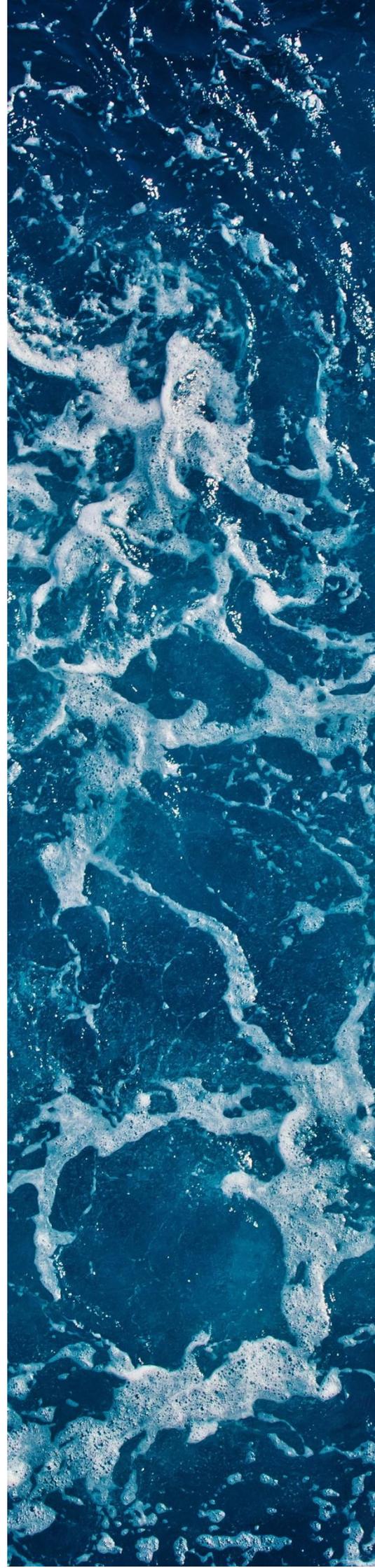


WATERMARK SEARCH INTERNATIONAL CANDIDATE BRIEF

Chief Executive Officer
MADEC Ltd
March 2026



Presented by Watermark Search International.
Trusted for over 40 years, focused on the future.





About the Organisation

MADEC is a not for profit, community organisation. Recognised as a Public Benevolent Institution since 2014, we have been providing disability and youth supports in the Mackay/Whitsunday region since 1973. We are a registered National Disability Insurance Scheme (NDIS) Provider and Licensed Child Safety Provider in Mackay.

We view our community as a whole, inclusive of individuals and groups of all ages and abilities.

Our **Vision** is to create an inclusive community that empowers, supports and respects all individuals.

Our **Mission** is to empower and support people to do their best!

Our **Values** are:

- Person-Centred – The needs and rights of people is at the centre of everything we do.
- Trust – We build trust through honesty, respect and by following through on our commitments.
- Empowerment – We are here to empower people to develop life skills, have a voice and be heard.
- Community – We believe that the best results occur when we work together to support all individuals.
- Excellence – We strive for continuous improvement and are committed to going above and beyond in our service.

For more information, please refer to madec.org.au

Job Title	Chief Executive Officer
Reports To	Board Chair (Direct Line Manager) and Board of Directors
Direct Reports	Senior Leadership Team
Location	Mackay, Queensland

Primary Purpose of the Role

The purpose of the Chief Executive Officer role is to provide supportive and accountable leadership for the performance, safety, sustainability, and governance of MADEC.

Reporting to the Board Chair & the Board of Directors, the CEO is the organisation's accountable officer, a Key Personnel under the NDIS Act 2013, and MADEC's Child Safety Nominee. The CEO is responsible for translating Board-approved strategies, decisions and commitments into effective and sustainable operations across MADEC's youth, disability services and corporate services.

The CEO holds primary accountability for:

- Client well-being and safeguarding;
- Workforce safety and wellbeing;
- Financial sustainability and growth;
- Risk management;
- Regulatory compliance, and;
- Organisational culture within a complex, high-risk, 24/7 service environment.

