

Expression of Interest for Board of Directors

1. Macarthur Diversity Services Initiative – The Company

Macarthur Diversity Services Initiative Ltd (MDSI) believes in a world where People Matter, Communities are Connected, and Everyone is Accepted.

Macarthur Diversity Services Initiative (MDSI) is a not-for-profit charity that offers practical help and support services to people who are disadvantaged and marginalised. MDSI seeks to ensure that our organisation and our services are relevant and accessible. Based on an integrated service delivery system, MDSI's programs are specifically tailored through five broad service areas: children, youth, family, aged and disability.

2. Objectives of the Company

The objectives for which the company is established (as per the Constitution) are to:

- a) Identify and address the needs of disadvantaged and marginalised people, especially for refugees and those from a Culturally and Linguistically Diverse (CALD) background.
- b) Provide services and support to clients with particular emphasis on assisting emerging and/or under-resourced groups.
- c) Promote and monitor social justice and equity principles among the general community and partners.
- d) Provide a pivotal role in community consultation and planning processes.
- e) Provide a base for a range of settlement services including resources, facilities and program support.
- f) Establish close links with key agencies and relevant peak groups to work on issues of common concern.
- g) Monitor and evaluate the programs and services provided by the Company to ensure they are relevant to the needs of disadvantaged and marginalised people.
- h) Provide timely emergency relief support to community people facing hardship and crisis, including material assistance, information, advice and referral.
- i) Provide group activities in a warm and supportive environment for adults under 65 years of age, with low-mild physical and intellectual disability from CALD backgrounds.

3. Time Commitment of Board Members

The Board is constitutionally required to meet at least 6 times in a 12 month period.

The Board is establishing a number of specialist committees to provide leadership on key focus areas and provide specialist advice to the Board. As at the date of this EOI, the committees are: Finance and Audit Committee and a Marketing Committee.

Each has detailed Terms of Reference. Meeting frequencies for these Committees vary from quarterly to six times per year.

It is expected that all Board members will contribute to a Committee or additional work within the scope of the role of the Board and suiting the Board member's expertise, as required by the Board or the senior management.

4. Role of the Board

The primary role of the Board is to govern the organisation on behalf of the members.

Section 198A of the Corporations Act 2001 states: *The business of a company is to be managed by or under the direction of the directors.*

Directors are appointed pursuant to the requirements of the Corporations Act and the provisions of the Company's Constitution, which is the source of the Board's authority. Directors are responsible for the overall performance of the organisation. Non-executive directors do not work in the business. They manage the company by:

- ensuring that management develops strategic and business plans, sets priorities and develops supporting policies to enable the company to operate effectively and in line with its resources;
- reviewing performance against plans and ensuring that corrective action is taken where necessary;
- setting or endorsing the vision and mission of the company and the strategic objectives that will fulfil the vision and mission;
- ensuring that the company complies with its legal, regulatory and policy obligations and that risks are identified and managed appropriately;
- recruiting and reviewing the performance of the CEO and delegating the authority for the day-to-day operations of the business so that the CEO and management can efficiently and effectively meet their obligations to the company.

Specific responsibilities of the board are:

- Legal compliance
- Policy and planning
- Financial oversight
- CEO management

5. Board Diversity

We seek to promote decision-making processes that reflect the diversity of the communities that we serve. Macarthur Diversity Services Initiative Ltd is an equal opportunity employer and seeks to replicate this on its Board.

6. Composition of the Board

As per the Constitution, the Board comprises of eight directors including three office bearers and five other members. The board is supported by a Board Secretary who provides a support and coordination function to the Board and is not a member of the Board.

Pursuant to the Constitution, the Directors hold office for a term of three years, commencing at the end of the Annual General Meeting at which their election is announced and ending at the end of the fourth Annual General Meeting following their appointment. At the expiration of that time the Director may submit himself or herself for re-election.

The terms of Directors are staggered with expiry dates for three directors in AGM 2018, three directors AGM 2019, and two directors in AGM 2020.

