



Head of Community Services Candidate Information Pack

YOUNITY
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Are you our new HEAD OF COMMUNITY SERVICES

Welcome to your Candidate Pack!

We hope you enjoy learning more about Younity and the vital role you could play in our development and growth.

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www.younity.org.au

www.younityschools.qld.edu.au

A Welcome from Younity

Creating a Resilient and Sustainable Future in Moreton Bay

For over 25 years, Younity Community Services has proudly worked alongside the Moreton Bay community, creating opportunities for children, young people, families, and individuals to come together, celebrate their strengths, and build vibrant, inclusive spaces that foster connection, resilience, and innovation.

Recently reclassified as Australia's newest city, Moreton Bay has a rich history as the land of the Gubbi Gubbi, Jinibara, and Turrbal peoples and has since grown into a diverse, dynamic region with one of the country's fastest-growing populations. Younity is ready to embrace this growth and evolve alongside our community, supporting the challenges and opportunities this vibrant future brings.

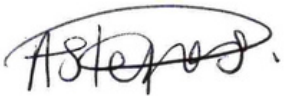
Younity's new Strategic Plan - 2025-2028 charts a bold path for the next phase of our journey, emphasising community strength, digital innovation, sustainable impact, and business growth. It is an ambitious vision rooted in collaboration, innovation, and commitment to excellence. Central to this vision is establishing a robust and financially sustainable organisation capable of supporting our communities across Moreton Bay into the future.

Adding a Head of Community Services to our leadership team is an important step in this next phase of growth. You will lead the operational delivery of our grant-funded program streams, bringing both the expertise to deliver with excellence and the strategic mindset to think beyond the next funding cycle. Younity operates across four connected divisions, and we are genuinely excited by what becomes possible when community services, education, NDIS, and social enterprise work together with intention and ambition. The right person for this role will understand that picture clearly and want to contribute to it.

As our Head of Community Services, you will join a leadership team that is serious about building something with staying power. Working alongside our Board, Leadership Team, and division heads, you will help shape how Younity delivers for its communities now and into the future, balancing operational excellence with the kind of entrepreneurial thinking that makes long-term sustainability possible.

Are you ready to lead Younity's Community Services division through its next chapter, working across a genuinely connected organisation where the school, community services, and our impact ventures are stronger together than apart? If this aligns with your vision, whether you are from Moreton Bay or beyond, we welcome you to apply.

Warm regards,



Ashleigh Stephens
CHAIRPERSON



Janine Botfield
Co-CEO



Jennie Drever
Co-CEO

About Younity



SUPPORTING CHOICES | ENRICHING LIVES

Younity Community Services Ltd (trading as Younity) is a not-for-profit community organisation with charitable status.

We occupy a unique and highly respected place in the Moreton Bay community sector and are proudly a Child Safe organisation with HSQF, NDIS & NSSAB accreditations.

