Candidate Briefing Document

Chief People Officer
Estara

Contents

Overview: About estara	3
Strategic Plan	4
The Advertised Role	5
Position Description	6
Our Behaviours	11
Living & Working in Adelaide, South Australia	12
South Australia & Adelaide, Fast Facts	13
Contact Information	14
Important Information	14

VUCA
Trusted Advisors

Overview: About estara

HOW WE OPERATE

We represent our community to influence effective change, remove barriers to quality of life and uphold the rights of people living with disability.

estara serves metropolitan Adelaide from its headquarters in Dulwich, offering new, modern therapy rooms and multidisciplinary teams equipped to work together to support every aspect of life with spinal cord injury or other disability, from maintenance of a wheelchair to advice about interstate travel.

As a provider of in-home and community supports, with over 600 employees, estara offers services across South Australia.

estara is a registered NDIS provider. Our passionate and dedicated staff and volunteers work together to provide support and advocacy to enable our clients to fully participate in the community.

estara is a Company Limited by Guarantee and a benevolent organisation.

Our patrons: Her Excellency the Honourable Frances Adamson AC Governor of South Australia and Mr Rod Bunton are joint patrons of estara.

VUCA
Trusted Advisors

Strategic Plan
2026 - 2030

Our Purpose

To empower people with spinal cord injury, neurological and related disabilities and their communities to adapt and thrive.

Our Mission

Built on over 60 years of expertise, we support people with spinal cord injury, neurological and related disabilities to live well through specialised supports, expert guidance and strong community connections.

Our Vision

To be the partner and provider of choice, setting the benchmark for specialist disability support in South Australia.

Our Values

Our values guide how we work, how we make decisions, and how we show up for the people we support. Integrity shapes our actions, collaboration strengthens our partnerships, excellence drives best practice, and a solution focus ensures we make a meaningful difference every day.

Ethical Actions.

We act with integrity by doing what we say, being open and honest, and taking responsibility, building trust through consistent, transparent behaviour.

Stronger Together.

We collaborate by valuing lived experience, embracing inclusion, and working alongside the people we support, their families, our colleagues, and our community to achieve stronger, shared outcomes.

Quality Driven.

We provide safe, reliable, evidence informed services and continually review and improve to ensure our service provision evolves.

Solution Focused.

We find practical, person-centred ways to overcome barriers, adapt to challenges and deliver meaningful outcomes.

Our Core Pillars

Our strategic pillars provide the foundation for estara's long term direction and impact. They ensure we remain focused on delivering sustainable, person-centred specialist services, investing in our people, culture and organisational capability, strengthening service excellence and specialist leadership, and embedding integrated systems and continuous improvement.

- Person-Centred Sustainable Services
- Service Excellence & Specialist Leadership
- People & Organisational Capability
- Integrated Systems & Continuous Improvement

Advertisement

Chief People Officer

Shape the people, culture and capability of an organisation with purpose.

estara, formerly known as PQSA and HomeCare+, is South Australia's specialist provider of services for people living with spinal cord injury, neurological and related disabilities. Built on more than 60 years of expertise, estara empowers people and their communities to adapt and thrive through specialised supports, expert guidance and strong community connections. With more than 600 employees across metropolitan and regional South Australia, estara is strengthening its foundations for the future through a significant transformation program focused on capability, sustainability and service excellence.

VUCA is partnering with estara to appoint an accomplished Chief People Officer to shape its people, culture, workforce and organisational capability agenda.

Reporting to the CEO and as a member of the Executive Leadership Team, the CPO will lead a broad portfolio spanning People & Culture, workforce capability, WHS, Quality and Safeguarding. This is a genuine enterprise leadership role not simply an HR position. The CPO will be a trusted adviser to the CEO, Executive Team and Board, contributing to strategy, organisational performance, workforce sustainability, culture and transformation.

We are seeking a strategic, commercially astute and emotionally intelligent leader who can connect people strategy with organisational performance.

