

CURRICULUM VITAE - SUMMARY

BRIEF BIOGRAPHY

Toni is an independent employment and social policy consultant working with Australia's leading nonprofit agencies, The Business Council of Australia and the Federal Government. Toni worked in the UK, USA and Japan for more than a decade from 1995, significantly broadening her perspective on social policy and nonprofit management. In her earlier career in Australia, she advised Ministers and Shadow Ministers from across the political spectrum, and worked as a policy adviser and advocate at ACOSS and the NSW Welfare Rights Centre. Toni has a Masters in Nonprofit Management from the US and undergraduate degrees in economics and business communication from Australian universities. She has been a member of the National Facilitating Group for Anti-Poverty Week since 2009. Toni has a reputation for tenacity, clear speaking and passion for enabling opportunities for all Australians.

KEY SKILLS AND COMPETENCIES

- High level employment and social policy expertise – research, policy and evaluation.
- Critical and innovative thinking with strong analytical skills and capacity to complete complex tasks within given deadlines.
- Communication and advocacy – excellent written and verbal skills – ability to write for a number of audiences using a variety of styles and to speak clearly and persuasively.
- Nonprofit management, strategic thinking and leadership, including an ability to assess the external operating environment and identify opportunities and challenges.
- Empathetic but practical management style and an effective mentor and team player.
- Extensive network of contacts including leading social policy thinkers and practitioners.

CAREER HIGHLIGHTS

As an independent consultant, **spearheading the move to a demand-led employment system** in Australia. The Federal Government's recent tender for employment services 2015-20 puts a strong focus on employer engagement strategies advocated by Toni since 2005. She has gathered significant allies (and clients) including the BCA, ACOSS, ACTU, SVA, and leading employment providers to support this approach.

As consultant to ACOSS, Toni led the consultation, research and writing of two major submissions to the **Productivity Commission Inquiry into the Not for Profit Sector** in 2009. Toni's main submission covered value (beyond the number of services delivered), service delivery and contracting and was publicly acknowledged by the deputy commissioner as being significantly influential in their considerations and final report and recommendations.

As Research Director, in the UK, Toni was deeply involved in the UK government's **redesign of welfare to work with engagement from senior employers**. She was responsible for the successful research and design of the Ambition programme, a ground-breaking initiative focusing on engaging employers in the design and delivery of training 3,500 disadvantaged jobseekers in well-paid occupations with skill shortages.

As a Federal Government Cabinet Ministerial Adviser, Toni played an integral role in the **income support reforms of the Keating Government** including changes that encouraged part-time and temporary work for welfare recipients and support for families, including the transfer of the dependent tax rebate to a family payment ("\$1B from the wallet to the purse.") She also had responsibility for negotiating social security legislation through the Senate, including independent and third party Senators.

As Policy and Media officer at ACOSS, Toni designed and executed a **major advocacy campaign** within the social welfare movement and media against the Opposition 1993 election proposal to cut \$10 billion from public spending.

As a Board leader, Toni has enhanced the governance and performance of two **nonprofit agencies focused on children** in Australia and Japan, where she significantly strengthened their internal and external relationships, financials, reporting and management.

CURRICULUM VITAE – DETAILED VERSION

EMPLOYMENT ACHIEVEMENTS

Employment and Social Policy Consultant,

Cuttagee Consulting, Sydney, Australia (self-employed)

Oct 2008-

Clients include ACOSS, Australian Network on Disability, The Benevolent Society, Brotherhood of St Laurence, The Business Council of Australia, Dusseldorp Skills Forum, Federal Department of Education, Employment and Workplace Relations, Jobs Australia, Job Find, Job Futures, The Smith Family and Work Focus. Key outcomes:

- Assisted numerous employment agencies to move to demand-led strategies to improve outcomes, providing advice on strategy, implementation and organisational restructure.
- Significant advocacy work to explain and promote demand-led employment and bring it to the forefront of employment policy. Coordinated an alliance between the Business Council of Australia, the Australian Council of Trade Unions and the Australian Council of Social Service. Her key work for their roundtable in December 2012 led to them adopting these policies.
- Appointed to the National VET Equity Advisory Council (NVEAC) in recognition of expertise in vocational education and training and ability to influence policies at the most senior level. NVEAC was a national expert advisory body on equity for Commonwealth, state and territory Ministers responsible for vocational education and training – her appointment was from July 2013 until it was discontinued in April 14.
- Clear distillation of what makes a good partnership and partnership broker, documentation of 11 case studies on the school business community partnership broker program for The Smith Family, February 2014.
- Change project for The Benevolent Society which included authorship of a major paper *Our clients are your clients – bringing services together to tackle family joblessness*, published October 2011 plus live interview with CEO on Radio National Life Matters.
- Research and authorship of *More Forces at Work: How 10 Nonprofits Tackled Unemployment and More* for Jobs Australia, published October 2010.
- Research, consultation and authorship of ACOSS Submissions to the *Productivity Commission Inquiry into the Not for Profit Sector*, 2009.
- Research and authorship of *Keeping Skills During Hard Times*, a Discussion Paper for the Dusseldorp Skills Forum and Job Futures, 2008.

