

BROOKER



Candidate Information Pack

Chief Executive Officer



The Company

Upper Murray Family Care (UMFC)

Executive Summary

Upper Murray Family Care (UMFC) is a community-owned, locally governed not-for-profit delivering essential services to children, young people, families and communities across North East Victoria and Southern NSW. UMFC operates across 17 local government areas and is known for its values-led, place-based approach and commitment to safe, trauma-informed practice.

UMFC supports people across multiple life stages and service needs, with a strong focus on children and families. Its work spans community-based family services, care and legal services, multidisciplinary support, and regionally responsive programs designed to strengthen families and improve community outcomes.

The organisation is in an important phase of consolidation and capability uplift – embedding the Sanctuary Model as a whole-of-organisation culture framework (Year Two), and progressing a multi-year transformation program to strengthen systems, process consistency and organisational resilience.



The Company

Upper Murray Family Care (UMFC)



Snapshot

Type: Community-owned, locally governed not-for-profit

Footprint: North East Victoria & Southern NSW; 17 local government areas

Workforce: 157+ employees (138 permanent, 9 casual, 10 contract)

Social impact (annual):

9,980 individuals participated in services/activities

4,680 children and young people supported

72 foster and kinship households

Locations: Includes Wodonga (HQ), Wangaratta, Albury, plus Orange Door sites in Wodonga & Wangaratta (and other community locations)

Strategic framework: Values-led mission aligned, with Sanctuary Model implementation underway

The Company

Upper Murray Family Care (UMFC)

Service Overview (What UMFC Delivers)

Upper Murray Family Care (UMFC) is a multi-service, community-based organisation supporting children, young people, families and communities across North East Victoria and Southern NSW. Services are delivered across multiple sites and outreach locations, and are primarily government-funded through a mix of contracts and grant arrangements.

UMFC's service mix includes:

Child, Youth and Family Services

Community-based support designed to strengthen safety, stability and wellbeing for children, young people and families, including early intervention and therapeutic responses where required.

The Orange Door (Family Violence and Child Wellbeing)

Delivery of The Orange Door services in the region, providing integrated assessment, triage and coordinated support pathways for families experiencing family violence or requiring child wellbeing support.

Out-of-Home Care (Kinship and Foster Care)

Recruitment, assessment and support of foster and kinship carers, and casework and wraparound support for children and young people in care, with a strong focus on safety, stability and developmental outcomes.

Legal Assistance (Hume Riverina Community Legal Service)

Community legal services supporting vulnerable individuals and families, delivered alongside broader care and family support service streams to strengthen access and outcomes.

Family Relationship and Community Support Services

Relationship and family support, counselling and practical assistance that helps families navigate change, stressors and complex circumstances.

Place-based and Community Programs

Local programs that respond to community need, strengthen connection, and build protective factors for children, families and communities.

The Company

Upper Murray Family Care (UMFC)

UMFC at its core

Vision: Every child and young person is cared for.

Purpose: Together we support our families and communities so that we hear the voices of our children, young people and families to support them to heal, rebuild and lead meaningful lives.

Values:

- Unwavering integrity
- Passionate optimism
- Considered empathy
- Bravely collaborative
- Determined advocacy

Governance & Ownership (if applicable) :

UMFC is governed by a skills-based Board of Directors. The CEO is accountable to the Board and works closely with the Chair and relevant committees on strategy, performance, risk, culture and sustainability.



The Company

Upper Murray Family Care (UMFC)

Initiatives

Sanctuary model (culture & trauma-informed practice)

UMFC has trained staff, carers and volunteers in the Sanctuary Model and is in Year Two of implementation, supporting stronger psychological safety and shared accountability.

Transformation program (3-year program established Aug 2023)

A structured transformation initiative is underway, delivered by a small program team. Recent initiatives include:

- Employment Hero implementation (HR/payroll)
- Finance upgrade to cloud and introduction of OCR invoice processing
- Rollout of a unified Client Management System (in progress)
- Improved onboarding/offboarding workflows

Financial sustainability focus

UMFC is focused on strengthening sustainability in a constrained funding environment. In 2025 UMFC recorded a deficit, influenced by deliberate investment in systems transformation, Sanctuary implementation and special projects expected to reduce by 2026.