You will bring:

- Significant senior or executive People & Culture leadership experience
- Strong capability across industrial relations, workforce strategy, organisational development and retention strategies
- Experience leading through organisational change and complexity
- The confidence and credibility to influence CEOs, Executives and Boards
- A pragmatic, solutions-focused approach and strong professional judgement
- The ability to build trust, develop leadership capability and bring people with you

Experience in disability, health, community services or another complex, regulated environment will be highly regarded.

This is an opportunity to join an organisation with a proud history and strong social purpose, and to play a defining role in shaping its next chapter. If you are a people leader with tertiary qualifications in HR, IR, Psychology or another related discipline, who combines strategic thinking, commercial pragmatism and genuine care for people, VUCA would like to hear from you.

For further details on this role, including the full position description, visit www.vuca.com.au/ecpo. For a confidential discussion, please contact VUCA Associate, Allison Dawe on 0418 845495. Submit your letter of application and CV in MS Word format to ecpo@vuca.com.au by **Sunday 20th September 2026**.

Position Description

Position Title: **Chief Executive Officer**
Function: **Corporate (People & Culture)**
Reporting to: **Chief Executive Officer**
Industrial Instrument: **Individual Contract**
Classification: **Executive Manager**

Role Purpose

The Chief People Officer provides strategic leadership across People & Culture, Workforce Capability and Development, Work Health & Safety and Quality & Safeguarding. The role provides trusted and expert advice to the Chief Executive Officer, Executive Leadership Team and the Board of Directors.

As a member of the Executive Leadership Team, the role is accountable for collaboratively developing and implementing contemporary people, workforce, safety and quality strategies and frameworks that support Estara's strategic pillars, organisational sustainability and delivery of safe, high-quality services. Robust governance, proactive risk management and regulatory compliance underpin the role's accountabilities across the People & Culture portfolio and support Estara to meet its organisational and regulatory obligations..

Key Performance Areas

Executive Leadership, Governance and Risk

- Actively contribute as a member of the Executive Leadership Team to the development and delivery of Estara's strategy, organisational priorities and sustainable performance.
- Work collaboratively with Executive Leadership Team members to develop recommendations, make decisions and provide collective leadership on matters affecting the organisation and its services.
- Provide trusted and expert advice to the Chief Executive Officer, Executive Leadership Team and Board of Directors to support informed decision-making and effective organisational governance.
- Identify, assess and proactively manage strategic and operational risks across the portfolio, ensuring significant and emerging risks are appropriately controlled, monitored and escalated.
- Ensure robust governance, regulatory compliance and assurance arrangements are maintained across the portfolio, including oversight of relevant internal and external audit findings and agreed actions.

- Ensure meaningful data, metrics and reporting provide visibility of performance, risk and emerging trends and support evidence-based organisational and Executive decision-making.
- Provide high-quality reporting and assurance to the Board and relevant Board Committees on matters within the portfolio.

People & Culture Strategy and Leadership

- Provide strategic leadership and direction across the People & Culture portfolio, ensuring functions work collaboratively to deliver integrated and effective outcomes for the organisation.
- Lead, develop and support multidisciplinary teams across the portfolio, building capability, accountability and high performance.
- Ensure contemporary People & Culture frameworks, policies, systems and practices are effective, fit for purpose and responsive to changing organisational and workforce needs.
- Lead and support significant organisational change and transformation initiatives, ensuring people and workforce impacts are effectively considered, planned and managed.
- Develop and maintain effective relationships with key external stakeholders, professional advisers and strategic partners relevant to the portfolio

Workforce Planning, Organisational Design and Talent

- Provide strategic advice on organisational design, workforce models and structural change to support effective, sustainable and efficient operations.
- Oversee contemporary workforce attraction, recruitment and retention strategies that respond to organisational needs, labour market conditions and identified workforce risks.
- Partner with leaders to identify and respond to workforce challenges, including workforce availability, capability, turnover, changing service requirements and emerging workforce trends.
- Ensure workforce planning and employment models appropriately balance service requirements, employee experience, regulatory obligations and organisational sustainability.
- Partner with COO and CFO to develop workforce sustainability strategies that balance service quality, workforce availability, labour costs and organisational financial performance.
- Partner with the Chief Financial Officer and Executive Leadership Team to ensure workforce strategies support organisational sustainability, financial performance and strategic growth objectives.

