



Position Description

OPERATIONS MANAGER – Family Preservation

Western Sydney Nepean Blue Mountains (WSNBM)

**Wesley Community and Family Care
January 2023**

Agreement

Signed – Manager

Signed – Employee

Date

Date

Do all the good you can
because every life matters



OPERATIONS MANAGER – Family Preservation

1. Overview of Wesley Mission

Wesley Mission is a Christian organisation that has been caring for people for over 200 years, continuing the work of Jesus Christ in Word and deed.

Our Vision

“Do all the good you can, by all the means you can, in all the ways you can, in all the places you can, at all the times you can, to all the people you can, as long as ever you can”.

Our Mission

Continuing the work of Jesus Christ in Word and deed.

Our Values

Out of Christian love and compassion we are driven by:

- Christlike servanthood
- Unfailing integrity, and
- Courageous commitment.

The organisational plan is based on five key result areas, namely:

- our clients
- our people
- our stakeholders
- our systems
- our financials.

Our position descriptions and performance plans are aligned with these five key result areas.

2. Overview of Wesley Community and Family Care

Wesley Community and Family Care is made up of numerous teams that support the communities and the people in need. The various teams build resilience and strengthen capacity in the local communities where we work. Providing support to people using trauma-informed person-centred approaches in a holistic manner. We will actively seek to “Do All The Good We Can, By All The Means We Can, In All The Ways We Can, ...” for the whole of community. We are committed to local communities, the traditional owners, the new arrivals, the local people and Wesley Mission’s meaningful presence within the local space. We are committed to finding ways to support and address the local un-met need. We will identify and respond to hidden and emerging needs in our local communities

The specific service areas and contracts are we work are:

- | | |
|--|--|
| • Family Preservation | • Financial and Gambling Services |
| • Family Centres | • Emergency Relief |
| • Early Intervention and Prevention Programs | • Specialist Homelessness Services |
| • Families NSW | • Targeted Early Intervention (Youth and Families) |



- Youth Health
- Young Healthy Minds
- Assistance with Care and Housing
- ParentsNext
- Escaping Violence Payments

Overview of Family Preservation

The aim of Family Preservation is to enable children and young people to remain living safely at home wherever possible and prevent an unnecessary out-of-home-care placement. The program focuses on improving family functioning and enable families to access appropriate social and practical support for children and young people aged 0-17 years of age.

The program is in alignment with the “Premier’s Priorities” to decrease the proportion of children and young people re-reported at risk of significant harm by 20% by 2023.

Priority access for new families is:

- Child at Risk of Significant Harm (ROSH)
- Families with children under 5 years old
- Families
- Young pregnant people in Out of Home Care (OOHC)
- Young parents in OOHC or leaving OOHC
- Newly arrived refugee families
- Unaccompanied children in specialist housing services
- Existing Clients from the Department of Communities & Justice (DCJ) referral pathway transferring to a new area.

Eligibility for families will be guided by:

- Domestic and Family violence
- Drug and Alcohol misuse
- Mental health concerns
- A significant learning difficulty or disability
- Inadequate parenting skills or supervision
- Limited family, social or community supports
- Support families where restoration is occurring
- Limited school attendance
- A health condition requiring ongoing treatment.

Overview of role

The Operations Manager, Family Preservation has the delegated authority to manage and oversee operational control of the Family Preservation contract to ensure that the contracts are renewed into the new funding cycle and ensure that all associated activities are in line with contracted requirements; Wesley Mission’s business plan’s strategic directions and within Wesley Mission’s Risk Management framework while ensuring sound business practice including, but not limited to; Continuous Improvement Principles; Work Health and Safety; and Child Safety principles.

This role is the Wesley Mission’s representative for Family Preservation and an advocate voice for Wesley Mission’s Family Preservation program and staff across Wesley Mission; to key staff of Department Communities and Justice associated with the Family Preservation contract; to the wider sector; and with key community stakeholders, service partners and referrals.



3. Relationships

Reports to:	Executive Manager, Community and Family Care
Works with:	Key Staff from Community and Family Care Key Staff across all of Wesley Mission Government stakeholders such as Key staff of Department of Social Services
Direct reports:	Senior Family Preservation Manager Administration staff Key Family Preservation Staff