Strategic growth / sector dynamics

The Board has flagged increasing sector pressure on smaller agencies and a future focus on strategic partnerships and potential mergers/acquisitions as part of long-term sustainability.



The Company

Upper Murray Family Care (UMFC)

Culture & Values

UMFC is community-connected and service-led. Leadership success in this organisation requires warmth, authenticity and strong people leadership, matched with the discipline to operate in a complex, regulated, government-funded environment.

Organisational Structure

UMFC operates as a multi-site organisation with executive leadership spanning service delivery and corporate capability. Senior leadership functions include:

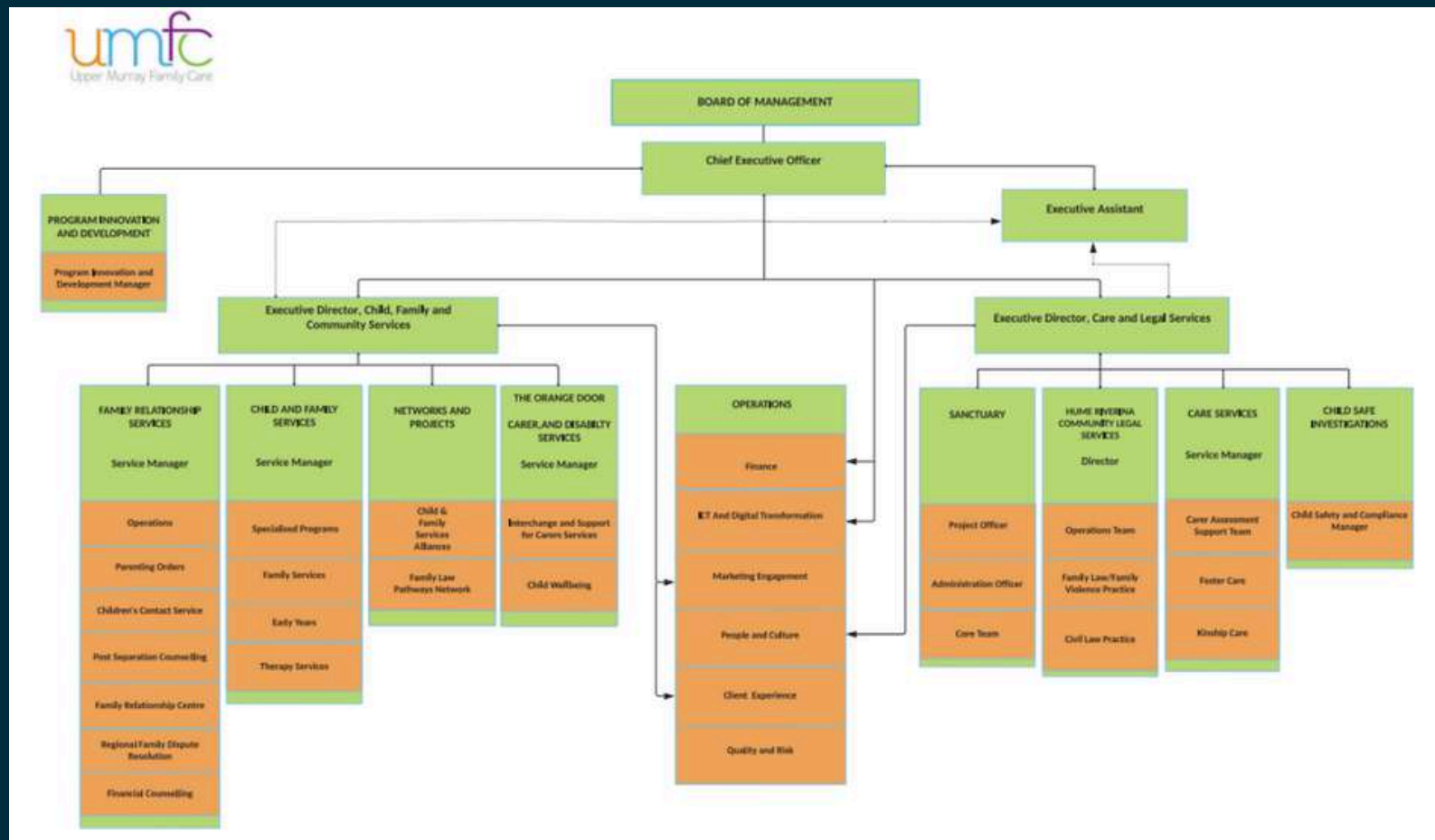
- Chief Executive Officer (CEO) & Company Secretary
- Executive Director, Care & Legal Services
- Executive Director, Child, Family & Community Services
- Corporate / Operations capability (Finance, People & Culture, ICT/Systems, Quality/Risk, Operations/Sites)

