Position Description

Team Leader

Western Sydney
June 2017

Agreement

__________________________________________  ______________________________________
Signed – Manager                             Signed – Employee

__________________________________________  ______________________________________
Date                                           Date
Team Leader

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 Community and Family Care

Wesley Mission’s Community and Family Care teams build resilience and strengthen capacity in the local communities where we work. We will provide front line care to people (within NSW) who seek our services on voluntary basis. We will support 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’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 main areas in Community and Family Care are:

- Brighter Futures
- Family Centres
- Targeted Earlier Intervention
- Multicultural Programs
- Worksmart
- Youth Health
- Young Healthy Minds
- Youth Hope
- Financial and Gambling Services
- Emergency Relief
- Specialist Homelessness Services
- Mums and Kids Matter
- Getting it Together
- Assistance with Care and Housing
- ParentsNext
- Executive Management team
3. Overview of role

The Team Leader will supervise a team of highly professional and committed Youth Caseworkers who are funded by:

- NSW Family and Community Services under the Targeted Earlier Intervention program.
- Department of Social Services Reconnect program
- Wesley Mission Workshop program
- Wesley Mission Operation Hope

The Western Sydney Youth Action Team will provide a universal, early intervention service providing early engagement activities through to a quality case work model. All programs will be underpinned by evidence informed principles. The team leader may also be assigned additional programs.

Targeted Earlier Intervention Program

Vulnerable children have the best chance of leading a full and happy life if they live within families who give them life-long, stable, loving relationships, and if they belong to communities which cherish them. The vision for the TEI program is that:

- families, children and young people's needs are met early to prevent the escalation of need
- families are able to access support earlier in the lives of their children and young people, and are empowered to live independent, meaningful lives
- risk factors that lead to child abuse, neglect, and domestic and family violence are addressed early
- Aboriginal children, young people, families and communities have access to timely, effective, accessible and culturally safe support and services.

With a focus on earlier intervention, the TEI program provides targeted services at the point where they can have the most impact - early in life and early in need. By encouraging community based solutions, alongside tailored formal supports, TEI services can ultimately prevent children and young people from entering the statutory child protection system.

The TEI Program can achieve this by:

- actively engaging with vulnerable children, families and communities, and working with them to provide the services they need, which may involve coordinating service provision across the sector
- helping communities to support and protect their members, through building stronger social connections and support networks
- recognising the importance of culture in nurturing a sense of safety for Aboriginal children and young people in their family and broader communities
- supporting parents to meet the emotional, physical and material needs of their children, through warm and nurturing interactions and encouragement
- assisting children to have the strongest possible start to life, to reach age appropriate milestones and reach their potential
- assisting young people to stay connected

Reconnect

The aim of the initiative is to prevent homelessness by intervening early with families and young people to stabilise and improve their housing situation and improve their level of engagement with family, work, education, training and their local community. This is achieved through interventions
such as counselling, mediation, group work and practical support in culturally and contextually appropriate services.

Reconnect is a community based early intervention program for young people 12 to 18 years (newly arrived young people from 12 – 21 years), who are homeless or at risk of homelessness, and their families.

Reconnect uses family focused early intervention strategies to help the young person to stabilize and improve their housing situation, achieve family reconciliation and improve their level of engagement with work, education, training and the community.

Reconnect objectives are achieved by working towards:

- Family reconciliation, wherever practicable, for those at risk of homelessness and their family.
  
  Family reconciliation outcomes include:
  
  - the young person returning home
  - ongoing positive family relationships are created which provide the young person with emotional and physical support
  - reconciling the young person with other family members eg grandparents or siblings
  - both parent(s) and the young person accepting that independence is appropriate for the young person or
  - establishing a viable support system for the independent young person that includes a member of his/her family

- fostering the young person’s engagement with employment, education or training, and the community

- innovative service delivery approaches through the application of Good Practice Principles and Participatory Action Research

- improvement of coordination of services delivered by government and the community sector

- building on the community’s existing capacity to develop appropriate responses to their own needs

- engaging with culturally and linguistically diverse and Aboriginal and Torres Strait Islander communities

**Worksmart**

As Wesley Mission redefines its intention to work with the most in need, Wesley Western Sydney Youth Service have researched the most in need young people in Western Sydney and propose that the current Wesley Streetsmart program be remodeled to become Wesley **Worksmart** in order to address the growing reality of long term unemployment facing their most in need clients.

In 2015-16 68% of the 277 local young people supported by Wesley Western Sydney Youth Service were disengaged from school and 90% of the families currently supported by the youth programs are living below the poverty line or have a significantly low income.

In Australia youth unemployment has averaged around 13.5%. In areas of Western Sydney youth unemployment averaged around 20% with some suburbs reaching 45%.

