

# Candidate Briefing Document

Chief Financial Officer

April 2024

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## Our Story

Since 1970, Police Credit Union has helped South Australians and Territorians achieve their financial dreams. Now with seven branches across SA and NT, and as the most recognised credit union in South Australia, we are proud to have over 40,000 Members who Bank On Us for our highly competitive and award-winning products and services.

With a Member Satisfaction score of 92.7% and an Employee Engagement Score of 93.53%, we're not only a credit union of choice but also a place where people love to work. We are particularly proud of the part we've played in many of our employees' careers by imparting newly learned skills and assisting with progression into different roles, including management positions.

We are committed to providing traditional face-to-face banking and a South Australian based call centre, as well as innovative and secure digital products. With a strong focus on supporting the emergency services and wider community including environmental initiatives – we've been proudly carbon neutral since 2018. We have long-standing partnerships with a variety of influential South Australian and Territorian not-for-profits.

## Our Core Values

Superior service, honesty, integrity and financial prudence.

## Our Purpose

To improve our Members' lives by providing outstanding value and service that enables them to achieve their financial aspirations.

## Our Goal

To deliver a customer experience that is second to none.

## Our Vision

To be the credit union that best understands and fulfils the financial aspirations of Members and our people.

## Our Mission

To be a market leader in providing innovative and competitive financial products and services to Members.

**For more information visit [www.policecu.com.au](http://www.policecu.com.au) or [Working at Police Credit Union company profile and information | SEEK](#)**

# The Advertised role

## Chief Financial Officer

- **Adelaide based Executive Management role reporting to the CEO**
- **Leading a passionate and experienced Finance and Accounting team**
- **Award-winning, high-performance organisation with a mature financial management framework**

Formed in 1970, Police Credit Union is proudly South Australian based and headquartered, boasting a 92.7% Customer Satisfaction Rating, an Employee Engagement result of 93.53%, total assets exceeding \$1.3 billion, and 40,600 customers. As the most recognised credit union brand in South Australia, Police Credit Union is firmly committed to building enhanced capability in the delivery of both traditional face to face branch banking and local call centres, and innovative, convenient, and secure digital architecture. A strong sense of corporate social responsibility spans initiatives both large and small in supporting better communities and being certified carbon-neutral, representing intrinsic pillars of Police Credit Union's corporate strategy.

Reporting directly to the Chief Executive Officer, the CFO is a key member of the executive leadership team, responsible for overseeing all financial resources of the business. You will provide strategic financial management leadership, ensuring Police Credit Union's continued financial success. This leadership role demands a highly motivated and disciplined individual with a strong focus on building a high-performing finance team and fostering a culture of collaboration across the business. Key responsibilities and accountabilities include, but are not limited to:

- Leading, mentoring and driving the Finance, Accounting, Treasury, and Property and Logistics teams, to achieve individual and business objectives.

- Leading the development and effective implementation of the organisations overall financial strategy, financial controls, financial budgeting, funding plans, forecasting and simulation, and capital allocation.
- Undertaking financial management control of the organisation to achieve strategic and business planning objectives and KPIs.
- Ensuring the monitoring and daily reporting of the key financial operating aspects of the organisation to maintain appropriate funding, liquidity and cash flow.
- Ensuring compliance with internal and external reporting requirements (including daily operational reporting, reconciliations, monthly Executive and Board reporting, Board Audit Committee papers and external reporting to relevant stakeholders).
- Membership and contribution to key Management Risk Committees and Board Audit Committee.
- Engaging, building and maintaining strong relationships with regulators, auditors, investors, and other relevant stakeholders.
- Efficient and effective facilitation and engagement of Internal and External Audit processes.
- Preparation and oversight of annual Financial Statements.
- Monitoring of financial markets, latest trends in the Australian financial sector and regulatory environment to enhance decision making.
- Complying with taxation obligations in accordance with Tax Governance Policy.

- Preparing, participating and contributing to the Strategic Planning process, including the achievement of Strategic Balance Scorecard KPIs.
- Developing, monitoring, and maintaining departmental policies and procedures to support financial prudence, in consultation with the executive team.
- Contributing to innovation and improvement, Business Continuity and Risk Management as an integral member of the Executive Management team.

To be considered for this role you will have relevant tertiary qualifications, be a member of a Professional Association (FCPA or FCA) and have a minimum of 10 years' experience in a senior financial leadership role. Apart from possessing a thorough knowledge of financial modelling, simulations and stress testing, risk management and financial analysis, you will also display highly developed strategic-thinking and problem-solving capabilities.

The successful candidate will also be an exceptional organisational and people leader, confident in dealing with Board members and have a natural ability to communicate at all levels within the organisation. You will be exceptionally motivated, resilient, positive and display a high level of personal initiative, display a passion for the mutual banking sector and a commitment to ethical business practices. A deep commitment to excellence and collaboration is essential to be successful in this role.

