stakeholder Engagement &amp; Community)</li> </ul>

Key Accountabilities - Operational	Performance Measure/ CEO Objective
<b>Operational Leadership</b>	
<ul style="list-style-type: none"> <li>• Develop a business plan that supports the strategic direction set by the Board and correlates with annual operating budgets, including operational requirements, organisational structure and staffing.</li> <li>• Ensure the implementation of the business plan and direct and monitor the Company’s activities and resources, consistent with the strategic direction financial limits and operating objectives approved by the Board.</li> <li>• Prepare and enact contingency plans as required.</li> </ul>	<ul style="list-style-type: none"> <li>• CEO Objective 1 (Nurture)</li> <li>• CEO Objective 2 (Grow)</li> <li>• CEO Objective 5 (Financial Strength)</li> </ul>
<b>People &amp; Culture</b>	
<ul style="list-style-type: none"> <li>• Lead and develop the culture of the Company to ensure the high performance of a cohesive team that is both innovative and accountable, building a high level of credibility in the sector and beyond.</li> <li>• Develop a high performing executive leadership team, resulting in strong, clear leadership of the Company.</li> <li>• Establish Key Performance Indicators to monitor performance against strategic objectives, including at individual, program and service level.</li> <li>• Ensure that all staff are actively encouraged and enabled to undertake relevant professional development.</li> <li>• Ensure regular communication with staff that connects and engages individuals with the overall Company strategic plan and business unit plans.</li> <li>• Provide leadership to management in support of the Company’s commitment to psychosocial safety and ESG.</li> </ul>	<ul style="list-style-type: none"> <li>• CEO Objective 4 (People &amp; Culture)</li> </ul>
<b>Digital Innovation &amp; Transformation</b>	
<ul style="list-style-type: none"> <li>• Lead the digital transformation of Accoras through technology-enabled care, data systems, and digital learning innovation.</li> <li>• Partner with research institutions and technology providers to co-design new digital wellbeing and training solutions.</li> <li>• Embed digital literacy, design thinking, and evidence-based innovation across all levels of the organisation.</li> <li>• Leverage data insights to enhance efficiency, equity, and impact in service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• CEO Objective 2 (Grow)</li> <li>• CEO Objective 4 (People &amp; Culture)</li> </ul>
<b>Communications</b>	
<ul style="list-style-type: none"> <li>• Oversee development and delivery of all communications, marketing and publicity materials.</li> </ul>	<ul style="list-style-type: none"> <li>• CEO Objective 3 (Stakeholder &amp; Community Engagement)</li> </ul>
<b>Governance and Compliance</b>	
<ul style="list-style-type: none"> <li>• With the executive team, ensure the long-term financial viability of the Company, including: <ul style="list-style-type: none"> <li>○ Prudent management of the Company’s resources within budget guidelines; and</li> <li>○ Provision of prompt, thorough, accurate and timely information to keep the Board appropriately informed of the Company’s financial position and any material matters affecting the Company.</li> </ul> </li> <li>• Ensure that services are aligned to meet client needs within contractual obligations and are well utilised.</li> </ul>	<ul style="list-style-type: none"> <li>• CEO Objective 6 (Governance)</li> </ul>

