

Position Description

Program Manager

Wesley Brighter Futures
May 2018

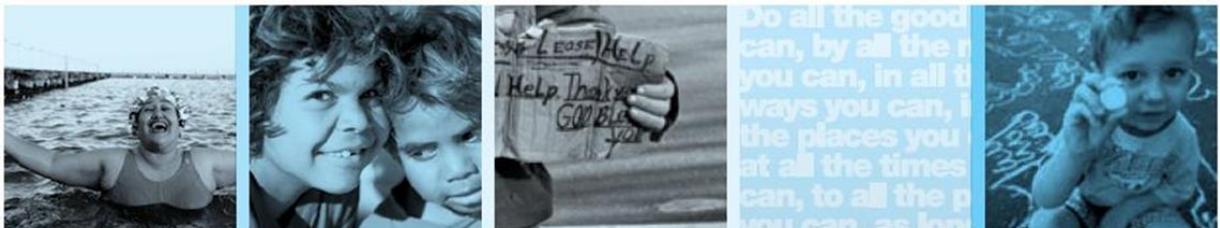
Agreement

Signed – Manager

Signed – Employee

Date

Date





Program Manager

Wesley Brighter Futures

1. Overview of Wesley Mission

Wesley Community Services Limited, a company limited by guarantee pursuant to the Corporations Act 2001, is a Public Benevolent Institution operating as Wesley Mission to deliver services and programs to provide direct relief of poverty, sickness, suffering, distress, adversity, disability, destitution, and helplessness in New South Wales and other parts of Australia as inspired by the work of Jesus Christ in word and deed. Our vision is to:

“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”.

Out of Christian love and compassion we are driven by Christlike servant hood, unfailing integrity and courageous commitment.

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

- our clients
- our people
- our operations
- our financials

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

2. Overview of Brighter Futures

Brighter Futures is funded by the NSW Department of Family and Community Services and is delivered across the state by non-government agencies including Wesley Mission. Brighter Futures delivers targeted, early intervention services to vulnerable families with children experiencing difficulties and at risk of entering or escalating within the statutory child protection system. The program provides services to families with at least one child aged under 9 years, or families expecting a child, by providing intervention and support that will achieve long-term benefits for children.

The Wesley Brighter Futures team is responsible for providing a professional culturally appropriate, child centred, family focused, trauma informed and strengths-based program. Brighter Futures’ tailored support services aim to build strong well-functioning families where children can live safe from abuse and neglect and have improved wellbeing outcomes. Tailored services include: case management, casework focused on parent vulnerabilities, structured home visiting, quality children’s services, parenting programs and brokerage funding. The service aims for:

- children to:
 - grow up in a safe, nurturing family environment
 - have enhanced health and education measures of wellbeing
- parents to:



- have the skills to reduce the risk of neglect or abuse of their children
- understand how to foster healthy development and resilience
- know how to access the support networks and the universal services available in the community
- develop the skills to manage vulnerabilities that contribute to risk.
- By applying targeted support, the Brighter Futures program aims to reduce:
 - the overall incidence of child abuse and neglect in the community.

3. Overview of role

The Program Manager role is responsible to:

- lead and be a part of a team providing a professional and collaborative child centred and family focused early intervention service to children and families to prevent issues escalating further which might put them at risk of entering the child protection system,
- encourage the professional growth and development of the Brighter Futures team,
- facilitate the acquisition, implementation and on-going development of the teams conceptual and behavioural skills required to achieve adherence to the Brighter Futures program,
- ensure the delivery of the Brighter Futures program with continuous fidelity,
- manage the program, with a regional approach to uphold the practice principles of the Brighter Futures Program,
- be an active, cooperative member of a multidisciplinary team to ensure best practice in targeted service provision, smooth transitions to integrated services, and to contribute to the ongoing development and evaluation of the Brighter Futures Program,
- develop a collaborative, creative and positive workplace culture with a focus on providing service to children and families,
- to work with and provide administrative support within deadlines to the Brighter Futures Senior Program Manager,
- monitor, support and ensure ROSH reports and responses are conducted according to procedures and best practice,
- support Wesley Mission in providing a total service to the community.