Location & Lifestyle

UMFC is headquartered in Wodonga, within the Albury–Wodonga region – a thriving cross-border community offering strong amenity, schooling, health services, outdoor lifestyle, and accessibility to Melbourne/Sydney via flights and road links. The CEO is expected to be locally based and visibly engaged across UMFC sites and communities (relocation support may be available).

The Company

Upper Murray Family Care (UMFC)



The Role

Chief Executive Officer

About the role

The CEO is responsible for leading UMFC's strategic direction, culture, performance, sustainability and external relationships. This is a highly visible regional leadership role, combining governance partnership, operational oversight and community-facing influence.

Indicative remuneration (from Board discussion): \$220,000–\$240,000 + super, with flexibility up to \$250,000–\$260,000 for an outstanding candidate.

The purpose

To lead UMFC into its next chapter by:

- protecting and strengthening its child-centred, values-led culture
- ensuring safe, high-quality service delivery across diverse programs and sites
- improving organisational resilience and sustainability
- building strong partnerships and advocacy that improve outcomes for children, young people and families



The Role

Chief Executive Officer

Candidate Value Proposition

This is a rare opportunity to lead a respected, values-led regional organisation with real scale and impact — partnering with a strong Board, strengthening sustainability and capability, and shaping long-term outcomes for children, young people and families across North East Victoria and Southern NSW.



Key deliverables

- Lead delivery of UMFC's strategic priorities and support ongoing refinement with the Board
- Provide visible, values-led leadership across a multi-site workforce
- Strengthen financial stewardship and long-term sustainability in a constrained funding environment
- Embed and role-model Sanctuary-aligned leadership behaviours and trauma-informed culture
- Guide transformation initiatives that strengthen systems, process consistency and operational efficiency
- Strengthen risk, governance and reporting, ensuring confidence for the Board and funders
- Build and maintain high-trust relationships with government, funders, partners, community leaders and service users
- Identify and progress opportunities for strategic partnerships and growth, including potential mergers/acquisitions where aligned

The Role

Chief Executive Officer

First 12 Months (Priority Outcomes)

The Board is seeking a CEO who can balance values-led leadership with commercial and operational discipline — stabilising, strengthening and positioning UMFC for long-term sustainability in a challenging sector environment. Key priorities in the first 12 months are likely to include:

Build trust, visibility and cultural leadership

Establish a strong on-the-ground presence across sites, quickly understand the lived culture, and lead in a way that reflects UMFC's values — integrity, empathy, optimism, collaboration and advocacy.

Strengthen sustainability and commercial rigour

Partner closely with the CFO and Board to sharpen financial discipline, improve forecasting and reporting, and strengthen the sustainability plan in response to funding pressures, cost growth and workforce constraints.

Embed trauma-informed leadership (Sanctuary Model)

Continue the organisation-wide embedding of the Sanctuary Model by modelling the behaviours, strengthening leadership consistency, and ensuring systems, supervision and ways of working support psychological safety and accountability.

Lift operational cadence and performance clarity

Strengthen the operating rhythm: clear priorities, consistent reporting, stronger accountability, and practical performance measures across service lines—without adding unnecessary bureaucracy.

Progress the transformation agenda

Maintain momentum on systems and process uplift (including HR/payroll, finance, and client management system initiatives), ensuring the change program is grounded, well-governed and adopted effectively across the workforce.