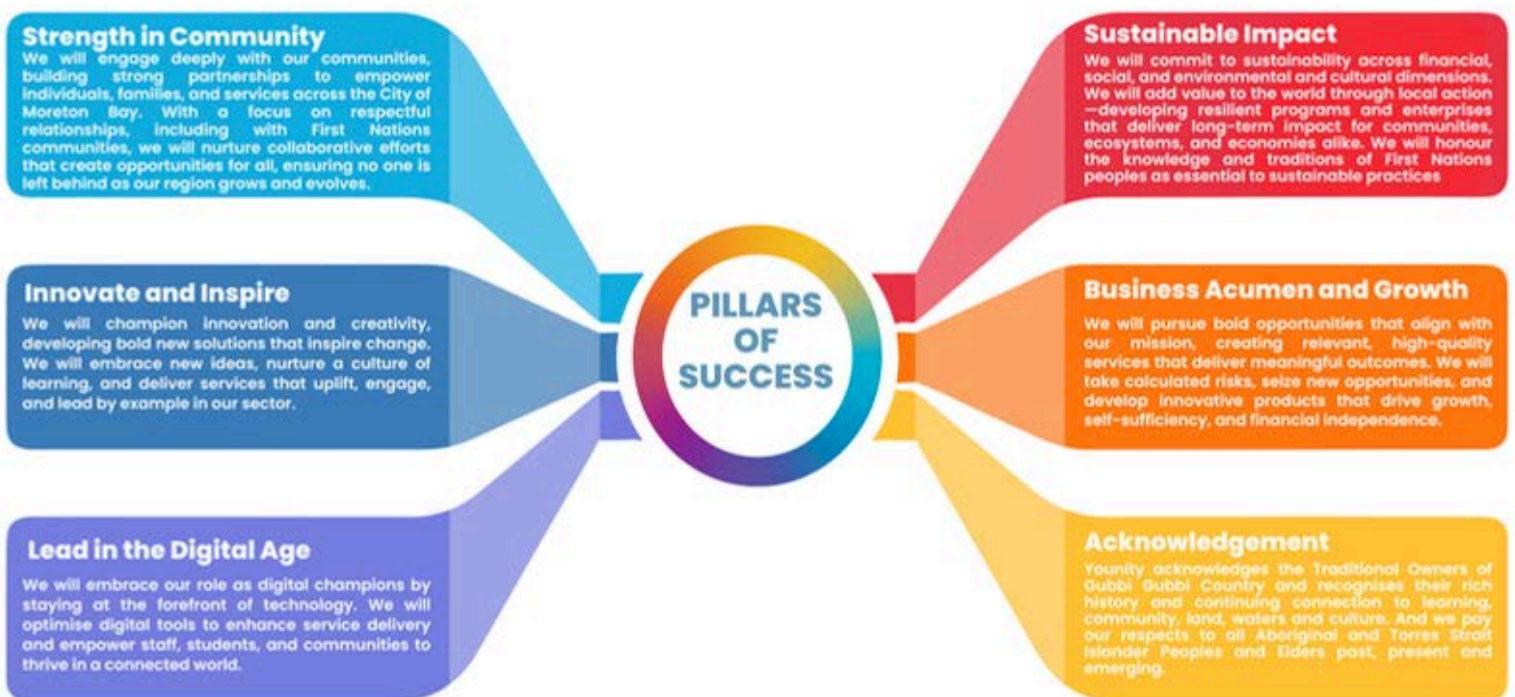
Younity's last few years have been marked by steady, considered growth. We have used this time to reflect deeply on our values and priorities, asking hard questions about who we are, where we want to go, and how we want to grow. That reflection has shaped everything since, producing an organisation with stronger culture, clearer direction, and the resilience to back it up.

Our growth has included new services and a stronger internal culture of accountability and calculated risk-taking. With the establishment of four distinct divisions, we've become a truly diversified organisation equipped to meet the complex needs of our community. Every year, we support over 2,500 children, young people, families and individuals through our community service programs, our special assistance school, The Younity School, and our newest impact ventures. Our commitment to supporting choices, enriching lives, and building inclusive communities remains at the core of everything we do.

Younity benefits from a strong, motivated and highly skilled Board of Directors with backgrounds in executive management, human resources, education and training, fundraising, technology, and social work sectors. Chaired by Ashleigh Stephens, the Board governs with passion and rigour, managing a current budget of over \$5 million. We benefit from an innovative and inspirational leadership team led by Co-CEOs Jennie Drever and Janine Botfield, who oversee the organisation's strategic growth and operations.

All of this has produced an organisation with real depth, one with a clear sense of who it is, where it is going, and why it matters. The Younity of today is stronger, more connected, and more resilient than ever before. We are confident that together, with our staff, partners, and community members, we will continue to make a lasting impact across Moreton Bay and beyond.

Younity's Pillars of Success



The Younity Way

Our programs, services and support are designed collaboratively with our communities.

And we work to make meaningful connections and add value to our communities.

We see the whole person.

We recognise that all people and communities have the capacity to be healthy, happy and to thrive. We're here to provide opportunities for people to find practical solutions and access education and support that will help them navigate their challenges and empower them to have agency in all aspects of life.