**For details of the Position Description visit [www.vuca.com.au/pcucfo](http://www.vuca.com.au/pcucfo). For further enquiries, contact VUCA Senior Associate, Paul Bell on 0412 552 302 for a confidential discussion during business hours. Please forward your letter of application and CV in MS Word format to [pcucfo@vuca.com.au](mailto:pcucfo@vuca.com.au) by Sunday 5th May 2024.**

#### **Here's the benefits you can Bank On Us for:**

- An attractive salary package (including corporate car)
- Five – yes, five weeks of annual leave for full time staff!
- Purchased leave opportunities.
- Paid volunteering day (we will pay for you to spend a day giving back to the community you love).
- Discounted loans and insurance (we're talking about some good rates and benefits above our already competitive pricing).
- Professional development opportunities
- Access to a social club that holds regular events and prize draws.
- Internal wellbeing program, including financial education.
- Free annual flu vaccinations.
- Employee Assistance Program which provides free counselling sessions to support your wellbeing, as well as your immediate family members.

## Key Result Areas (KRA's) of Responsibility & Accountabilities,

The key components and expectations of your role are in accordance with our core values of Superior Service, Honesty, Integrity and Financial Prudence as well as our staff "Code of Ethics".

The degree of success in which we undertake our responsibilities and accountabilities determine how well we achieve our goals. They are linked to our **Balanced Scorecard**, via the 5 categories below and in line with our Mission Statement **"To be a market leader in providing innovative and competitive financial products and services to Members"**. We will achieve this through success in the following areas:

1. Financial Performance
2. Innovation & Improvement
3. Customer Experience
4. People, Culture, Risk and Governance
5. Community & Environment

Successfully achieve the strategies and objectives of the Finance Division including: financial management, administrative, treasury, asset and liability, capital management, budgeting, taxation and payroll administration activities of the organisation.

<i>Financial Performance</i>		
Key Result Areas – Responsibilities, Accountabilities & Outcomes	What you need to do to achieve required goals / outcomes and <u>how often</u>	Key Performance Indicators (KPI's)
<ul style="list-style-type: none"> <li>• Undertake financial management control of the organisation to achieve strategic and business planning objectives and targets for balance sheet growth, ROA, ROE and Capital Adequacy as per Strategic Plan</li> <li>• Ensure that all external reporting requirements are completed to the satisfaction of the various stakeholders</li> <li>• Be responsible in the active preparation, participation and contribution to the Strategic Planning process, including the achievement of Level 1 Financial Performance KPIs.</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly submission of Income Statement Balance Sheet and Regulatory ratio's and KPI's</li> <li>• Monthly and Quarterly APRA returns and annual submissions to ASIC</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare and deliver financial performance reports in a comprehensive, timely and accurate basis for submission to the Executive Management Committee and Board for approval.</li> </ul>
<ul style="list-style-type: none"> <li>• Be responsible for the coordination and preparation of Annual Financial Statements in accordance with Chapter 2M of the Corporations Act 2001, Accounting Standards and Interpretations, and in compliance with other requirements of the law.</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare compliant Annual Financial Statements with External Audit clearance and supporting submissions to the Board Audit Committee and Board for Sept meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely, accurate, compliant Annual Financial Statements, including External Audit clearance.</li> </ul>

