

Position Description

Director of Services

Position Summary

Position	Director of Services
Reporting to	Chief Executive Officer
Direct reports	Manager, Quality and Services, Refuge Managers
Department	Service Delivery
Classification	Non-award, Executive Agreement
Status	Permanent Full Time
Location	Corporate Services Office & Refuges
Probation	Six months
Key relationships	<p>Internal CEO, Leadership Team, Corporate Services staff, Service Delivery staff.</p> <p>External Referring agencies, peak bodies, clients their families and advocates, community service organisations and partners including Safe Steps, Vic Police, regional organisations and key stakeholders</p>

About Refuge Victoria

Refuge Victoria is an independent not-for-profit organisation that has grown to become one of the largest providers of specialist family violence refuge accommodation in Victoria. We support people at serious risk due to family violence, providing refuge and crisis accommodation, safety planning and management, and support to build a safer and better life.

Refuge Victoria operates three refuge facilities and 15 crisis properties, and our partnerships with community housing associations provide nomination rights to a further 35 transitional homes. We employ staff across two main refuge sites in Melbourne's east and one site in the Melbourne's west, as well as our corporate office. We are funded by the Department of Families, Fairness and Housing (DFFH) and the generous support of donors.

Our Vision

For people escaping family violence to live safe and free.

Our Values

Compassionate

We care deeply about the work we do and who we do it for.

Empowering

We empower people to become more confident and make informed decisions.

Collaborative

By working together and sharing knowledge, we continue to strengthen our culture and outcomes.

Integrity

We are respectful and transparent and will always hold ourselves to account.

Committed

We are committed to providing the best care and outcomes for our clients through continuous improvement of our services.

Our Model

The Refuge Victoria model is premised on a “wraparound” process of service delivery. Refuge Victoria assesses and monitors family violence risk and provides intensive, holistic and individualised care planning and case management. Our staff work alongside survivors of family violence to develop plans to support problem solving, coping skills and self-efficacy. Refuge Victoria’s exit planning is essential to our service as our clients are with us for an average of six weeks.

The Refuge Victoria philosophy of care begins with the principle of “voice and choice” where self-determination and the perspective and views of the family, including that of the child or young person must be given primary importance during all phases of service delivery. The wraparound approach places the individual and family at the centre and builds a support team around them to drive change, in conjunction with our partner agencies. A strength-based approach is taken to identify and build capabilities, capacity and resources to empower victim survivors of family violence. Services are individualised, flexible, community based and culturally competent.

The Role

The Director of Services is responsible for delivery of high-quality refuge and family violence services and programs that reflect Refuge Victoria’s strategic direction and core values. The Director of Services is responsible for overseeing and leading the strategic planning, development, and delivery of all service-related programs within the organisation.

The Director of Services is a key member of the Leadership team reporting to the Chief Executive Officer (CEO).

The Director of Services leads and manages the services team, special projects, specialist contract management, builds partnerships, and ensures compliance with regulatory and operational standards, driving continuous improvement in service delivery.

Possessing an entrepreneurial mind set, business acumen, people skills and a strong independent work ethic are essential in this critical position.

Key Accountabilities

Core Responsibilities	Indicators of Success
Leadership & Growth	
<ul style="list-style-type: none"> • Drives the development of service responses from an evidence informed perspective to achieve delivery and advocacy for accessible, culturally appropriate services for women and children and other victim survivors who experience family violence • Collaborate with the CEO in setting and driving organisational vision, operational strategy, and hiring needs. • Identify opportunities for service expansion, innovation and efficiency improvements. • Translate strategy into actionable goals for performance and growth helping to implement organisation-wide goal setting, performance management, and annual operating planning • Build, lead and actively participate in cross-sector mechanisms including professional development, relevant committees and events, facilitating knowledge building and collaboration between the Human Services Sector, the Specialist Family Violence Services Sector, and Refuge Victoria • To deputise for the CEO and work closely with the leadership team to ensure the safe and effective day to day operations of the organisation are maintained 	<ul style="list-style-type: none"> • Demonstrates a “hands-on” approach to operational management of client services and client risk • Works with key reports to develop annual workplans • Receives positive feedback from stakeholders • Uses data to inform service development/improvement • Demonstrated ability to attract funding through grant/tender writing, philanthropic grants, partnerships and donations • Demonstrated ability to develop new and innovative service partnerships to meet identified client need • Demonstrated ability to stand up new programs and services within agreed time frames. • Highly regarded internally and externally
Quality and Compliance	
<ul style="list-style-type: none"> • Ensures the consistency of organisational practices across all sites including structured risk assessment and mitigation processes, and compliance with key organisational, legislative and funding body standards. • Ensures clinical/quality improvement governance and high-quality client service delivery is current across all sites through delivery, development and monitoring of relevant workplace policies, procedures and processes using client led and evidence-based practise. • Implements as required by law, reform, best practise or direction from the CEO change to policy or practise. Manages the associated change process, implementation, and ongoing compliance, identifying improvements and success through formal and informal reporting structures. • Supervise and manage Quality and Programs Manager. 	<ul style="list-style-type: none"> • Audit process reveals staff compliance with social service standards regulations, DFFH standards and compliance with program guidelines and service agreements • 100% compliance with DFFH incident reporting guidelines • Achievement of agreed KPI’s in operational performance, particularly in relation to the management of labour hours and client through put reported • Successful implementation of Refuge Victoria operating guidelines and initiatives measured through staff and patient feedback and post implementation reviews • Audits (internal and external) demonstrate compliance. • Evidence of regular team meetings, supervision, and communication systems. • Record keeping is of a high standard

