

CHIEF EXECUTIVE OFFICER

About Summerland

Summerland offers a different kind of banking that provides members with better service, fairer fees, a community focus, and embraces the concept of mutuality. Sustainability is at the organisation's core: environmental, financial and human capital is measured to ensure our success.

Loans, insurance, community, personal and business banking are all part of the credit union experience. Right through to social media promotion, internet, mobile and telephone banking services, Summerland offers everything you would expect from a modern financial institution.

Most important of all however, is the fact that retained profits by the credit union are returned to its customers in the form of increased levels of service and facilities, as well as in the form of sponsorship, donations and community activities.

Summerland Credit Union has been part of the North Coast since 1964. With approximately 100 staff, working in a variety of roles from in-branch customer service, in our Lismore based call centre, or in various support roles located in our head office, Summerland is one of the largest locally owned and operated businesses in the region.

We offer everything you would expect from a financial institution. With a wide variety of savings and investment products, home, commercial and personal loans, we make it our priority to ensure that our customers get the right product for their needs.

We can refer our members to a specialised financial planning organisation to assist with their wealth creation and management plans.

We also offer a full range of insurance products, from motor vehicle & motor bike, home & contents, landlords, travel, boat and caravan insurance.

Summerland Credit Union provides monetary and in-kind support to dozens of charities, associations, clubs and events each year. All the money made goes back into looking after our customers and the community.

Everything we do is for the ultimate benefit of our customers.

Vision:

"To make a difference"

Mission:

"We'll provide advice you can trust by listening, thinking unconventionally and acting quickly."

Summerland Credit Union Values

S	Sustainability	Summerland is a values-based organisation which is responsible for: <ul style="list-style-type: none"> • Living off the earth's resources that are renewable and draw upon its interest not its capital. • Ensuring our workforce is informed and engaged. Ensuring the good reputation of Summerland.
C	Community	Summerland has a strong presence in and supports our diverse communities, working collaboratively and co-operatively.
O	Ownership	Our customers enjoy the rights of ownership of a values-based organisation. As owners, our customers have the right to expect a level of service and assistance that provides more than what a bank offers.
R	Respect	As owners, our customers can feel confident that Summerland maintains an environment of full disclosure and transparency in reporting. Summerland is committed to operating in a trusting, fair and equitable manner, accepting the diversity of our customers.
E	Ethical	Summerland's business model is based on being a socially responsible, ethical and prudent organisation. Summerland shares our community's values and communicates to our community about how we live these values.

A. Position purpose:

Reporting to and working closely with the Board of Directors, the Chief Executive Officer is responsible for implementing Summerland's long-term strategic vision and business strategy. Pairing strong leadership and visionary thinking, the CEO will act as a steward for the sustainability of the credit union in the best interests of the customers, while continuing to foster change, innovation and collaboration.

As a strategic and collaborative leader, the CEO will develop relationships with customers, community leaders, credit union partners, and regulatory bodies, in addition to implementing and overseeing the risk and compliance framework for Summerland in line with the requirements of regulators.

Responsibilities

Area of responsibility	Description of responsibility
Develop, implement, monitor and evaluate strategic and operational plans for Summerland Financial Services Ltd (SFSL)	<ul style="list-style-type: none"> • Development of short, medium and long-term corporate strategies, and planning to achieve Summerland Financial Services Ltd vision and overall business strategy with specific focus on ensuring long term sustainability for the business. • Monitors and reviews progress of the strategic plan and reporting to the Board material variations to plans • Assessment of business opportunities of potential benefit to Summerland Financial Services limited • For material projects and major capital expenditure prepare business cases for Board approval, ensuring their alignment with corporate strategy and justification on economic grounds.

	<ul style="list-style-type: none"> • Coordination of Executive managers performance to ensure they are meeting the strategic and operational requirements of the business
Develop, monitor and evaluate risk framework and culture for Summerland Financial Services	<ul style="list-style-type: none"> • Implement, monitor and review the application of the Board's risk appetite and report to the Board any material variations on the application of the risk appetite • Monitor and review emerging risks and material incidents. Escalate to and brief the Board on material risk issues and deliver on risk mitigation outcomes • Monitor and review requirements to meet the standards of CPS 220 and ensure sufficient resourcing for the risk function (capabilities, training and tools) • Work with the Board to define the risk culture for SFSL, provide leadership for the risk culture and identify the measures for assessing the risk culture
Ensure SFSL meets all legislative and regulatory requirements and maintains collaborative relationship with regulators	<ul style="list-style-type: none"> • Ensure statutory, legal and regulatory compliance for SFSL, and the development, implementation and monitoring of the compliance framework • Actively collaborate with regulators and keep them informed of SFSL progress and activities • Review and provide appropriate resources to ensure compliance standards are achieved • Arrange for appropriate compliance reporting to the Board • Advise Board and regulators of material breaches or customer disputes • Nominated Responsible Officer for Financial Services Reform Act
Ensure that SFSL has an appropriate organisational, human resources and internal governance structure	<ul style="list-style-type: none"> • Review organisational structure to ensure it is meeting the changing needs of SFSL • Challenge management to review the human resource framework to ensure it remains appropriate for the organisation • Employment of Executive staff members for SFSL • Review the internal governance structure to ensure it meets the needs of the business and changes required by legislation and regulation • Monitor, review and recommends employee benefits amendments to the Board Governance committee • Sustain competitive advantage through maximising available resources, encouraging staff commitment and strategically aligning the corporate culture with the strategic and operational goals.
Company Secretary for SFSL	<ul style="list-style-type: none"> • Coordinate corporate governance activities for SFSL as outlined in the Corporations Act. • Assist in the development and maintenance of an honest and transparent relationship between Directors and management which will provide the Board with the appropriate information on which to make decisions • Assist the Chairperson in drawing up the agenda for regular Board meetings, preparing whatever reports and submissions are required and arranging preparation and distribution of Agenda and related papers. Subsequently, attending the meeting of the Board and providing any explanations sought by the Directors and generally assisting in the Board's deliberations. Drafting minutes of proceedings • Ensure that the Board's decisions are implemented, and feedback is given to the Board on the success of their implementation. • Ensure material contracts are reviewed and negotiated with outsourcers before approval

