

Position Description

Position Title	Service & Practice Lead
Job ID	
Reports to	Senior Manager
Direct reports	May include, but are not limited to, Team Leaders and frontline service delivery roles
Program/ service	Specialist Mental Health
Directorate	Services
Primary location	Work Arrangement Onsite
Award & classification	SCHADS Award – Social and Community Services Employee Level 6
Designated role?	No
Last reviewed	Jul 2026

About Wellways

For close to 50 years, Wellways has worked with people, families, friends and carers to create an inclusive community where everyone can imagine and achieve their hopes and potential.

Founded by families advocating for better mental health support, lived and living experience remains at the heart of everything we do. Today, Wellways is one of Australia's leading mental health, wellbeing, carer and disability services organisations, supporting people of all ages experiencing mental health challenges or barriers to their physical, social and emotional wellbeing.

We work alongside people in their recovery journey, recognising that every person is the expert in their own life. Our approach focuses on strengths, aspirations and opportunities for connection, supporting people to build the life they want and participate fully in their community.

Our teams bring together lived and living experience, peer support, psychosocial and clinical expertise. We value each perspective equally, recognising that meaningful support is created when different forms of knowledge and experience work together with the person at the centre.

Beyond delivering services, we work to strengthen communities and drive positive change through advocacy, partnerships and system reform. Guided by our values of honesty, acceptance, fairness, commitment and participation, we connect people, strengthen families and transform communities. To learn more, visit www.wellways.org.

About Program/ Service

Wellways' Specialist Mental Health services provide a diverse range of community-based supports for people experiencing mental health and wellbeing challenges. The service stream includes integrated

community mental health services, psychosocial support, residential recovery, peer support, outreach, suicide prevention and support services delivered across metropolitan, regional and rural communities.

Services operate under a range of funding models and partnership arrangements and are delivered through multidisciplinary teams to respond to the diverse needs of local communities.

About the Role

The Service Lead is responsible for leading the performance and effective operation of an allocated service, program or work area, ensuring safe, effective and participant-centred service delivery in accordance with organisational, contractual and legislative requirements.

The role provides operational leadership, workforce supervision, with accountability for achieving service outcomes, in line with organisational priorities and quality standards.

Working closely with the team and local stakeholders, the Service Lead supports a positive team culture, consistent service delivery and continuous improvement.

This role is primarily based across office sites, with regular physical presence across allocated service locations an inherent requirement of the role to provide accessible leadership and support to employees, build and maintain strong relationships with local stakeholders, and oversee service delivery. Travel between service locations is required, with the frequency of attendance determined by service needs, geographic spread and operational requirements. Some flexibility in work location may be available where operational needs allow, at the discretion of the people leader.

Occasional work outside normal business hours may be required to respond to urgent service matters or attend relevant community events.

Participation in an after-hours on-call roster may be required to support the operational requirements of the service, as well as attendance at relevant community events outside normal business hours.

Scope

Region	XX
Service Portfolio	XX
Direct Reports	XX
Approximate FTE	XX
Note: The services and programs within the role's portfolio may change over time as services are established, transitioned, recommissioned or cease, and in response to changing organisational and funding requirements.	

Key Responsibilities

Role-specific Responsibilities:

Service Delivery & Operational Leadership

- Lead the delivery of allocated services to ensure safe, high-quality and participant-centred outcomes. Implement relevant organisational priorities and local initiatives within allocated services.
- Monitor service performance against agreed outcomes and identify and implement improvements where required. Undertake reporting as outlined by funder and organisational requirements
- Ensure participant needs, feedback and lived experience inform service delivery.
- Identify and resolve service-level operational issues, adapting established approaches where appropriate and escalating complex or unusual matters as required. Promote consistency in service delivery, practice standards and participant experience.

Stakeholder & Community Partnerships

- Build and maintain effective working relationships with local partners, community organisations and service providers.
- Represent Wellways professionally within the local service system, including consultation and negotiation with stakeholders within delegated authority.
- Support collaborative approaches that improve participant pathways and service integration.
- Identify and pursue local opportunities to strengthen partnerships and improve community outcomes.
- Support effective collaboration with internal teams
- Support teams to embed partnership, participant voice, choice and self-determination with participants, families and carers across allocated sites.
- Promote shared decision-making and the integration of lived and living experience knowledge to inform service delivery and improvement.

Financial Stewardship

- Develop and manage service budgets within approved financial parameters, including forecasting, monitoring expenditure and identifying and responding to budget variances.
- Manage service resources to support effective and sustainable service delivery within approved budget parameters.
- Manage the service budget and expenditure within delegated authority to support effective financial performance.
- Ensure staffing and operational resources are allocated effectively.
- Identify and respond to financial risks or pressures within delegated authority escalating where required.
- Promote efficient and responsible use of organisational resources.
- Ensure facilities and fleet are appropriately managed and maintenance requirements are addressed across allocated sites.

