

**Board Chair Position Description
September 2022**



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About Toora Women

Toora Women (Toora) is a public benevolent institution and community housing provider that supports vulnerable and marginalised women and their children with complex issues. These may include homelessness, alcohol and other drug dependency, domestic violence and mental health issues. Toora Women provides a wrap-around trauma-informed care model in an integrated service system.

We deliver these complex services within human rights and gendered framework and are an organisation run by women for women, women and children and other members of the community.

Celebrating the past; creating the future

Toora is proud to be celebrating 40 years of service to the women of the ACT this year. Looking to the future and reflecting the current and emerging needs of the community, the Board and Executive are undertaking a substantial process to refresh the organisation’s strategic aims and governance structures to place the organisation on the best footing to deliver on Toora’s vision and objectives into the future.

Vision, Purpose and Values

Vision:	To be a leader in gender specialist, innovative and evidence-based services for women with complex needs
Purpose:	To equip and support women to live their life with confidence and purpose.
Objectives:	<ul style="list-style-type: none"> • We are a public benevolent institution that supports vulnerable and marginalised women and their children with complex issues. These may include: homelessness, alcohol and other drugs, domestic violence and mental health issues; • We are a community housing provider; • We are an organisation run by women for women, women and children and other Members of the community; • We provide programs based on best clinical and intervention practices with a gender-specialist focus; • We encourage and support women in line with Toora philosophy and values; • We collaborate with other agencies; • We use existing data, research and policy concerning women’s treatment and support as well as incorporating women’s views about their own situation in service, planning, development and evaluation; • We use our expertise to influence social, legislative and administrative changes as may be relevant to the objectives of Toora; and; • We recognise a woman’s right to be treated with dignity in an environment which provides for privacy, informed consent, confidentiality and safety.
Values	<ul style="list-style-type: none"> • Eliminating the culture of violence and homelessness • Quality gender specific programs and services • Understanding and respecting our diversity • Advocacy for those in need • Leadership in our community

	<ul style="list-style-type: none">• Integrity in all we do• Taking action for social change• Yielding positive results
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Five Year Strategic Plan

Goals	Objectives
1 To provide gender specialist quality services that are holistic, evidence-based and outcome focused	1.1 Strengthen and expand supports for areas of need e.g.: children in our care 1.2 Continue to build gender specialist services in partnership with Everyman Australia 1.3 Develop and articulate the Toora models of care 1.4 Expand the range of therapeutic counselling services 1.5 Improve our collection and analysis of data 1.6 Work collaboratively with other service providers to maximise client outcomes 1.7 Improve how we measure client outcomes and impact
2 To inform people of who we are, what we do and why we do it	2.1 Strengthen our brand as specialist domestic violence, homelessness and AOD health treatment providers 2.2 Have a communication strategy to convey the impact, outcomes and 'value adds' of our service 2.3 Continue to advocate for the needs of women and their children in wider forums
3 To be a sustainable organisation with diverse income streams	3.1 Improve the strategic focus of our financial management systems 3.2 Continue to build our equity to meet the strategic needs of the organisation and reduce financial risk 3.3 Further develop community housing expertise and expand our housing stock 3.4 Further develop strong collaborations and alliances with other agencies to maximise efficiencies, funding opportunities and expertise 3.5 Be tender ready for service funding agreement renewals in the DV, homelessness and AOD fields 3.6 Seek alternative sources of funding
4 To ensure organisational capacity and capability to meet the needs of existing and future clients	4.1 Maintain accreditation, community housing registration and any other mandated quality requirements 4.2 Have a structured proactive approach to the current and future information technology needs of the organisation 4.3 Build and support a qualified employee base to meet strategic and operational demands 4.4 Attract and build the capacity of Indigenous staff to ensure culturally sensitive service delivery and professional development

Why is Toora a women-only service?

Providing services for women by women is core to Toora's foundation as a gender-specialist organisation.

Many research studies have presented the important role that women-only services play in the domestic violence, homelessness and alcohol and other drugs sector. They highlight the fact that women-only services are leading the way in best-practice service delivery. Their work is informed by trauma models of recovery and a gendered understanding of the causes of violence. This enables them to dismantle barriers for women, to create safe environments, instil hope and restore dignity and empowerment.

In this context, the Toora Board, Executive and staff identify as female.

Board & Governance

The Board members take overall responsibility for the governance of the organisation and manage Toora's affairs according to the Constitution and the Board Terms of Reference.

The responsibilities of the Board cannot be delegated to any other person or body.

Board of Directors

Toora Women Board consists of six Community Members, one Staff Advisory Forum Member and the Chief Executive Officer. A second Staff Advisory Forum Member attends meetings as an observer. This reflects the organisation's history of industrial democracy in the context of our Feminist ethos.

Office bearers, elected from the Community Members (in the Board meeting after the Annual General Meeting, AGM) are:

- Chair
- Deputy Chair
- Treasurer
- Secretary

Each Member of the Board holds office, subject to the Constitution, until the conclusion of the Annual General Meeting two years following the date of the Member's election. Board members are eligible for re-election.