<ul style="list-style-type: none"> <li>• Ensure the Company complies with legal and regulatory requirements, including for financial information, reporting, disclosure requirements and internal controls over financial reporting.</li> <li>• Ensure Directors are provided with information necessary to fulfil their responsibilities and statutory obligations.</li> <li>• Provide the Board assurance that the proper systems are in place to identify and manage business risks and that such risks are acceptable to the Company and are within the guidelines established by the Board.</li> <li>• Assist in developing an orientation program for new Directors and a continuing education program for Directors.</li> <li>• Approve commitments within the limits of delegated approval authorities.</li> </ul>	
<b>Corporate Social Responsibility</b>	
<ul style="list-style-type: none"> <li>• Foster ethical and responsible decision making by management.</li> <li>• Set the ethical tone for the Company and its management, including: <ul style="list-style-type: none"> <li>○ Overseeing the administration and implementation of, and compliance with, the Company’s policies and procedures.</li> <li>○ Taking all reasonable steps to satisfy the Board as to the integrity of the CEO and other senior officers.</li> <li>○ Taking all reasonable steps to satisfy the Board that the CEO and other senior officer create a culture of integrity throughout the Company.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• CEO Objective 4 (People &amp; Culture)</li> <li>• CEO Objective 6 (Governance)</li> </ul>
<b>Work Health &amp; Safety</b>	
<ul style="list-style-type: none"> <li>• Lead a safety culture by acting as a role model, demonstrating safe work behaviours and conducting work in accordance with the Accoras safety management system.</li> <li>• Ensure, so far as reasonably practicable, that the Company complies with its health and safety obligation, including relevant Work Health and Safety laws, standards, safe work practices, policies and procedures and attend all safety initiatives, improvements &amp; training.</li> <li>• Assist the Board to comply with its obligations under Work Health &amp; Safety legislation and regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• CEO Objective 4 (People &amp; Culture)</li> <li>• CEO Objective 6 (Governance)</li> </ul>
<b>Other Duties and Responsibilities</b>	
<ul style="list-style-type: none"> <li>• Other duties as directed within the scope of your skills, abilities and experience.</li> </ul>	

The CEO Key Performance Indicators (KPIs) are reviewed on an annual basis, as set and agreed to by the Board of Directors. The KPI's for 2025-2026 are:

Theme		Goal	Objective	Metric	Weighting %
1	Nurture	Maintain and increase existing contract arrangements	<ul style="list-style-type: none"> <li>Increase contract value and transactional income</li> </ul>	<ul style="list-style-type: none"> <li>Deliver in year strategic actions</li> <li>X People helped</li> <li>X occasions of service</li> <li>Funded Contract Value \$</li> <li>Transaction service income \$</li> <li>Other contract value \$</li> </ul>	10
2	Grow	Identify and secure new revenue and funding opportunities	<ul style="list-style-type: none"> <li>Capitalise on participation in advisory board involvement to ensure we are in a prime position to be part of the new offering (if it aligns to our values, goals, and aspirations)</li> <li>Identify 1-2 other significant, large-scale programs, partnerships, JVs and/or Merger &amp; Acquisition opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Participation in advisory board</li> <li>Deliberate decision making on the large-scale programs to pursue and secure</li> <li>Establish telehealth/digital business delivering in year gross revenue of \$1m</li> <li>Execute M&amp;A transaction delivering in year gross revenue of \$1m</li> <li>20% gross revenue lift in Psych services practice from \$x to \$y</li> </ul>	25
3	Stakeholder & Community Engagement	<p>We are an action orientated organisation that meets commitments both internally and externally</p> <p>Ensure we are acting responsibility with strong governance and giving back to our communities</p>	<ul style="list-style-type: none"> <li>Raise profile of Accoras through regular meetings with key funders, politicians, corporate and community decision makers and influencers.</li> <li>Give back to the communities we serve.</li> </ul>	<ul style="list-style-type: none"> <li>Targeted contact with identified persons of interest/influence</li> <li>Psych services 10% profitability margin</li> <li>Community Volunteering days</li> <li>Survey clients and stakeholders to baseline satisfaction and identify areas for improvement (Measure TBC - could be CSAT/NPS/similar)</li> <li>Implement action plans to address focus areas identified</li> </ul>	20
4	People & Culture	Accoras has the reputation of being the first-choice employer in the for purpose mental health area.	<ul style="list-style-type: none"> <li>Develop high performance leadership team.</li> <li>Maintain employee engagement.</li> <li>Identify 3 areas of focus to improve</li> </ul>	<ul style="list-style-type: none"> <li>Operating to agreed model.</li> <li>Employee Engagement action plan developed and in year goals achieved.</li> <li>Action plan for improvement to people aspects developed and implemented.</li> </ul>	15