We see the whole life.

We understand that well-being barriers are systemic, multiple, complex, and often change as we move through life. Sustainable community growth requires a shared understanding of these barriers and collective responses that suit individuals and families—no matter what stage of their journey.

We work collaboratively.

We work with service partners to share knowledge, skills, resources and best practices. And deliver the kind of high-quality services, support and programs that work to create positive outcomes for our communities.

We work in multiple ways.

We deliver programs, services and support in our communities onsite and online. And we draw on a variety of approaches, including—

- Strengths-based community development
- Relationship-based practices
- Positive and strengths-based psychology
- Coaching
- Mentoring
- Digital, cloud-based education and training programs
- Art- and adventure-based practices

We want the best for our communities.

We source and deliver quality, relevant, evidence-based services, programs and support that we know will have a positive impact on our communities. And we make the most of digital technology to ensure lifelong learning, personal development and community engagement are accessible and available to all people—whenever and wherever they need it.

We're always looking for new and better ways to do what we do.

We collect and use data from our community to evolve our practices and contribute to research. So that we can better understand and meet our communities' needs. Through consultation with experts, collaboration with partners, and feedback from our communities, we continue to improve how we deliver support.

Our Organisational Culture

Younity is a not-for-profit limited company with charity status. We are HSQF accredited, NDIS, NSSAB registered Child Safe organisation with an extensive history of delivering relevant, accessible, quality services within our communities.

We are powered by a diverse team of experienced and talented people united in our mission to support our communities to be healthy, happy and to thrive.

We encourage, support, and celebrate diverse voices and experiences in everything we do. We also work to be visible and effective allies who create safe spaces where everyone feels supported to bring their whole selves to our workplace and services.

We have high expectations of our people, our services, and the outcomes we work with our communities to achieve. We hold each other accountable, invest in each other's growth, and bring genuine care to how we work together. We provide a supportive team environment with a focus on health and wellbeing, effective relationships, emotional intelligence, and resilience in the face of change, one where all staff are empowered to have a voice in matters that affect them.

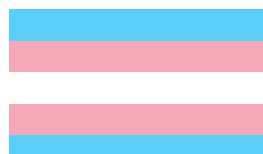
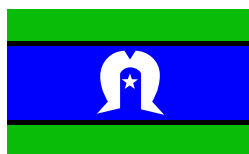
Finally, we are committed to learning and growing our team's skills through continued professional development. And we acknowledge, reward and celebrate our team's personal and professional growth.

Work with Younity

Younity is not a traditional not-for-profit. We are an ambitious, multi-division organisation that takes calculated risks, embraces digital innovation, and thinks seriously about what sustainable community services look like in a changing funding environment. We hold ourselves to high standards, celebrate good thinking, and back our people to contribute at their best.

If you are looking for an organisation where the work is meaningful, the culture is genuine, and the thinking goes beyond the next grant cycle, Younity is worth your attention.

