



**Our Vision:** People who experience mental illness and addictions living well.

**Our Mission:** Comcare Trust will contribute positively to the recovery of people who experience mental illness and addictions through the provision of quality community services and social housing.

## Chief Executive Officer Role Description

**Title:** Chief Executive Officer

**Location:** Comcare Offices, 251 Lichfield Street, Christchurch

**Reports to:** The Trust Board

**Supervises:** Positions reporting to the CEO:

- Management Team
- Executive Assistant

### **Main Purpose of Position:**

To achieve optimal wellbeing outcomes for the people Comcare supports through innovative and evidence-based services. To provide empowering leadership of the organisation and within the sector. To anticipate and assess Comcare's strategic context, preparing and executing strategic plans and budgets. Leverage relationships with funders, sector leaders and wellbeing experts to have a significant impact in our communities. Ensure Comcare operates well within all legal, regulatory, contract and governance perimeters. To advocate for sector development.

**Geographical scope:** Canterbury/West Coast (there is potential for some expansion but only in response to a compelling business case)

**Qualifications:** A tertiary qualification, ideally post-graduate (or significant experience in an equally challenging role)

**Key Relationships:**

**Internal**

The people we support & their whanau  
 Managers & Staff  
 Executive Assistant  
 Governance Sub Committee  
 Board

**External**

CDHB Planning and Funding  
 MSD Contract Manager  
 Sector leadership  
 Other NGO leaders – especially in collaborations such as the Housing First initiative  
 Professional services (clinical, legal, valuers, property development, etc.)

**Delegations:** As set out in the Delegated Authorities policy, to be confirmed with the preferred candidate(s)

Key Responsibilities	Required Outcomes	Targets/timeframes
<b>Safety and wellbeing</b>	The safety and wellbeing of clients, staff and other key stakeholders is protected. The CEO will ensure: <ol style="list-style-type: none"> <li>1. Comcare meets the requirements of the Health and Safety at Work Act, applicable codes and funder quality provisions.</li> <li>2. The above is achieved without undermining Comcare’s strengths and successes in areas like peer support.</li> </ol>	To be determined with the Board
<b>Honouring the Treaty and respecting diversity</b>	The CEO will: <ol style="list-style-type: none"> <li>1. Uphold the rights of Tangata Whenua as guaranteed by the articles of the Treaty of Waitangi.</li> <li>2. Ensure the workforce is reflective of and responsive to the diversity in our communities.</li> </ol>	

Key Responsibilities	Required Outcomes	Targets/timeframes
<p><b>Manage and lead the development of evidence-based support services</b></p>	<p>Management of a variety of quality services for adults who experience mental illness and addiction.</p> <p>The CEO will ensure:</p> <ol style="list-style-type: none"> <li>1. They proactively maintain and develop close relationships with key funder representatives to secure funding in current and future years.</li> <li>2. That quality services are provided in community support, integration and housing; supported employment and education; physical health and wellbeing services; and peer services including telephone support services.</li> <li>3. They maintain and develop outcome measures for all services, including reporting to funders and the Board.</li> <li>4. New non-clinical services are developed that are client responsive, practical and evidenced-based.</li> </ol>	
<p><b>Be a significant provider of social housing for vulnerable people</b></p>	<p>Manage an extensive portfolio of social housing assets that are focused on maximising wellbeing outcomes for vulnerable people.</p> <p>The CEO will ensure:</p> <ol style="list-style-type: none"> <li>1. Property development opportunities are pursued that meet the needs of our clients whilst being sustainable financially.</li> <li>2. Comcare residences are maintained to a high quality as appropriate homes for clients.</li> <li>3. Ownership, maintenance, refurbishments and (following Board decisions) sale and purchase of properties and other high value assets are well managed.</li> </ol>	
<p><b>Sector development advocacy</b></p>	<p>Support advocacy at a sector, service and client level that is focused on improving mental health and addiction outcomes.</p> <p>The CEO will ensure:</p> <ol style="list-style-type: none"> <li>1. That advocacy is non-partisan and will not put Comcare’s charitable status at risk.</li> <li>2. Any controversial or questionable advocacy in the eyes of government entities or the media has been subject to a risk assessment and Board approval.</li> </ol>	

