

Position Description

Practice and Quality Lead

Position Summary

Position	Practice and Quality Lead
Reporting to	Director of Services
Direct reports	Nil
Department	Service Delivery
Classification	SCHADS Level 8 Plus superannuation and access to salary packaging
Status	Full Time
Location	Based at Corporate Services Office, may work at any RV sites as required
Probation	Six months
Key relationships	Internal: CEO, Director of Services, Refuge Managers, Corporate Services staff, Service Delivery staff External: DFFH, SHIP, Family Safety Victoria, referring agencies including Safe Steps, peak bodies, Tertiary organisations and researchers, community service organisations and partners including, Vic Police, Child Protection, social service organisations, regional organisations and key stakeholders.

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.

In accordance with Section 12 and Section 28 of the Equal Opportunity Act 2010 (Vic), we exclusively hire individuals who identify as female for service delivery roles ensuring we meet the specific needs of the women and children we support.

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. 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 Practice and Quality Lead is a key member of the Service Delivery Management team responsible for coordinating, and undertaking quality, evaluation, and program development activities across Refuge Victoria initiatives to inform improved organisational decision-making, service delivery and service impacts/outcomes.

The Practice and Quality Lead will lead effective management of service quality, risks and compliance within Refuge Victoria (RV), ensuring the highest standards of care, safety and service. This role involves the development, implementation and oversight of Refuge Victoria’s quality and risk management framework and strategies including establishing policies that support best practices across all services. The Practice and Quality Lead will guide RV’s team in delivering consistent, high-quality support, promoting continuous improvement through audits, evaluations, and the development of practice guidelines.

As part of the service delivery management team the role is expected to meet a range of outcomes and deliverables which align with the Refuge Victoria Strategic Plan and to assist the organisation to achieve its business goals and build a strong and sustainable organisation. This role entails managing the referral and risk assessments for the entire organisation ensuring alignment with the Victorian Family Violence Refuge eligibility and prioritisation framework and RVs polices.

In addition, the position will act as a ‘floating’ Manager to fill in for refuge managers when they are on leave or offline. At this time, you will support the Refuge Manager by assuming their delegations and will be responsible for coordinating the delivery of a 24-hour service providing crisis accommodation and case management for people experiencing family and domestic violence.

Key Accountabilities

Core Responsibilities	Indicators of Success
Service Quality and Improvement	
<ul style="list-style-type: none"> In collaboration with Refuge Managers and the Director of Services, support program design and the development of practice frameworks and program/outcomes logics. Ensure service integrity by designing and monitoring high quality reporting and documentation systems. Conduct regular reviews and audits to ensure alignment with quality standards, adherence to risk management processes, identify gaps, and provide actionable recommendations. Ensure consistent application of MARAM, Empowerment Star, RV's Practice framework and other essential Specialist family Violence frameworks. Embed quality assurance, consistency, and contemporary practices across all refuge sites. Manage and coordinate CIMS reporting and subsequent DFFH recommendations, undertaking investigations and service reviews in response to incidents as required. Prepare and present reports to Leadership, Audit, and Quality Governance Committee and Board. Assist Refuge Victoria in implementing the Victorian Government Social Service Regulation Reform process and achieve and maintain registration against the new Social Services Standards. Lead all accreditation quality assurance and assessment processes. Ensure compliance with relevant standards is documented, implemented, communicated and reviewed across the organisations service delivery programs to support RVs ongoing registration and accreditation requirements. In conjunction with the Director of Services and Refuge Managers, proactively identify and manage risks including service performance, compliance, outcomes, incident reporting and complaints. 	<ul style="list-style-type: none"> Program design and practice frameworks are developed in collaboration with Refuge Managers and Director of Services and are clearly documented and embedded across services. High quality reporting and documentation are established, consistently used, and generate accurate and timely data to support service integrity. Regular reviews and audits are completed within agreed timeframes, with clear findings and actionable recommendations implemented. Consistent application and evidence of MARAM, Empowerment Star, and RV's Practice Framework across all refuge sites. CIMS reporting is managed effectively with accurate data entry, timely submission, and clear follow-up on DFFH recommendations and investigations. Reports to Leadership, Audit & Quality Governance Committee, and the Board are delivered on time, accurate, and support informed decision-making. Accreditation and quality assurance processes are successfully led, with positive outcomes in assessments and audits. Compliance with all relevant standards is documented, communicated, implemented, and reviewed regularly across service programs. Risks related to service performance, compliance, outcomes, incidents, and complaints are proactively identified, managed, and escalated appropriately. Feedback from internal and external stakeholders reflects strong confidence in the organisation's quality, compliance, and service delivery frameworks
Referral and client support	
<ul style="list-style-type: none"> As the single point of contact, oversee the referral process, ensuring appropriate and timely access to refuge and liaise with Safe Steps and other referring agencies in relation to client intakes and exits. Model and support culturally safe, inclusive, and responsive family violence practice. 	<ul style="list-style-type: none"> Referral processes are managed efficiently, with timely and appropriate allocation of refuge placements in collaboration with Safe Steps and other agencies. Client intakes and exits are handled smoothly, with clear communication and documentation supporting positive client outcomes.