### *Financial Performance*

<b>Key Result Areas – Responsibilities, Accountabilities &amp; Outcomes</b>	<b>What you need to do to achieve required goals / outcomes and <u>how often</u></b>	<b>Key Performance Indicators (KPI's)</b>
<ul style="list-style-type: none"> <li>Be responsible for compliance with taxation obligations in accordance with Tax Governance Policy.</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with Tax Governance Policy</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with Tax Governance Policy</li> </ul>
<ul style="list-style-type: none"> <li>Plan and co-ordinate the preparation of the annual and mid-year budget incorporating the funding plan and position, and capital plans within the rolling three-year planning cycle</li> </ul>	<ul style="list-style-type: none"> <li>Annual budget forecasts and reviews for June.</li> <li>Monthly profit &amp; Loss and balance sheet forecast.</li> <li>Mid-year budget forecasts and reviews for January.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and deliver annual and mid-year Financial Budget and Funding Plan reports in a comprehensive, timely and accurate basis for submission to the Executive Management Committee and Board for approval.</li> </ul>
<ul style="list-style-type: none"> <li>Ensure monthly and annual Management and Board reporting covering income and expenditure, balance sheet and performance statistics</li> </ul>	<ul style="list-style-type: none"> <li>Monthly reporting cycle.</li> </ul>	<ul style="list-style-type: none"> <li>Reports submitted in a timely, accurate and comprehensive manner.</li> </ul>
<ul style="list-style-type: none"> <li>Prescribe and review attestations from accounting and other departments and respond where necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Collate monthly attestations and submissions</li> </ul>	<ul style="list-style-type: none"> <li>Maintain evidence of attestations</li> </ul>
<ul style="list-style-type: none"> <li>Establish and maintain departmental policies and procedures that support financial prudence and other operational goals</li> </ul>	<ul style="list-style-type: none"> <li>Review and maintain policies and procedures and obtain appropriate annual attestations and approvals for review and amendments.</li> </ul>	<ul style="list-style-type: none"> <li>Policies and supporting procedures and INF files are relevant, accurate and current, and available for access on Intranet</li> </ul>
<ul style="list-style-type: none"> <li>Review reconciliation status and cause appropriate action to be taken</li> </ul>	<ul style="list-style-type: none"> <li>Detailed monthly review of general ledger reconciliations</li> </ul>	<ul style="list-style-type: none"> <li>Reconciliation are current, complete and accurate.</li> </ul>
<ul style="list-style-type: none"> <li>Ensure the monitoring and daily reporting of the key financial operating aspects of the organisation to enable maintaining of appropriate liquidity, and cash flow.</li> <li>Monitor financial markets and investment products to enhance investment decision making and implement same</li> </ul>	<ul style="list-style-type: none"> <li>Design and implement appropriate systems to monitor these elements of the Credit Unions Financial Management</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring and reporting all limits detailed in policies covering Liquidity, Capital Management and Funding</li> </ul>
<ul style="list-style-type: none"> <li>Facilitate the efficient conduct of the External Audit.</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate response and resolution to external audit issues relating to finance</li> </ul>	<ul style="list-style-type: none"> <li>Issues addressed satisfactorily within FY and documented evidence to Board Audit Committee</li> </ul>

### *Financial Performance*

<b>Key Result Areas – Responsibilities, Accountabilities &amp; Outcomes</b>	<b>What you need to do to achieve required goals / outcomes and <u>how often</u></b>	<b>Key Performance Indicators (KPI's)</b>
<ul style="list-style-type: none"> <li>Prepare submissions for the Board Audit Committee concerning financial and regulatory reporting and ensure all other submissions are in agreement with financial records</li> </ul>		
<ul style="list-style-type: none"> <li>Facilitate Internal Audit issues relating to financial records and processes</li> </ul>	<ul style="list-style-type: none"> <li>Co-ordinate response and resolution to internal audit issue relating to finance</li> </ul>	<ul style="list-style-type: none"> <li>Issue addressed satisfactorily within FY</li> </ul>
<ul style="list-style-type: none"> <li>Be responsible for the coordination and preparation of Board Audit Committee papers</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly and in line with meeting schedule</li> </ul>	<ul style="list-style-type: none"> <li>Complete, accurate and timely papers.</li> </ul>

### *Innovation and Improvement*

<b>Key Result Areas – Responsibilities, Accountabilities &amp; Outcomes</b>	<b>What you need to do to achieve required goals / outcomes and <u>how often</u></b>	<b>Key Performance Indicators (KPI's)</b>
<ul style="list-style-type: none"> <li>Identify opportunities for process improvements in both quality and efficiency aspects within Finance and the broader PCU business environment</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of any practical enhancements - <b>Ongoing</b></li> <li>Develop and implement initiatives to improve functional initiatives - <b>Ongoing</b></li> </ul>	<ul style="list-style-type: none"> <li>Achieve OE/OI, OE/Ave Total Assets, and OI per FTE as per Strategic Plan</li> <li>Innovation Index &gt;90 for the financial year</li> </ul>
<ul style="list-style-type: none"> <li>Improve Financial and Regulatory reporting processes by integration of necessary regulatory compliance into standard reports to committees</li> </ul>	<ul style="list-style-type: none"> <li>Review and enhance processes annually</li> </ul>	<ul style="list-style-type: none"> <li>Reports to the Board are accurate and aligned with regulatory reporting.</li> </ul>
<ul style="list-style-type: none"> <li>Implementation of effective change management</li> </ul>	<ul style="list-style-type: none"> <li>Custodianship and promotion of effective change management throughout PCU – <b>At all times</b></li> <li>Develop and implement project delivery and risk mitigation strategies in accordance with strategic objectives and business requirements - <b>At all times</b></li> <li>Development and implementation of designated project plans to facilitate effective change management – <b>At all times</b></li> </ul>	<ul style="list-style-type: none"> <li>Identification and management of project risks</li> <li>Successful and timely delivery of projects</li> </ul>
<ul style="list-style-type: none"> <li>Provision of professional and timely Finance and Accounting reports and papers</li> </ul>	<ul style="list-style-type: none"> <li>Preparation of reports for inclusion into papers for Board and Executive Management meetings - <b>Monthly</b></li> </ul>	<ul style="list-style-type: none"> <li>Professional papers submitted/completed within allocated times</li> </ul>