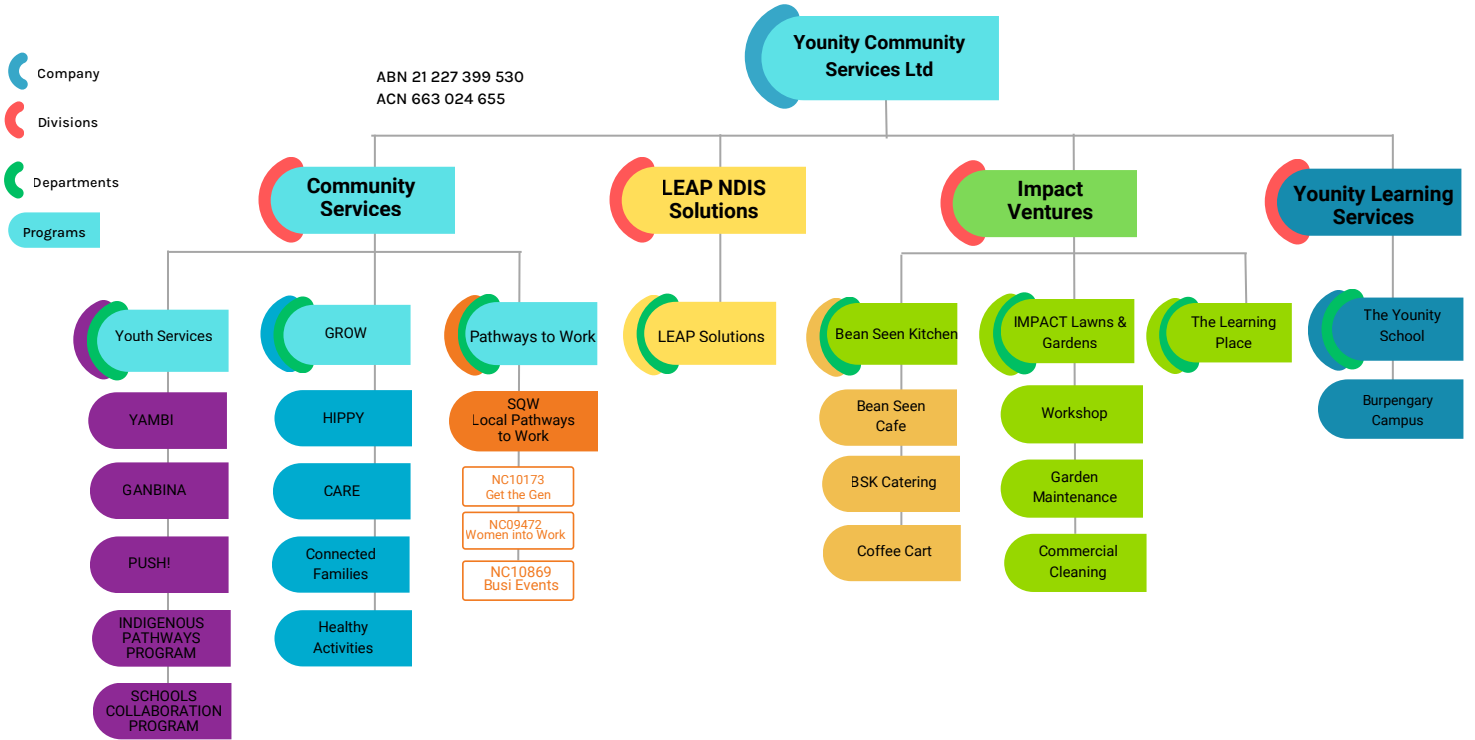
We are a safe, accessible, and inclusive workplace for people of all backgrounds, and we actively promote work-life balance, professional development, and a team environment where people feel supported to grow. We offer generous salary packaging and four weeks of annual leave.