Core Responsibilities	Indicators of Success
Financial Management and Reporting	
<ul style="list-style-type: none"> Oversee the refuge services budgets in line with program goals and agreed targets and ensure sound financial management so that all reporting obligations and budgetary goals are met, and sustainable. 	<ul style="list-style-type: none"> Achievement of funded performance measures/ targets Refuges and brokerage programs operate within budget Staff are aware of delegations Reports to funders are submitted in a timely manner Centrepay revenue is received for 80% of clients
Management and Other Duties	
<ul style="list-style-type: none"> The Director of Services takes a leading role in the organisation and sector for capability building including leadership development and supervision for direct reports. Lead, mentor and develop the services team to foster professional growth, collaboration and high performance. Conduct annual development/performance reviews and evaluations, provide regular feedback and identify training need for employees. 	<ul style="list-style-type: none"> Maintains a cohesive workplace Risks identified, documented and managed WorkCover incidents are maintained within the industry benchmark Write and submit reports to the CEO in matters as required and requested Assists CEO in leading the organisation whilst the CEO is on leave or on projects Demonstrated commitment to the provision of high-quality services, feminist policy and practice, and a culture of respect, collaboration and continuous learning.
Compliance & Continuous Quality Improvement	
<ul style="list-style-type: none"> Ensure and be responsible for Legislative compliance (including but not limited to Child Safety Standards, Human Services Standards, Privacy and Data Protection) across the organisation with a focus on Service Delivery teams. Sound understanding of and adherence to Refuge Victoria Policies and Procedures Contribute knowledge in establishing new work-related tasks and procedures. Participate and contribute to organisational continuous improvement process 	<ul style="list-style-type: none"> Internal and external audits demonstrate full compliance with relevant legislation and requirements. Ability to work autonomously in line with Refuge Victoria Policies and Procedures within established worksite directions and plans. Providing feedback when requested above potential new work-related tasks and procedures.
Teamwork and Culture	
<ul style="list-style-type: none"> Liaising with team members to prioritise tasks. Communicate effectively and accurately with others about work matters and document relevant information according to policies and procedures. 	<ul style="list-style-type: none"> Personal responsibility is evident for team cohesion in holding clients and colleagues in high positive regard. Evidence of participation in team meetings and other forums including professional development, and client activities in a

Core Responsibilities	Indicators of Success
<ul style="list-style-type: none"> Contribute to continuous improvement of the organisations positive culture. Role model respectful and professional behavior always including displaying initiative, honesty, fairness, transparency, and accountability in line with Refuge Victoria values. Promote a positive, inclusive and empowering work environment. 	<p>positive, constructive and optimistic frame.</p> <ul style="list-style-type: none"> Evidence that all interactions with staff and clients are consistent with Refuge Victoria values.
Other Duties	
<ul style="list-style-type: none"> Perform other duties, consistent with the broad spectrum of the position, as required and directed by the Chief Executive Officer or managers. Abide by Refuge Victoria Code of Conduct 	

Key Selection Criteria / Position Requirements

Qualifications	<p>Essential</p> <ul style="list-style-type: none"> Tertiary qualifications in social work or social science or within a related field <p>Desirable</p> <ul style="list-style-type: none"> Postgraduate qualification (or working towards) in a management stream
Previous Experience	<p>Essential</p> <ul style="list-style-type: none"> Extensive leadership experience in the family violence or related human services sectors preferably at a senior/executive level. Significant experience in supervising and leading teams working in the family violence sector for successful achievement of program goals and tasks. Demonstrated commitment to the provision of high-quality services, feminist policy and practice, and a client centered culture of respect, collaboration and continuous learning. Proven experience in strategic planning, employee management and budget oversight.
Required Knowledge & Skills	<p>Essential</p> <ul style="list-style-type: none"> Understanding of the specialist family violence and or refuge sector in Victoria and current working knowledge of sector reforms Demonstrated working knowledge of government policies as they relate to specialist family violence services Strong communication, written and leadership skills and the capacity to negotiate and communicate with a wide range of professionals and individuals. Strong problem-solving and decision-making skills with a client focused mindset. Time management, the ability to manage multiple priorities, projects and deadlines effectively.
Personal Attributes & Values	<ul style="list-style-type: none"> Ethics, integrity and excellent interpersonal and high-level communication skills that support the capacity to lead, inspire and develop staff, and promote and represent Refuge Victoria.