### *Customer Experience*

<i>Key Result Areas – Responsibilities, Accountabilities &amp; Outcomes</i>	<i>What you need to do to achieve required goals / outcomes and <u>how often</u></i>	<i>Key Performance Indicators (KPI's)</i>
<ul style="list-style-type: none"> <li>Ensure identified issues are appropriately raised</li> </ul>	<ul style="list-style-type: none"> <li>Advice of errors etc. communicated to relevant Managers</li> </ul>	<ul style="list-style-type: none"> <li>Reduced feedback contrary to goal</li> </ul>
<ul style="list-style-type: none"> <li>Ensure identified issues that relate directly to members are dealt with promptly</li> </ul>	<ul style="list-style-type: none"> <li>Monitor outstanding matters via Reconciliation reviews and other inputs</li> </ul>	<ul style="list-style-type: none"> <li>Reduced feedback contrary to goal</li> </ul>
<ul style="list-style-type: none"> <li>Ensure Executive Management are supplied reliable and relevant financial information</li> </ul>	<ul style="list-style-type: none"> <li>Monthly supply and commentary of required reports</li> </ul>	<ul style="list-style-type: none"> <li>Executive requests are met</li> </ul>

### *People, Culture, Risk & Governance*

<i>Key Result Areas – Responsibilities, Accountabilities &amp; Outcomes</i>	<i>What you need to do to achieve required goals / outcomes and <u>how often</u></i>	<i>Key Performance Indicators (KPI's)</i>
<ul style="list-style-type: none"> <li>Ensure on-going development and cross training of Accounting staff to maintain continuity of skills and the development of higher achievers</li> </ul>	<ul style="list-style-type: none"> <li>Ensure regular training occurs monthly</li> </ul>	<ul style="list-style-type: none"> <li>Training supports skills levels</li> </ul>
<ul style="list-style-type: none"> <li>Contribute positively to the adoption of MyPCU concept to build teamwork and foster development of a proactive culture amongst staff</li> </ul>	<ul style="list-style-type: none"> <li>Proactive support of the MyPCU concept - <b><u>Ongoing</u></b></li> </ul>	<ul style="list-style-type: none"> <li>Achieve Employee satisfaction Index as per Strategic Plan</li> </ul>
<ul style="list-style-type: none"> <li>Provide leadership to staff and foster the development of a team motivated environment</li> </ul>	<ul style="list-style-type: none"> <li>Maintain a high and positive staff moral - <b><u>At all times</u></b></li> <li>Effective management and development of staff - <b><u>Ongoing</u></b> <ul style="list-style-type: none"> <li>Mentor staff and provide a positive work environment - <b><u>Ongoing</u></b></li> <li>Maintain open and effective communication with staff – <b><u>At all times</u></b></li> <li>Provision of effective role specific training to staff - <b><u>Ongoing</u></b> <ul style="list-style-type: none"> <li>Provide positive and clear leadership to staff – <b><u>At all times</u></b></li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Achieve Employee satisfaction Index as per Strategic Plan</li> </ul>
<ul style="list-style-type: none"> <li>Ensure that areas of responsibility manage Risk and Compliance matters in accordance with Policy, Procedures, Regulation, Legislation and the Integrated Risk Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to the ongoing monitoring, review and maintenance of a proactive Risk Management culture.</li> </ul>	<ul style="list-style-type: none"> <li>Successful management of key risks in areas of responsibility including the maintenance of a Risk Register</li> </ul>
<ul style="list-style-type: none"> <li>Develop succession planning process for each team and personal position</li> </ul>	<ul style="list-style-type: none"> <li>In conjunction with performance reviews, identify potential leaders within teams and structure additional training and mentoring to enhance skill sets and</li> </ul>	<ul style="list-style-type: none"> <li>Complete performance reviews on time and develop individual development programs for Managers and/or key staff</li> </ul>