Responsibilities and Standards

1. Governance and Board Relations

- The Board Chair & The Board are your direct Line Managers, you will follow all reasonable direction from the Board. You are directly accountable to the Board Chair, and in their absence their nominated delegate.
- As the CEO you understand that the Board holds ultimate responsibility for the Governance, Risk Management, Safeguarding and Financial Management of MADEC. The Board delegates the Leadership of MADEC's operations to you.
- Act as the Board's primary source of assurance regarding organisational performance, risk management, compliance, and sustainability.
- Provide timely, accurate, and high-quality reports to the Board and its Committees to support informed decision-making.
- Implement Board-approved decisions and strategies and escalate matters that exceed delegated authority or the Board's risk appetite.
- Support effective Board operations, including governance processes, induction, development, succession planning, and performance review activities led by the Chair.
- Maintain clear and appropriate boundaries between governance, operational management and professional and social relationships.

2. Strategic Leadership and Organisational Performance

- Lead the development, implementation, and review of MADEC's Strategic Plan and supporting Operational Plans.
- Translate strategic objectives into measurable outcomes across service delivery, workforce, finance, quality, safeguarding, and safety.
- Provide strong executive leadership to the Senior Leadership Team, while maintaining their accountability for performance, conduct, and compliance.

- Monitor organisational performance against agreed KPIs and targets, initiating corrective action where required.
- Identify, assess, and respond to emerging sector trends, reforms, funding changes, and strategic risks.

3. Client Well-Being and Safeguarding

- Champion a culture where client voice and lived experience meaningfully shape strategy, service design, and organisational decision-making, ensuring clients remain at the centre of everything we do.
- Ensure all youth and disability services are safe, high-quality, person-centred, and rights-based.
- Fulfil responsibilities as Key Personnel under the NDIS Act 2013, ensuring ongoing organisational suitability, effective governance, and safeguarding compliance.
- Fulfil responsibilities as Child Safety Nominee, ensuring:
 - Compliance with all Child Safety licensing and regulatory requirements;
 - Executive oversight of standards of care reviews;
 - Executive oversight of all harm, abuse, neglect, and exploitation reports;
 - Timely and accurate statutory notifications to relevant authorities; and
 - Implementation of corrective actions and systemic improvements.
- Maintain executive oversight of restrictive practices, complaints management, critical incidents, and reportable incidents.
- Ensure service delivery models are evidence-based, financially viable, and responsive to client needs and funding requirements.
- MADEC has zero tolerance for harm, abuse, neglect, and exploitation. As CEO, you are accountable for ensuring:
 - Human rights are upheld across all services;
 - Safeguarding systems are implemented and monitored;
 - Concerns are escalated, investigated, and addressed;
 - Continuous improvement is driven through learning from incidents, complaints, audits, and feedback.

4. Client Voice, Lived Experience and Person-Centred Leadership

The CEO is accountable for ensuring that clients are at the heart of MADEC's purpose, decisions, and service delivery, and that lived experience meaningfully informs organisational strategy, service design, and continuous improvement.

This includes responsibility to:

- Champion and embed client voice, choice, and lived experience across all youth and disability services.
- Ensure systems and forums exist for clients, families, and carers to influence service design, evaluation, and improvement, including through feedback, consultation, co-design, and complaints.
- Promote supported decision-making and dignity of risk, ensuring clients are heard, respected, and supported to exercise autonomy consistent with their rights and safety.
- Ensure feedback from clients and families is actively analysed, reported to the Board, and translated into measurable service improvements.
- Foster a culture where staff understand that listening and responding to clients is a core leadership and safeguarding responsibility, not an optional activity.

5. Workforce Leadership, Safety and Wellbeing

- Provide visible and ethical leadership that promotes a respectful, inclusive, and psychologically safe workplace culture.
- Maintain accountability for workforce planning, recruitment, training, retention, capability development, and succession planning.
- Ensure effective systems are in place to prevent, manage, and learn from occupational violence, psychosocial hazards, and workplace injuries.
- Hold leaders accountable for compliance with WHS obligations, workforce conduct standards, and organisational policies and procedures.