Employee & Industrial Relations

- Provide executive oversight of significant or high-risk employee relations matters, workplace investigations, disputes, claims and other employment-related matters, intervening directly where appropriate.
- Lead Estara's approach to industrial relations, including enterprise bargaining and other significant industrial matters, and maintain constructive relationships with employees, unions, employer bodies and other relevant stakeholders.
- Promote effective employee relations practices and build leadership capability to appropriately manage people matters, with support and advice from the People & Culture team.

Learning, Development and Workforce Capability

- Ensure contemporary learning and development frameworks and systems are in place to support organisational capability, employee development and changing workforce and service requirements.
- Ensure effective governance and oversight of mandatory, regulatory and role-specific learning requirements, including compliance monitoring.
- Lead the organisation's approach to leadership and management development, building the capability of current and emerging leaders and supporting succession and talent development.
- Partner with executives and leaders to identify current and future capability requirements and ensure learning priorities respond to identified organisational, workforce and service needs.
- Promote a culture of continuous learning and development.
- Drive the effective use of workforce technology, systems and analytics to improve employee experience, organisational capability and operational performance.

Culture, Engagement and Performance

- Oversee contemporary performance and development frameworks that promote accountability, support high performance and enable meaningful employee development.
- Lead Estara's approach to employee engagement and listening, ensuring employee feedback and workforce insights are used to identify priorities and inform organisational improvement.
- Partner with executives and leaders to strengthen leadership effectiveness, team performance and employee engagement across the organisation.
- Ensure recognition and performance practices reinforce organisational values, expected behaviours and achievement of organisational priorities.
- Monitor culture, engagement and workforce indicators to identify emerging trends, risks and opportunities and inform appropriate organisational responses.
- Champion diversity, inclusion, equity and culturally safe workforce practices that reflect estara's values and the communities it serves.

Work Health, Safety and Wellbeing

- Ensure appropriate frameworks, systems and controls are maintained to support compliance with WHS legislation and the proactive identification, assessment and management of workplace health and safety risks.
- Lead and promote a strong organisational safety culture, working with executives and leaders to ensure WHS responsibilities are understood, embedded and actively exercised across the organisation.
- Maintain executive oversight of significant workplace incidents, hazards and emerging safety risks, ensuring appropriate investigation, corrective action, escalation and organisational learning.
- Ensure appropriate WHS compliance and reporting is provided to the Chief Executive Officer, Executive Leadership Team and Board of Directors.

Quality, Safeguarding and Regulatory Compliance

- Ensure appropriate frameworks, systems and controls are maintained to support compliance with applicable NDIS registration requirements, Practice Standards, safeguarding obligations and other relevant regulatory and funding-body requirements.
- Oversee organisational readiness for external audits, regulatory reviews and registration or accreditation requirements, including appropriate management and monitoring of findings and corrective actions.
- Ensure quality, safeguarding and compliance data, trends and insights are used to identify emerging risks, inform organisational decision-making and drive continuous improvement.
- Maintain effective relationships with regulators, auditors and other relevant external stakeholders and ensure significant regulatory matters are appropriately communicated and escalated to the Chief Executive Officer, Executive Leadership Team and Board of Directors.

Knowledge, Skills and Experience

Essential

- Relevant tertiary qualification in Human Resources, Industrial Relations, Psychology, Business, Management or a related discipline.
- Executive-level leadership experience within a complex organisation, with demonstrated contribution to strategy, organisational performance, governance, risk and significant business decision-making.
- Broad People & Culture leadership capability, encompassing industrial relations, workforce strategy and planning, organisational development, talent and succession, employee and learning and workforce capability.
- Demonstrated experience leading organisational change and transformation, with the ability to translate strategic priorities into practical and sustainable people and workforce outcomes.
- Exceptional leadership and stakeholder capability, with the credibility to influence CEOs, Executive Teams and Boards, build high-performing teams, navigate complex relationships and communicate with clarity and impact.
- High levels of professional judgement, integrity and discretion, with the resilience and adaptability to operate effectively in a complex, changing and regulated environment.

