

From Strength to Strength

November 2019



New Leadership at Araluen

Araluen is accountable to 331 participants, their families and carers and 210 staff. We are committed to the delivery of engaging, result-focused supports and achieving life-changing outcomes for participants.

The NDIS is reshaping our sector rapidly and opening a world of new possibilities for disability providers who can respond with vision and diligent, agile management. Araluen is well-placed to transition to a fully implemented NDIS market and become a highly-regarded leader of supports that make a lasting and positive impact for people with disability.

We know that this process will be complex. In 2019, Araluen consulted widely across our community and beyond to create and adopt the most carefully-considered and ambitious **Strategic Plan** in the organisation's history. As a result, we're changing how Araluen is led by placing our top people in positions where they can focus on what they're best at.

A R A L U E N

imagining and achieving better lives

<<Meet our Senior Leadership Team

Learn more>>

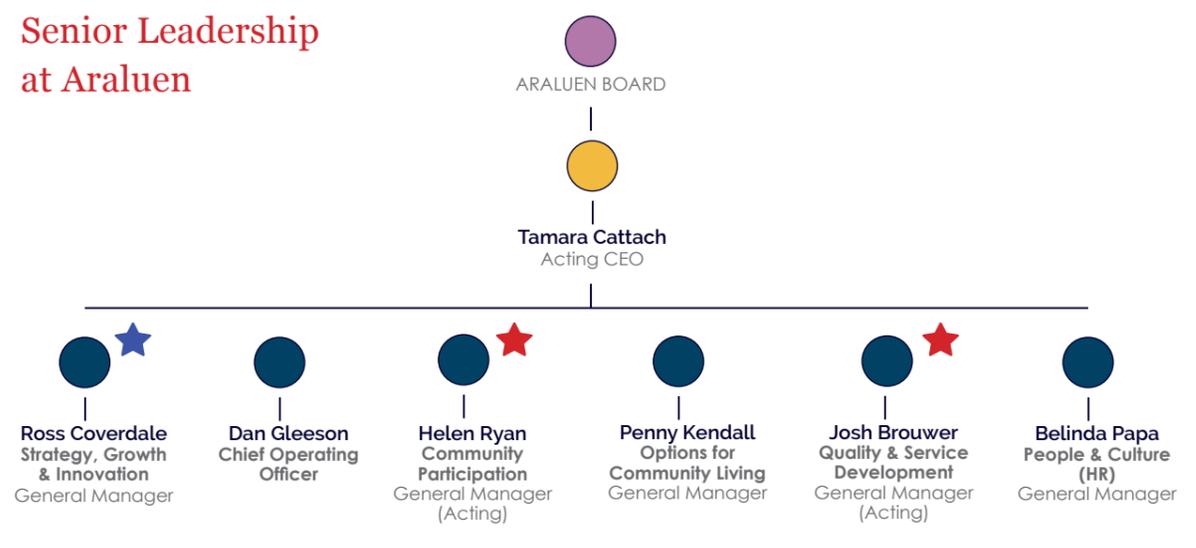


targetted leadership

Playing to our strengths

Araluen is aligning the skills and knowledge of top management with the objectives of our new Strategic Plan and the need to manage rapid change in an industry that's becoming more competitive and exciting.

Senior Leadership at Araluen



- The Senior Leadership Team will expand from 5 to 7 positions
- Tamara Cattach has accepted the role of Acting CEO
- ★ Ross Coverdale will fill the new and key role of General Manager - Strategy, Growth & Innovation
- ★ Two managers, Helen Ryan and Josh Brouwer, will be promoted to Acting General Manager roles. New titles and position descriptions have been created for both roles. Some areas of managerial responsibility have been reassigned to fall under the oversight of the best suited person.
- Dan Gleeson has recently accepted the existing role of Chief Operating Officer



How might you be affected now or in the future?

Impact on our community

The long-term goal of changing our Senior Leadership Team is to ensure the efficient and effective implementation of Araluen's Strategic Plan by 2022 for the benefit of the entire Araluen Community.

Participants, families and carers are Araluen's reason and purpose for being. Our Strategic Plan and changes to leadership are all about making sure that Araluen can support people to 'Imagine and achieve great lives' now and into the future by providing an expanded and effective range of options.

Araluen staff are doing important work that matters. Araluen's Board has been focussed on reviewing leadership arrangements and no other positions within the organisation have been directly impacted as a result of this process.

Day-to-day decisions can be made where the work happens based on the knowledge of frontline staff whose expertise can have a greater impact upon this process. As we strengthen our position as an 'Employee of Choice', it is envisaged that staff will benefit from more career opportunities and enjoy a greater work/life balance.

Araluen Senior Leadership Team can focus on 'big picture' strategic issues more than day-to-day work and have greater ability to mentor their staff. Senior Leaders will be able to drive improvements across the organisation that include better coordination of teams and tasks, more streamlined systems and higher speed communication.

Araluen's valued Industry and Community Partners will be the focus of a dedicated General Manager. Araluen will be able to deploy specialist skills in implementing and developing vital strategic relationships to build and nurture mutually beneficial alliances. Maintaining robust partnerships that allow us to share expertise and access better resources are vital to creating a unique organisation that's attractive to participants and employees in a vibrant new disability market.