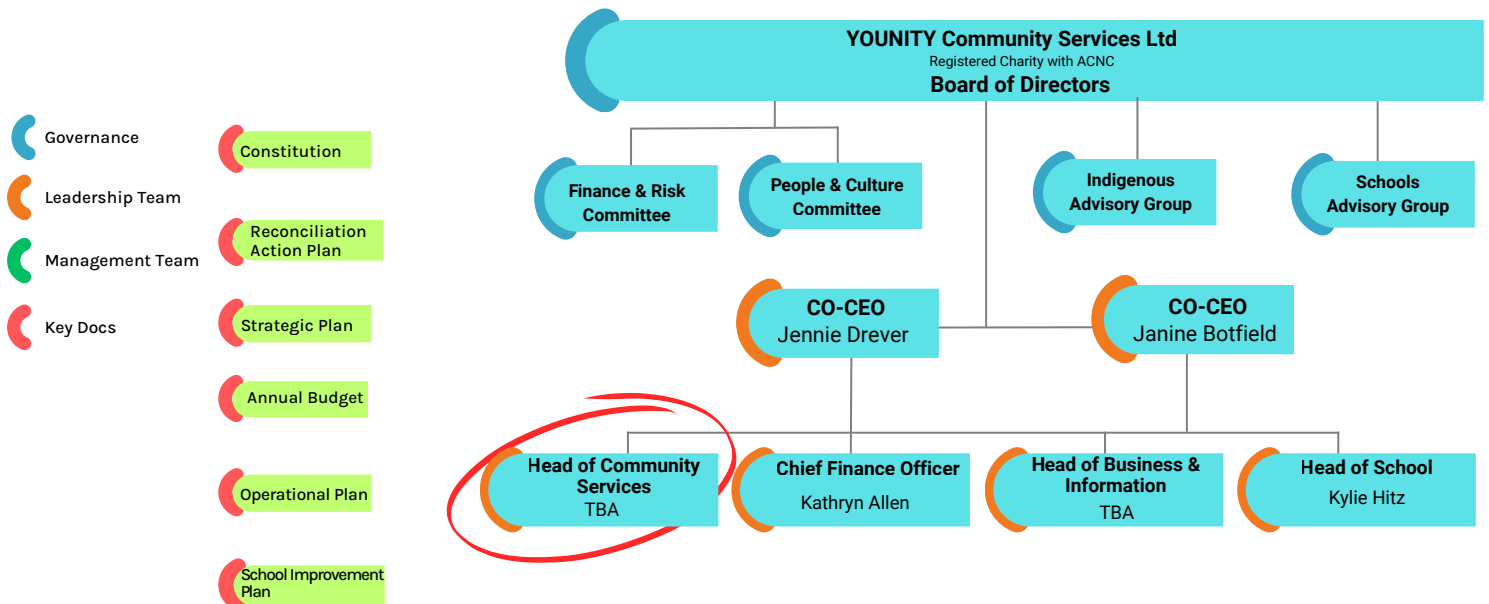
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COMPANY STRUCTURE JUNE 2026



CORPORATE STRUCTURE JUNE 2026



Younity Company Divisions

Over the past four years, Younity has experienced significant, unprecedented growth that extended well beyond the scope anticipated in the previous strategic plan. This period of expansion has been carefully approached, with each opportunity evaluated to ensure alignment with Younity's core mission and long-term sustainability. Establishing the four-division structure will allow us to create cohesive, complementary pathways for growth across key sectors, including community services, education, health and employment.

Younity's four divisions are designed to work together, not alongside each other. The relationships between divisions, particularly between Community Services and The Younity School, represent some of our most significant opportunities for shared impact, and we are actively building the leadership team and culture to realise them.



Inclusive, Innovative & Inspiring

Younity's community services remain central to its work, addressing essential needs in child and family support, youth services, and employability. At Younity, we firmly believe in the effectiveness of strengths-based community development, integrating practical, on-the-ground services, essential resources, and comprehensive support with community connection and collaboration. Primarily grants based, this division ensures that equity and access are central, providing critical, wraparound support to individuals and families facing complex challenges.

Reflecting Younity's belief in lifelong learning as a foundation for wellbeing, this division includes a special assistance school and plans for distance and online learning programs.

Younity Learning Services aims to make education inclusive and accessible to all, reinforcing the organisation's dedication to empowering individuals through learning opportunities tailored to their needs.



where purpose
**IMPACT
VENTURES**
meets impact

With a growing focus on specialised disability services, Younity launched Leap Solutions to deliver NDIS-funded programs. This division translates community expertise into personalised care, empowering individuals with disabilities to live fully within their communities. Leap Solutions also supports Younity's long-term sustainability through a fee-for-service model, which generates a consistent revenue stream.

Impact Ventures emerged in response to funding volatility and is designed to support financial independence through social enterprise. This division houses innovative initiatives such as Bean Seen Kitchen, PUSH! Property Solutions, and The Learning Place, offering valuable community services and employment pathways. These enterprises embody Younity's principle of earning while doing good, allowing the organisation to reinvest profits to sustain core services.

Younity Community Services

Younity Community Services delivers programs that make a real difference to the lives of children, young people, and families across Moreton Bay. We work alongside our communities, not just for them, grounding everything we do in strengths-based practice, genuine relationships, and a commitment to outcomes that last.