	performance - <b><u>As required</u></b>	
<ul style="list-style-type: none"> <li>Ensure awareness by staff of working environment and potential OH&amp;S hazards</li> </ul>	<ul style="list-style-type: none"> <li>Keep OH&amp;S in focus</li> </ul>	<ul style="list-style-type: none"> <li>Any issues appropriately attended to</li> </ul>
<ul style="list-style-type: none"> <li>Oversee and coordinate the backup and recovery efforts and facilitate the support of key business functions and restoration of normal activities (CMT member)</li> <li>Management of departmental business continuity requirements</li> </ul>	<ul style="list-style-type: none"> <li>Oversee effective management of and subsequent recovery from business continuity events – As required Adhere to and participate in BCM activities including training and testing – As required</li> <li>Maintain necessary procedures and documentation to support the recovery of critical departmental activities – At all times</li> </ul>	<ul style="list-style-type: none"> <li>Endure appropriate crisis response is enacted</li> <li>Inform APRA of any major disruption with 24 hours of a business continuity event. Maintain an awareness regarding assigned BCM responsibilities. Documentation supporting recovery of critical activities is kept up to date.</li> </ul>
<ul style="list-style-type: none"> <li>Compliance</li> </ul>	<ul style="list-style-type: none"> <li>Comply and be seen to comply with legislation, policies, procedures and Code of Ethics – At all times.</li> <li>Ensure that staff are aware of their compliance responsibilities and monitor performance addressing any deficiencies as required – At all times</li> </ul>	<ul style="list-style-type: none"> <li>Submit breach reports for identifies compliance breaches</li> <li>Compliance review score = 100%</li> <li>Completion of compliance based training by all staff within assigned timeframes</li> </ul>
<ul style="list-style-type: none"> <li>Risk Management</li> </ul>	<ul style="list-style-type: none"> <li>Identify, manage and monitor risk exposures within your areas of accountability – At all times</li> <li>Provide direction and guidance to staff and promote a positive risk management culture – At all times</li> </ul>	<ul style="list-style-type: none"> <li>Identification and proactive management of risk exposures</li> </ul>
<ul style="list-style-type: none"> <li>Fraud and Corruption</li> </ul>	<ul style="list-style-type: none"> <li>Maintain and awareness of fraud and corruption within the workplace so as to identify and prevent any such activity – At all times</li> </ul>	<ul style="list-style-type: none"> <li>Identification and prevention of any fraud and/or corruption within your areas of accountability</li> </ul>

### ***Community and Environment***

<b><i>Key Result Areas – Responsibilities, Accountabilities &amp; Outcomes</i></b>	<b><i>What you need to do to achieve required goals / outcomes and how often</i></b>	<b><i>Key Performance Indicators (KPI's)</i></b>
<ul style="list-style-type: none"> <li>Implement the Environmental and Sustainability Strategy to become an industry leader in supporting, promoting and investing in the use of Green and sustainable energy</li> </ul>	<ul style="list-style-type: none"> <li>Minimise carbon emissions through the responsible use of energy and resources – <b><u>At all times</u></b></li> <li>Actively promote a positive environmental culture with Finance and Accounting team and the broader corporate environment – <b><u>At all times</u></b></li> <li>Support corporate community programs/initiatives – <b><u>At all times</u></b></li> </ul>	<ul style="list-style-type: none"> <li>Community Engagement Index &gt;90 for the financial year</li> <li>Maintain carbon emissions to 0 for the financial year</li> <li>Achieve Contribution of Total Assets for Community Initiatives as per the Strategic Plan</li> <li>Encourage, inspire and motivate your team to be involved in corporate community and environmental initiatives</li> <li>Contribute to the success of the CEEED Committee</li> </ul>

## Competencies Required

<p><b>Leadership</b></p>	<ul style="list-style-type: none"> <li>• Excellent interpersonal communication and problem-solving skills</li> <li>• Work closely with members of the PCU Executive Management Team</li> <li>• Identify and contribute to the setting of corporate strategy</li> <li>• Work collaboratively in the achievement of corporate goals</li> <li>• Guide and mentor staff under management</li> <li>• Direct staff and delegate effectively</li> <li>• Manage change and provide project leadership</li> <li>• Effective written and verbal communications</li> <li>• Drive results and achieve outcomes</li> </ul>
<p><b>Business Acumen</b></p>	<ul style="list-style-type: none"> <li>• Knows how businesses work and understands current and possible future policies, practices, and trends affecting the industry, business and organization.</li> <li>• Has deep financial acumen, understands the economic outlook and possesses an in depth understanding of the financial levers and drivers at play within a financial services organization.</li> <li>• Understands the relationships and levers across and between different business disciplines that drive success.</li> <li>• Knows and understands the competition and is aware of the impact strategies and tactics will have in the market place.</li> <li>• Understand the various components in our formular for success and how they relate to each other.</li> <li>• Can build, manage and implement a balanced scorecard with an understanding of the various interdependencies and levers available to drive results through a balanced scorecard approach.</li> <li>• Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.</li> </ul>
<p><b>Organising</b></p>	<ul style="list-style-type: none"> <li>• Can marshal resources (people, funding, material, support) to get things done.</li> <li>• Can orchestrate multiple activities at once to accomplish a goal.</li> <li>• Uses resources effectively and efficiently arranges information and files in a useful manner.</li> </ul>
<p><b>Intellectual Horsepower</b></p>	<ul style="list-style-type: none"> <li>• Is intelligent, curious and insightful - described as intellectually sharp, capable, and agile.</li> <li>• Has the ability to think unilaterally or in different ways to others that translates into ideas that achieve outcomes.</li> <li>• Shows broad knowledge and experience and can jump between different disciplines and ways of thinking.</li> <li>• Can comfortably navigate new and different concepts and complex matters and ideas.</li> <li>• Can clarify and navigate interdependencies across the balanced scorecard.</li> <li>• Can translate complex concepts simply for others;</li> </ul>