Governance, Quality & Risk

- Ensure service delivery meets relevant contractual, legislative and organisational requirements.
- Ensure service-level risks are identified, assessed, managed and escalated as appropriate.
- Respond to incidents and complaints in accordance with organisational processes.
- Monitor compliance and maintain audit readiness.
- Ensure the team practises in a recovery-oriented, trauma-informed, strengths-based and evidence-informed way that is culturally safe, responsive and inclusive.
- Engage in reflective practice, through critical reflection, supervision and Communities of Practice, to strengthen self-awareness and practice, and support teams to do the same, fostering a culture of continuous learning and accountability.
- Support Wellways-wide service innovation and quality initiatives relevant to your service.

People Leadership Responsibilities:

In addition to the role-specific responsibilities, this role is expected to fulfil the following People Leadership Responsibilities as a Wellways People Leader.

Purpose and direction	- Cultivate a shared sense of purpose, grounded in the support provided walking alongside participants and communities, so teams are guided by that purpose and understand how their work contributes to Wellways' vision and organisational priorities. - Set clear direction, priorities and expectations, planning ahead to position teams and services to achieve organisational objectives. - Implement and support change within the service, program or work area, enabling people to understand and embed new ways of working.
Culture and belonging	- Foster a safe, inclusive and connected work environment where people feel they belong and can bring their whole selves to work, working collaboratively with other leaders to strengthen culture across Wellways. - Foster a culture where the unique contribution of every discipline and role is recognised and valued in delivering high-quality, participant-centred support. - Create an environment where people feel empowered to contribute ideas, solve problems and drive continuous improvement. - Build and sustain a positive leadership culture that embodies Wellways' values through visible leadership and role modelling. - Champion open, transparent and two-way communication that builds trust, provides clarity and gives people confidence in organisational decisions and direction. - Recognise and celebrate team achievements and individual contributions.
Performance, Development and Support	- Provide line management across the employee lifecycle — recruitment, onboarding, performance, development and recognition — to support a positive employee experience. - Plan and allocate people and resources to meet service needs and organisational priorities, and lead workforce planning. - Provide effective supervision, coaching and mentoring to direct reports, strengthening capability, reflective practice, performance and decision-making. - Ensure people have access to discipline-specific supervision (such as clinical or lived experience supervision) where relevant. - Build workforce capability by identifying development needs and supporting people to engage in learning, professional development and continuous improvement.

	- Drive performance toward agreed goals and outcomes, addressing underperformance, attendance and conduct concerns constructively, fairly and in accordance with Wellways policies and procedures. - Manage employee matters within delegated authority, providing guidance and coaching to Team Leaders where relevant, partnering with People & Culture or escalating matters as required. - Respond to employee concerns and workplace issues in an impartial, timely and appropriate manner, ensuring matters are managed in accordance with Wellways policies and procedures, and escalating as required.
Health, safety and wellbeing	- Foster leadership practices that prioritise the physical and psychological health, safety and wellbeing of employees. - Apply and promote a trauma-informed approach to people leadership to foster psychological safety and trust. - Ensure employees are aware of and can access wellbeing supports and safe pathways to raise concerns.
Inclusion, cultural safety and lived experience	- Foster inclusive workplaces where diversity is valued and respected, strengthening inclusion. - Embed lived experience in leadership, decision-making, service planning and continuous improvement. - Champion culturally safe leadership and support Wellways' Reconciliation commitments through leadership practice and decision-making.

General Responsibilities:

The following responsibilities apply to all Wellways employees.

Conduct and compliance	- Act in accordance with the Wellways Code of Conduct (Working Together) and all relevant organisational policies and procedures.
Work health, safety and risk	- Take reasonable care for the health and safety of yourself and others, and report incidents, hazards and near misses promptly in accordance with Wellways Work Health and Safety policies and procedures. - Identify and manage risks within the scope of the role, escalating them where required, in accordance with Wellways policies and procedures, to support safe and effective service delivery.
Child safety	- Uphold the safety, rights and wellbeing of all children, promote a culture of child safety with zero tolerance for abuse and neglect, and follow Wellways' child safety reporting requirements and obligations.
Privacy and confidentiality	- Maintain the privacy and confidentiality of personal and health information and manage records in line with Wellways policies.
Inclusion and cultural safety	- Contribute to a safe, respectful and inclusive workplace, free from discrimination, bullying, sexual harassment and victimisation, and speak up about poor behaviour or concerns. - Work in a culturally safe and responsive way with Aboriginal and Torres Strait Islander People and people from diverse backgrounds.
Lived experience	- Support Wellways' commitment to the meaningful inclusion of lived experience by incorporating lived experience perspectives into work and decision-making, where appropriate to the role.
Quality and improvement	- Contribute to continuous quality improvement, including participation in reviews, audits and service development. - Seek and act on complaints and feedback to improve services.