6. Financial Sustainability and Resource Management

- Ensure the organisation operates within approved budgets and maintains long-term financial sustainability.
- Oversee financial planning, forecasting, funding submissions, pricing models, and performance monitoring.
- Maintain oversight of asset management, insurance, capital planning, and financial controls in collaboration with the Finance Committee and Financial Controller.

7. Risk Management, Compliance and WHS

- Maintain accountability for MADEC's integrated risk management framework, ensuring strategic, operational, client, workforce, WHS, financial, reputational, and innovation risks are actively managed.
- Ensure compliance with all relevant legislation, standards, licensing, and contractual requirements.
- Fulfil officer due diligence obligations under Work Health and Safety legislation, including psychosocial safety and vehicle safety.
- Ensure business continuity and crisis management arrangements are current, tested, and enacted when required.
- As an employee and officer of MADEC Ltd, the CEO must:
 - Exercise due diligence under WHS legislation;
 - Ensure systems are in place to identify, assess, and control risks;
 - Promote a culture of safety-first leadership;
 - Ensure timely reporting and response to incidents, injuries, and hazards.

8. Marketing and Community Engagement

- The CEO is responsible for leading MADEC's marketing, fundraising and community engagement to strengthen trust, reputation, and connection with clients, families, partners, and the broader community. This includes responsibility to:
 - Ensure MADEC's marketing, communications, and fundraising activities reflect the organisation's values, purpose, and commitment to client well-being and safeguarding.
 - Promote client voice and lived experience in a respectful, ethical, and consent-based way.
 - Strengthen community awareness of MADEC's services, impact, and value proposition.
 - Lead ethical and sustainable fundraising initiatives aligned with MADEC's mission and strategic priorities.
 - Support service growth, referrals, and workforce attraction through clear, consistent messaging.
 - Build and maintain strong relationships with community stakeholders, partners, donors, and networks.
 - Ensure marketing, fundraising, and engagement activities align with Board-approved strategy and risk settings.

9. Stakeholder Engagement and Sector Leadership

- Build and maintain constructive relationships with regulators, government departments, funding bodies, and sector partners.
- Represent MADEC professionally in external forums, partnerships, and advocacy activities.
- Lead strategic marketing, communications, and community engagement initiatives to strengthen brand visibility, enhance stakeholder trust, and grow the organisation's presence across key community, government, and industry networks.
- Act as MADEC's primary spokesperson in consultation with the Board, including during issues or crises.

10. Business Growth, Development and Expansion

The CEO is responsible for leading sustainable business growth, development, and expansion in line with MADEC's purpose, strategy, and risk appetite.

This includes responsibility to:

- Identify and progress opportunities for service growth, diversification, and expansion that align with community need, client outcomes, and organisational capability.
- Ensure growth initiatives are evidence-based, financially viable, and consistent with MADEC's values and safeguarding obligations.
- Build strategic partnerships and collaborations to support service innovation and long-term sustainability.
- Ensure growth and expansion decisions are supported by sound business cases, risk assessment, and Board approval where required.
- Monitor the impact of growth on service quality, workforce capacity, client well-being, and financial sustainability.

11. Innovation and Continuous Improvement

- Drive sustainable business growth and strategic expansion by identifying new opportunities, strengthening funding streams, and developing innovative partnerships that enhance the organisation's reach, impact and long-term viability.
- Promote innovation in service delivery, workforce models, systems, and technology, while ensuring risks are identified and managed.
- Ensure continuous improvement systems are embedded and informed by audits, incidents, complaints, feedback, and performance data.

12. Documentation & Administration

- Ensure accurate, timely, and compliant organisational reporting.
- Ensure effective systems for record keeping, incident management, complaints, audits, and risk registers.
- Ensure documentation meets legislative, regulatory, and contractual requirements.

13. Other Duties

- Participate in after-hours on-call arrangements.
- Undertake other duties commensurate with the role as reasonably directed by the Board.

Academic Qualifications and Work Experience

Essential Qualifications / Work Experience:

- Tertiary qualifications in Business, Management, Community Services, Social Work, or related field.
- Senior executive leadership experience in human services or a related sector.
- Demonstrated experience working with Boards and governance frameworks.