<p><b>Strategic Agility</b></p>	<ul style="list-style-type: none"> <li>• Understands the business and the niche space it occupies and sets strategic direction and defines goals to core enable enduring success.</li> <li>• Sees ahead clearly, is future oriented and forward thinking.</li> <li>• Can effectively anticipate future consequences and trends.</li> <li>• Can articulately paint credible pictures and visions of future possibilities and likelihoods.</li> <li>• Can effectively formulate strategy competitive and breakthrough strategies and plans.</li> <li>• Can engage, align and mobilise the right people to execute on organisation’s strategic plan.</li> <li>• Cultivates a state of presence and day one mindset and a willingness to recognize opportunities, call issues and take action.</li> <li>• Maintains a broad knowledge base and perspective (through research/insights).</li> <li>• Maintains a deep knowledge and understanding of the industry and has a clear picture of our relevance within this space.</li> </ul>
<p><b>Decision Quality &amp; Timeliness of Decision Making</b></p>	<ul style="list-style-type: none"> <li>• Makes sound decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment.</li> <li>• Is measured and composed when making decisions and maintains presence and is steady when thinking through disruptions.</li> <li>• Makes timely decisions and acts with purpose once a decision is made.</li> <li>• Recognises that decisions are often made in parallel and can assimilate and navigate a raft of complex factors and dependencies when working through decisions.</li> <li>• Can recognize the need to compromise and adjust decisions where appropriate to temper disruption, steady the ship and ensure lasting long-term outcomes for the people and the organization.</li> <li>• Employs a long-term perspective when judging the efficacy and accuracy of solutions and suggestions.</li> <li>• Shares sound advice, suggestions and solutions to others, and their counsel and guidance are sought out by others;</li> </ul>
<p><b>Command Skills (combined with sizing up people, confronting direct reports)</b></p>	<ul style="list-style-type: none"> <li>• Relishes leading.</li> <li>• Takes unpopular stands when necessary; encourages direct and tough debate but is not afraid to end and move on.</li> <li>• Is looked to for direction in a crisis and faces adversity head on.</li> <li>• Is energized by tough challenges and exerts authority and clarity in a crisis situation.</li> <li>• Deals with problems and people firmly and in a timely manner, not allowing problems to fester.</li> <li>• Holds others accountable.</li> <li>• Can accurately project what people are likely to do across a variety of situations.</li> <li>• Regularly reviews performance and holds timely discussions about performance.</li> <li>• Can make negative decisions as required or when all other efforts fail.</li> <li>• Deals effectively with troublemakers.</li> </ul>

<b>Action Oriented</b>	<ul style="list-style-type: none"> <li>• Enjoys working hard, does not shirk responsibility and is action oriented and full of energy for the things they sees as important and challenging.</li> <li>• Leads and drives others to take action.</li> <li>• Sees and seizes opportunities.</li> <li>• Can identify shifts or issues and make decisions about key actions that need to be taken to remediate, rectify or drive things forward.</li> <li>• Can effectively drive change and empower people to act.</li> <li>• Is not fearful of acting with a minimum of planning where necessary.</li> </ul>
<b>Administration</b>	<ul style="list-style-type: none"> <li>• Maintain all records to support the KRA's of the position</li> <li>• Produce professional, timely and concise reports for Management and Board</li> <li>• Knowledge of relevant legislation, regulation, standards and codes that impact on PCU's operations</li> </ul>

### ***Industry Training & Position Specific Competencies***

<ul style="list-style-type: none"> <li>• Excellent and effective communication, presentation, and interpersonal skills.</li> </ul>
<ul style="list-style-type: none"> <li>• Minimum 10 years' experience in a senior financial leadership role in the Finance Services Industry as Chief Financial Officer or equivalent</li> </ul>
<ul style="list-style-type: none"> <li>• Demonstrated track record of leading and developing high-performing finance teams.</li> </ul>
<ul style="list-style-type: none"> <li>• Strong understanding of Australian Accounting Standards (AASB) and banking industry related regulatory standards, legislation, and codes</li> </ul>
<ul style="list-style-type: none"> <li>• Strong knowledge of financial modelling, simulations and stress testing, risk management, and financial analysis</li> </ul>
<ul style="list-style-type: none"> <li>• Demonstrated ability to build strong relationships across all levels of the organisation.</li> </ul>
<ul style="list-style-type: none"> <li>• Strategic thinking and problem-solving skills and capability.</li> </ul>
<ul style="list-style-type: none"> <li>• A passion for the mutual banking sector and a commitment to ethical business practices</li> </ul>
<ul style="list-style-type: none"> <li>• High competency in MS Excel and Word</li> </ul>

