


MANAGER CHILDREN'S SERVICES

Position No.	1265
Classification	Senior Executive Officer, Permanent Full Time (76r per F/T 1.00 FTE)
Directorate	Community, Planning & Growth
Department	Children's Services
Division	Kindergartens, Children's Services Administration, Maternal & Child Health
Teams	As above
Department Context	<p>The Children's Services department exists to provide a broad range of family services to the Golden Plains Shire community including Kindergartens delivery and Maternal and Child Health We understand that positive, supportive and individualised relationships between adults and children enhance the social, emotional, cognitive and physical development of young children. We aspire to establish accessible, quality, and sustainable services for children and families within the local region.</p>  <pre> graph LR A[Director Community, Planning & Growth] --- B[Manager Children's Services] B --- C[Coordinator MCH] B --- D[Coordinator Kindergartens] B --- E[Team Leader Children's Services Administration] </pre>
Position Purpose	The Manager Children's Services provides strategic direction and leadership for the planning and delivery of children's services ensuring positive outcomes for clients and their families. This is achieved by developing a high performing team and displaying exceptional leadership and behaviours consistent with Council's Values.

VISION & VALUES

Where people matter, communities are connected, and the future is bright

Pride	We know that our work is important, and we take pride in doing the best job we can
Respect	We treat each other with courtesy and respect, and are committed to keeping our environment safe, and free from judgement
Integrity	We are committed to being authentic, honest and ethical in our work
Collaboration	We partner together to achieve shared goals and deliver community focused outcomes
Excellence	We are committed to delivering the best community experience and outcome that we are capable of providing

KEY RESPONSIBILITIES AND DUTIES

Duties of the Position

This is a key leadership role and therefore to operate successfully the person will be expected to:

- Inspire, motivate and provide leadership to their team.
- Commit and contribute to organisational and team objectives.
- Take responsibility for their own performance as well as the performance of people in their team and to oversee staff safety and development.
- Think and act strategically.
- Manage corporate risk and budgets effectively.
- Build and foster effective relationships with key stakeholders including families, service providers and government departments.

Service Management

Service Leadership and Delivery

Manage and lead the Children’s Services department to deliver high-quality, integrated early years services, including Maternal and Child Health and Early Years Management (EYM) of sessional kindergarten programs, ensuring services are responsive, compliant, and aligned to community needs.

This includes, but is not limited to:

- **Strategic Planning and Community Responsiveness**
Proactively identify and respond to the current and emerging needs of children and families, integrating Maternal and Child Health services and sessional kindergarten delivery within a service model that supports optimal early childhood outcomes.
- **Integrated Early Years Service Delivery**
Lead the coordination and alignment of MCH and EYM kindergarten services to support seamless service access, early identification, intervention, and continuity of care and learning across the early years continuum.
- **Quality and Continuous Improvement**
Maintain a strong focus on continuous improvement across all service areas, ensuring alignment with the **National Quality Framework (NQF)**, **Victorian MCH Program Standards**, and all relevant legislation, funding agreements, and contractual requirements.
- **Service Standards and Practice Excellence**
Develop, implement, and monitor service standards that reflect best practice in both clinical (MCH) and educational (kindergarten) settings, ensuring evidence-based decision making and high-quality outcomes for children and families.
- **Compliance and Child Safety**
Ensure all services operate in full compliance with legislation, regulations, Child Safe Standards, and professional practice frameworks, embedding a strong culture of child safety, wellbeing, and risk management across all programs, services, and community interactions.
- **Service Review and Innovation**
Regularly review service delivery models, incorporating community feedback, demographic data, industry trends, and government reforms to drive innovation and ensure services remain sustainable, inclusive, and future-focused.

- **Monitoring, Evaluation and Reporting**

Oversee robust evaluation processes across MCH and EYM services, including monitoring service performance, client outcomes, participation rates, and satisfaction, and ensuring compliance with all reporting and accountability requirements.

Service Strategy, Policy and Projects

Undertake strategic planning, project oversight and policy development in relation to the Department’s services by:

- Working with the community, Council and other levels of Government to develop appropriate responses to community needs including engagement, relevant Strategic Planning and Municipal Early Years Infrastructure Planning.
- Overseeing social planning and research to develop evidence-based policies and strategies regarding children’s services needs of the Golden Plains’ community.
- Identifying medium to long-term opportunities and challenges and planning for them.
- Overseeing and updating relevant policies.
- Developing, implementing and monitoring plans.
- Planning and delivering projects in accordance with Council’s project management framework.

