

POSITION DESCRIPTION

<u>Position Title:</u>	Head of Services
<u>Classification:</u>	Social and Community Services Employee – Level 7
<u>Employment Status:</u>	Part-Time
<u>Department/Program:</u>	Services
<u>Report to:</u>	Chief Executive Officer
<u>Location:</u>	Level 1, 2-6 Railway parade, Camberwell
<u>Issued:</u>	February 2026

POSITION OBJECTIVE

Reporting directly to the CEO, the Head of Services is responsible for the strategic and operational leadership of the organisation's core service delivery functions. The role ensures high-quality, person-centred, financially sustainable services across Direct Support, Community Support, Support Coordination, Education and Training, and Client Relationships.

The Head of Services drives operational excellence through strong leadership, financial oversight and service growth, utilisation management, performance reporting, and continuous improvement. The role ensures services are compliant, efficient, and aligned with the organisation's strategic plan, while strengthening leadership capability and delivering measurable impact for clients and stakeholders.

Our Values

Integrity

"To consistently act on sound moral principles"

We will act with integrity by:

- Being respectful
- Doing what we say we'll do and being open about how we do it
- Being honest about what we can and cannot achieve
- Acting in a manner that is deserving of your trust
- Having skilled, competent and professional employees

Potential

"The inherent ability or capacity for growth"

We will see the potential of all persons by:

- Believing that everyone has the potential to keep achieving more
- Ensuring that everyone has equal opportunities for development
- Understanding that overcoming obstacles is a necessary part of the journey to success

Individuality

"A single person regarded as a unique personality, distinguished from others by special qualities"

We will embrace individuality by:

- Acknowledging uniqueness and accepting differences in a non-judgemental manner
- Using a person-centred approach to meet the unique needs of each person
- Supporting people to make choices that build the lives they want
- Working with people in unique and personalised ways
- Respecting individual and family customs, practices, beliefs, traditions and heritage

Relationships

"A significant connection existing between people and communities"

We will foster relationships by:

- Being honest with each other
- Supporting and encouraging each other
- Connecting people with their community and nurturing new relationships
- Working together to solve problems
- Listening to each other to achieve mutual understanding
- Strongly believing that together people create better lives

KEY RESULT AREA – Leadership

Key Responsibilities	Duties
Strategic Alignment & Delivery - ensure departmental strategies and outputs align with organisational priorities and deliver KPI measurable outcomes.	<ul style="list-style-type: none"> • Translates organisational strategy into clear departmental plans and KPIs. • Tracks and reports quarterly progress against strategic goals and budgets. • Ensures cross-department collaboration on key initiatives.
Strategic Partnership & Growth – contribute to the development and expansion of strategic relationships to strengthen the organisations market positions, diversify revenue streams, and drive sustainable growth.	<ul style="list-style-type: none"> • Proactively build and maintain high-value relationships across human services, government, corporate and community sectors to support service departments under supervision. • Identify, cultivate and convert partnership opportunities that align with organisational strategy and growth targets for service offerings. • Represent the organisation at sector forums, networking events and stakeholder meetings to enhance visibility and influence. • Develop partnership proposals and commercial arrangements in collaboration with Head of Development and the CEO, that deliver mutual value, knowledge and competencies. • Monitor and report on partnership pipeline activity, conversion rates and revenue contribution for Service departments under supervision.
People & Culture Leadership - build high-performing, engaged, and sustainable teams across all departments, able to respond to the service needs of participants and business needs of the organisation.	<ul style="list-style-type: none"> • Achieve staff engagement and retention rates. • Foster a culture of collaboration, accountability, and wellbeing within the team • Ensure the team is supported and nurtured to perform with maximum output and efficiencies.
Ensure direct reports have the skills, knowledge and competencies to successfully perform all aspects of their role and the supervision of their teams.	<ul style="list-style-type: none"> • Maintain clear view of direct reports' skills, knowledge and competencies and promptly address critical gaps and needs. • Identify and develop high-potential staff and succession plans. • Works with team members to assist in planning and in achievement of team timeline, budgets and outcomes • Staff satisfaction survey results reflect a motivated workforce within the team.
Supervision and Performance Reviews for direct reports are conducted to provide recognition for employees and ensure practice quality.	<ul style="list-style-type: none"> • Regular direct supervision, training and coaching of reporting staff. • Performance reviews with direct reports conducted in a timely manner and in accordance with the relevant cadences and policy.