4. Major role responsibilities

4.1 Our Clients

- ensure Family Preservations provide quality services that can do “*All the good we can*” in “*all the ways that we can*” and provide enhanced quality outcomes that are measurable
- to ensure that we have high performing, professional teams working with children and young people at risk of significant harm through the ‘Foundations for Change’ framework
- to ensure SafeCare is incorporated into the Business As Usual (‘BAU’) when supporting families
- to ensure that our services and activities will be professional and focused on resolving concerns for children’s safety, welfare and wellbeing, and strengthening the family unit in the community
- to ensure that appropriate evidenced based tools are used to inform, measure and quantify work with families and their children
- ensure that all activities where families and their children are operated within Wesley Mission’s Risk Management framework
- to uphold the practice principles of the Family Preservation programs, which promote, facilitate and support:
 - healthy development in children and young people
 - strong, functional and well-supported families
 - enhanced community capacity by strengthening and supporting families
 - to decrease the proportion of children and young people re-reported at risk of significant harm
- ensure that all internal and external client systems, data collection and mandatory reporting is performed effectively, efficiently and within the timeframes required
- ensure that all client facing systems, practice and processes are reviewed and updated through various continuous improvement mechanisms are relevant to the needs of people we serve
- ensure that there are multiple and easy ways for client input and feedback (which is appropriate for adults and children) and that all feedback is appropriately recorded, processed, responded to, resolved (if required) and directly informing all continuous improvement activities

4.1.1 Performance Measures

- 100% of Family Preservation client contract KPI’s met



- Family Preservation is re-contracted at similar or greater levels at the next re-contract cycle
- Family Preservation client data demonstrate effective service provisions and improved client well-being
- demonstrable engagement with the wider Wesley Mission services to support appropriate families
- client advisory groups and processes continue
- participation in 'Voice of the Child' survey project

5.1 Our people

- lead and manage the Family Preservation programs and staff which include multidisciplinary support teams and direct service teams across multiple sites in Sydney Metro-West
- ensure the support of staff and their professional growth and development within the Family Preservation programs
- build a creative, professional and positive workplace culture that focuses on the provision of high-quality services to children and families
- ensure that there is sound plans and processes for the recruiting, orienting, developing and retaining staff within the Family Preservation programs
- ensure that all staff are supported and their wellness is a priority, with a reduced risk to psychological injury claims
- ensure that all specialist training, including SafeCare, is delivered and completed
- ensure that all accreditation is appropriately updated and maintained
- ensure that there is appropriate systems and processes for the delivery of timely and appropriate support and supervision and an annual performance review process for all staff
- ensure that there is the appropriate level of professional supervision for all relevant staff, practice leader and managers
- educate, inform and guide managers to deliver a joined up Wesley Mission approach to all activities and campaigns
- ensure all manager are appropriately trained in key Wesley Mission systems to assist them with their management of their own individual areas, such as with TM1 and BI
- ensure that there is multiple ways for staff to have input and provide feedback to management
- ensure that all complaints, misconduct, grievances are acted on promptly and appropriately in a professional manner within the required timeframes
- develop and implement strategy for identifying and creating leaders of excellence
- create a team culture of inspiration and passion towards Wesley Mission and its vision by providing opportunities for personal and professional growth
- ensure all Human Resource (HR) policies and procedures are understood and adhered to, and seek consultation with the HR department as required
- ensure there is the optimal participation in the staff GALLUP survey, and that an action plan is form to address concerns arising from the results
- identify and recommend opportunities to increase staff satisfaction
- conduct feedback sessions to ensure team satisfaction and continuous improvement.



5.1.1 Performance Measures

- 80% staff retention rate
- Reduced (or no) Workcover Psychological Injury Claims
- 1:1 annual leave/ sick leave
- leaders of excellence strategy established
- improved results from GALLUP Survey findings

.2 Our operations

- work with the relevant Executive Manager, Community and Family Care, key staff from Family and Community Services and key staff from Wesley Mission to develop and shape Family Preservation as we head into the new contracting process
- ensure that continuous development and evaluation of the Family Preservation programs
- ensure fidelity to professional standards or practice, establish a manual, policies and procedures, identified and agreed professional practice principles and specialist training
- provide accurate and timely (internal and external) reports and to expectations
- ensure that all quality and compliance audits are conducted and all associated actions are completed within the required timeframe
- ensure all community partners are compliant with their individual contracted requirements
- ensure a process of review and update all relevant manuals, policies and procedures
- review all relevant data as part of the continuous improvement process to shape and inform program design and development
- ensure all staff and partners are capturing and recording all program and client data within the appropriate systems and within the required timeframes
- ensure the reputation and integrity of Wesley Mission is maintained at all times
- pro-active engagement in relevant sector/regional/funding changes
- provide input and influence the relevant communities in which we operate
- ensure Program Managers are leading their teams to become part of the fabric of their local communities
- ensure Program Managers are working with other Wesley services to support the local communities

6.1.1 Performance Measures

- 100% compliant with all funding contracts
- 100% actions plans closed out within allotted timeframe

7.1 Our financials

- ensure sound financial management and stewardship within the approved budget



- work with key staff from Wesley Mission's finance team to ensure that all financial data is accurate and reflective of the practice of the individual programs
- ensure that all services are responsible stewards of Wesley Mission resources
- ensure Family Preservation year end result is better than budget
- maintain TM1, HR and organisational structure charts accurately

