



**searchlight group**

executive recruitment & advisory



## Board Directors - Candidate Information



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## ABOUT MAMBOURIN

Mambourin Enterprises Ltd is a not-for-profit, for-purpose disability services organisation that has been empowering people with a disability in Melbourne's western suburbs for over 50 years. With income of approximately \$28 million (predominantly NDIS-funded), Mambourin is one of the more substantial independent disability services providers in Victoria — and it owns a significant property portfolio from which it operates, giving it a strong balance sheet and a platform for continued growth.

The organisation recently acquired Broadmeadows Disability Services, expanding its footprint and capabilities. Mambourin's growth trajectory — organic and through strategic acquisition — means the board is governing an organisation that is actively evolving, not standing still.

### Vision and purpose

#### Vision

**A world where all people can live a life they want.**

#### Purpose

**To empower people with a disability to lead the life they choose.**

### Values

**Mambourin's values are reflected in everything it does: a commitment to access and fairness; respect for individual rights, beliefs and personal choices; innovation and excellence in service delivery; and honest, ethical conduct in all dealings. Mambourin holds a strong 'for-purpose' philosophy and takes seriously its responsibility to the communities it serves.**

### Services

1	Community Hubs — six locations across Melbourne's western suburbs offering day programs, community access and skills development
2	FlexiChoices and WAM (Work and More) — flexible, individualised supports enabling community participation and employment pathways
3	Mambourin Business Solutions — social enterprise providing supported employment and meaningful work for participants
4	School Leaver Employment Supports (SLES) — transition programs for young people with disability entering the workforce
5	Traineeships — structured vocational pathways combining support with real employment experience





## ABOUT THE BOARD

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Mambourin Enterprises Ltd is governed by a skills-based Board of Directors, operating under the organisation's Constitution and the Corporations Act 2001. The Board provides strategic direction for, and ensures the compliance of, the company — setting policy, approving strategy, overseeing financial performance, appointing and evaluating the CEO, and safeguarding the organisation's culture and values.

The Board has no operational involvement in the day-to-day delivery of services. Its relationship with the CEO is one of trust, clarity and constructive oversight. The current Board-CEO relationship is strong, and the organisation's three committees are genuinely active — doing substantial governance work between board meetings.

Directors are elected by the membership at the Annual General Meeting or appointed by the Board, and each brings specific skills and experience to complement the existing team. New Directors are offered the opportunity to rotate through the committees and will be supported in their governance development, including consideration of AICD training where appropriate. Committee Chairs and Members are appointed for two-year terms, with the next round of chair appointments due in November 2026.

### **Board renewal — 2026**

The Board currently has six Directors and is seeking to expand to eight or more, up to a constitutional maximum of twelve. With four Directors required for a quorum, increasing the Board's size will strengthen the organisation's governance capacity and resilience.

This process is open to new applicants. The Board is building a cohort with complementary capabilities and welcomes applications from candidates who bring depth in one or more of the priority expertise areas identified through the Board's skills matrix review.

### **Governance and leadership**

Further information about Mambourin's governance framework is available at:

<https://www.mambourin.org.au>



## DIRECTOR REQUIREMENTS

### Priority expertise areas for the 2026 Board renewal

The Board is seeking candidates who bring depth in one or more of the expertise areas below. No single candidate is expected to cover all areas — the goal is to build a complementary cohort that collectively strengthens the Board's capability across these domains.

<b>Finance, Investment and Audit</b>	<p>Financial literacy at board level, including the ability to interrogate financial statements, assess performance, and contribute to audit and risk oversight. A formal qualification (CPA, CA or equivalent) is advantageous. Mambourin's FIAC committee requires at least one member with accounting or auditing credentials.</p>
<b>Quality, Safeguarding and Governance</b>	<p>Understanding of quality systems, service governance, NDIS Practice Standards, and safeguarding frameworks in a disability or community services context. Mambourin's Quality, Safeguarding and Governance Committee (QSGC) requires directors with relevant experience in health, disability or aged care services. This is a priority area for this cohort.</p>
<b>Board Leadership and Governance</b>	<p>Demonstrated experience as a non-executive director, including committee participation, CEO oversight, and contribution to board-level governance. Experience on boards of comparable complexity — including not-for-profit, NDIS-registered, or community services organisations — is particularly valued. AICD qualification is preferred; the Board will consider supporting this after a qualifying period for the right candidate.</p>
<b>Disability Sector and NDIS</b>	<p>Operational or policy understanding of the National Disability Insurance Scheme, disability services delivery, or the broader community services sector. Lived experience of disability — in any form — is highly regarded and will be given genuine weight in assessment.</p>
<b>Government Relations and Policy</b>	<p>Understanding of government funding frameworks, NDIS policy, and the relationship between disability service providers and Commonwealth and state regulators. Mambourin's entire revenue base is government-funded, and directors who can navigate and anticipate shifts in the policy and regulatory environment provide significant strategic value. Networks within government or the disability policy community are highly relevant.</p>
<b>Strategic and Organisational Leadership</b>	<p>Senior executive or CEO-level leadership experience, and the strategic capacity to oversee a growing, acquisitive organisation. Experience in business development, mergers and acquisitions, or asset management is advantageous given Mambourin's current growth trajectory.</p>