Desirable Qualifications / Work Experience:

- Postgraduate or governance qualifications.

Skills and Knowledge

Essential Skills and Knowledge:

- Strong governance, risk management, and compliance capability.
- High-level understanding of NDIS, OOHC, child protection, and WHS frameworks.
- Financial acumen and strategic planning capability.
- Strong leadership, communication, and decision-making skills.

Desirable Skills and Knowledge:

- Experience leading organisations through significant industry reform and transformation change.

Personal Qualities and Behavioural Traits

- Values-driven, ethical, and accountable leader.
- Calm and decisive under pressure.
- Transparent, approachable, and resilient.
- Strong systems thinker with a commitment to continuous improvement.
- Embrace and act in accordance with MADEC's Vision, Mission, Values, and Culture.

Relationships

Internal Relationships:

- Board of Directors
- Senior Leadership Team
- MADEC workforce

External Relationships:

- Regulators
- Funding bodies
- Government departments
- Sector partners
- Community stakeholders
- Insurers

Performance Goals

You will regularly receive feedback and your performance will be reviewed against the key responsibilities of the role. You are expected to perform your work to a high standard and work within the scope of the role outlined in this position description.

Performance will be reviewed against:

- Strategic and Operational Plan outcomes;
- Client well-being and safeguarding indicators;
- Workforce safety and engagement;
- Financial sustainability;
- Compliance and audit outcomes;
- Quality of Board reporting and assurance.

Requirements

- NDIS Worker Screening – a current Qld Disability Worker Screening Card (previously yellow card / disability exemption).
- QLD Working with Children Check / Blue Card – a current Working with Children Card (Blue Card) must be held at all times.
- LCS2 – a current LCS2 (Child Safety and Personal History Screening Check) must be held at all times.
- First Aid / CPR Certificate - a current First Aid and CPR accreditation must be held at all times.
- Driver's License – a valid Australian Open Driver's License must be held at all times.
- Right to Work Within Australia – Australian or New Zealand citizenship or relevant working visa documentation.
- Other:
 - Identified as Key Personnel under the NDIS Act 2013
 - Appointed Nominee for Child Safety licensing

Role Summary

About MADEC

Recognised as a Public Benevolent Institution since 2014, MADEC is a not for profit, community organisation providing disability and youth supports in the Mackay/Whitsunday region since 1973. They are a registered National Disability Insurance Scheme (NDIS) Provider and Licensed Child Safety Provider in Mackay. MADEC view their community as a whole, inclusive of individuals and groups of all ages and abilities and their vision is to create an inclusive community that empowers, supports and respects all individuals.

Your Opportunity

MADEC is entering an exciting era of transformation and growth. The Chief Executive Officer (CEO) will lead this next chapter, ensuring the organisation continues to deliver exceptional client centred services while strengthening capability, culture, and long-term- sustainability. Reporting directly to the Board, the CEO provides strategic leadership and acts as the primary source of assurance on organisational performance, financial health, compliance, and risk.

A key priority is shaping MADEC's future direction. Working with the Board, the CEO will lead the development and execution of the strategic plan, ensuring growth opportunities are identified, evaluated, and implemented in line with MADEC's purpose, values, and risk appetite. This includes expanding service offerings, deepening community impact, and strengthening partnerships across government, sector networks, and local communities.

The CEO fosters an empowering, inclusive, and psychologically safe culture that supports strong performance, professional development, and workforce retention. They ensure leaders are equipped to deliver high-quality services, manage risk, and drive continuous improvement across all areas of the organisation.

Safeguarding remains a core responsibility. The CEO ensures all services—particularly youth and disability supports—are safe, rights-based, and person centred. They fulfil obligations as NDIS Key Personnel and Child Safety Nominee, maintaining a-zero tolerance- approach to harm, abuse, neglect, and exploitation. Client voice and lived experience continue to guide service design, improvement, and strategic decision-making.

The CEO leads innovation, operational excellence, and service quality, ensuring MADEC's systems, reporting, governance, and financial management are robust and future ready. They strengthen MADEC's reputation and community connection through effective communication, engagement, and advocacy. This role requires a visionary, values driven leader who can guide MADEC through growth, transformation, and capability uplift—while ensuring clients remain- at the centre of everything they do.