The Centre for Independent Studies released the Youth Unemployment in Australia Research Report in 2015. In the report Dr Patrick Carvalho states:

> Long-term unemployment presents a real menace to young Australians, possibly leading to years — if not a lifetime — of struggle to get a stable, well-paid job. In addition to the income forgone from not actually working, the longer a person stays unemployed, the greater risk of losing important working skills.
**Operation Hope**

This program is currently being reviewed. The Team Leader would be responsible for developing new frameworks and processes to support this program, including defining referral criteria, location, clients, capacity and overall objectives. This program runs with the support of volunteers who have been primarily sourced through local educational facilities such as TAFE and Universities. This supports Wesley’s values of giving back to the community – not only to the families who may be in need of the support but students who need to be exposed to practical experiences in the human services sector.

The Team Leader position works in accordance with SCHADS 6 (Attachment A)

**4. Relationships**
Reports to: Regional Manager

**5. Major role responsibilities**

**5.1. Our Clients**
To support the Youth Action Team to link clients to their relevant programs as well as, where appropriate, support clients to access other Wesley Programs with the aim of providing client centred, flexible, tailored family support. This will include providing professional support and oversight, leading the team to:

- Work within TEI guidelines and practice principles
  - Be child, young person and family centred and build capacity for change
  - Use a strengths based approach to planning and implementation
  - Use a child wellbeing lens for holistic action
  - Build social capital within communities
  - Employ a life course approach, using natural development phases and transition points as ‘triggers’ for service delivery (becoming pregnant, first 1,000 days of a child’s life, mothers returning to work, entry into early learning, starting school, transition to high school, and so on)
  - Provide outcomes based services, utilising common screening, monitoring and assessment processes
  - Recognise the impact of trauma and develop and implement trauma informed policies and practices
  - Be flexible and reflect that families needs are not static, resulting in families transitioning in and out of hardship and disadvantage

- Provide assessment, supported referrals and information as foundational activities, provided in an effective and timely manner, including common assessments, supported referrals to other service providers, and information such as brochures, websites and other resources.

- Develop pathways and partnerships to continuously improve supported referrals, connections and sector capacity building within the local community and service system. This includes participating and engaging in local interagency groups or TEI governance committees

- Ensure Aboriginal, CALD and disability accessibility and capability - these activities and capabilities will proactively enable individuals and families to access services and determine the way their support is provided

- Develop the Wesley Worksmart program in partnership with Wesley Take Charge of My Life program
- Work within Department of Social Services Reconnect framework
- Work within the NSW Care and Protection Framework, actively screening for children at risk of harm and reporting appropriately
- Work within the NSW Principles guiding the protection of children impacted by domestic and family violence
- Promote Wesley Mission’s principle of joined up thinking and practice
- Provide oversight of the childcare funding grant

5.1.1 Performance Measures
The team leader will ensure the Youth Team:
- achieve 90% client satisfaction
- achieve or exceed all targets
- evidences domestic violence and child protection screening is common practice
- evidences the priority target group is accessing services and given priority access
- evidences quality partnerships and increased cross referrals across sector
- evidences quality partnerships and increased cross referrals within Wesley Mission

5.2 Our people
Provide professional support and oversight, leading the Youth Action Team to:
- complete Wesley Mission induction and orientation program and mandatory training
- attend and participate in regular support meetings and team meetings
- attend and participate in annual Employee Contribution & Development process
  - continue tracking achievement of goals, documenting progress on the Employee Contribution & Development template
- commit to a continuing process of personal self-development, training and skills acquisition
- 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
- attend Life of the Mission events as advised by supervisor – there is an expectation that all staff will attend Wesley’s Thanksgiving Service on the first Sunday in December
- be a part of creating a team culture of support and respect
- promote and ensure adherence to Wesley Mission brand
- work as part of “One Wesley” where an emphasis is sharing knowledge and understanding of programs supported by Wesley and where appropriate advocate and refer families to services that meet their individual needs.

5.2.1 Performance Measures
- 90% staff retention
- 90% attendance at Wesley Thanksgiving Service and other Life of the Mission events
- 100% all staff have completed induction and orientation and mandatory training
- 100% team engagement with new practices, policies and procedures
- balanced annual to personal leave

5.3 Our operations
Provide professional support and oversight, leading the Youth and Family team to:
• ensure the reputation and integrity of Wesley Mission is maintained at all time
• 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 including CRM and Carelink+, relevant to Wesley Mission’s work
• maintain industry specific standards and ISO9000 standards as per Wesley Mission’s quality assurance policies
• promote the grievance procedure to all clients and respond in line with the Wesley Mission Grievance Procedure

5.3.1 Performance Measures
• regular reporting requirements are met
• % increase in the number of referrals received from other organisations
• Number of local network/interagency meetings attended
• achieved working knowledge of:
  o funding specifications and guidelines
  o Wesley Mission employee handbook
  o relevant policy and procedures

5.4 Our financials
Provide professional support and oversight, leading the Family and Community team to:
• commitment to proactively planning our programs at the beginning of the year to minimise over or underspends at the end of financial year
• Wesley resources are maintained and serviced as required
• commitment to retaining current funding through working within funding guidelines and providing a best practice service
• proactively seek new funding opportunities