KEY RESULT AREA – Operational & Financial Performance

Key Responsibilities	Duties
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Drive efficiency, quality, and financial sustainability across departments.	<ul style="list-style-type: none"> • Ensures adherence to approved budgets and improve cost efficiency. • Manages services to meet performance targets while driving operational excellence and sustainable revenue growth.
Provide a range of financial reports and detailed analysis to the Chief Executive Officer and the Board for the key service areas of responsibility.	<ul style="list-style-type: none"> • Produces accurate data reports and informed analysis to deliver on all agreed outcomes. • Provides acquittal data as required for successful grant/funding applications.
Manage the service area's annual budgets, contributing to financial decision making and forecasting future budgets and expenditures.	<ul style="list-style-type: none"> • Demonstrates comprehensive evidence of budget strategy knowledge and implementation. • Utilises a tracking system for monitoring department's expenditure for all activities. • Achieves financial targets
Explore and evaluate options and implement initiatives to continually improve financial performance for the organisation.	<ul style="list-style-type: none"> • Explores and evaluates options and implements initiatives to continually improve financial performance for the organisation.

KEY RESULT AREA – Compliance

Key Responsibilities	Duties
Responsible for ensuring timely, accurate reviews and updates of policies and procedures within areas of responsibility	<ul style="list-style-type: none"> • Facilitates and monitors compliance with policies, regulations, and quality standards. • Ensures all policies & procedures relative to departments managed, are updated every two years or when required ensuring the currency, accuracy, and relevance in line with legislation, regulation, best practice and funding agreements. • Policies & procedures monitored regularly to ensure accuracy
Responsible for maintaining oversight of risk identification, management and mitigation across the end-to-end client journey in accordance with regulatory and funding requirements.	<ul style="list-style-type: none"> • Monitors emerging service delivery risks and implements corrective actions where required, ensuring risks are proactively identified, assessed and mitigated. • Embeds risk management practices within operational procedures to ensure compliance with NDIS Practice Standards, funding agreements and legislative requirements. • Ensures documentation and reporting obligations relating to client risk are completed within required timeframes.
Responsible for ensuring the successful outcome of audits in areas of responsibility to meet relevant compliance requirements.	<ul style="list-style-type: none"> • Ensures outcomes of audits are in favour of the organisation to continue to deliver existing services or launch new services. • Ensures all OFIs are actioned within six months of notification.

Identify and report any child safety concerns, risks, allegations or disclosures immediately to management as required under organisational policy and the reportable conduct scheme.	<ul style="list-style-type: none"> • Complete mandatory reporting and documentation within required timeframes.
Follow all obligations regarding information sharing under relevant schemes (CISS, FVISS) when concerns for a child's safety exist.	<ul style="list-style-type: none"> • Attendance and successful completion of all mandatory child safety training.
Apply child-safe risk assessment and mitigation practices when planning meetings, community visits, or service arrangements involving children.	<ul style="list-style-type: none"> • No breaches of the Child Safe Code of Conduct.
Ensure that online and physical environments used to deliver services are safe and compliant with child safety expectations.	<ul style="list-style-type: none"> • No breaches of the Child Safe Code of Conduct.

KEY RESULT AREA – Admin, Governance, Other

Key Responsibilities	Duties
Other tasks as directed by the CEO.	<ul style="list-style-type: none"> • Delivers timely and accurate preparation of key performance data and other information for the CEO and IM Board. • Provides availability out of hours when required, and to accept calls for emergency situations.
Attend to all serious complaints/incidents relevant to your areas of responsibility ensuring all policies and legislative procedures are followed accordingly in line with regulatory and legislative obligations.	<ul style="list-style-type: none"> • Ensures complaints/incidents are managed appropriately and in accordance with relevant policies and procedures.
Proactively communicate and collaborate with internal departments regularly to enhance the organisational culture of open communication and holistic client support.	<ul style="list-style-type: none"> • Participates in organisational events and online platforms to share relevant information regarding services. • Proactively supports the development of ethical, best practice support services.

KEY RESULT AREA - Organisation/Customer Service/Our Team

Key Responsibilities	Duties
Upholds, demonstrates and promotes Inclusion Melbourne's values and Practice Framework.	<ul style="list-style-type: none"> • IM values and Practice Framework are incorporated into daily work practices.
Excellent customer service to all stakeholders.	<ul style="list-style-type: none"> • Customer Service (internal & external)
Positive customer feedback.	<ul style="list-style-type: none"> • Support key business functions of the organisation ensuring a positive public image of Inclusion Melbourne is presented.

All communications are aligned with the organisations Practice Framework and relevant regulatory and legislative obligations.	<ul style="list-style-type: none"> • Ensure effective communications with all stakeholders.
Staff Engagement	<ul style="list-style-type: none"> • Conducts performance reviews in accordance with the relevant policy.
Occupational Health & Safety	<ul style="list-style-type: none"> • Assesses risk in the context of service delivery to a diverse range of clients, in a diverse range of settings, and implements risk mitigation strategies. • Maintains and promotes a workplace free from discrimination and harassment of any kind and follow the organisational grievance procedure to report any discriminatory or harassing behaviour.
Teamwork	<ul style="list-style-type: none"> • Attends and participates in relevant meetings • Contributes to the development of all administration processes, from onboarding to all service facing departments, ensuring communication is positive and effective • Sets and keeps high standards of teamwork • Openly supports and respects diversity within the team • Works with team members to assist in planning and in achievement of team timeline, goals and outcomes
Promote and uphold a child safe culture in all aspects of work, consistent with the Victorian Child Safe Standards	<ul style="list-style-type: none"> • Demonstrates compliance with all Child Safe Standards and organisational child safety policies.
Ensure all interactions with participants, families, and children are respectful, safe, and inclusive.	<ul style="list-style-type: none"> • Positive feedback from families regarding safe, respectful, and child-centered practice.
Support culturally safe engagement for Aboriginal children and their families.	<ul style="list-style-type: none"> • Positive feedback from families regarding culturally safe support.
Participate in ongoing child safety training, induction, supervision and performance review.	<ul style="list-style-type: none"> • Attendance at mandatory training and feedback from performance reviews.