Making the right decision - not a quick decision

Our industry is undergoing major transformation with much still unknown about the future impact of the NDIS upon service providers. Araluen's Board will act cautiously in response to change and make long-lasting decisions when the right information becomes available. Araluen strives to continuously improve across all areas of operation. The Board is confident that Araluen's new Senior Leadership Team has the dedication and expertise necessary to expand service delivery and improve the quality of supports offered. However, the Board is not currently in a position to make a final decision regarding what Araluen's leadership structure might look like on a more permanent basis.

By reappointing three managers to different roles on an acting basis, the implementation of our Strategic Plan can commence without delay while stability is maintained across the organisation. Araluen retains flexibility to make further adjustments in response to evolving circumstances in the industry and to support all managers to meet the demands and challenges that leadership entails.

The Board will continue to monitor our operating environment closely during the coming year to ensure that Araluen's ultimate leadership structure will be the one that is best suited to secure growth, innovation and sustainability. Further information about Araluen's long-term leadership will be provided when available as will information regarding the advertising of any roles that become permanent.



Why a leadership restructure is necessary

Your future is important to us

Many people rely on Araluen for many things. The supports we provide that enable participants and their families to live a better life, the partnerships we maintain that make our community richer and the well-being of our staff are vital and we take our responsibility towards people seriously. Araluen's 'Strategic Plan 2019 - 2022' presents a clear vision and comprehensive framework for the organisation to be successful and sustainable in the long-term, particularly in the Northern Growth Corridor where there is vast unmet need for more and better services for people with disability. Araluen is also experiencing growth in both participant and staff numbers. Our growth is forecast to continue at rate of at least 15% over the next three years.

Araluen's Board has evaluated the organisation's capacity to deliver the objectives of the Strategic Plan and ensure that all pre-requisites needed to successfully implement it are in place.

This review identified that changes within the tiers of senior leadership are necessary because:

- some leadership roles limited the current manager's ability to focus on the priorities of the Strategic Plan and exercise their strengths to the full advantage of the organisation.
- Araluen plans to expand into the Northern Growth Corridor, open five new sites by 2022 and offer new supports in the future - the management structure must broaden to suit a more complex organisation and become more efficient.
- Araluen's Board is willing to invest as necessary to meet the challenges of a more competitive market and to respond to growth and other factors that influence our operations in a controlled manner that enables innovation.

Our Strategic Plan 2019 - 2022

Our key areas of focus

Araluen's new Strategic Plan reflects the feedback, expectations and shared purpose of our community. The Plan also recognises Araluen's determination to thrive into the future while remaining faithful to our core vision, mission and values.



- 1 Lead best practice in Imagining and achieving great lives
- 2 Maximise our reach and impact
- 3 Continue to be a leader in the evolution of diverse housing options
- 4 Be an 'Employer of Choice'
- 5 Maintain a sustainable and thriving organisation

You can download a more detailed version of Araluen's new Strategic Plan here:

www.araluen.org/about-us

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Araluen's Senior Leadership Team



Tamara Cattach Acting Chief Executive Officer

Tamara has over 25 years of experience in the Disability Sector. Since joining Araluen as a Support Worker in 1997, Tamara has progressed by successfully fulfilling various service development and quality control roles as well as recently acting as CEO for an extended period. Tamara will hold authority to lead and manage Araluen and implement our Strategic Plan.



Ross Coverdale General Manager - Strategy, Growth & Innovation

After successfully navigating the complexities of the NDIS as CEO, Ross will be able to re-energise in this timely new role. Araluen can continue to take full advantage of Ross's strengths as he happily moves away from operational issues such as governance and compliance. Ross welcomes the new freedom he will have to focus on what he excels at - driving growth and innovation and partnership management.



Dan Gleeson Chief Operating Officer

Dan has led business operations in the health, education, advocacy, income support and hospitality sectors during his career. He will oversee day-to-day operations and help ensure that the participants who choose Araluen as a support provider will feel our heart and history as we continue to transform to a modern and competitive service organisation.



Helen Ryan Acting General Manager - Community Participation

Everyone knows Helen! There are not many areas of Araluen's operations that Helen has not experienced and improved since joining the organisation as a Support Worker in 2002. Helen spearheaded Araluen's transition to the NDIS and has built excellent community-wide relationships. Helen will assume responsibility for all support services, Chancez Cafes, RecScape and Art Connects.



Penny Kendall General Manager - Options for Community Living

Penny has extensive experience in providing quality services to people with a disability in a range of accommodation settings. She is committed to developing and delivering services which are focussed on participants individuality, ensuring their choices and rights are respected, responded to and represented, in a manner that leads to positive lifestyle outcomes.



Josh Brouwer Acting General Manager - Quality & Service Development

Josh's prior experience in a similar General Manager role has enabled him to quickly improve efficiency and communications, implement better monitoring and quality control systems and manage diverse supports leading to multiple new opportunities for participants. Josh will manage Autism re-accreditation, participant intake, development of in home support, transportation and assist with IT systems projects.



Belinda Papa General Manager - People & Culture

Belinda is a result-driven professional with over 16 years experience that spans all areas of human resources management within the not-for-profit and commercial sectors. Belinda is responsible for overseeing the development, application and evaluation of HR strategies, programs, and policies that will strengthen Araluen's position as an "Employer of Choice".