- | | |
|--|---|
| | <ul style="list-style-type: none"> • A high level of resilience with demonstrated ability to work in a complex challenging environment • Ability to work in an executive team with limited direction, with a high degree of responsibility and self-management. |
|--|---|

Our Commitment to Child Safety

Refuge Victoria is committed to protecting children and young people from all forms of harm and abuse. As an employee you are required to report any concerns raised by, or on behalf of, children and young people in accordance with mandatory reporting, reportable conduct and incident management procedures. Everyone at RV has a role to play in keeping children and young people safe and your role will support and drive this commitment, ensuring individuals and teams behave appropriately towards children and young people at all times.

Our Commitment to Health, Safety and Wellbeing

Refuge Victoria is committed to ensuring the health and safety of its employees and any other individuals present in our workplaces.

All Refuge Victoria employees are required to:

- Comply with all OH&S Management Systems, policy and procedure requirements and take reasonable care to protect their own health and safety and the health and safety of others in the workplace. All staff are required to immediately report incidents, hazards or near misses to the relevant Manager/Supervisor (including FreshDesk entry) and actively participate in hazard elimination where required.
- Contribute to, and be involved in, the organisation's ongoing management of health and safety activities including consultation.
- Foster employee wellbeing by creating a mentally healthy, inclusive, and safe workplace.
- Participate in relevant health and safety training and inductions based on roles and responsibilities.
- Participate and contribute to work health activities and consultations to maximise safe work environments for clients, employees, volunteers and visitors.

Immunisation

You are required to maintain appropriate levels of immunisation in accordance with Refuge Victoria's workforce Immunisation/Screening Policies, in the interests of yourself, all staff, clients and visitors.

Our Commitment to Inclusion

Refuge Victoria strives to be an inclusive, safe and responsive organisation that promotes diversity and actively supports inclusion for people and communities identifying as, but not limited to:

- Aboriginal and Torres Strait Islander
- LGBTQI+
- People with disabilities
- People from diverse cultural and linguistic backgrounds
- People of all ages
- People with caring responsibilities
- People with diverse religious beliefs or affiliations.

All Refuge Victoria employees, contractors and volunteers are required to:

- Take reasonable care to respect differences, to foster a workplace that is safe, healthy, positive, supportive and free from all forms of harassment, bullying and discrimination
- Undertake all interactions with clients, families and co-workers in a culturally sensitive manner and take appropriate account of cultural and linguistic diversity
- Address any unacceptable behaviour witnessed or experienced within the workplace directly with the individual/s responsible, if safe to do so or report to a relevant Supervisor or Manager
- Participate in and contribute to training, events and learning opportunities to celebrate differences, increase awareness and understanding of diversity and inclusion
- Raise concerns and/or complaints in a constructive manner, including identifying possible solutions.

In addition, the responsibilities of managers are to:

- Identify and develop strategies to mitigate bias through employment life cycles, including ensuring diverse interview panels. Seeking out advice from individuals and clients with lived experience when developing new practices, policies and procedures
- Identify and appropriately respond to any unacceptable behaviour reported, to ensure the creation of a safe workplace for all
- Collaborate around key issues and evolving practices relating to diversity and inclusion, through supervision, resources or consulting with our Cultural Advisors, PRIDE Group and RAP Committee
- Participate in the development and implementation of inclusion events and strategies
- Role model practices through behaviours, conduct and language with communications reflecting respect and embracing diversity.

Employment Screening and Required Documents

Refuge Victoria conducts safety screening practices for all preferred applicants. Safety screening must be satisfied prior to formal offers of employment being made and must be kept current to ensure ongoing employment. These include but are not limited to:

- An Australian Criminal History Check
- an International Criminal History Check for those who have lived outside of Australia for longer than 12 months in the last 10 years
- a Current Employee Working with Children Check
- Full Victorian Drivers Licence
- Proof of COVID vaccinations
- Evidence of Graduate and Post Graduate Qualifications and memberships of professional organisations as appropriate.

Pre-Existing Injury

Prior to any person being appointed to this position it will be required that they disclose full details of any pre-existing injuries or disease that might be affected by this position.

Additional Responsibilities

The responsibilities listed within this document have been identified as the primary functions of the position. Additional responsibilities not listed may be required; these may change from time to time to reflect the needs of our clients and the service but will remain at the same level of responsibility aligned to this position.

Employee Position Declaration

I have read and understood the requirements and expectations of the above position description. I agree that I have the physical ability to fulfil the inherent physical requirements of the position and accept my role in fulfilling the key accountabilities. I understand that the information and statements in this position description are intended to reflect a general overview of the responsibilities and are not to be interpreted as being all inclusive.

Employee Name:	Signature:	Date:
-----------------------	-------------------	--------------