SOCIAL FUTURES

Branch	Service Delivery
Award	Social, Community, Home Care and Disability Services Award (SCHCADS) – Level 7
Reports to	General Manager Children, Youth & Families
Supervisory responsibilities	Nil
Budget Management	Standard Accountability
Probationary period	6 months from date of appointment
Position description created	June 2022
Approved by	Senior Manager People and Culture
Review date	June 2023

Our Values

Integrity   Acting fairly, honestly, openly and consistently.

Inclusion   Valuing diversity, connection, belonging and social justice for all.

Learning   Improving our knowledge and understanding.

In all our connections with staff, stakeholders and participants we acknowledge and recognise resilience, and we focus on potential and capacities, not on limitations or shortcomings.

Our Behaviours

We problem-solve with our customers   **We** celebrate success

We treat everyone with dignity   **We** own our actions

We turn challenges into opportunities

Position Purpose

The Service Delivery branch delivers high-quality person-centered services across the continuum of support in the focus areas of NDIS Local Area Coordination, Mental Health and Wellbeing, Housing and Homelessness and Children, Youth and Families.

The Children Youth and Families stream delivers high-quality services across the spectrum of need of early intervention, wellbeing and intensive support programs. They deliver both funded and fee-paying offerings to ensure young people and families have access to the appropriate levels of support when they need them.

The Practice Manager leads the community of practice and implementation and oversight of effective practice for service delivery of Family Connect and Support across Northern NSW and in partnership with another provider across Mid-North Coast. The role supports the program model and delivery of high-quality evidence-based service both directly and through active participation in the program leadership and management space. The Practice Manager ensures quality compliance with service plans and other service level agreements across the program, supporting a diverse mix of stakeholder needs and program implementation and delivery objectives.

Key Accountabilities

A high-level description of the most critical and important aspects of the position

- Coordinate overall program delivery resources for the program supporting a consistently high standard of safe and effective service delivery,

- Participate and act as the primary liaison for funder Communities of Practice and other learning and development opportunities as required

- Provide a consistent quality management approach to program delivery to ensure model fidelity in practice delivery and risk management processes across the service region

- Develop, implement and facilitate the program Communities of Practice and other whole of contract learning and development opportunities to achieve the program objectives and deliverables across the service region

- Participate in the review of program and team performance, collaborate to implement improvement priorities and actions, review resourcing plans and capability development initiatives, progress continuous improvement projects and establish and implement plans for program changes.

- Provide ongoing feedback, mentoring, advice and coaching to support skill development, continuous improvement and increased capabilities through an effective use of operational guidelines

- Provide ongoing case reviews and quality audits for the program across the contract

- Build positive working relationships through active collaboration, engagement and information sharing to understand and deliver on the needs and of Social Futures and subcontractor teams

Key challenges

Challenges regularly encountered in the position which describe the complexities the position is expected to manage

- Working across a large geographic footprint supporting practice of teams at multiple sites and across organisations
- Coordinating the achievement of program objectives within available resources in a complex and dynamic operating environment involving competing priorities and high expectations
- Implementing a standardised approach to the coordination of practice across a diverse area
- Developing and implementing innovative solutions which are contingent on ongoing consultation with a wide range of stakeholders

Key relationships

The key stakeholders and customers the position is expected to interact with routinely

Who	Why
Internal	
Manager	• Provide advice to influence service outcomes and support organisational improvement • Report on performance against agreed measures and discuss future directions • Identify emerging issues and risks and their implications and propose solutions
Direct Reports	• Manage, guide and support to achieve agreed goals and objectives • Provide direction, set performance expectations and manage performance and development
Team	• Contribute to the team's achievement of its key performance indicators
Broader Social Futures Team	• Provide active, contributing leadership, advocating the organisational vision, strategy and values, and inspiring a performance driven culture • Provide expert advice on services and activities of the Team
External	
Funding agencies, delivery partners, community and government agencies and media	• Establish, develop and maintain positive relationships to facilitate dissemination of information
External vendors and service providers	• Manage the relationship to ensure the delivery of key projects and initiatives

Capabilities

Capabilities are the knowledge, skills and abilities required by Social Futures employees to perform their roles efficiently and effectively

Below is the full list of capabilities, and the level required, from the Social Futures Capability Framework. The capabilities in bold are the focus capabilities for this position. Refer to the next section for further information about the focus capabilities.

Capability Group	Capability Name	Level
Personal Attributes	**Display Resilience and Courage**	**Advanced**
	Act with Integrity	Adept
	Manage Self	Adept
	Value Diversity	Adept
Relationships	**Communicate Effectively**	**Advanced**
	Commit to Customer Service	Adept
	Work Collaboratively	Advanced
	Influence and Negotiate	**Advanced**
Results	**Deliver Results**	**Advanced**
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Intermediate
	Project Management	**Adept**
People Management	Manage and Develop People	Adept
	Inspire Direction and Purpose	**Adept**
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

Focus capabilities

Capabilities which position incumbents must demonstrate immediate competence. Behavioural indicators should be reviewed in conjunction with the position's key accountabilities.