LOCAL PATHWAYS TO WORK

Creating meaningful pathways to work and connecting job seekers to opportunities and employers across Moreton Bay



THE GROW PROGRAM

Services, programs, support and events for children aged 0 to 12 and parents, carers and families in Moreton Bay



THRIVE YOUTH SERVICES

Services, programs and events to support vulnerable young people to navigate life's challenges and thrive in their communities



Community Services has three program streams—Local Pathways to Work, The Grow Program, and Thrive Youth Services, each playing a vital role in addressing the unique needs and challenges faced by children, young people, individuals, and families in Moreton Bay. These respected and well established programs are sustained through a mix of local, state, and federal funding and give us the capacity to positively impact the lives of over 1500 clients every year.

At Younity, we believe in a program management approach that embraces collaboration, community engagement, co-design, and cultural inclusivity. Our goal is to deliver services that are not only innovative and creative but also focus on strengthening our communities. We utilise a diverse range of approaches, from outreach service delivery, case management, events-based engagement, creative and arts-based activities, digital technologies and sports and recreation programs. By creating accessible and contemporary environments, we foster positive experiences that resonate with our community.

Passion drives us at Younity, and we are committed to making a real difference through our services and programs. That's why we place a strong emphasis on evidence-based practices. We know that the needs of communities are constantly evolving, and it is our duty to adapt and grow alongside them. By staying agile and responsive, we can deliver timely, relevant interventions that actually make a difference.

Funding sustainability matters to us, and we take it seriously. Our programs are sustained through a mix of local, state, and federal grants, and the Head of Community Services will be expected to understand that environment well – managing compliance, supporting acquittals, contributing to funding applications, and working with the Leadership Team to identify and pursue new opportunities. We want someone who understands that good programs and good stewardship are not in tension.

Position Description

Purpose of the Role

As Head of Community Services at Younity, you will lead our Community Services division with purpose, expertise, and a clear eye on the future. You will drive the operational delivery of our grant-funded program streams across Youth Services, Children and Families, and Pathways to Work, ensuring our programs meet their funding obligations and, more importantly, make a genuine difference to the children, young people, and families we serve across Moreton Bay.

You will bring to this role a deep understanding of the community services funding environment, including its possibilities and its structural vulnerabilities. Younity believes strongly in the responsibility government holds to fund community services, and we pursue that funding with commitment and rigour. We also know that long-term sustainability for our programs, our people, and our communities requires thinking that goes beyond the next grant cycle. You will share that understanding and contribute to how we build a more resilient, innovative, and financially sustainable division over time.

This is a senior leadership role with real scope. You will work alongside Younity's Leadership Team and division heads to align Community Services with our broader organisational strategy, contribute to funding development, and help shape how we deliver for our communities now and into the future. You will build strong relationships across our organisation, our sector, and our community, and you will lead a team of up to 20 with the kind of clarity, care, and confidence that brings out the best in people.

By leading and developing our program teams, you will create a positive work environment that empowers staff and volunteers to contribute their best. Your role will include providing guidance, mentoring, and professional development opportunities to support their growth.

We are looking for an exceptional professional who shares Younity's mission and values, and has the drive to commit to a challenging and rewarding role.

About you

This role is for a senior community services professional who brings both the operational expertise to lead complex, multi-site programs and the strategic mindset to think beyond them.

You understand the community services funding environment from the inside. You know what it takes to deliver grant-funded programs with excellence, meet compliance obligations, and maintain strong funder relationships. You also understand the inherent volatility of that environment and think seriously about what genuine long-term sustainability looks like for programs, people, and communities.

You are a confident, people-centred leader who builds teams that are capable, motivated, and clear on their purpose. You create environments where good thinking is welcomed, where staff are supported to grow, and where the work stays connected to the community it serves.

You bring an entrepreneurial outlook to community services, not as a departure from your values, but as an expression of them. You are excited by the idea of an organisation that earns while it does good, and you want to contribute to building one.