Strengthen executive structure and capability

Clarify leadership roles, strengthen cross-functional collaboration, and ensure the executive team has the right capability and confidence to lead through change.

The Role

Chief Executive Officer

First 12 Months (Priority Outcomes)

Stakeholder confidence and strategic partnerships

Build and maintain strong relationships with funders, government, partners and community stakeholders, protecting UMFC's reputation and positioning the organisation for strategic collaboration.

Assess growth pathways (including partnerships / M&A)

Where aligned to purpose and community need, explore strategic opportunities for growth and sustainability (including partnerships or potential mergers/acquisitions), with an emphasis on due diligence, values alignment and integration planning.



The Role

Chief Executive Officer

Experience, Knowledge, and Skills

- Tertiary qualifications in Health Services, Legal, Psychology, MBA or extensive successful senior leadership performance in community services or a similar service environment
- Proven organisational leadership across multiple funding sources, multiple sites and community-delivered services, while sustaining service quality
- Highly developed emotional intelligence with excellence in interpersonal and communication skills across staff, funding bodies, government, community organisations, service users, media and the public
- An entrepreneurial spirit with the capability to identify and capitalise on new opportunities
- Demonstrated business and strategic acumen in budget and community service planning/management, particularly in a not-for-profit environment

- Proven ability to network and negotiate successfully with stakeholders, community representatives, funding providers, staff and other agencies
- Demonstrated ability to engage and motivate staff through a period of change; proven team and culture leadership
- Strong sector passion and connections with an understanding of contemporary issues facing community services in a regional community
- Sound understanding of governance principles