The Board oversees, controls and manages the affairs of Toora according to the Constitution and has the ultimate decision-making responsibility.

The Board has four overarching areas of responsibility:

- strategic direction setting;
- financial accountability;
- employer responsibilities; and
- broad service delivery policy setting.

Locations

Toora's corporate office is located in Weston ACT. Additional service support offices, some combined with residential crisis housing, are located across Canberra.

In person board meetings are held at the corporate office, parking is readily available onsite.

Position Description

Toora is seeking an experienced and enthusiastic woman to Chair the Board and work collaboratively to create and implement a vision for the future of the organisation.

Position Purpose

The Chair leads and is the public face of Toora. Where necessary the Chair should represent the Organisation at public events and use her networks to influence on behalf of Toora.

The Chair of the Board is considered the "lead" Director - using her experience, skills and leadership abilities to facilitate the governance processes. The Chair's primary function is to ensure that the Board accomplishes its role in accordance with the Organisation's governance framework. The Chair is the major point of contact between the Board and Management.

Chair Duties and Responsibilities

In addition to the duties and responsibilities of the Board of Directors, the Chair's role includes to:

- alongside Toora Executive, lead the Board to build a high performing, well governed organisation that leads and sets the standard of client outcomes across the sector
- ensure the Board operates as an inclusive, well-functioning team
- establish the agenda for board meetings in consultation with Management, so that:
 - time is allocated effectively;
 - the right matters are considered during the meeting;
 - the board makes clear decisions and gives adequate guidance to management
- chair Board meetings
- set the tone and foster a Board culture aligned with the organization and strategy
- ensure the Constitution and rules, such as quorum are adhered to
- be clear on what the Board has to achieve, both in the long and short term
- provide guidance to other board members about what is expected of them as Directors
- brief all directors in relation to issues arising at board meetings
- ensure that the decisions of the Board are implemented properly
- ensure that the Board behaves in accordance with the Code of Conduct
- ensure any potential or real conflicts of interest among Board members are identified and appropriately managed
- ensure the Board undergoes an appropriate annual evaluation
- undertake appropriate public relations activities, as suggested by Management
- utilise networks to promote and grow the organisation
- be the major point of contact between the board and CEO
- be kept fully informed of current events by the CEO on all matters that may be of interest to Directors
- regularly review with the CEO, and other staff as the CEO recommends, progress on important initiatives and significant issues facing the organisation
- provide mentoring to the CEO, and
- initiate and oversee the annual CEO performance appraisal process.

Qualities

- Alignment with the values and vision of Toora;
- Honesty and integrity;
- Be a collaborative leader and effective communicator.

Required Competencies

- High level leadership and Board experience

- In depth governance knowledge;
- In depth knowledge of director and officer duties and liabilities;
- Financial acumen
- Astuteness in relation to the not-for-profit community sector (with a preference for experience in the ACT)

Experience

- Governance of membership organisations in the not-for-profit or for-profit sectors;
- Industry experience in one or more of: gender equality, diversity and inclusion, women's health, housing and homelessness, family and children's services,
- Governance and regulatory literacy;
- Previous experience as a Chair or Deputy Chair or senior leadership essential.

Time Commitment

- Up to 12 Board meetings per year, which may be face to face at the corporate office or virtually.
- Attendance at the AGM.
- Additional time as available to undertake networking activities and represent the organisation within the community the promotion and progression of Toora.

Remuneration

This is a voluntary position. All reasonable expenses are reimbursed.

How to apply

Enquiries are welcome, and can be made to the CEO of Toora:

Kellie Friend

Phone: 0403627701

Email: kellie.friend@toora.org.au

Expressions of interest should be forwarded by email to [the CEO](#) by **COB Wednesday 21 September 2022**.

The Board Chair position provides an opportunity to set the path for the future of critical services for the women of the ACT and surrounding regions and comes with the ambitious goal of providing solutions to meet the demand of social issues in the ACT Community.

Your resumé should clearly detail your extensive achievements as a senior leader and / or chair, with specific reference to reform and transformation to meet strategic objectives and positioning within Government and the community. Please include *all* your work and voluntary experience, even to refer briefly to irrelevant posts, as we are interested in you as a whole person.

Ensure your qualifications include the institution at which you studied, and the date you completed the qualification.

A list of *potential* referees should be included at the end of the resumé. Please provide referees' names and current positions, with a brief explanation of how you know each other and an indication as to the kind of insight these people might offer on your background and skills. **Referees will not be contacted without your prior agreement**, so you do not need to advise referees at this stage that they are on your list.

We welcome any and all questions you may have about Toora, the role and the selection process. The better informed you are, the more likely we all are to be able to decide if you are the right fit at this point in time. For the same reason we ask you to be open with us regarding your interest in the role, possible impediments to your accepting it if offered, and facts about your work history.