Currently MDSI is seeking three directors: the two positions ending AGM 2020 remained vacant at the AGM 2017 due to a scheduled major governance review, which is concluding in late June 2018. One position ending AGM 2019 has become vacant due to the death of a Board member.

7. Legal

Prior to appointment, mandatory Police checks are required to be undertaken.

8. Selection Criteria and Process for Directors

- a) Candidates are asked to complete the following information on the attached Application Form:
- Candidate's Consent
 - Candidate Profile
 - Candidate Statement
- b) A current Board Skills Matrix appears below and should be referenced in the relevant section of your EOI response. MDSI is currently seeking a greater emphasis on the 'Financial Management, Commercial Acumen and Business Development' essential skills in the current vacant positions, and responses to this Expression of Interest should focus heavily on this aspect, whilst also responding to the remaining skills and attributes.
- c) The completed Expression of Interest should be forwarded either by mail or email to:

The Board Secretary
Macarthur Diversity Services Initiative Ltd
Level 3, Suite 2
Campbelltown City Centre
171-179 Queen Street, Campbelltown NSW 2560
AngelaLoneragan@mdsi.org.au

For information about the board or the organisation please contact Claudia Perry-Beltrame, President on m/ph 0439457240 or by email:
claudia@culturalinspirations.com.au

- d) Upon receipt, your EOI will be assessed by the Board Recruitment Panel and a shortlist of candidates will be contacted to arrange a meeting.

Board Skills Matrix as at April 2018

1. Professional Skills

A. Essential

Skill Area	Description
Financial management	Ability to understand the issues important to financial integrity and solvency, including safeguards, policy and procedures to protect the organisation, especially in a non-profit context. This includes the legal framework that organisational finance operates within; and the ability to read and understand financial information and provide advice to the board and senior management. Ability to lead the Finance and Audit Committee which reviews financial reporting, risk and quality management, compliance and audit functions.
Commercial Acumen	Evidence of the application of commercial acumen in the development of successful commercial and/or social enterprises that have included the creation and fostering of strong relationships with strategic partners as a business development underpinning.
Business Development in a people - centric environment	Experience in business development including developing growth strategies and plans, relationship management with clients, business proposal development and identifying business practices for improvement. Knowledge and understanding of the social purpose and/or not-for-profit context.
Corporate governance	Knowledge and experience in best practice corporate governance structures with particular focus on organisational performance management, with special application to the non-profit sector.
Risk management	Knowledge and understanding of risk management and its application in an organisation-wide integrated risk management framework, including all elements of organisational risks.

B. Desirable

Skill Area	Description
Change management	Experience in overseeing, or managing at a senior level, large-scale organisational change, including organisational processes and culture.

2. Industry Skills

A. Desirable

Skill Area	Description
Legal framework	Knowledge of the legal and regulatory framework or one or several service areas provided by MDSI.

Local knowledge	Knowledge of the Macarthur community through lived experience.
Australian Disability framework	Demonstrated knowledge of the Australian disability service provision framework and the operational and funding arrangements associated with the National Disability Insurance Scheme.
Workforce planning	Demonstrated knowledge of workforce planning issues within this sector.

3. Personal Attributes

Skill Area	Description
Communicator	Ability to constructively and appropriately debate other people's viewpoints and communicate effectively with a broad range of stakeholders.
Strategic thinker	Ability to think strategically and identify and critically assess strategic opportunities and threats that will underpin organisational responses.
Critical and innovative thinker	Ability to critically analyse complex and detailed information; readily distil key issues; and develop innovative approaches and solutions to problems.
Diversity focus	Ability to understand and embrace differences and promote inclusion.
Community focus	Interest in serving the clients and communities supported by MDSI, demonstrated through life experience.
Integrity and ethics	A commitment to: <ul style="list-style-type: none"> • Understanding and fulfilling the duties and responsibilities of a director, and maintaining knowledge in this regard through appropriate professional development; • Putting the interest of MDSI before any personal interests; • Being transparent and declaring any activities or conduct that might be a potential conflict; and • Maintaining Board confidentiality.