Desirable

- Experience within the disability, health, community services or other complex, regulated human services environment.
- Knowledge and understanding of the NDIS regulatory environment, including NDIS Practice Standards, quality and safeguarding requirements and worker screening obligations.
- Experience working within a geographically dispersed, predominantly frontline workforce.
- Relevant professional memberships or accreditations.

Special conditions

- Current NDIS Worker Screening clearance and Working with Children Check, where required, and any other screening or probity requirements relevant to the role.
- Valid unrestricted South Australian driver's licence.
- Ability to undertake intrastate travel and work outside normal business hours as reasonably required.

Our Behaviours

Values only mean something when they show up in the way we work. That's why each of estara's values has behaviours attached to it. They shape the decisions we make, how we treat each other and the standard of support we bring to the people we work with. When our behaviours are consistent, people with disability and their families can trust us. And we move forward with purpose, not just intention.

Ethical Actions.

We do

- Do what we say
- Communicate clearly, share information
- Take ownership, including when things go wrong
- Speak honestly, even when it's hard
- Listen and respect different perspectives

We don't

- ✕ Avoid responsibility or shift blame
- ✕ Withhold information
- ✕ Give unclear advice
- ✕ Pass problems on without ownership
- ✕ Put personal agendas ahead of team outcomes

Stronger Together.

We do

- Focus on what matters to the client
- Take time to understand needs
- Explore options and choose the best path
- Stay open to new ideas and change
- Learn from mistakes and improve
- Build strong relationships across our community

We don't

- ✕ Work in silos or create conflict
- ✕ Ignore other perspectives
- ✕ Withhold knowledge
- ✕ Focus only on our own perspective

Quality Driven.

We do

- Take responsibility for outcomes
- Make informed, thoughtful decisions
- Manage risks and follow standards
- Look for ways to improve
- Use the right people, tools and processes

We don't

- ✕ Cut corners or take the easy way
- ✕ Rush decisions without good judgement
- ✕ Work without the right information
- ✕ Ignore standards or risks

Solution Focused.

We do

- Focus on what matters to the client
- Take time to understand needs
- Explore options and choose the best path
- Stay open to new ideas and change
- Learn from mistakes and improve

We don't

- ✕ Assume we have all the answers
- ✕ Shut down ideas
- ✕ Blame people instead of solving problems
- ✕ Dwell on problems without solutions
- ✕ Stay stuck in old ways

Living & Working in Adelaide, South Australia

Adelaide is one of the most liveable cities on the planet, in fact it's the third most liveable city in the world. 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 most recently ranked 3rd 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.

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.

SOUTH AUSTRALIA & ADELAIDE, FAST FACTS

SA POPULATION
1.878M

ADELAIDE CITY RESIDENT POPULATION
26,957

$141.52b
SOUTH AUSTRALIA GROSS STATE PRODUCT 2023/24

$900k
MEDIAN HOUSE PRICE
$549k
MEDIAN APARTMENT PRICE

SOUTH AUSTRALIA'S IKARA-FLINDERS RANGES & OUTBACK RANKED IN LONELY PLANET'S BEST OF TRAVEL 2026

ADELAIDE #9 MOST LIVEABLE CITIES IN THE WORLD 2025

(Economist Intelligence Unit)

One of the world's most liveable cities
Adelaide offers a relaxed, easy-going lifestyle, and was rated as the world's 9th most liveable city in the world in 2025 (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
Adelaide remains one of the most affordable major Australian capitals in 2025, according to the latest EIU Worldwide cost of living index. Studies show it costs 10% more to live in Melbourne and Sydney than Adelaide. Adelaide is around 4% cheaper than Brisbane and Perth (2025 Economist Intelligence Unit), meaning you will have more money to discover Australia during your weekends and holidays.

Contact Information

For further details on this role, including the full position description, visit www.vuca.com.au/ecpo . For a confidential discussion, please contact VUCA Associate, Allison Dawe on 0418 845495. Submit your letter of application and CV in MS Word format to ecpo@vuca.com.au.

Applications close Sunday 20th September 2026.

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.

because you matter.

Trusted Advisors