Business and Financial Management

- Manage and continuously improve the cost effective and efficient provision of Council’s Children’s Services with a strong customer focus and in accordance with Council policies and government regulations and guidelines.
- Develop an annual department budget.
- Manage funding Agreements with State and commonwealth agencies and ensure funds are expended appropriately.
- Manage revenue and expenditure within the agreed budget.
- Participate in all corporate planning and reporting activities.
- Oversee tender processes for the delivery of Children’s Services.
- Engage and consult with Victorian Schools Building Authority (VSBA) and Building Blocks Grants streams to ensure agreements are in place and/or Grant applications processed for Early years Facilities infrastructure incl. new, upgrade and refurbishment in alignment community growth and sector reforms.
- Ensure effective and efficient use of resources across MCH and EYM services, delivering value-for-money outcomes while maintaining service quality and accessibility for the community.
- Manage risk, budget, resources and facilities associated with Children’s Services, including ensuring that relevant grants, funding and subsidies are applied for and properly acquitted.

People Leadership

- Create and maintain a culture that supports high levels of staff engagement.
- Provide guidance and direction to department staff through team and individual performance indicators.
- Ensure formal appraisals of all staff in the department are conducted as per organisational policy.
- Maintain an appropriate staffing structure for the department.
- Support the development of department employees.
- Lead regular departmental communication including meetings, email and verbal communication.

Organisational Leadership

Provide leadership in the workplace by:

- Aligning personal and department work and behaviours with the Council’s Vision and Values.
- Positively influencing teams and individuals.
- Supporting the effective development and implementation of organisational policies and procedures.
- Regularly participating in inter-department and cross-organisation activities.
- Undertaking key emergency management roles as delegated.

Community Engagement

- Develop and implement community engagement strategies.
- Liaise effectively with internal and external stakeholders.
- Engage relevant community, government and non-government organisations in issues affecting the Golden Plains Community.
- Build and maintain strong partnerships with key stakeholders, including health services, schools, funded kindergarten providers, community organisations, and government departments, to enhance service integration, referral pathways, and community wellbeing.

Communications, Coordination and Advice

- Facilitate the provision of advice and information on children and family service planning to Council, the CEO, Community Planning and Growth Director, other Directorates and within networks at regional level.
- Facilitate the coordination and distribution of information relating to Golden Plains demographic profile and other services.
- Represent Council and act as a liaison as required at inter-governmental and other external forums.
- Participate in and contribute to planning processes and other regional initiatives.

Emergency Management

- Act as the Deputy Municipal Emergency Relief Centre Manager and take an active part in the planning and implementation of relief and recovery activities prior to and in response to emergency events.
- Participate as directed in training and education to maintain an up-to-date knowledge of emergency management responses.
- Provide administration, logistics and specialist support and advice during CEO identified emergency events.

General and Organisational Responsibilities

- Comply with Council policies and procedures, including the Code of Conduct, and Councils Corporate Values.
- Contribute to the development of the Department’s/Teams objective, as well as the corporate goals of Council.
- Embrace Council’s commitment to providing a safe and healthy working environment by performing duties in accordance with the Health & Safety Act 2004, regulations, codes of practice and policies and procedures.
- Promote excellence in the customer experience and, identify, review, and implement strategies to improve the customer experience quality and efficiency.
- Maintain confidentiality in respect of all dealings of a sensitive or confidential nature.
- Participate as directed in training and education to maintain compliance and an up-to-date knowledge.
- Other duties within the scope of the employee’s skills, competence and training,

This position description is intended to describe the general nature and level of work that is to be performed by the person appointed to the role. It is not intended to be an exhaustive list of all responsibilities, duties and skills required.

Child Safe Standards

Council is committed to creating a culture of child safety and wellbeing where children and young people are respected, empowered and protected from harm. This includes preventing and responding to all forms of abuse, neglect, and exploitation and promoting environments where children can thrive. We recognise that safeguarding children and young people is an organisation-wide responsibility.

We have a commitment to the cultural safety and inclusion of all children and young people, which includes Aboriginal and Torres Strait Islander children, those from culturally and linguistically diverse backgrounds, gender diverse, LGBTQIA+ young people, children with a disability and those experiencing socio-economic disadvantage. We recognise that these principles support the safety and wellbeing of all children and young people.