4. Relationships

Reports to: Senior Program Manager

Direct reports: Brighter Futures Team Leaders and Program Administrator

Other key stakeholders: Other Wesley Brighter Futures team members, and with Department of Community Services, Government and Non-Government agencies involved in the provision of services to Brighter Futures families.

5. Major role responsibilities

5.1 Our clients

- Ensure the team work within the Brighter Futures guidelines and practice principles;
 - be child centred, family focused, trauma informed, culturally appropriate, and strengths based,
 - be flexible and reflect that family's needs are not static,



- work as a collaborative practitioner, displaying compassion, curiosity, acceptance, genuineness, predictability, deliberateness, and autonomy-promoting,
- engage families in relevant service delivery components,
- Advocate for vulnerable families and the Brighter Futures program with other relevant community services sector and Government agencies;
- Support and ensure the team in effective practice and quality services delivery to clients,
- Establish & maintain strong relationships with relevant community stakeholders & promote the engagement of these services to provide group work and evidence based parenting programs to Brighter Futures families when necessary and in line with the BF practice framework principles. Ensure client files are maintained accurately and up to date, following Wesley procedures and best practice, including statistical and/ or evaluative information in a timely manner as required,
- Support workers in identifying and responding to child protection concerns for children's safety, and wellbeing, as per the procedures and in consultation with the Program Manager, including:
 - exploring the concerns with the family,
 - making reports to the NSW Department of Family and Community Services in line with mandatory reporting legislation where necessary,
 - developing safety plans, in collaboration with family members to promote child safety,
- Work within the NSW Care and Protection Framework and follow Brighter Futures procedures, actively screening for children at risk of harm and reporting appropriately,
- Liaise and work with staff from referring agencies, and with other Government and Non-Government agencies involved in the provision of Brighter Futures services,
- Liaise with agencies identified 'Prescribed bodies' by the NSW Children and Young Persons Care and Protection Act, 1998 for the purpose of information exchange relating to the care and wellbeing of children involved in the Brighter Futures program,
- Maintain a working understanding of collaborative coaching, trauma informed, strengths-based, and solution focused approaches within the context of child protection concerns and best practice standards in the provision of effective services to children and families,
- Be a strong ambassador for the Wesley Brighter Futures team
- Promote and oversee the adoption of evidence based practice within your teams including SafeCare

5.1.1 Performance Measures

- key relationships are functioning well
- Delivery of parenting programs and group work by relevant stakeholders
- achieve 90% client satisfaction
- achieve targets for SHV delivery
- achieve 'case plan goals achieve' targets
- evidence that MRG screening is used in practice
- File reviews show compliance to procedures and best practice
- Child protection reports are actioned as per the procedure and child protection reports and responses by Brighter Futures demonstrate:
 - Clear identification of the key issues impacting each child's safety, welfare and wellbeing,
 - Provides succinct yet thorough analysis of the key issues and rationale for decisions made, and



- Contains thorough plans to address and/or resolve immediate and longer term safety and risk issues for each child.