### ***Qualifications Required***

<ul style="list-style-type: none"> <li>• Degree Qualified – Bachelor of Economics / Commerce or similar (equivalent)</li> </ul>
<ul style="list-style-type: none"> <li>• Formal Accounting Qualification</li> </ul>
<ul style="list-style-type: none"> <li>• Member of a Professional Association (FCPA or FCA)</li> </ul>

### ***Corporate Responsibilities***

<ul style="list-style-type: none"><li>• Member of the Executive Management Team</li></ul>
<ul style="list-style-type: none"><li>• Chair of Asset and Liability Risk Management Committee</li></ul>
<ul style="list-style-type: none"><li>• Member of Credit Risk Committee</li></ul>
<ul style="list-style-type: none"><li>• Member of Product and Pricing Committee</li></ul>
<ul style="list-style-type: none"><li>• Key member of the Business Continuity Management Team</li></ul>
<ul style="list-style-type: none"><li>• Attend PCU Board and Board Audit Committee meetings</li></ul>
<ul style="list-style-type: none"><li>• Attend and present at Management and Board Strategic Planning Workshop</li></ul>
<ul style="list-style-type: none"><li>• Responsible / Accountable Person - APRA</li></ul>

## Living & Working in Adelaide, South Australia



Adelaide is one of the most liveable cities on the planet. It is well known for its arts festivals, fine foods and wine, retail and dining experience and spirit of entrepreneurship and innovation. It has an advanced economy, world class universities and a flourishing multicultural heritage. Adelaide is the traditional home of the Kaurna people and has a strong indigenous culture today.

### Lifestyle

Adelaide is known for its **Mediterranean style climate**, where the weather is pleasant and moderate most of the year. Year-round big blue skies mean average winter temperatures of 16 degrees Celsius (°C) and 28°C in summer. Hot days can be real sizzlers and easily reach 40°C though!

Adelaide is a city that offers the physical and emotional space to breathe. There is a sense of freedom here – of expression, of movement, of thought. With a **diverse and eclectic array of accessible experiences**, it's a city that allows time for immersion, paired with a sense of space and freedom that actively encourages true indulgence.

The Adelaide Hills which are home to many villages, towns, wildlife parks and natural resources to explore, are less than half an

hour drive from the City Centre. You'll never be far away from some of the most **pristine beaches** and water sanctuaries in the world, with almost 30km of beaches bordering Adelaide. Our beaches are famous for the beautiful waters and wide sandy foreshores. Beachside areas like Glenelg, Brighton and Henley Beach are only 15 minute drives from the City and offer **cosmopolitan hearts with retail and dining opportunities**.

Within short drives from the city centre are Port Willunga where you can scuba dive in natural and man-made reefs, Port Adelaide where you can frolic with dolphins and St Kilda where you can wander the mangroves and natural reserves, also home to Dolphins and other Australian fauna.

A number of international measures rate metropolitan Adelaide highly for liveability, quality of life and cost of living.



The Economic Intelligence Unit undertakes an annual Liveability Ranking and Overview of 140 cities around the world and Adelaide has in recent years consistently ranked 5th in the world. The Property Council of Australia undertakes its own annual survey on liveability of Australia's top 10 biggest cities. In this survey Adelaide is ranked second only to Canberra, our nation's capital, and above all other capital cities. The Mercer Quality of Living Survey compares global cities and is primarily used to inform multi-national companies regarding optimal office locations and employee conditions. Adelaide was most recently listed as 29th in the World and has consistently ranked highly in this survey. Mercer's Cost of Living Report measures the comparative cost of over 100 items and Adelaide continues to outperform other Australian Capital Cities in this report.

## Regional Experience

**The regions surrounding Adelaide offer a unique experience with gourmet food offerings, internationally renowned wine, villages to explore and wildlife and natural attractions.**

Adelaide is a city that lives well beyond its conveniently designed square mile epicentre, flowing seamlessly into world-famous wine and food regions such as Barossa, just an hour's drive north, or coastal escapes in the Fleurieu or Yorke Peninsula. You'll be spoilt for choice.