Core Responsibilities	Indicators of Success
<ul style="list-style-type: none"> Foster trauma-informed, evidence-based, and inclusive services using an integrated practice approach and RVs Practice framework. Stay current with best practice models, legislative frameworks, and policy updates. Provide expert and specialist consultation to staff and peers, building staff's knowledge of theoretical frameworks and their relevance to practice, ensuring access to tools that support safe and effective approaches. Ensure high quality and comprehensive risk assessments, safety plans, needs assessments and case plans are undertaken. Advocate for clients, providing expert advice to staff, and supporting clients in accessing resources and support. Participate in out of hours on call roster and provision of some out of hours services. 	<ul style="list-style-type: none"> Services consistently demonstrate cultural safety, inclusivity, and responsiveness to diverse client needs. Trauma-informed, evidence-based, and integrated practice approaches are embedded across service delivery. Staff receive timely guidance with increased knowledge and confidence in applying theoretical frameworks and practice tools. High-quality, comprehensive risk assessments, safety plans, needs assessments, and case plans are consistently completed and reviewed. Advocacy for clients is evident in improved access to resources, supports, and positive client feedback. Staff demonstrate confidence in using frameworks and tools that support safe, effective, and consistent practice.
Program Development and Evaluation	
<ul style="list-style-type: none"> Design 'end to end' evaluations, including program theory; evaluation approach methodology and methods; data collection tools; preparing ethical protocols and obtaining ethical approvals; data analysis and sense making, report writing and utilisation. Project manage evaluations, including ensuring sound governance, stakeholder engagement and communication, progress reporting, problem solving, and risk management. Ensure service data is regularly compiled, updated, and reported for quality and management purposes. Stay current with best practice models, legislative frameworks and policy updates. Collect and document case study, lessons learned, champion the recording and scaling up best practices. Contribute to funding submissions in relation to evaluation requirements as required. 	<ul style="list-style-type: none"> Evaluation frameworks are designed and implemented end-to-end, including clear methodologies, ethical approvals, data collection tools, and reports. Evaluation projects are delivered on time, within scope, and demonstrate strong governance, stakeholder engagement, and risk management. Service data is accurate, up to date, and reported regularly to support quality assurance and service planning. Emerging best practice models, legislative frameworks, and policy changes are actively monitored and integrated into program evaluation and development. Case studies and best practice examples are documented and communicated across the organisation, leading to service improvements. Evidence from evaluations is actively used to inform program improvements and organisational decision-making. Funding submissions and reports include robust evaluation content that strengthens Refuge Victoria's profile with funders and stakeholders.
Compliance & Continuous Quality Improvement	
<ul style="list-style-type: none"> Legislative compliance (including but not limited to Child Safety Standards, Social Services Standards, Privacy and Data Protection). 	<ul style="list-style-type: none"> Internal and external audits demonstrate full compliance with relevant legislation and requirements.

Core Responsibilities	Indicators of Success
<ul style="list-style-type: none"> 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"> Ability to work autonomously in line with Refuge Victoria Policies and Procedures within established worksite directions and case plans. Providing feedback when requested above potential new work-related tasks and procedures
Teamwork and Culture <ul style="list-style-type: none"> Actively participate in Manager Meetings and take a lead role in internal meetings such as Risk and Review, Allocations and weekly meetings with Safe Steps. Promote an environment that empowers and motivates staff to achieve organisational and service delivery goals. Contribute to building a strong and sustainable organisation. Represent Refuge Victoria at external meetings, liaise with and provide and seek advice from internal and external stakeholders. Communicate effectively and accurately with others about work matters and document relevant information according to policies and procedures. Role model respectful and professional behaviour displaying initiative, honesty, fairness, transparency and accountability in line with Refuge Victoria values. Abide by Refuge Victoria Code of Conduct. Perform other duties, consistent with the broad spectrum of the position, as required and directed by the Chief Executive Officer or Director of Services. 	<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 positive, constructive and optimistic frame. Evidence that all interactions with staff and clients and external stakeholders are consistent with Refuge Victoria values.

Key Selection Criteria / Position Requirements

Qualifications	Essential A tertiary qualification in Social Work, Psychology or related discipline at degree level. Desirable <ul style="list-style-type: none"> Post graduate qualifications or further study in relevant field Evidence of continuous learning and development. Experience in working in a family violence refuge
Previous Experience	<ul style="list-style-type: none"> Experience working in a senior practitioner or leadership role with experience in supporting specialist family violence practice and quality risk management from a trauma informed perspective. Demonstrated experience in leading quality and risk management systems, and governance.
Required Knowledge & Skills	<ul style="list-style-type: none"> Knowledge of intersectional feminist frameworks and the gendered nature of family violence, and the impacts for women, children and young people presenting with complex and diverse needs. Familiarity with relevant legislative and policy frameworks for example, Multi-Agency Risk Assessment and Management Framework, Family Violence

	<p>Information Sharing Scheme, Child and Family Violence Information sharing schemes.</p> <ul style="list-style-type: none"> Strong organisational, management and administrative skills including ability to prioritise in order to juggle competing tasks and meet tight deadlines. Excellent communication, negotiation, and interpersonal skills to effectively engage with diverse stakeholders., address complex problems and drive improved outcomes. Experience in project management and implementing community sector changes focused on quality improvement. Proficiency with Microsoft office suite e.g. Word and Excel
Personal Attributes & Values	<ul style="list-style-type: none"> Commitment to Refuge Victoria Values and Mission. A high level of motivation and dedication. A collaborative, yet decisive approach Seeks guidance and support from manager when required. Self-motivated to seek out information, supports and resources.

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 workforce Immunisation/Screening Policies, in the interest 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 and contribute in 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.

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.

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.

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:
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