Working with others	- Work collaboratively with colleagues to achieve shared organisational outcomes, contributing to a positive, inclusive and high performing culture. - Build and maintain effective, respectful professional relationships with internal and external stakeholders relevant to the role.
Professional development	- Engage actively in supervision, professional development and learning. - Complete all mandatory and role-related training, including refreshers, within required timeframes.
Other duties	- Manage and plan own work to meet individual goals and outcomes. - Undertake other reasonable duties as directed.

Key Selection Criteria

Qualifications, Experience and Skills

Essential:

- Tertiary qualification in health, human services, social sciences or a related discipline, or an equivalent combination of qualifications and experience.
- Demonstrated experience leading community, health or human services.
- Experience leading teams and supporting workforce capability.
- Demonstrated ability to manage performance, resolve operational issues and achieve outcomes within a service, program or work area.
- Demonstrated experience building collaborative relationships and engaging effectively with community partners and stakeholders.
- Highly developed communication, organisation and problem-solving skills.
- Demonstrated commitment to participant-centred, recovery-oriented and trauma-informed practice.
- Willingness to travel regularly between allocated service locations as required.

Desirable

- Understanding of health and community services across the designated service area / type
- Experience monitoring operational budgets and performance.
- Experience working across & leading geographically dispersed teams.
- Lived or living experience of mental health, disability or caring.

Compliance Checks

This role requires the following to be maintained throughout employment in accordance with Wellways' Workplace Compliance Screening Policy and Procedure:

- Right to work in Australia
- 100 points of ID
- Valid Driver Licence
- Satisfactory National Police Record Check
- International Police Check (if applicable)
- Current Working with Children Check
- Current NDIS Worker Screening Check

- NDIS Worker Orientation Module Certificate – Quality Safety and You

Our Commitments

Wellways is committed to reconciliation and acknowledges Aboriginal and Torres Strait Islander People as the Traditional Owners and Custodians of the land on which we live, work and play. We pay respect to their Elders past and present.

We are [committed to child safety](#), inclusive communities, workplaces, policies and services for people of all backgrounds and lived experiences, genders, sexualities, cultures, bodies and abilities.

Wellways is committed to prioritising the health and safety of employees and ensuring that all work is carried out in a safe and responsible manner. We will take all reasonably practicable measures to identify, eliminate or minimise risks to health and safety, including psychosocial risks, in our workplaces. Beyond minimising harm, we are committed to fostering a positive environment where people feel supported and able to thrive. Our commitment extends to protecting the wellbeing of all people in our workplaces, including service users, their families and the wider community.

Position Description Statement

This position description outlines the purpose, scope and key responsibilities of the role. It may be updated from time to time to reflect organisational changes. Where changes to this position description materially affect the role, Wellways will consult with the employee in accordance with applicable legislation and organisational policies.

By signing your employment agreement, you acknowledge that you have read and understood this position description.

Role Scope Schedule

Position Title	Service & Practice Lead, Housing
Last reviewed	Sep 2026

Purpose

This Role Scope Schedule should be read in conjunction with the Service & Practice Lead Position Description. It outlines the specific services, locations, contracts, reporting relationships and key stakeholder responsibilities allocated to this position. These responsibilities may change over time in response to organisational requirements without altering the overarching leadership expectations contained within the Position Description.

Specifics of this Role

Service / Geographic Responsibility

- Melbourne
- Gippsland
- Geelong
- Shepparton

Primary Service Locations

- Mitcham
- Latrobe Regional Health (Warragul & Traralgon), Peninsula Care Group (Frankston)
- Alfred Care Group (St Kilda)
- St Vincents
- Shepparton
- Geelong
- Also manage a carpark

Service Portfolio

- Doorway
- Assertive Outreach
- Mental Health and Homelessness Services
- Practice Leadership
- Delivery of Housing First Training

Direct Reports

- Doorway Team Leader/ Practitioner
- Assertive Outreach Senior

- HOMHS Team member
- MH Pathways Team Member

Approximate leadership span:

- 4 direct reports

Contracts / Funding Responsibilities

- Homes Victoria
- Department of Families Fairness and Housing

Key External Relationships

- Relevant funders and contract partners
- Local health services
- Service delivery partners
- Referral and community service partners
- Other key stakeholders specific to the service

Travel Expectations

- Regular travel throughout the allocated geographic area with regular visits to each site as required.
- Visible leadership across all service locations.

Special Requirements

- Participation in regional on-call arrangements (if applicable)
- Attendance at community events which may occur outside business hours.
- Service mobilisation activities

Role Complexity Profile

Measure	Details
Services/Programs	2
Offices	6
Funding Bodies / Contracts	4
Direct Reports	4
Key Complexity Factors	• Dual reporting into services and corporate supports • Alignment of practice and advocacy • Complex partnership management and work context