Theme		Goal	Objective	Metric	Weighting %
			<p>people aspects of Accoras</p> <ul style="list-style-type: none"> <li>Have an operating environment which promotes and encourages strong governance beyond clinical.</li> </ul>	<ul style="list-style-type: none"> <li>Embed refreshed ELT</li> <li>Employee retention x% (Target to be set see note 1)</li> <li>X staff complete leadership Development program (Target to be set)</li> <li>Attendance per employee % (Target to be set see note 1)</li> </ul> <p>Note 1: Current baseline to be determined and goal to be set. If external benchmarks are available these should be used in setting targets.</p>	
5	Financial Strength	Build on financial health to enable Accoras to have flexibility to serve our communities changing needs	<ul style="list-style-type: none"> <li>Achieve net profit of \$</li> <li>Better understand how we compare to others</li> <li>Baseline, key metrics and compare</li> <li>Identify 3 key areas of focus for improvement in productivity</li> </ul>	<ul style="list-style-type: none"> <li>Action plan for improvement developed and implemented</li> <li>Achieve (actual targets to come from agreed budget) <ul style="list-style-type: none"> <li>Revenue =&gt;\$k</li> <li>Expenses =&lt;\$k</li> <li>Cost/Income =&lt; % \$k</li> <li>Net Profit =&gt; \$k</li> <li>Trading Surplus =&gt;\$k</li> </ul> </li> </ul>	20
6	Governance	Enhance Accoras' reputation as an organisation that delivers quality services, makes a positive impact, and meets all its obligations.		<ul style="list-style-type: none"> <li>Annual reviews of policies and risk documents.</li> <li>Compliance with all relevant regulations and reporting requirements.</li> <li>Pass internal and external audits with no major findings.</li> </ul>	10

*\*The weighting of KPIs is measured as a percentage of time the CEO spends on any one theme.*

## Role Selection Criteria

Qualifications & Requirements
<p><b>Essential</b></p> <ul style="list-style-type: none"> <li>Relevant tertiary qualifications and/or significant relevant experience as an organisational leader within the health and community services sector, and</li> <li>Pass other suitability checks (e.g. criminal history).</li> </ul>
Knowledge, Skills and Experience
<p><b>Essential</b></p> <ul style="list-style-type: none"> <li>At least 5 years' experience in providing effective organisational leadership, including the ability to grow</li> </ul>

senior leadership teams and build organisational culture.

- Strong and credible interpersonal skills with the ability to build and lead a high quality team and work with stakeholders to build a strong and engaged community.
- Ability to create and communicate an inspiring vision that supports the industry and helps to influence and engage business and government leaders and policy makers.
- Experience in setting/identifying, developing, implementing and reporting on organisational strategy goals and objectives.
- Experience leading workforce capability or training initiatives in health or community settings.
- Experience in leading an organisation through change and continuous improvement.
- Ability to anticipate trends impacting the health and community services sector, assess the impact and identify appropriate responses.
- Commercially astute, with a track record of sustainable growth and partnership development.
- Experience in growing and diversifying revenue streams.
- Strong stakeholder management and advocacy skills, with the ability to engage at senior levels of government and industry.
- Excellent communication, motivational, influencing and negotiation skills, particularly with government and other funding providers.
- Demonstrated high-level financial management, budgeting and reporting skills.
- Demonstrated experience in managing and improving services in the mental health and/or social services industry.
- Deep understanding of digital innovation, service design, and technology-enabled care.
- Knowledge, understanding and commitment to quality and safety, accreditation systems and continuous quality and improvement.
- Experience working with and reporting directly to a board.

**Personal Characteristics**

- A decisive, empowering, inclusive and inspiring leader of staff and contractors.
- Resilient attitude; flexible and able to respond to change quickly.
- Outcome focused.
- Demonstrates alignment with Accoras vision, mission and values.
- Ability to build and maintain positive relationships with internal and external stakeholders.
- Commitment to continuing development of self and team.

**Key Relationships**

<b>Internal</b>	Board Chair and Directors, Executive, Senior Managers, Team Leaders, Support Services and all other Accoras Teams.
<b>External</b>	Funders, relevant Government leaders, industry stakeholders, external advisors, potential partners and takeover targets.

<b>Position Description Approved By (name and position):</b>	Board Chair, John Davidson
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