Program Team: Community Services/
Leadership Team

Reporting to: CEO

Employment Type: Full Time

Award Conditions: SCHADS Level 8

Reports: 20

Working from: Deception Bay

Probation Period: 6 months

Key Accountabilities – HEAD OF COMMUNITY SERVICES

<p>Program Management</p>	<ul style="list-style-type: none"> • Develop and implement comprehensive program plans in alignment with the programs aims and objectives. • Oversee program implementation, track progress, and ensure the achievement of program goals and objectives. • Establish and maintain strong relationships with stakeholders, including funders, partners, volunteers, and community members. • Communicate program updates, successes, and challenges to stakeholders through various channels. • Ensure compliance with funding guidelines, regulations, and reporting obligations. • Identify areas for program improvement and implement best practices to enhance program effectiveness and efficiency.
<p>Strategic Oversight</p>	<ul style="list-style-type: none"> • Contribute to Younity's strategic planning process with informed, grounded insights about the community services environment, its opportunities, and its funding vulnerabilities. • Stay across emerging trends, policy shifts, and funding developments in the community services sector, and bring that intelligence to leadership conversations. • Actively identify and pursue funding opportunities across grants, partnerships, and sponsorships, with a view to strengthening the diversity and resilience of Community Services funding over time. • Contribute to Younity's broader thinking about how community services can be delivered and sustained in new ways, including through enterprise models, digital technologies, and innovative partnerships. • Participate in internal and external networks, committees, and sector forums to build Younity's profile and deepen organisational knowledge. • Collaborate with the Leadership Team and division heads to ensure Community Services strategy is aligned with and contributing to Younity's organisational direction.
<p>Reporting</p>	<ul style="list-style-type: none"> • Develop and implement program monitoring and evaluation frameworks to assess program effectiveness and impact. • Collect and analyse data on program outcomes and performance indicators. • Generate reports and presentations to communicate evaluation findings and make recommendations for program improvements. • Utilise evaluation results to inform program adjustments, resource allocation, and strategic decision-making. • Ensure compliance with evaluation requirements from funders and regulatory bodies.
<p>Financial Management</p>	<ul style="list-style-type: none"> • Manage the Community Services division budget with rigour, monitoring expenditure against approved allocations and forecasting across all program streams. • Ensure timely and accurate grant acquittals and financial reporting in collaboration with the CFO and Leadership Team. • Contribute to budget planning cycles, identify financial sustainability risks early, and bring solutions as well as problems to leadership conversations. • Build program managers' confidence, ownership, and accountability for their individual budgets. • Actively consider the long term financial sustainability of program delivery and contribute to diversification strategies that reduce reliance on any single funding source.

Key Accountabilities – All Management Roles

<p>Model the Younity Way and Culture</p>	<ul style="list-style-type: none"> • Lead the embedding of the Younity Way and desired culture through role modelling behaviour that consistently reinforces the Younity Way. • Apply the principles of the Younity Way in all decision-making, work and process design and delivery of work outcomes. • Embed the values and the development of evidence-based decision-making processes, working collaboratively to develop consistent change, improvement, and evaluation methodologies. Provide a safe and respectful workplace.
<p>Build the Younity Profile</p>	<ul style="list-style-type: none"> • Contribute to the development of Younity's profile through building positive relationships with networks, government departments, agencies, and external service providers. • Develop relationships with peers in the sector to inform business improvement and facilitate learning.
<p>Lead and Develop our People</p>	<ul style="list-style-type: none"> • Implement people strategies to enable optimum performance from the team, driving a learning culture. • Assess and develop the teams' professional capability and capacity to ensure continued delivery and improvement of service outcomes. • Hold team members accountable; provide coaching, feedback and direction for improvement and development. • Ensure workplaces are safe and respectful and behaviour is aligned to the Younity Way.
<p>Drive Improvement and Operational Efficiency</p>	<ul style="list-style-type: none"> • Prioritise and implement continuous improvement initiatives to improve customer and client outcomes through the program. • Identify and inform improvement opportunities by using evidence-based research, team performance analysis, and client/customer feedback to identify process, productivity, and efficiency opportunities. • Engage and empower teams to initiate and implement improvement.
<p>Collaborate with customers and stakeholders</p>	<ul style="list-style-type: none"> • Build operational partnerships with customers, government departments, agencies, and service providers to enable strong working relationships and facilitate issue resolution. • Manage and engage internal and external partners (including First Nations agencies) to inform the change program and influence better outcomes for the programs, clients, and teams. • Drive cultural awareness and competency. • Maintain effective communication with the customer and stakeholders to ensure positive and professional processes are in place.
<p>Deliver quality, compliance, and a safe workplace</p>	<ul style="list-style-type: none"> • Drive program, team, and individual accountability for adherence to the principles, policies, and processes inherent in internal and external quality, safety, and governance framework. • With support from the Leadership Team, implement relevant quality systems and processes to facilitate continuous improvement, compliance, and alignment with Younity processes. • Ensure all work processes are underpinned by a robust and contemporary governance framework. • Drive the provision of a safe, respectful, and inclusive workplace.