ORGANISATIONAL RELATIONSHIPS

Reports to: Chief Executive Officer

Supervision: Manager Direct Support, Manager Support Coordination, Team Leader
Community Support, Manager Inclusion Training, Work Pathways Coach, Intake.

Internal Liaisons: *All other heads of departments and managers.*

External Liaisons: **People we support and their families**
External Stakeholders

New and existing clients

Government bodies

Community organisations

Employers

Peak bodies

ACCOUNTABILITY, EXTENT OF AUTHORITY, JUDGEMENT & DECISION MAKING

The incumbent in this role will operate under limited direction and exercise managerial responsibility for service delivery functions within the organisation. Within the approved delegated authority, the incumbent will:

- a. Exercise managerial control, involving the planning, direction, reporting, control and evaluation of operations.
- b. Provide advice on policy matters and contribute to their development where required.
- c. Negotiate on matters of significance within the organisation with other bodies and/or members of the public.
- d. Exercise autonomy in establishing and expanding the operations of the Services area.

KEY SELECTION CRITERIA

Essential:

- Tertiary qualifications in management, education, and human or social service areas, with significant operational management experience obtained through previous similar employment.
- A minimum of 5 years' experience in a similar role is essential to meet the high-level complexities of this role
- Demonstrated experience in staff supervision and performance management.
- Demonstrated experience delivering high level analytical financial data for strategical and reporting purposes.
- Experience managing complex budgets across various service areas with multiple income streams and funding bodies.
- Demonstrated ability to improve the performance of individuals and teams, and business bottom lines.
- Ability to work with minimal direction and to exercise initiative and discretionary judgement.
- A genuine interest in, and commitment to Inclusion Melbourne's vision, mission & values.
- Proven ability to multi-task and set priorities, and interact positively with other colleagues, stakeholders and people supported by the organisation.
- A strong work ethic and integrity.
- Victorian Driver's License.

Desirable:

- Experience working in a NDIS or similar environment.
- Demonstrated experience, understanding & commitment to working with people who have a disability.
- Understanding of people with a disability and issues associated with the disability sector.
- Experience and ability to work with volunteers and community members;

QUALIFICATIONS & EXPERIENCE

Tertiary qualifications in management, education and/or human or social service areas, with significant operational experience obtained through previous similar employment; min 5 years senior management.

NDIS Worker Screening Check

It is a condition of your engagement with Inclusion Melbourne that your employment is subject to clearance through the NDIS Worker Screening Check. It is mandatory for incumbents of risk-assessed roles to have full clearance prior to commencing with Inclusion Melbourne.

Working with Children's Check

All employees who work with children must have a valid working with children check.

Child Safety & Wellbeing

Because this role may involve direct or indirect contact with children, all employees must uphold the Victorian Child Safe Standards, ensuring the safety, rights and wellbeing of all children engaged with Inclusion Melbourne.

This includes:

- Promoting a child safe culture in all interactions.
- Identifying and responding to child safety concerns, risks or disclosures.
- Ensuring support is delivered in child safe physical and online environments.
- Respecting the diverse needs of children, including Aboriginal children, children from CALD backgrounds, LGBTQIA+ young people and children with disabilities.

Equal Opportunity & Diversity

All appointments will be made in conformance with the spirit and intent of the Equal Opportunity and Anti-Discrimination legislation. Inclusion Melbourne is committed to maintaining a diverse workforce that reflects the diverse needs of the people we support. Inclusion Melbourne is an equal opportunity employer and encourages applications from people with a disability, and from culturally and linguistically diverse backgrounds including Aboriginal and Torres Strait Islanders, and the LGBTIQ community.

I have read, understand and accept this position description, and agree to fulfil the requirements of this role to the best of my ability. I understand that the position description may be modified from time to time to suit organisational requirements.

I agree to notify my supervisor immediately of any change in my capacity to meet the requirements. I also agree to inform my supervisor if any of the following requirements change:

- Driver license status (if applicable)
- NDIS worker screening check
- Compliance with Inclusion Melbourne's Vaccination Policy
- The capacity to fulfil the inherent requirements of the role

Employee's Name:

Employee's Signature

Date: / /