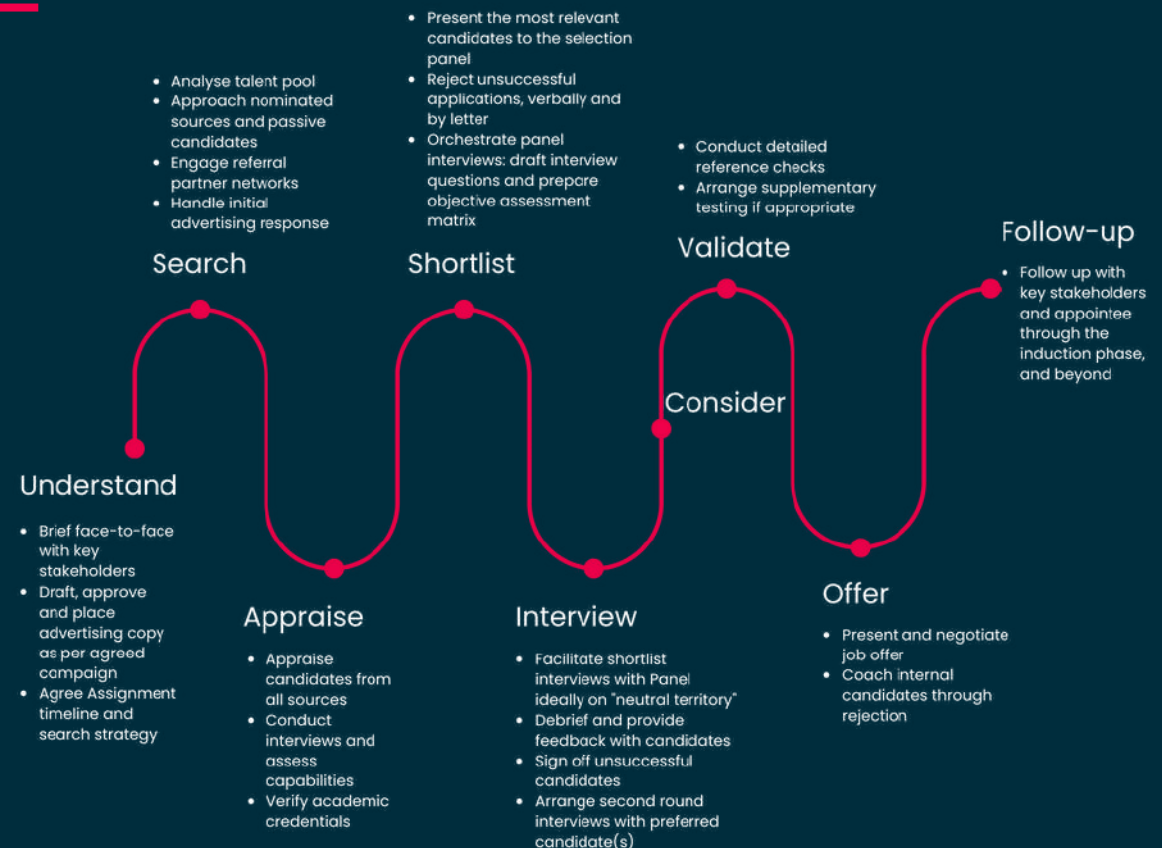
The Process

Brooker Consulting

Our process

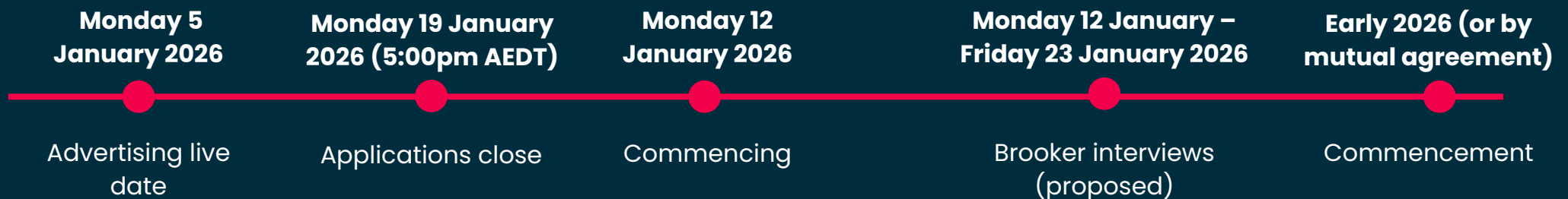
Brooker Consulting is proud to partner with Upper Murray Family Care (UMFC) on this appointment. All applications and approaches will be managed in strict confidence.

Shortlisted candidates will first meet with Brooker Consulting before proceeding to client interviews with the Upper Murray Family Care (UMFC) Board. Interviews are scheduled for mid to late January 2026, with an appointment anticipated before the end of the year.



The Timeline

Brooker Consulting





The Why

Why is this role available now?

UMFC is navigating a leadership transition and positioning for the next phase of organisational maturity — strengthening financial and operational discipline, sustaining workforce wellbeing and culture, and continuing strategic delivery. With transformation initiatives underway and sector pressures intensifying, the CEO appointment is central to ensuring stability, credibility and long-term impact.

About Us

Brooker Consulting

The company

We connect visionary leaders with organisations that matter

Our mission is to connect you with career opportunities that are not just jobs, but pathways to making a significant impact in your chosen field.

Your search team

Brooker Consulting is a specialist executive search firm with a strong track record across biotechnology, pharmaceuticals, healthcare, and research organisations.





Rebecca Perrone
Managing Director

With over two decades of experience in Executive Search, Rebecca brings a multidisciplinary background spanning clinical nursing, academia, pharmaceuticals, biotech and executive search. This unique blend gives her deep insight into the leadership attributes required to navigate complex, highly regulated and purpose-driven environments. At Brooker Consulting, she leads executive appointments across clinical, commercial, governance and strategy portfolios.



Leighton Cantrill
Senior Consultant

Leighton is a curious and energetic executive search consultant with over 20 years of national and international experience across multiple industries. Leading the Brooker Consulting Interim practice, Leighton specialises in sourcing highly agile and capable talent who have the technical and human skills to fulfil a short-term leadership gap. Throughout his career has worked in Melbourne, Sydney, and further afield in London and Vancouver.



Richard Fisher
Group Managing Director

Richard is an accomplished business leader with over two decades of experience in both SME companies and publicly listed organisations.

Richard's background includes leading operations providing employment services, outsourcing, career management, training and technology solutions. He has worked with all levels of Government across Australia for over 20 years



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Chief Executive Officer

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