Travel another hour north and you'll reach the Clare Valley, which is famous for its Rieslings. The Adelaide Hills has some stunning whites and there's McLaren Vale and Langhorne Creek on the Fleurieu Peninsula – about an hour's drive south of the city. Drive yourself or join a guided tour of Adelaide and its surrounds - the choice is yours. Take a road trip and discover the reds from the Coonawarra on the Limestone Coast.

Kangaroo Island is an iconic destination, just two hours' drive and a short ferry ride south of Adelaide. It has pristine beaches, unique wildlife, awesome sunsets and fantastic food and wine.

## One of the world's most liveable cities

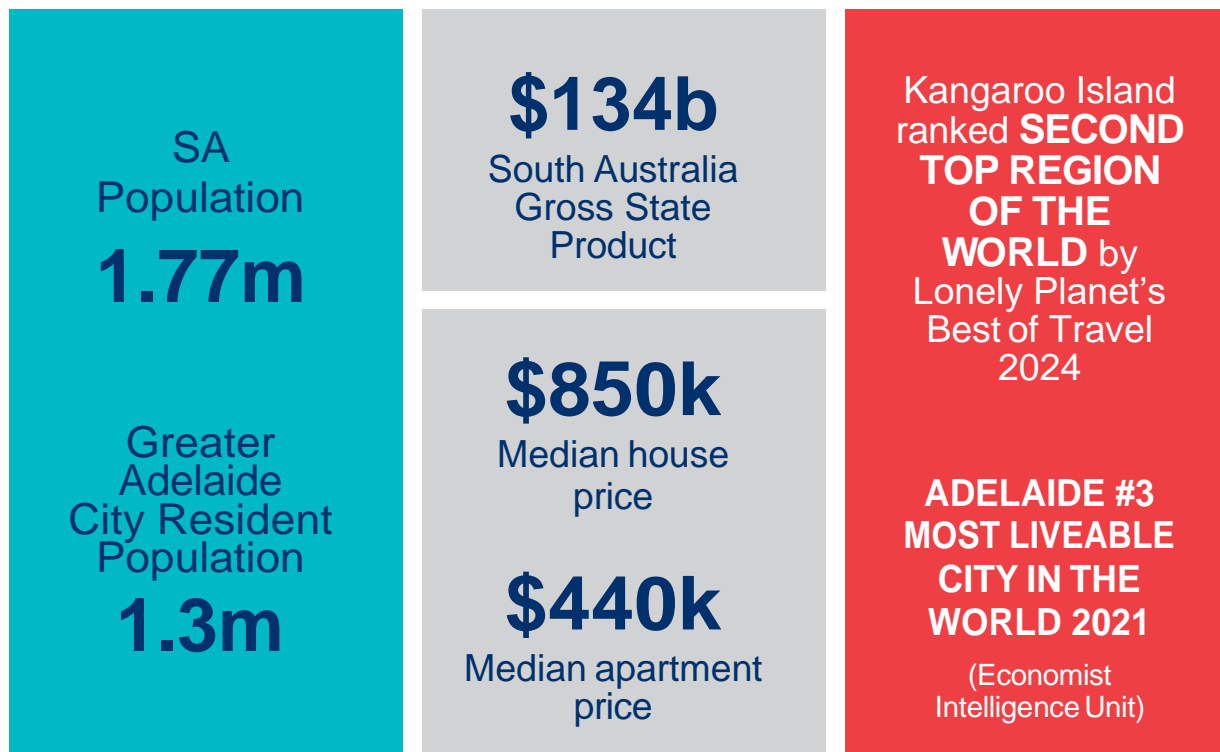
Adelaide offers a relaxed, easy-going lifestyle, and is rated as one of the top 10 liveable cities in the world (Economist Intelligence Unit). It is located in a beautiful region of South Australia, which is also ranked in the top 5 of the world's regions.

## Australia's most affordable mainland capital

Your money will go much further in Adelaide. Studies show it costs 21% more to live in Melbourne and 23% more to live in Sydney than Adelaide. Adelaide is around 4% cheaper than Brisbane and Perth (2016 Economist Intelligence Unit), meaning you will have more money to discover Australia during your weekends and holidays.



## South Australia & Adelaide, Fast Facts



## Contact Information

For details of the Position Description visit [www.vuca.com.au/pcucfo](http://www.vuca.com.au/pcucfo). For further enquiries, contact VUCA Senior Associate, Paul Bell on 0412 552 302 for a confidential discussion during business hours.

**Please forward your letter of application and CV in MS Word format to [pcucfo@vuca.com.au](mailto:pcucfo@vuca.com.au)**

**Applications close Sunday 5<sup>th</sup> May 2024.**

## Important Information

Please note that VUCA Trusted Advisors believes that while the information contained in this document is true to the best of the Company's knowledge at the time of writing, such information may change without notice. Further, the information herein is the property of the Company and must not be published or attributed unless explicitly agreed.