About You

To be successful in this role you will possess:

Qualifications & Experience

- Relevant tertiary qualifications and senior executive leadership experience in human services or a related sector. A postgraduate and/or formal governance qualifications would be desirable.
- Proven experience working with Boards and governance frameworks, and strong governance, risk management, and compliance capability.
- Strong financial acumen and strategic ability and agility.
- Experience leading organisations through transformational change and growth.
- Understanding of the community service or not-for-profit sector. An appreciation of NDIS, OOHC, child protection, and WHS frameworks would be advantageous.
- Contemporary leadership, communication, and decision-making ability.

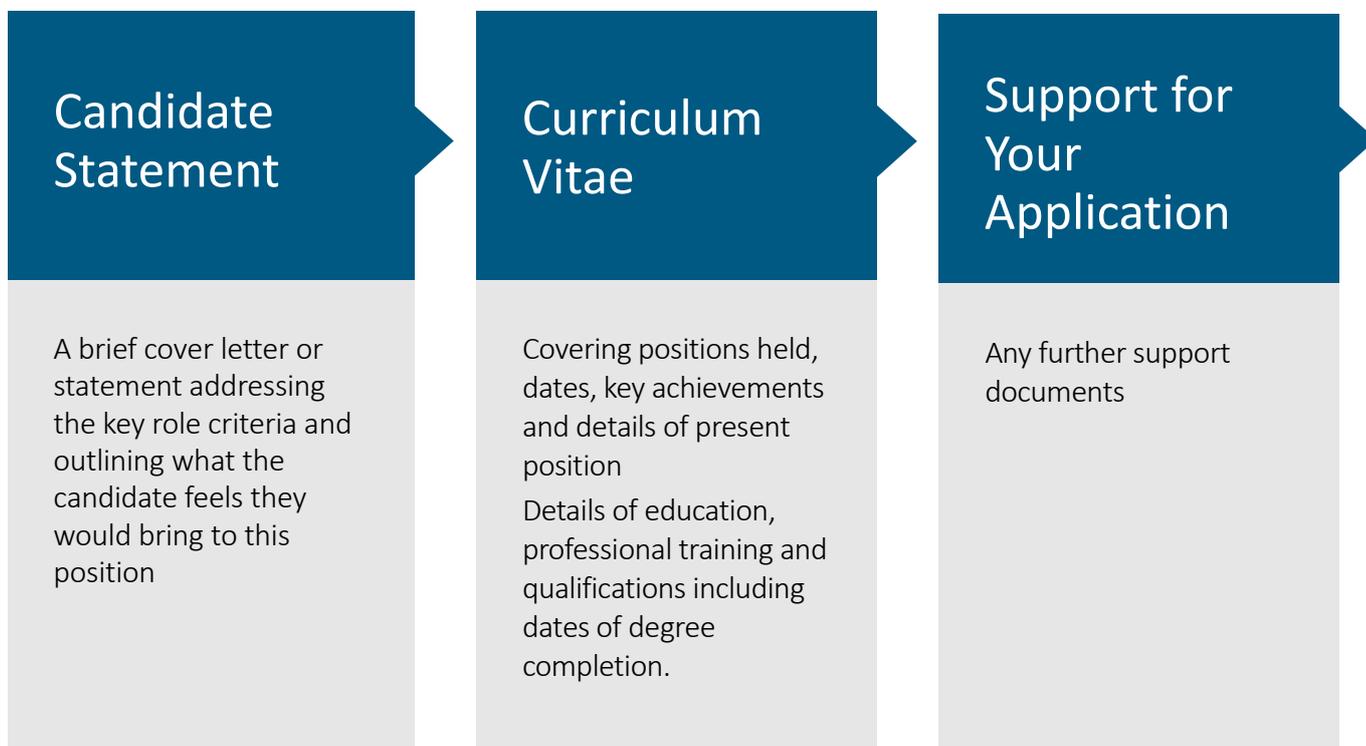
Personal Qualities

- Values driven, ethical, and accountable leadership.
- Calm, decisive, and effective under pressure.
- Transparent, approachable, and resilient.
- Systems thinker committed to continuous improvement.
- Aligns with and models MADEC's Vision, Mission, Values, and Culture.