Key Selection Criteria

Qualifications and Progressive Experience	<ul style="list-style-type: none">• Bachelor's degree in nonprofit management, business administration, social sciences, education or related discipline• Post graduate qualification would be highly regarded• Significant relevant organisational leadership experience• Demonstrated experience in community services, child protection, family services, education and training, or employability sector• Experience managing operations of multiple programs• Direct involvement working with organisation wide strategy• Directing and contributing to policy, processes and system reviews and improvement• Involvement in delivery of evidence-based programs or models of intervention• Direct involvement in implementing innovative programs is desirable
Knowledge	<ul style="list-style-type: none">• Sound understanding of the community services funding environment, including grant funding processes, acquittal requirements, and the structural vulnerabilities of grant dependency• Familiarity with program budgeting, financial management, and reporting in a multi-funded environment• Knowledge of program evaluation methodologies and how to use evidence to drive improvement and make the case for continued investment• Understanding of social enterprise, alternative funding models, and how not-for-profits are building financial independence alongside their funded work• Knowledge of community needs assessment, co-design, and strengths-based approaches to service delivery• Understanding of relevant legal, regulatory, and compliance requirements governing not-for-profit organisations and community service delivery
Qualities & Attributes	<ul style="list-style-type: none">• Leads with integrity and holds themselves to the same standards they hold their team• Thinks strategically and acts decisively, comfortable holding the big picture and the operational detail at the same time• Entrepreneurial outlook, genuinely excited by the challenge of building sustainable community services in a complex funding environment• Builds trust quickly with diverse stakeholders, from frontline workers to funders to board level• Emotionally intelligent, self-aware, and genuinely invested in the growth of the people they lead• Resilient and adaptable, able to maintain performance and perspective when circumstances change• Collaborative by nature, understanding that the best outcomes at Yunity come from the whole organisation working together

Note: This job description provides a general overview of the responsibilities and qualifications for the Head of Community Services. It is intended to be flexible and may be adjusted based on the specific needs and priorities of the organisation or program.

Application Process

Please note: We are aiming to fill this position quickly and will be reviewing applications as they are received. We encourage you to submit your application as soon as possible to avoid missing out.

Submissions must be made through our online application portal at www.younity.org.au/about/work-with-us/current-vacancies

Please submit:

- Your current resume, including contact details for two referees who will be contacted prior to appointment
- A cover letter of no more than two pages addressing the position Key Selection Criteria on page 13.

Younity Community Services is a Child Safe environment in which there is zero tolerance for child abuse. It is a condition of employment that all employees comply with all relevant policies and procedures, including Child Safe policies.

Younity conducts reference checks and requires satisfactory completion of a relevant Police Checks and Working with Children Check prior to appointment.

Have a Query?

For a confidential conversation, please contact Janine Botfield, CEO at janine@younity.org.au
m: +61 0411 214 052



Younity

Supporting choices
Enriching lives

We exist to support our communities to
be healthy, happy and to thrive



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