5.2 Our people (our team)

- Allocate work and monitor to ensure key program timeframes and quality benchmarks are met, including:
 - chair Week in Focus allocation meeting, making key decisions around priority of access to program and which team will be 'best fit' for referred families
 - monitor and follow up with Team Leaders to ensure timeframes for initial family contact, assessment, review and program involvement are in line with Program Guidelines
- Oversee practice development and contribute to Continuous Improvement processes for the area you manage, including:
 - championing and organising regular Group Supervision sessions
 - contribute to the annual Continuous Improvement process undertaken by each direct service delivery team
 - monitor monthly reports, child protection reports, complaints/ feedback and other information as required to identify and progress any area's for practice growth and development
 - be involved in file reading and other processes designed to grow the quality of program service delivery
- Work closely with the Senior Program Manager and Team Leaders in delivering the Brighter Futures program and ensure services are delivered in keeping with the Service Specifications and the Brighter Futures Service Provision Guidelines,
- Work with Team Leaders to identify needs of families for delivery of internal groups when necessary in consultation with the Leadership group.
- Provide regular supervision to Team Leaders, Program Administration and Group Supervision Facilitators with the purpose of:
 - supporting staff with key assessment analysis and casework decisions,
 - supporting staff in their practice and work with families,
 - line management, training and development etc,
 - supporting staff to identify issues/challenges in their work,
- Work with other Brighter Futures staff in the capacity development and program fidelity, including Senior Program Manager, Practice Specialist, Practice Framework Coach, SafeCare Specialist, SafeCare coach,
- Work with all team members of the Brighter Futures Program, including Volunteers and Administrative Staff,
- Work closely with the Senior Program Manager around the recruitment and selection of new casework staff and program review and development,
- Induction, training, mentoring and competency assessment of new workers,
- Participate and at times lead session/s meetings including; team meetings, team building initiatives, conflict resolution, service review, planning and evaluation meetings,
- Ensure staff participate in ongoing training, staff satisfaction surveys and recognition activities,
- Proactively create and support a team culture of openness, continuous improvement, support and respect across all service areas and provide leadership that is supportive, non-judgemental and reflective of Wesley Mission's values,
- Create a team culture of inspiration and passion for Wesley Mission,
- Promote and ensure adherence to Wesley Mission brand by all members of the team,



- Work with leadership team to develop, implement, maintain and consistently review an evidence informed practice model,
- Ensure all policies and procedures are understood and adhered to, seeking clarity with supervisor as required,
- Come prepared and engage in Supervision on regular basis with your Supervisor,
- Monitor and manage allocation of activities and resources to support delivery of Wesley Brighter Futures Business Plan,
- Ensure all Human Resource (HR) policies and procedures are understood and adhered to, and seek consultation with the HR department as required,
- Set KPI's by department and for individual staff members and document within Employee Contribution and Development Plans,
- On a quarterly basis, conduct and document individual meetings with direct reports and facilitate feedback to ensure employee satisfaction and performance,
- Identify and recommend opportunities to increase team satisfaction,
- Ensure position descriptions for all staff are kept up-to-date and provide staff with clear role expectations, career training and development and career growth opportunities.
- Regularly report to your manager on team issues such as resourcing needs, performance, training/development, disciplinary action, leave, Work, Health & Safety issues etc
- Attend all scheduled meetings and conduct regular meetings with your team.

5.2.1 Performance Measures

- outcomes from continuous improvement, quality audit and file readings demonstrate no major issues and recommendations are implemented
- Program service delivery is with-in 90% of contracted target for service area
- Program performance measures, as per RBA framework, are with-in target range
- successfully achieved induction, orientation and mandatory training
- engaged with new practices, policies and procedures
- regular Supervision sessions records
- key relationships with direct reports are functioning well.

5.3 Our operations

- Work closely with Team Leaders around identified child protection matters to;
 - conduct assessment of core issue/s leading to child being at Risk of Significant Harm
 - (where necessary) report to Child Protection Helpline with-in required timeframe and liaise with local Department of Family and Community Services staff around case direction and any joint work that may result
 - develop appropriate plans to promote resolution of identified issues
 - provide 'Response to Child Protection' reports to Department of Community Services for concerns identified by Department for families in the Brighter Futures program
- Ensure Carelink+ is accurate and up to date
- Deliver reliable and accurate reports on program performance on a monthly, quarterly, annual and ad-hoc basis including;
 - data on program service delivery to inform the Brighter Futures results framework.
 - data and Analysis in terms of specified business plan goals
 - project reporting