A child safe culture is championed at all levels of Council and further strengthened through leadership and governance. Our commitment is delivered through Council Strategy, Values, Action Plans, Code of Conduct, Training and Capacity Building, Policies and Procedures and is supported by ongoing review and continuous improvement to ensure best practice.

GPSC CAPABILITIES

The GPSC Capabilities are the knowledge, skills, and associated behaviours required by all staff. The capability level for each role is varied and dependent on the role functions. The four levels for the capabilities are:

Foundational	<ul style="list-style-type: none"> • Basic awareness of concepts and techniques • Follows guidance, complies with established procedures, seeks advice
Intermediate	<ul style="list-style-type: none"> • Broad understanding of concepts and techniques • Demonstrates the skills/knowledge with minimal guidance
Adept	<ul style="list-style-type: none"> • Strong understanding of concepts and techniques with consistent application • Influences, upholds, shares advice, consults
Advanced	<ul style="list-style-type: none"> • Extensive understanding and application of concepts and techniques • Sets, leads, designs, innovates, monitors, regulates, develops others • Shapes the organisations approach in the application of this skill/knowledge

The capability level for this role is as follows:

Capability	Description	Level
Flexibility & Adaptability	Adjust approach in line with changing priorities and remain agile and positive toward change	Adept
Manage Self	Shows drive and motivation, with an ability to self-reflect and a commitment to learning	Advanced
Resilience	Maintain a positive attitude and consistently deliver quality work in the face of challenging situations	Adept
Value Diversity & Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences, and perspectives	Advanced
Communication	Communicate clarity, vision, purpose, and impact, actively listen to others, and respond with understanding and respect	Advanced
Collaboration	Build strong relationships, collaborating effectively across the organisation, valuing their contribution	Advanced

Customer & Community Focus	Committed to the customer experience and delivering customer and community valued outcomes	Adept
Influence & Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
Action & Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy, and guidelines	Adept
Plan & Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
Problem Solving	Think, analyse, and consider the broader context to develop practical solutions	Adept
Innovation & Continuous Improvement	Use different ideas and concepts to develop new and different ways of thinking to improve efficiency, effectiveness, and quality of work	Adept

CLASSIFICATION DEFINITIONS

Accountability and Extent of Authority	<p>The position manages resources and specialist units and develops and interprets policy.</p> <p>Freedom to act is governed by broad goals, policies, legislation and budgets with period reviews to ensure achievement of those goals.</p> <p>Specifically, the officer is directly accountable for clearly quantifiable outcomes and outputs that are the direct responsibility of the position, specifically:</p> <ul style="list-style-type: none"> • Manage controllable resources for specific projects, programs and the department to achieve defined business, service, developmental or operational objectives. • Use the annual value of the resources allocated to and controlled by the position to achieve the objectives, typically reflected in expenditure and/or capital budgets. • Provide leadership to a team of employees to achieve service, operational and project objectives. • Bound by broad practice and policy guidelines and is subject to executive management direction. There is freedom to determine how to achieve end results. Achievements are generally measured against agreed targets and budgets. • Substantially influences the allocation of resources, deploys employees independently and makes minor long-term commitments where there are defined precedents. • May make statements on behalf of the organisation in accordance with policy directives. <p>The methods may be suggested but seldom specified. Judgement is exercised within broad constraints and completed projects or programs are reviewed for general effectiveness.</p> <p>The position is required to identify and prepare proposals on new initiatives and undertake analysis though final decisions are made at Director, Senior Management Team or Council level.</p>
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The Department is regarded as a major cost centre or organisational activity centre. The position is accountable for the program development, implementation, planning and negotiation of resources and is accountable for effectiveness.

Judgement and Decision Making

The position involves policy development and problem solving. Methods, procedures and processes are less well defined and the manager leads their development and adaption. The work requires the incumbent to:

- Operate within an environment where there is a strong requirement to identify and define corporate issues or emerging issues of major community or professional concern. The position defines core business strategies for the implementation of major strategic change.
- Resolve unusual problems and develop and oversee the implementation of new programs. This requires the definition of appropriate organisation policies and business strategies, Council and organisational business plans and new business development initiatives.
- Undertake the identification of the environment and business challenges for current and future years and develop the organisational strategies to meet these challenges.
- Develop, implement and monitor major community programs.