## DIRECTOR REQUIREMENTS

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### General skills and experience sought

All candidates should be able to demonstrate:

- Demonstrated corporate governance capability, including understanding of directors' duties and willingness to serve on Board committees
- Strategic thinking — the ability to identify and assess strategic opportunities and contribute to oversight of strategy implementation
- Financial literacy — the ability to analyse financial statements, assess performance and contribute meaningfully to audit and risk oversight
- CEO/executive experience — demonstrated ability to guide, evaluate and hold accountable an executive leader
- Understanding of the disability sector, NDIS operating environment, and the policy and regulatory context in which Mambourin operates
- Commitment to Mambourin's mission of empowering people with a disability

### Personal attributes

The Board's skills matrix identifies the following behavioural attributes as important for all Directors:

- Integrity and ethics — transparent, independent of conflicts, and committed to Mambourin's interests above personal or professional ones
- Passion for Mambourin's purpose and values — a genuine belief in what Mambourin does and why it matters
- Collaborative approach — the ability to work as part of a high-functioning board, through and with the CEO
- Critical and strategic thinking — the capacity to distil complex information and identify the issues that matter
- Cultural responsiveness — sensitivity to the diversity of Mambourin's participants, staff and community; connection to Melbourne's western suburbs is valued
- Effective communicator — able to convey views clearly, listen actively and engage constructively with differing perspectives
- Time commitment — available to participate fully in board and committee meetings and organisational activities
- Diversity of thinking — bringing fresh perspectives, lived experience and alternative approaches to the board's deliberations



## TIME COMMITMENT

The Board of Directors is responsible for the governance of Mambourin, ensuring decisions are made in the best interests of the organisation and the people it serves. While day-to-day operations are led by the CEO, the Board–CEO relationship is a genuine partnership, and active Director participation is both expected and valued.

### Board meetings

The Board meets every two months — six times per year. Meetings are held on Monday evenings, typically from 6:00pm to 8:30pm. Meetings alternate between in-person (generally during the summer months) and online. Board papers are circulated in advance of each meeting.

Directors are also expected to attend the Annual General Meeting and an annual Board dinner, and to engage with Board and executive management between meetings as required.

### Board committees

All Directors are expected to contribute to at least one Board committee. New Directors will have the opportunity to rotate through the committees before taking on a primary committee role. Mambourin currently operates three standing committees:

Committee	Meeting Frequency
Finance, Investment and Audit Committee (FIAC)	Quarterly + annual budget meeting (~5 times per year)
Quality, Safeguarding and Governance Committee (QSGC)	Quarterly, plus special meetings as required (~4+ times per year)
Remuneration Committee	At least twice per year

### Terms of appointment

Directors are elected by the membership at the Annual General Meeting or appointed by the Board. Unless otherwise specified in the letter of appointment, Directors serve for a three-year term and may be re-elected or re-appointed for two additional terms, subject to a maximum of three consecutive terms (nine years continuous service).

To be eligible for appointment, candidates must be 18 years of age or older, not be an employee of Mambourin, and not hold a personal or familial relationship with an officer or employee of the company. Appointed Directors will be required to complete a National Police Check prior to commencement.

### Remuneration

Board Directors serve in a voluntary capacity. Directors may seek reimbursement of reasonable expenses incurred in the discharge of their role in accordance with organisational policy.

## APPLICATION INSTRUCTIONS

To apply, you must complete a Cover Letter outlining your skills and experience specifically relevant to the desired list of skills identified in this document AND a Curriculum Vitae/Resume. Your application can be uploaded via the link below:

### TO BE INSERTED

If you have any questions please contact Michael Holdway on 0400 006 513 or via [michael@searchlightgroup.com.au](mailto:michael@searchlightgroup.com.au)

### **Recruitment process and key dates:**

- Applications close at midnight on Sunday 7th June 2026.
- All applications will be acknowledged by email within 48 hours of receipt.
- Preliminary conversations/interviews with Searchlight Group will commence as suitable applications are received.
- Long-listing will take place in July 2026
- Mambourin Panel Interviews will be held July 2026
- Reference, qualification and probity checks of preferred candidate(s) will take place if you are recommended to the Board for consideration of appointment.
- Candidates will be required to disclose any interests that may affect their ability to perform in the role.

Candidates will be updated on their status at key decision points during the process.