5.4.1 Performance Measures
• Wesley resources are well maintained including centres, vehicles and other equipment
• Evidence of proactive program planning and reduced over/underspend
• Current funding maintained

6. Professional responsibilities
• other activities to support the delivery of the Wesley Community and Family Care Business Plan 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

7. Selection criteria
To be successful in this position, candidates must possess the following:

Essential criteria
- proven team leadership skills including: experience in supervision of staff; monitoring service provision to be in line with program targets and organisational policy and procedure, recruitment, induction and orientation of staff, performance management and team development
- demonstrated ability to engage families and young people at the point of initial service contact, build relationships of trust and cooperation, problem solve and resolve conflict
- high level written and verbal communication skills, with experience developing case summaries and completing child protection reports
- 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
- commitment to continuous improvement and WH&S Principles
- willingness to affirm Wesley Mission’s vision, mission and values
- flexibility to work some evenings and occasional Saturdays
- current NSW or National driver’s license and working with children’s check

Desirable criteria
- working knowledge of an evidence based case management system
• working knowledge of the local child and family support sector

**Education/qualifications**
• relevant tertiary qualification in social work, community welfare or extensive experience in the social services sector
Social and community services employee level 6 - summary

Characteristics of the level

- A person employed as a Social and community services employee level 6 will operate under limited direction from senior employees or management and undertake a range of functions for which operational policies, practices and guidelines may need to be developed.

- General features at this level allow employees the scope to influence the operational activities of the organisation and would require employees to be involved with establishing operational procedures which impact upon the organisation and/or the sections of the community served by it. Employees at this level will be expected to contribute to management of the organisation, assist or prepare budgets, establish procedures and work practices. Employees will be involved in the formation of programs and work practices and will be required to provide assistance and/or expert advice to other employees. Employees may be required to negotiate matters on behalf of the organisation.

- Positions at this level will require responsibility for decision-making in the particular work area and the provision of expert advice. Employees will be required to provide consultation and assistance relevant to the workplace. Employees will be required to set outcomes for the work areas for which they are responsible so as to achieve the long term goals of the organisation.

- Employees may exercise managerial responsibility, work independently as specialists or may be a senior member of a single discipline project team or provide specialist support to a range of programs or activities. Positions at this level may be identified by: impact of activities undertaken or achievement of stated outcomes or objectives for the workplace; the level of responsibility for decision-making; the exercise of judgment; delegated authority; and the provision of expert advice.

- Managing time is essential so outcomes can be achieved. A high level of interpersonal skills is required to resolve organisational issues, negotiate contracts, develop and motivate staff. Employees will be required to understand and implement effective staff management and personnel practices.

Responsibilities

To contribute to the operational objectives of the work area, a position at this level may include some of the following:

- undertake significant projects and/or functions involving the use of analytical skills;
- undertake managerial or specialised functions under a wide range of conditions to achieve results in line with organisation goals;
- exercise managerial control, involving the planning, direction, control and evaluation of operations which include providing analysis and interpretation for either a major single or multi-specialist operation;
- undertake a range of duties within the work area, including develop work practices and procedures; problem definition, planning and the exercise of judgment; 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;
- provide advice on matters of complexity within the work area and/or specialised area;
- control and co-ordinate a work area or a larger organisation within budgetary constraints;
- exercise autonomy in establishing the operation of the work area;
- provide a consultancy service for a range of activities and/or to a wide range of clients;
where the prime responsibility lies in a specialised field an employee at this level would undertake at least some of the following:
- provide support to a range of activities or programs;
- control and co-ordinate projects;
- contribute to the development of new procedures and methodology;
- provide expert advice and assistance relevant to the work area;
- supervise/manage the operation of a work area and monitor work outcomes;
- supervise on occasions other specialised staff;
- supervise/manage the operation of a discrete element which is part of a larger organisation;
- provide consultancy services for a range of activities.

Requirements of the position
Some or all of the following are needed to perform work at this level:

**Skills, knowledge, experience, qualification and/or training**
- comprehensive knowledge of organisation policies and procedures;
- specialist skills and/or supervision/management abilities exercised within a multi-disciplinary or major single function operation;
- specialist knowledge gained through experience, training or education;
- appreciation of the long term goals of the organisation;
- detailed knowledge of program activities and work practices relevant to the work area;
- knowledge of organisation structures and functions;
- comprehensive knowledge of requirements relevant to the discipline.

**Prerequisites**
- degree with substantial experience;
- post graduate qualification;
- associate diploma with substantial experience;
- attained through previous appointments, service and/or study with a combination of experience, expertise and competence sufficient to perform the duties required at this level.

**Organisational relationships**
- works under limited direction from senior employees of the Committee of Management or Board;
- supervision of staff.

**Extent of authority**
- exercise a degree of autonomy;
- may manage a work area or medium to large organisation or multi-worksite organisation;
- has significant delegated authority;
- selection of methods and techniques based on sound judgment;
- manage significant projects and/or functions;
- solutions to problems can generally be found in documented techniques, precedents, or instructions. Advice available on complex or unusual matters.