- Manage the Work Health and Safety program for the program area and site you are responsible for, including:
 - Home Visiting Risk Assessment and Monitoring procedure
 - Incident Reporting
 - Hazard Log
 - Quarterly Workplace Inspection Program
 - General centre maintenance and cleaning
- Ensure services are delivered in keeping with the latest Brighter Futures Service Specifications and Service Provision Guidelines and Wesley Mission Brighter Futures procedures,
- Be aware of the need for and maintain confidentiality in all aspects of Wesley Mission's work and ensure that confidentiality is adhered to at all times,
- Commit to a continuing process of personal/ professional development and skills acquisition, including participating in annual performance appraisal and development process;
- On a quarterly basis, document your progress using the Employee Contribution & Development template and meet with your manager to discuss,
- Ensure position descriptions for all staff are kept up-to-date and provide staff with clear role expectations, career training and development and career growth opportunities,
- Regularly report to your manager on team issues such as resourcing needs, performance, training/development, disciplinary action, leave, Work, Health & Safety issues etc,
- Ensure the reputation and integrity of Wesley Mission is maintained at all time,
- Be involved in Brighter Futures program promotion with families and the broader community,
- Oversee regular data collection, program evaluation and general administration for the casework team including monthly reporting against program performance measure;
- Maintain a working knowledge of and adhere to, The Children and Young Persons (Care and Protection) Act 1998, the Privacy Act and other relevant legislation
- Contribute to program performance monitoring through reporting systems leading to measurable accountability as required by Family and Community Services,
- Advocate and communicate the Wesley Mission brand and key messaging strategy to stakeholders, ensuring brand compliance and use of correct templates,
- Contribute to reviewing internal systems including policies and procedures to ensure more efficient and effective methods of delivery and to ensure continual improvement,
- Contribute to evaluation and quality improvement of programs,
- As an employee, be responsible under the Work Health & Safety Act for the health and safety of all persons you come into contact with, during employment. Perform WHS tasks as directed by supervisor,
- Embrace new developments and technological innovations relevant to Wesley Mission's work,
- Maintain industry specific standards and standards as per Wesley Mission's quality assurance policies,
- Perform duties according to the Wesley Mission Vision and Values Statement, Human Resource, Work Health Safety and other relevant policy and procedure documents
- As an employee, be responsible under the Work Health & Safety Act for the health and safety of all persons you come into contact with, during employment. Perform WHS tasks as directed by supervisor,



- Exercise any other authority which may be delegated from time to time with due care and professionalism, maintaining an awareness of agency expectations and standards at all times,
- Ensure that risk management principles are exercised; registers are maintained; risk are renewed annually; costs for risk mitigation strategies are included in business plans and budgets, and incidents of high or material risk are reported immediately to the General Manager, Superintendent and Senior Manager responsible for risk,
- Demonstrates an understanding and strict compliance with the protocols, policies and procedures concerning privacy, dignity and confidentiality,
- Demonstrates commitment to Continuous Quality Improvement and the Accreditation Process,
- Participates in the collection of information and data for quality improvement activities as required,
- Practices within the guidelines described in the Code of Conduct and Ethics and other Statutory requirement,
- Promote the grievance procedure to all clients and respond in line with the Wesley Mission Grievance Procedure
- Be an advocate of the Wesley Mission brand, ensuring brand compliance and use of correct templates

5.3.1 Performance Measures

- Child protection reports are actioned as per the procedure and child protection reports and responses by Brighter Futures demonstrate:
 - Clear identification of the key issues impacting each child's safety, welfare and wellbeing
 - Provides succinct yet thorough analysis of the key issues and rationale for decisions made, and
 - Contains thorough plans to address and/or resolve immediate and longer term safety and risk issues for each child.
- identified Work Health safety matters are dealt with and resolved with-in required timeframes
- Key relationships with direct reports and key stakeholders are functioning well
- Outcomes from continuous improvement, quality audit and file readings demonstrate no major issues and recommendations are implemented
- client files are accurate and up to date
- regular reporting requirements are met
- achieved working knowledge of:
 - funding guidelines
 - Wesley Mission employee handbook
 - relevant policy and procedures
- your Team meets performance measures targets