Stakeholder Engagement	<ul style="list-style-type: none"> • Network with the community to build strong relationships and maintain a strong profile for SFSL • Build relationships within industry and related mutual companies and enterprises to build a strong profile for SFSL • Promote SFSL brand to politicians, community and service providers to ensure they represent our needs and are confident to bank with SFSL • Build confidence of staff working and representing SFSL, so that they build a consistent and professional profile for SFSL • Chief spokesperson for SFSL to the media and other organisations to ensure a consistent and controlled message.
Executive Leadership	<ul style="list-style-type: none"> • Ensure operational plans are linked to the strategic plan and reviewed each month to manage timeframes to achieve deadlines • Display leadership in performance of people, by ensuring staff development and coaching plans are actioned and that essential meetings and coaching occur for self and the team. This means actively seeks out training and development opportunities and identifying and monitoring completion of such for self and the team. • Representation on behalf of the Credit Union at Board, Board Committees and ALCO meetings • Demonstrate through individual and collective actions leadership commitment to the credit unions S.C.O.R.E values, guiding principles and shared beliefs ensuring a culture encourages our people to value diversity, empower people, always acts ethically, and work and live cooperatively

Decision Making

- Appoint senior management team
- With the Board and Executive management determine the strategic direction of the business
- Working with senior management to implement the strategic plan for the business
- Ensuring that the appropriate risk and compliance framework is developed, implemented and monitored

Communication

The position liaises with internal and external parties on a regular basis to maintain appropriate workflow and obtain the best outcome for the credit union.

Well-developed verbal and written communication skills are required including: speaking one-on-one and in a small group; professional telephone skills; ability to write policy, memos, letters, reports and email.

Personal Attributes:

- **Strategic thinker/Visionary** – ability to establish the future direction of the credit union whilst being open to seeking feedback from others and to give a clear vision to staff particularly direct reports. Ability to work with the Board and Executive to establish, lead and deliver organisational, financial and business strategy. given the market, economy and industry conditions
- **Charismatic and Engaging** – understand what motivates people and the ability to connect well with people internally and externally to professionally represent the credit union. **Adaptable** – be open to changing direction when needed and able to make decisions quickly
- **Risk focussed** – need to be aware of the risks that have the potential to impact the business whilst keeping a commercial balance. Willingness to take risks while encouraging others to do so in a calculated way.

- **Results focussed** – need to be focussed on results whilst maintaining a balance of risk management
- **Strong Communicator** – willing to take every opportunity to raise the profile of the credit union industry and the Summerland brand.
Can communicate effectively and is able to engage with all staff. Be willing to work with staff in a consultative manner actively listening to other ideas and opinions.
- **Research and Analysis** – sets strategy and manages change with a sound understanding of Summerland including values, culture, strategy, people and projects. Understands where the organisation is heading and how it is positioned to achieve strategic goals given the market, economy and industry conditions
- **Innovative Strategic Thinker** – sees threats as opportunities. Willing to explore new / different ideas. Able to set, lead and deliver organisational business strategy
- **Positive Leadership** – uses positivity and excitement to influence others to do what needs to be done. Encourages discussion and consultation while respecting individual decision making. Ability to lead, motivate, challenge and drive the credit union strategic direction with staff members and stakeholders
- **Emotional Intelligence** – has high levels of emotional intelligence. Is self-aware, and understands their own strengths and weaknesses
- **Reputation** – safeguards our reputation within the industry. Has a good reputation themselves within the industry and the right contacts to enable us to be successful in the future
- **Truthful** – speaks the truth always and does so with empathy. Isn't known as a game player that sets people/departments against each other for their own aims
- **Respect** – respects what Summerland has achieved while considering how to move us forward and always speaks positively about Summerland to others
- **Coaching** – sees the value in developing others
- **Commitment to the sector:** Understanding of, and support for, the role and value of customer owned banking in the Australian financial services market
- **Ethics:** demonstrated commitment to professional and personal ethical practices. Personal alignment to Summerland's values

Technical competencies:

- Sound knowledge of the Prudential framework for an ADI
- Sound understanding of financial statements
- Previous experience in media, issues management, and spokesperson experience
- Proven relationship building skills including dealing with diverse stakeholder groups
- Proven ability in supporting effective Board operation and governance practices.
- Strong customer management experience
- Experience in presentation and negotiation skills at an Executive level
- Decision making at senior level, analytical and conceptual skills to lead strategic planning and implement business strategy
- Sound understanding of risk, compliance, financial services law and market trends
- Experience in all aspects of staff and team management and development, and building and holding organisational culture

Qualifications:

- Previous experience at a senior level or CEO level of an equivalent/comparable organisation
- Tertiary qualifications in Business, Finance or related disciplines
- Executive experience in managing successful change management programs