Group	Level	Behavioural Indicator
Personal Attributes Display Resilience and Courage	Advanced	• Stay calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in the face of strong, contrary views • Accept criticism of own ideas and respond in a thoughtful and considered way • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues
Relationships Communicate Effectively	Advanced	• Present with credibility, engage varied audiences and test levels of understanding • Translate technical and complex information concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Actively listen and encourage others to contribute inputs • Adjust style and approach to optimise outcomes • Write fluently and persuasively in a range of styles and formats
Relationships Influence and Negotiate	Advanced	• Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial win/win outcomes • Show sensitivity and understanding in resolving acute and complex conflicts • Identify key stakeholders and gain their support in advance • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise • Pre-empt and minimise conflict within the organisation and with external stakeholders
Results Deliver Results	Advanced	• Drive a culture of achievement and acknowledge input of others • Investigate and create opportunities to enhance the achievement of organisational objectives • Make sure others understand that on-time and on-budget results are required and how overall success is defined • Control output of business unit to ensure organisational outcomes are achieved within budget • Progress organisational priorities and ensure effective acquisition and use of resources • Seek and apply the expertise of key individuals to achieve organisational outcomes

Business Enablers Project Management	Advanced	• Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts • Access key subject-matter experts' knowledge to inform project plans and directions • Implement effective stakeholder engagement and communications strategy for all stages of projects • Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans, and minimise impacts • Manage transitions between project stages and ensure that changes are consistent with organisational goals
People Management Inspire Direction and Purpose	Adept	• Promote a sense of purpose within the team and enable others to understand the strategic direction of the organisation • Translate broad goals into operational needs and explain the links for the team • Link team performance goals to team/unit goals to ensure implementation of organisational strategy • Ensure team objectives and outcomes lead to implementation of organisational strategy • Recognise and acknowledge high individual/team performance

Selection Criteria

Comprises Essential Requirements and Knowledge, Skills and Abilities derived from the focus capabilities

- Tertiary qualification in social work, social science, psychology, human services or education or equivalent experience

- Extensive experience in the development of systems and processes to manage workflow, service delivery and quality and to monitor performance

- Experience in developing and implementing training resources and strategies, including facilitating training to a wide variety of participants, and adapting for individual differences such as culture and ability

- Experience in developing staff and stakeholder knowledge and skills in relation to family intervention and support within a service delivery model

- Well-developed understanding of supporting evidence-based practice in culturally aware, trauma informed, child safe, person-centred support and reflective practice

- Highly developed consultation, stakeholder engagement, negotiation and liaison skills that ensure cooperation, accountability and continuous improvement in a whole of program change management approach

- Demonstrated ability to support child safe practice, identify and respond to child protection and other concerns and to support teams in complex case reviews

- Strong experience in resource planning to optimize service levels and meet organisational targets or KPIs

All positions will require current National Police and Working with Children Checks and COVID19 Vaccination as a condition of employment.

Social Futures is proud to be a White Ribbon accredited workplace and is committed to ensuring we have a safe and respectful workplace for all. We acknowledge that all people can be victims of violence and that all violence is unacceptable.

Inherent Requirements

Physical and psychological work environment characteristics that are inherent requirements of the position

Element	Key Activity	Frequency
Work Environment	Manage demanding and changing workloads and competing priorities	Daily
	Work in a team environment	Daily
	Work in different geographic locations	Occasional
	Be exposed to all outdoor weather conditions	Rare
	Work office hours with the possibility of extended hours	Occasional
	Work in an open plan office	Frequently
	Work in buildings which may have multiple stories	Daily
	Reasonably high levels of mobile phone use	Daily
	Sit at a computer or in meetings for extended periods	Daily
People Contact	Liaise with our team members'	Daily
	Liaise with government, non-government, businesses, and other community organisations	Frequently
	Liaise with clients/customers	Daily
Administrative Tasks	Undertake intensive administrative tasks, which include computer work, report writing, participating in meetings and concentrating for long periods of time	Daily
	Use technology including photocopier, telephones, mobiles, televisions, electronic whiteboards	Daily
Transport	Drive vehicles possibly over long distances and in all traffic and weather conditions	Occasional
	Use public transport including trains, buses, air travel and taxis	Rare

Where possible Social Futures will make reasonable adjustments to enable individuals with disabilities to perform the inherent requirements of their position.

Position Evaluation

For People and Culture Team Use Only. All Social Futures positions are evaluated using a Position Evaluation System to determine position classification and salary.

	Element	
1	Planning of operations, projects, services or activities typically required of the position	Level F - Planning at an operational level is necessary to ensure that activities within the Department occur consistent with Social Futures' operational plan
2	Freedom of the position to act (autonomy)	Level F – Decisions will normally be made by the position holder as the specialist staff/ technical expert with minimal review by the next level of management
3	Methods of analysis commonly used to solve problems and the level of innovation and creative thinking in the job	Level F – Problems are complex and the solution requires investigation, analysis and evaluation of information that is not readily available and with the application of technical expertise
4	The level of verbal communication skills required of the position	Level E - Mediate and/or negotiate issues between parties to effectively resolve problems
5	The level of written communication skills required of the position	Level E – Write non-standard correspondence, reports, and submissions that require original content, wording, sentence and paragraph construction
6	Risk Consequence	Level D – Major
7	Minimum level of practical experience required of the position in addition to required qualifications	Level E – 5 years up to 7 years
8	Leadership and work coordination skills required of the position	Level E – Leadership and organisational skills are required to supervise and control a range of work areas or a Department The position is responsible for team building and development and for the achievement of a range of goals and objectives
9	Number of employees for whom the position is accountable	Level A – The position is not accountable for employees
10	Annual value and complexity of expenditure and accountability for budget implications required of the position	Level D2

I hereby confirm I have perused this Position Description in its entirety, and as a result I have a sound understanding of the requirements of my role.

Signed: _____   Date: ___/___/___

Print Name: _____