5.4 Our financials

- Approve and monitor program expenditure in line with the program budget - ensuring program services are delivered in line with planned expenditure. Any issues to be flagged with the Senior Program manager ASAP
- Review income & expenditure statements on a monthly basis and advise manager of any concerns or anomalies
- Adhere to established financial policies and procedures relevant to Brighter Futures;



- Encourage staff to implement environmentally positive work practices.
- Support all projects to be delivered to budget and seek opportunities to minimise expense wherever possible,
- Wesley resources are maintained and serviced as required,
- Commitment to retaining current funding through working within funding guidelines and providing a best practice service.

5.4.1 Performance Measures

- Program is delivered in budget
- Wesley resources are well maintained including centres, vehicles and other equipment
- current funding maintained.

6. Professional responsibilities

- As directed by your Manager, other activities to support the delivery of the Wesley Brighter Futures Business Plan and Wesley Mission Strategic Plan;
- 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.

7. Selection criteria

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

Demonstrated behaviours

- Working in collaboration, displaying compassion, curiosity, acceptance, genuineness, predictability, deliberateness, and autonomy-promoting
- Ability to problem solve, be creative, resourceful, strengths based and outcome focused,
- Working knowledge and commitment to Group Supervision and reflective practice



- High level ability to liaise, develop and maintain relationships with professional groups including Community Services and other government and non-government stakeholders,
- Ability to work effectively with Aboriginal and Torres Strait Islander (ATSI) and Culturally and Linguistically Diverse (CALD) organisations and communities,
- Willingness to affirm Wesley Mission's vision, mission and values and enthusiastically advocate our Word and deed ministry
- Ability to engage and inspire a passionate team through clear decision making and the provision of a supportive and collaborative management style
- Demonstrated ability to work unsupervised as well as an effective team player with a positive can-do attitude
- Relates well to a range of people with sound listening and problem solving skills
- Displays emotional maturity and resilience

Essential skills/knowledge

- Tertiary qualification(s) in Psychology, Counselling, Social Work, Social Science or related fields,
- At least 5 years' experience in working with family, that involves the identification and analysis of safety and wellbeing concerns for children
- Proven leadership and management skills including: experience in supervision of staff; ; leading practice reflection, team development and managing a multi disciplinary team, knowledge of change management principles in human service organisations
- Sound understanding of the range of issues faced by vulnerable children and families in child protection and early intervention models of service provision,
- Demonstrated ability to engage families at the point of initial service contact, build relationships of trust and cooperation, problem solve and support planning
- Working knowledge of and commitment to evidence-based practice, trauma informed, child centred and family focused practice, collaborative, strengths based and solution focused practice,
- Commitment to continuous improvement and WH&S Principles,
- Experience in managing internal and external stakeholders to achieve set objectives,
- Proven organisational skills, ability to multi-task, prioritise workloads and meet deadlines and budgets,
- High level self-management and critical analysis skills,
- Thorough attention to detail,
- Demonstrable skills in conflict resolution and change management,
- Experience in managing a team and developing team for superior performance,
- Outstanding written and interpersonal skills, flexible, patient and ability to relate well to a range of individuals
- Experience in managing internal and external stakeholders to achieve set objectives
- Budget management experience
- Proficient computer skills
- Current NSW or National driver's licence.

Desirable skills/knowledge

- Working knowledge of the local child and family support sector for the area which you are applying
- Experience in SafeCare delivery, or other parenting programs
- Experience in managing electronic files and data bases



- An appreciation of the challenges involved in managing a diverse workforce within a not for profit environment.