Consultant & Employment Lead

Social Ventures Australia, (SVA), Sydney, Australia

2006-2008

Responsible for leading the Employment focus area and managing a team of three. Highlights include:

- Awareness-raising with key stakeholders, including a major article in *The Weekend Australian*.
- Documenting and refining the Social Enterprise Hub model and expanded the number of sites from 1 to 4, including an Indigenous Social Enterprise Hub with Yarrteen Indigenous Corporation.

Also responsible for researching and developing SVA's Ageing Alliance and co-author of Knowledge Management/Scoping paper on Indigenous community building. Achievements include:

- Indigenous Community Building Knowledge Paper adopted as basis for SVA's Indigenous strategy.
- Refined business model for Homeshare program adopted in full by The Benevolent Society.
- Ageing Knowledge paper adopted as basis of SVA's Ageing strategy.
- Successful engagement of key ageing experts and investors.

Director

2004-2005

London Employer Coalition (LEC), London, UK

Part of the National Employment Panel, the LEC comprised chief executives and leaders from London's key private and public sector employers, and worked to engage local businesses in the design, delivery and enhanced performance of welfare to work programmes. Successfully led the Coalition through a challenging time:

- Introducing a new Chair and significantly strengthening membership.
- Negotiated new business for Jobcentre Plus with Transport for London; strengthened health and ethnic minority initiatives.
- Delivered a successful organisational development workshop to enhance performance for Government Managers, using Coalition member private sector expertise.

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- Oversight of major awards ceremony, evaluation of projects, business planning, and responsible for a budget of £250,000.

Research Director

2001-2004

National Employment Panel, London, UK

The National Employment Panel (NEP) was an employer-led organisation, appointed by the Chancellor, which advised the Government on UK labour market policies and performance.

- Responsible for the successful research and design of the Ambition programme, a ground-breaking initiative focusing on engaging employers in the design and delivery of training 3,500 disadvantaged jobseekers in well-paid occupations with skill shortages, particularly energy, IT and construction sectors across the UK. Conducted an ACROSS seminar on Ambition in Sydney, favourably covered by *The Australian*, 13 August 2004.
- Strong contributor to the NEP Senior Management Team with a focus on improving business planning, organisational development and performance.

Consultant

1999-2000

Public/Private Ventures, New York City, USA

Public/Private Ventures was an action-based research, public policy and program development nonprofit organisation.

- Improved a national Sectoral Employment Initiative by providing expert technical assistance, research, evaluation and reports on peer meetings.
- Wrote successful proposals for a new Centre for Employment of Ex-Offenders and a national "Fathers at Work" workforce development initiative and contributed to the formation of a national practitioner initiative.

Research Associate

1998-1999

Community Development Research Center, New School for Social Research, New York City

- Wrote study of networking and information on STRIVE for the Ford Foundation, following extensive on-site interviews and observations of training at sites in East Harlem.
- Researched workforce development systems and wrote a fundraising strategy for the Center.

Social Welfare Adviser

1995-1996

Japanese National Committee of the International Council of Social Welfare, Tokyo, Japan

- Liaised with ICSW members and planned conferences, meetings and overseas study tours; facilitated meetings of the Japan Study Program and interviewed overseas scholarship candidates.

Consultant within the Minister's personal office

1993-1994

Hon Peter Baldwin, MP, Minister for Social Security, Sydney & Canberra, Australia

Led family and child support policy and responsible for liaison with the social welfare sector. Provided high level analysis and policy development; gave written and oral briefings, including legislative and Cabinet briefings; and liaised with Ministerial offices, Parliamentary committees, Members of Parliament, senior government officials, senior journalists and the nonprofit sector.

- Significant input to income support component of 1994 Governmental White Paper on Employment Opportunities, through the Cabinet assessment and endorsement process and subsequently briefed senior journalists when announced. Achieved new reforms that encouraged part-time and temporary work for welfare recipients and received extensive media coverage demonstrating the advantages for unemployed people.
- Deeply involved in policy to transfer the dependent tax rebate to a family payment ("\$1B from the wallet to the purse.")
- Responsibility for negotiating social security legislation through the Senate including with third party and independent Senators.
- Advocated on behalf of retaining and expanding successful program assisting single parent welfare recipients receive jobs, education and training. Saved program from threats to reduce funding and expanded it to older widows and wives of unemployment beneficiaries.

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Policy and Media Officer

1990-1993

Australian Council of Social Service (ACOSS), Sydney, Australia

Liaised with member organisations, developed policy, wrote media releases, lobbied government and developed strong relationships with senior journalists. Represented ACOSS at Parliamentary Committee Hearings and in Ministerial and Prime Ministerial delegations.

- Spearheaded major campaign within the social welfare movement and media against Opposition 1993 election proposal to cut \$10 billion from public spending. Wrote a series of briefs on the impact on low income and disadvantaged people and engendered significant media coverage.
- Organised extensive campaign which included delegations to politicians, senior officials and the responsible Minister; and letter-writing and media coverage in opposition to Government-proposed reforms in 1992 which would compel people receiving disability pensions to undertake job search and employment training. Achieved significant amendments to the legislation ensuring additional resources and voluntary participation.