7.1.1 Performance Measures

- better than budget year end result achieved
- PeopleSoft and TM1 data is 100% accurate
- TM1, HR and organisation structure charts accurately maintained

8.1 Professional responsibilities

- Other activities to support the delivery of the Wesley Community and Family Care and Wesley Mission Strategic Plan, as requested by your manager
- As an employee, be responsible under the Work Health & Safety Act for the health and safety of all persons they come into contact with, during employment
- All hazards and injuries must be reported through the normal process as set out in Wesley Mission's Work Health, Safety and Rehabilitation Quality Management System and site procedures
- Participate in the review and maintenance of industry specific and internal audit processes, as per Wesley Mission's standard policy and procedures
- In relation to Wesley Mission and the Uniting Church in Australia, attend such functions, meetings, seminars, training courses as directed by your supervisor
- In relation to Wesley Mission attend worship services as encouraged by your supervisor
- Participate on a quarterly basis in Wesley Mission's Employee contribution and development process
- Take responsibility for personal career development and training
- Participate in Wesley Mission's Orientation program, so as to gain an understanding of, and promote, the application of the EEO, Affirmative Action, Privacy Act, Work Health & Safety Act and other relevant legislation
- Administer Wesley Mission's philosophy of care and other relevant policy documents as appropriate
- Demonstrate responsible stewardship of all resources, and willingness to report impropriety in keeping with the values of Wesley Mission
- Ensure the reputation and integrity of Wesley Mission is maintained at all times
- Maintain confidentiality



5. Selection criteria

To be successful in this position, candidates must possess the following:

Essential criteria

- willingness to affirm Wesley Mission's vision, mission and values and enthusiastically advocate our Word and Deed ministry
- degree (or above) qualification in social services, counselling, management or related field
- relevant post-graduate qualifications
- additional on-the-job certificate and training in a related fields including management qualifications
- Excellent child protection experience and supporting complex families, and the ability to support other staff in this space
- minimum 5 years management experience in a related field
- excellent experience in managing complex teams and staffing arrangements
- experience in setting and working to large and complex budgets
- good experience with financial reporting
- detailed knowledge and experience working in the NSW child protections system
- experience working with Department of Communities and Justice contracts
- experience in working within an evidence based framework and ensure teams work with fidelity to the within evidence based framework
- experience in managing multi-disciplinary teams and the individual professional development requirements
- ability to manage people who work with vicarious trauma
- ability to maintain confidentiality at all times
- to hold a current NSW drivers licence and the ability to adhere to Wesley Mission's motor vehicle policy
- ability to work within Microsoft Office environment

Desirable criteria

- understanding of Western Sydney and the Nepean Blue Mountains regions and their communities
- experience in working within the SafeCare framework
- experience in working within a clearly established practice framework
- prior engagement within sector



Vision, Values & Behaviours for Family Preservation

(This is to be read in conjunction with the Wesley Mission Code of Conduct)

Vision: To be the best we can be in a harmonious workplace.

Values:

- **Relatedness:** People relating to each other as colleagues and co-workers; supporting each other and helping to get the job done. It is a measure of how well staff at all levels get on and relate to each other.
- **Autonomy:** Employees participating in decisions that affect the day-to-day business of the workplace and where possible, allow the employee to determine how they tackle the daily demands of their role.
- **Competence:** Staff being trained in their role to a high standard and given opportunities to improve, be it through training, mentoring or peer collaboration.

Behaviours Not Tolerated:

- **Harassment:** Offensive jokes or gestures based on race, religion, gender, or sexuality; mimicking someone's accent; displaying offensive material; unwelcome remarks or insinuations about a person's appearance or private life are all unacceptable.
- **Bullying:** Repeated unreasonable behaviour causing a risk to the health and safety of a worker. This includes, however, not limited to; insulting or offensive language, spreading misinformation or malicious rumours, offensive practical jokes that aim to mock or ridicule, or unreasonable exclusion from workplace activities.
- **Lateral Violence:** Name calling; bickering; fault finding; criticism; intimidation; malicious gossip; shouting; blaming; put downs; raised eyebrows; exclusion; whining; or making faces behind someone is back, are all unacceptable.

Behaviours We Expect:

- Behave with honesty, integrity, and transparency.
- Punctuality (be on time for work) - start work on time & return from allocated breaks on time.
- Do not leave early unless authorised.
- Look after the cars and other Wesley Mission property.
- Avoid participating in any form of gossip.
- Acknowledge and accept individual differences.
- Encourage and help each other.
- Work to maintain a harmonious and supportive team environment: smile and say hello, but it is okay to say you are in a bad mood and you need some space and respect.
- Work efficiently: do not distract others by taking too much of their time.
- Treat each other with respect.
- Be wary of cliques or factions forming.
- Clean up after yourself.
- Dress appropriately and professionally.