

POSITION DESCRIPTION

<u>Position Title:</u>	Head of Services and Development
<u>Classification:</u>	Social and Community Services Employee
<u>Employment Status:</u>	Part-Time
<u>Department/Program:</u>	Services and Development
<u>Report to:</u>	Chief Executive Officer
<u>Location:</u>	Level 1, 2-6 Railway parade, Camberwell
<u>Issued:</u>	September 2025

POSITION OBJECTIVE

Reporting directly to the CEO, the Head of Services and Development exists to oversee the key service delivery areas of the organisation; Direct Support, Community Support, Support Coordination, Education and Training and Client Relationships.

The Head of Services and Development will be responsible for shaping the teams that drive the organisation's client facing services to enhance efficiencies and financial growth; improving viability through streamlined processes and improved customer experience.

A high level of financial accountability is attached to this role, including in-depth budget and utilisation management of multiple clients facing service delivery functions, ensuring each department's financial stability and growth in alignment with the organisation's strategic plan.

Development of, and accountability for departments, leadership, CEO and board reporting will be required, along with an ability to critically analyse multiple data sets and recommend key initiatives and improvements.

This position holds responsibility for effective business development across the organisation, working closely with the CEO to build multiple revenue streams and strategic partnerships. The incumbent will develop the IM brand through innovation and expand on the organisation's potential.

SALARY

The classification applicable to the position is in accordance with the Social, Community, Home Care & Disability Services Industry Award 2010.

Our Values

Integrity

“To consistently act on sound moral principles”

We will act with integrity by:

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

Potential

“The inherent ability or capacity for growth”

We will see the potential of all persons by:

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

Individuality

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

We will embrace individuality by:

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

Relationships

“A significant connection existing between people and communities”

We will foster relationships by:

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

KEY RESULT AREA – Business Development & Stakeholders

Key Responsibilities	Duties
Work with the CEO to liaise with relevant Government departments, other provider organisations and external stakeholders to represent and sell Inclusion Melbourne's key services.	- Generates positive and successful outcomes of engagement with all parties, enhancing greater awareness of the IM brand, and forming strategic, commercial and in-kind partnerships. - Promotes the organisation at external forums/meetings/ events, to build opportunities for increased client growth.
Strengthen relationships and deliver impact for clients, partners, and the Board.	- Receives positive feedback and strong satisfaction scores from clients, partners, and stakeholders. - Demonstrates measurable social/organisational impact from department services and programs. - Builds and maintains partnerships that expand influence and reach.
Develop and analyse reporting to monitor Inclusion Melbourne's pipeline of new clients / services / hours. Develop performance targets to allow proactive management decision making.	- Reports are regularly monitored and analysed to identify opportunities for scale and improvement. - Appropriate escalations made when measures are off-track. - Provides accurate and timely reports to the CEO and Board.
Contribute to the intake/enquiry process lead generation.	Identifies and secures opportunities/events where intake could lead IM promotion.
Support the CEO to lead key organisational developments through change management and continuous improvement.	When required, through informed decision making, lead service-delivery departments.

KEY RESULT AREA – Leadership

Key Responsibilities	Duties
Strategic Alignment & Delivery- ensure departmental strategies and outputs align with organisational priorities and deliver measurable outcomes.	- Translates organisational strategy into clear departmental plans and KPIs. - Tracks and reports quarterly progress against strategic goals and budgets. - Ensures cross-department collaboration on key initiatives.
People & Culture Leadership-build high-performing, engaged, and sustainable teams across all departments, able to respond to the service needs of participants and business needs of the organisation.	- Achieve staff engagement and retention rates. - Foster a culture of collaboration, accountability, and wellbeing within the team - Ensure the team is supported and nurtured to perform with maximum output and efficiencies.
Ensure direct reports have current skills and competencies to successfully perform all aspects of their role and the supervision of their teams.	- Work closely with People, Performance and Culture and Education and Training depts to ensure necessary training and professional development. - Identify and develop high-potential staff and succession plans. - Works with team members to assist in planning and in achievement of team timeline, budgets and outcomes - Staff satisfaction survey results reflect a motivated workforce within the team.

Supervision and Performance Reviews for direct reports are conducted to provide recognition and direction for employees.	- Regular direct supervision, training and coaching of reporting staff. - Performance reviews with direct reports conducted in a timely manner and in accordance with the relevant cadences and policy.
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KEY RESULT AREA – Operational & Financial Performance

Key Responsibilities	Duties
Drive efficiency, quality, and financial sustainability across departments.	- Achieves departmental KPIs and service delivery targets. - Ensures adherence to approved budgets and improve cost efficiency.
Provide a range of financial reports and detailed analysis to the Chief Executive Officer and the Board for the key service areas of responsibility.	- Produces accurate data reports and critical analysis to deliver on all agreed outcomes. - Provides acquittal data as required for successful grant/funding applications.
Manage the service area's annual budgets, contributing to financial decision making and forecasting future budgets and expenditures. Ability to think strategically, innovatively and practically when managing service team's budgets.	- Demonstrates comprehensive evidence of budget strategy knowledge and implementation. - Utilises a tracking system for monitoring department's expenditure for all activities. - Achieves financial targets
Explore and evaluate options and implement initiatives to continually improve financial performance for the organisation.	Explores and evaluates options and implements initiatives to continually improve financial performance for the organisation.