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<b>People leadership</b>	<p>Management of staff to ensure the effective operation of Comcare’s functioning.</p> <p>The CEO will ensure:</p> <ol style="list-style-type: none"> <li>1. Staff have clarity of direction, a positive workplace culture, and are supported with well-being initiatives.</li> <li>2. All staff have employment agreements.</li> <li>3. Staff work within the scope defined by Comcare’s policies.</li> <li>4. Staff receive timely feedback and recognition for their achievements, whilst performance and behaviour concerns are proactively addressed.</li> <li>5. Managers and staff are fully empowered, with the appropriate direction and delegated authorities to ensure performance, creativity and decision making is efficient and effective.</li> <li>6. Staff comply with ethical, regulatory and legislative requirements.</li> <li>7. Staff have appropriate resources, training and development support, and this is captured in a talent and succession management plan.</li> </ol>	
<b>Technology</b>	<p>Application of technology at an appropriate pace and cost/benefit return.</p> <p>The CEO will ensure:</p> <ol style="list-style-type: none"> <li>1. The organisation is aware of its technological maturity and the risk from digital disruption in the sector.</li> <li>2. Enhancements from digital and other technologies are deployed that improve the outcomes for the people we support and staff.</li> <li>3. The use of technology enhances rather than detracts from our people-centred values.</li> </ol>	

Key Responsibilities	Required Outcomes	Targets/timeframes
<b>Planning &amp; development</b>	<p>Leadership of future planning and development to ensure Comcare remains relevant to the needs of its defined clientele.</p> <p>The CEO will:</p> <ol style="list-style-type: none"> <li>1. Ensure the preparation of the Annual Plan with budgets based on Comcare’s Strategic Plan for adoption by the Board.</li> <li>2. Implement and monitor the Plan and report developments to the Board.</li> <li>3. Advise the Board on policy, investment and direction matters with respect to possible future development of Comcare’s services.</li> <li>4. Review the structure systems policies from time to time to ensure they are fit for purpose and make the necessary adjustments.</li> <li>5. Engage with stakeholders and sector interests to ensure informed input into and support for Comcare’s work and direction.</li> <li>6. Maintain effective relationships and communication links with other mental health and addiction stakeholders.</li> <li>7. Establish and maintain external and internal communications to support Comcare’s work, reputation and wish to be transparent and inclusive.</li> </ol>	
<b>Financial management</b>	<p>Financial management to ensure Comcare optimises its investments strategies and operates in accordance with accepted audit and accountancy practices.</p> <p>The CEO will ensure:</p> <ol style="list-style-type: none"> <li>1. An annual budget (and high-level multi-year plan) including capital expenditure and contract requirements is presented to the Board and adopted.</li> <li>2. Services work within their budgets, providing variance reports to the Board where this is not attained along with recommended measures to deal with the issues arising.</li> <li>3. Administration of day to day finances is compliant with appropriate XRB standards.</li> </ol> <p><i>(continued next page)</i></p>	

Key Responsibilities	Required Outcomes	Targets/timeframes
<b>Financial management</b> <i>(continued)</i>	4. Sustainable contracts are negotiated and agreed volumes and outcomes are met. 5. Prudent management of financial investments with the oversight of the Board.	
<b>Support of Board</b>	Provision of information and support to Comcare’s Board allowing it to carry out its governance role effectively. The CEO will: <ol style="list-style-type: none"> <li>1. Protect the Board from sudden loss of CEO support, by having at least one manager who is sufficiently familiar with Board and CEO matters to enable that person to take over with reasonable proficiency as an interim successor.</li> <li>2. Prepare monthly reports to the Board, informing it of service functioning and effectiveness and directing it to governance responses in recommendations made.</li> <li>3. Implement Board decisions and directives and report back.</li> <li>4. Maintain effective liaison and communication as appropriate with trustees.</li> <li>5. Provide information for decision-making and guide the Board where appropriate.</li> </ol>	