Project Officer

1989-1990

Welfare Rights Centre, Sydney, Australia

WRC is Australia's longest established and largest independent community legal centre assisting welfare recipients.

- Assistant Editor of the inaugural edition of The Independent Social Security Handbook, a 400-page guide to the Australian welfare system, including detailed description of major payments, eligibility rules, advice on appeal and review rights.
- Advocated on behalf of clients with disputes and appeals; supervised volunteer staff; wrote policy submissions to government; and raised funds.

Policy and Media Adviser

1988

Federal Shadow Minister for Social Security & Retirement Income, Sydney & Canberra, Australia.

Campaign Executive, General Election Unit

1985-1987

Social Democratic Party, London, United Kingdom

Research and Media Officer

1983- 1985

Federal Shadow Minister for Environment & Public Administration, Sydney & Canberra, Australia

HONORARY LEADERSHIP POSITIONS

President of Bronte Activity Centre Management Committee

2011-14

Nonprofit parent led NSW association which runs the Bronte Public School before and after care centre. Responsible for hiring and managing Centre Co-ordinator, oversight of financial reporting and quality and accreditation reporting.

- Significantly increased number of families using the centre, introduced parent surveys, stronger governance, financial stability, now operating turnover of ~\$200,000 pa.

Member of the National Facilitating Group

2009-

Anti Poverty Week, Australia

- Active contributor to strategy and leadership meetings. Delivered well-received child poverty focused speech "*Employment and Pathways out of Poverty*" in 2012 at the invitation of The Benevolent Society, Queensland.

Member of the Management Committee

2004-2005

The Nest Pre-school Nursery, London, UK

- Able to significantly increase grants to this parent-run nonprofit-making nursery and pre-school.

New York Coordinator

1997

International Council on Social Service (ICSW)

(ICSW is an umbrella group for social welfare organisations in 70 countries.)

- Raised ICSW's profile with key stakeholders in the United Nations system, leading to increased access at the Commission for Social Development, a Memorandum of Understanding with the United Nations Development Fund, and funding for international non-governmental meetings on the commitments of the World Summit for Social Development.

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Chair of the Board of Directors

1996

Tokyo International Learning Community (TILC), Tokyo, Japan.

(The only international school in Tokyo providing education for students with developmental delays and disabilities.)

- Responsible for financial and legal operations and managing the head teacher.
- Recruited several new productive members to the Board; restructured governance system; persuaded talented administrator to remain; resolved long standing legal issues; represented TILC at a number of successful fundraising and public relations events; and managed transition to new Chair.

Member of Advisory Committee

1993-1994

Post Adoption Resource Centre, Sydney, Australia

Member of the Board of Management

1991-1993

Welfare Rights Centre, Sydney, Australia

TERTIARY EDUCATION

Masters in Nonprofit Management, New School for Social Research, New York, USA, 1999.

Awarded prize for best final paper, "Maximizing Retention through Collaboration – Strategies for Wildcat's Demonstration Project for Disadvantaged Jobseekers."

Bachelor of Economics, University of Queensland, Australia, 1989.

Bachelor of Business Communication, Queensland University of Technology, Australia, 1982

SELECT PUBLICATIONS

Improving young people's educational outcomes through school business community partnerships, The Smith Family's Partnership Brokers, The Smith Family, February 2014.

Welfare 'blowout' doesn't add up: debate the facts, Australian Financial Review, 24 January 2014.

Gonski backflip leaves Indigenous students in limbo, Australian Financial Review, 4 December, 2013.

Long term jobless miss out, Australian Financial Review, 15 April 2013.

Submission to the Review of Employment Services, 22 March 2013.

Our clients are your clients – bringing services together to tackle family joblessness, Background Paper for The Benevolent Society, October 2011.

More Forces at Work: How 10 Nonprofits Tackled Unemployment and More, Jobs Australia, October 2010.

ACOSS Submissions to the Productivity Commission Inquiry into the Not for Profit Sector, May and November 2009.

Welfare to Work in the USA – a struggle to find and retain good jobs, *Just policy, sound research & joint action - selected papers from the 2000 ACOSS Congress*, January 2001. Write up of seminar presented to the ACOSS Congress in Australia, November 2000.

Co-Editor of the inaugural, ***Directory: Volunteering in Tokyo Area 1995***, published by Foreign Executive Women. Co-led research, writing, funding, publishing and distribution of directory containing over 80 agencies, the first such resource available in English.

Assistant Editor of the inaugural, ***The Independent Social Security Handbook***, Welfare Rights Centre & Pluto Press, Sydney, 1990. The Handbook was published in 1990 to great acclaim and has been used as a basis for subsequent editions still in publication 24 years later.

FOR SAMPLES OF WORK, MEDIA AND SPEAKING ENGAGEMENTS go to www.toniwren.com