### **Useful Links**

**Mambourin website:** <https://www.mambourin.org.au>

**ACNC profile:** <https://www.acnc.gov.au/charity/charities/1d61a278-e849-e811-a961-000d3ad24182/profile>

### **Conflict of Interest**

All applicants will be required to complete a Conflict of Interest Disclosure Statement as part of the application process. Candidates should consider any existing professional, financial or organisational relationships that could give rise to a real or perceived conflict before applying.



# Mambourin's Vision, Purpose and Values

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**Vision** - Where all people can live a life they want

**Purpose** - Mambourin empowers adults with a disability through tailored programs, skill development, and opportunities that foster independence, well-being, inclusive social connections, and employment pathways

## Values

- Putting the person first
- Service excellence
- Making a difference
- Our community



# Strategic Themes

Our Strategic themes highlight the essential focus areas that keep us aligned with our purpose and realise our vision



Exceptional Customer Experience



Strengthen Sustainable Operations



Effective Governance



Thought Leadership and Advocacy



People & Capability

## THE MAMBOURIN WAY

We are committed to 'being there' for our community and working as a team to a shared set of values and a positive, inclusive culture.

- *Make a Difference*
- *Work as One*
- *Open to Opportunities*

# Strategic Enablers and Outcomes

Our strategic enablers provide the key drivers we need in place to ensure the successful execution (outcomes) of our strategic themes

## Exceptional Customer Experience

### ENABLER

- Co-design programs with participants, carers, and the Lived Experience Advisory Group
- Develop consistent, replicable, repeatable services and standards
- Programs – do what we do well (don't try to be everything to everyone)
- Partner with the customer to embed an easy to navigate NDIS pathway to engage with our services
- Design market-led and innovative properties and services



### OUTCOME

- Programs that reflect participant preferences and life goals, providing integrated supports to make their lives easier.
- Well-defined expectations and standards that influence the retention of our participants
- Design programs based on customer interests and demand. Quality over quantity – innovative programming that is customer (participant and carer) driven
- Improved customer experience through the development of a streamlined pathway that is a more accessible service experience
- Design and invest in our facilities, ensuring they are fit for purpose, and take a future-proof approach to maintain market relevance.

# Strategic Enablers and Outcomes

Our strategic enablers provide the key drivers we need in place to ensure the successful execution (outcomes) of our strategic themes

## Strengthen Sustainable Operations

### ENABLER

- Disciplined growth. Achieve economies of scale in the core business
- Building strong financial resilience through reporting metrics
- Using a flexible operating model aligning workforce and service delivery models to demand trends
- Embedding continuous improvement and rapid decision-making



### OUTCOME

- Measured approach to growth, scale core programs rather than broad diversification.
- Achieve an adequate surplus for reinvestment and a sustainable future
- Improved productivity - Scalable and adaptive workforce

# Strategic Enablers and Outcomes

Our strategic enablers provide the key drivers we need in place to ensure the successful execution (outcomes) of our strategic themes

## Effective Governance

### ENABLER

- Our customers contribute and influence our decisions relating to supports and governance.
- Our decision-making processes remain timely and measured, participant-centered, and data/evidence-based.
- Safeguarding measures are embedded into all aspects of service
- Our technological platforms support transparency in operations and reporting



### OUTCOME

- Our operations, governance model, and services are customer-focused.
- Implementation of organisational wide system based reporting using real-time data analytics
- Balancing risk and opportunities with participants' choice and control
- Real-time vision to support safeguarding practices, business reporting, and operational efficiency.

# Strategic Enablers and Outcomes

Our strategic enablers provide the key drivers we need in place to ensure the successful execution (outcomes) of our strategic themes

## Thought Leadership and Advocacy

### ENABLER

- Person-centred supports that permeate throughout all our services
- Strong focus on participant advocacy through choice and opportunity to live the life they choose
- Influencing best practice and continuous improvement principles across our service platform



### OUTCOME

- Consistent warm, family culture where our customers feel valued, respected, and supported
- A service model that integrates partnerships with a holistic programming approach.
- Sector recognition as a reputable, trusted, quality service provider with a strong network of community partners

# Strategic Enablers and Outcomes

Our strategic enablers provide the key drivers we need in place to ensure the successful execution (outcomes) of our strategic themes

## People & Capability

### ENABLER

- Recruit specialist capability positions to align with participant needs and goals – espoused life outcomes
- Invest in workforce capability to offer areas of expertise that set us apart
- Attract a workforce who want to provide authentic, valued aligned services
- Equip our team with contemporary skills through ongoing professional development



### OUTCOME

- We meet our participants needs, by developing a workforce and pathways that are attuned to the people we support.
- Our services and programs evolve and continually reflect our customer preferences and goals
- Organisational culture – Team spirit becomes a competitive advantage
- Retain a workforce that is adaptive, compassionate, and professionally skilled.