How to Apply

An executive search is being undertaken by Watermark alongside the public advertisement.

Applications for the position will need to include the following:



For a confidential discussion please call Will Wilson or Alison Myatt of Watermark Search International who are leading the search on behalf of MADEC.

Will Wilson

Partner, Executive Search
0499 920 848

Alison Myatt

Head of Research
0412 630 817

Erin Gillan

Project Administrator
07 3020 0316

Please send your application quoting **Ref No A006271** to Watermark Search International at search@watermarksearch.com.au. We will reply to the email address used for your application.

Closing date: 11:59PM AEST on Tuesday, 6 April 2026

Our Capabilities



Executive Search

Founded in 1979, we are one of the longest established Australian executive search firms. Even though we are, above all else, an Australian based firm, we have an established track record in attracting and then securing, overseas candidates.

We have considerable expertise in senior executive appointments across a broad range of public and private sector organisations. Our firm has been built on a substantial body of work undertaken for publicly listed companies, private companies, professional services, state owned corporations, government agencies, departments and advisory boards.



Interim Executive

We provide immediate and high-level specialist executives with the experience to bring stability to and provide guardianship for a company during a period of change, executive absence or performance turnaround. We also assist with providing executives who deliver on projects, programs or specialist reviews. When clients are ready to appoint an executive, we normally complete the assignment within two weeks. Our latest survey shows that those executives remain in place for an average of 9 months.



Board Appointments

We believe that strong boards make for better organisations and improved business performance. In conducting searches we do not simply look for 'a name' but rather search for candidates with the relevant skills to add real value to a board. We often start our board search by working with the client to produce a Board Skills Matrix, which then informs the specific brief.

Our track record ensures familiarity with the specific, and often sensitive, challenges involved in appointing Non-Executive Directors and Chairs with the right skill, personal and cultural fit.



Thought Leadership

As thought leaders, we undertake various pieces of research and market analysis to form our Agile Leadership Lessons Podcast, Annual Interim Executive Survey and Board Diversity Index. To view our current reports please [click here](#).

Candidate Care



At Watermark, we recognise we have a duty of care to both our clients and the candidates. As an ambassador for MADEC, we recognise how important our role is in representing your brand, we take this responsibility seriously and treat successful and unsuccessful applicants with the same level of respect:

- All candidates filtered out before an initial interview are advised in writing.
- Candidates sourced by Watermark are called and given feedback on their performance throughout the selection process; this includes feedback about their experience, knowledge, capabilities and fit for the organisation as well as feedback about their interviewing and presentation techniques.
- Candidates who proceed to client interviews are debriefed and receive feedback either face-to-face or over the phone; this includes feedback as outlined above, plus specific feedback from any notes taken during the interview. We also provide feedback on areas for development such as interview skills, professional development and career guidance.

Candidate Charter



We respect our candidates as individuals and value them as an integral asset to our business. Our focus is on understanding their talents and aspirations and matching them to the right role and organisation. Whether we approach you about a specific role or you contact us to explore opportunities, we want you to experience our commitment to providing a seamlessly professional, constructive, integrity driven service where we care about our engagement with you.

[Association of Executive Search Consultants](#) (AESC) members and their people are guided by a Code of Professional Conduct and Professional Practice Standards.

Please click [here](#) to view Watermark's membership certificate of good standing with AESC.

The AESC Code of Professional Conduct is summarised through these critical values:

- **Ethics & Integrity**
 - We put integrity above all else
- **Excellence**
 - Excellence guides the work we do
- **Objectivity**
 - We exercise independent, objective judgement
- **Diversity & Inclusion**
 - We know the power of diverse talent and inclusive cultures
- **Confidentiality**
 - We safeguard any confidential information entrusted to us

To read the full AESC Code of Professional Conduct, please [click here](#).

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If ever you feel we have not lived up to this Code of Professional Conduct, please tell us. We want to know. Email our Managing Partner at David.Evans@watermarksearch.com.au

Contact Us

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