KEY RESULT AREA – Compliance

Key Responsibilities	Duties
Responsible for ensuring timely reviews and updates of policies and procedures within areas of responsibility	- Monitors compliance with policies, regulations, and quality standards. - Ensures all policies & procedures relative to departments managed, are updated every two years or when required ensuring the currency, accuracy, and relevance in line with legislation, regulation and funding agreements. - Policies & procedures monitored regularly to ensure accuracy
Responsible for ensuring the successful outcome of audits in areas of responsibility to meet relevant compliance requirements.	- Ensures outcomes of audits are in favour of the organisation to continue to deliver existing services or launch new services. - Ensures all OFI's are actioned within six months of notification.

KEY RESULT AREA – Admin, Governance, Other

Key Responsibilities	Duties
Other tasks as directed by the CEO.	- Delivers timely and accurate preparation of key performance data and other information for the CEO and IM Board. - Provides availability out of hours when required, and to accept calls for emergency situations.

Attend to all serious complaints/incidents relevant to your areas of responsibility ensuring all policies and legislative procedures are followed accordingly.	Ensures complaints/incidents are managed appropriately and in accordance with relevant policies and procedures.
Proactively communicate and collaborate with internal departments regularly to enhance the organisational culture of open communication and holistic client support.	- Participates in organisational events and online platforms to share relevant information regarding services. - Proactively supports the development of ongoing client support services.

Organisation/Customer Service

Key Responsibilities	Duties
Values of Inclusion Melbourne are incorporated into daily work practices.	Demonstrates and upholds IM Values
Excellent customer service to all stakeholders.	Customer Service (internal & external)
Positive customer feedback.	Support key business functions of the organisation ensuring a positive public image of Inclusion Melbourne is presented.
All communications are positive and effective.	Ensure effective communications with all stakeholders.
Displays a commitment to open communication.	

KEY RESULTS AREA – Our Team

Key Responsibilities	Duties
Staff Engagement	Conducts performance reviews in accordance with the relevant policy.
Occupational Health & Safety	- Assesses risk in the context of service delivery to a diverse range of clients, in a diverse range of settings, and implements risk mitigation strategies. - Maintains and promotes a workplace free from discrimination and harassment of any kind and follow the organisational grievance procedure to report any discriminatory or harassing behaviour.
Teamwork	- Attends and participates in relevant meetings - Contributes to the development of all administration processes, from onboarding to all service facing departments, ensuring communication is positive and effective - Sets and keeps high standards of teamwork - Openly supports and respects diversity within the team - Works with team members to assist in planning and in achievement of team timeline, goals and outcomes

ORGANISATIONAL RELATIONSHIPS

Reports to:	Chief Executive Officer
Supervision:	Manager Direct Support, Manager Support Coordination, Team Leader Community Support, Manager Inclusion Training, Manager of Relationships and Onboarding.
Internal Liaisons:	<i>All other heads of departments and managers.</i>
	External Stakeholders
External Liaisons:	New and existing clients
	Government bodies
	Community organisations
	Employers
	Peak bodies

ACCOUNTABILITY, EXTENT OF AUTHORITY, JUDGEMENT & DECISION MAKING

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

- Exercise managerial control, involving the planning, direction, reporting, control and evaluation of operations.
- Provide advice on policy matters and contribute to their development.
- Negotiate on matters of significance within the organisation with other bodies and/or members of the public.
- Exercise autonomy in establishing the operation of the Services and Development area.
- Independently identify and develop new business opportunities across service delivery and the organisation
- In consultation with the Chief Executive Officer, manage the implementation of the organisation's strategic plan elements as they pertain to the role's area of accountability.

KEY SELECTION CRITERIA

Essential:

- Tertiary qualifications in management, and human or social service areas, with significant operational experience obtained through previous similar employment.
- A minimum of 5 years' experience in a similar role is essential to meet the high-level complexities of this role
- A minimum of 3 years' experience working in a NDIS or similar environment is essential to understand the market
- Demonstrated experience delivering high level analytical financial data for strategical and reporting purposes
- Experience managing complex budgets across various service areas with multiple income streams and funding bodies
- Demonstrated ability to improve the performance of individuals and teams, and business bottom lines
- High level business development, management, administrative, and communication skills in the area and operation of disability support, social services or the like
- Ability to work with minimal direction and to exercise initiative and discretionary judgement
- A genuine interest in, and commitment to Inclusion Melbourne's vision, mission & values
- Victorian Driver's License.

Desirable:

- Proven ability to multi-task and set priorities

- A strong work ethic and integrity
- Ability to interact positively with other colleagues, people supported by the organisation & other stakeholders
- Demonstrated experience in staff supervision and performance management
- Demonstrated experience, understanding & commitment to working with people who have a disability
- Understanding of people with a disability and issues associated with the not-for-profit sector
- Experience and ability to work with volunteers and community members;
- Knowledge, understanding and acceptance of the purpose of the organisation.

QUALIFICATIONS & EXPERIENCE

Tertiary qualifications in management, and/or human or social service areas, with significant operational experience obtained through previous similar employment.

NDIS Worker Screening Check

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

Equal Opportunity & Diversity

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

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

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

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

Employee's Name:

Employee's Signature

Date: / /