In this position a variety of alternatives must be analysed before choices can be made. Problem resolution is structured by established management systems and budget parameters. Problem resolution is a frequent requirement, requiring consideration of many influences.

Work demands the conceptualisation, identification and development of ideas, the detailed analysis of alternative courses of action and their implications, addressing difficulties/problems in the work environment, devising action plans and advancing new approaches.

The position recommends solutions or alternative courses of action.

Specialist Skills & Knowledge

The position requires proficiency in the application of theoretical approaches in the search for solutions to new problems and opportunities which are outside the original field of specialisation. The nature of work demands highly specialised commercial, professional, technical, administrative or advanced managerial capability in order to:

- Provide professional opinions and plans that address and resolve complex professional issues for clients.
- Identify critical issues in the development and delivery of the range of services to the community and understand how to position the organisation to meet major challenges.
- Investigate, analyse, balance competing interests and make informed decisions based on professional knowledge, previous experience and independent research.
- Apply project management and contract management principles.
- Develop strong relationships with key Government and non-government agencies and community stakeholders.
- Manage a professional team engaged in a complex professional environment requiring the integration of a diverse set of skills and a multiplicity of resources.
- Provide a series of opinions on a consistent and regular basis that influence the overall direction taken by departments of the organisation on key corporate issues.

The position includes the provision of policy advice requiring extensive knowledge, not only of the area of operation, but also of the impact of the environment, including government initiative and private and public sector influences and interactions.

Management Skills

The officer manages a large workforce including tertiary qualified employees, employees with extensive experience and staff new to their roles.

The position requires the ability to:

- Lead, inspire and manage the Children’s Services team to achieve outcomes identified in the Council Plan.
- Ensure effective planning for the provision of high-quality community services having regard for Council identified priorities and community needs.
- Manage and continuously improve the cost effective and efficient provision of Council’s community services with a strong customer focus and in accordance with defined Council policies and government regulations and guidelines.
- Manage risk, budget, resources and facilities associated with the Children’s Services department, including ensuring that relevant grants and subsidies are applied for and properly acquitted.
- Ensure that the necessary accreditation is achieved for all services.

This position manages the integration of a diverse set of conditions. This includes a variety of client populations, multiple and diverse topics and issues, coverage across a wide set of disciplines/practices/processes and the need to gain the participation of the community and a network of stakeholders.

Interpersonal Skills

This position requires demonstrated abilities as listed below:

- Values driven leadership
- Curious and interested in continuous improvement and learning
- Reliable and committed with a strong work ethic
- Natural leader
- Systems thinker

The role manages coordinators/officers of various disciplines and has significant interaction with the community, external organisations, Councillors and Management.

Qualifications & Experience

The position requires:

- Tertiary qualifications in early childhood education and care, community services, health, education, or a relevant social science field.
- Demonstrated experience at a management level.
- Demonstrated experience in the management of staff and resources within an environment of diverse disciplines and multi-skilling.
- A well-developed understanding of the role of local government in the planning and provision of children and family services and community development.

KEY SELECTION CRITERIA

- Tertiary qualifications in early childhood education and care, community services, health, education, or a relevant social science field.
- A high level of relevant knowledge and supervisory experience and a proven record of accomplishment as an effective leader within the child and family services delivery environment

- Demonstrated understanding of and experience in responding to government policy, compliance and trends related to early years education and M&C health services.
- Demonstrated strategic planning and policy development skills including the ability to provide sound advice on how to position the organisation to respond to changes in the broader policy environment and community needs.
- An ability to motivate, lead and manage staff to maximise their performance and their job satisfaction.
- A commitment to continuous improvement and experience in leading initiatives that add value, enhance services, processes and practices, and comply with legislative and contractual requirements.
- Demonstrated business management skills including financial management, contract or service agreement management and human resource management.
- Project management skills, including being able to demonstrate an ability to lead, manage, monitor and review projects, and an ability to manage multiple functions simultaneously.

Other Requirements

- As part of your role, you will be working or have contact with children. It is your obligation to always ensure their safety and report any concerns that you have, in line with our duty of care obligations. You will be required to regularly provide the necessary working with children, police records and reference checks. We have zero tolerance when it comes to abuse of any kind and will take disciplinary action, including and up to termination of employment, should we determine that abuse has taken place or there has been a failure to report any suspected or alleged abuse.
- The remuneration package contains payment for all other hours worked or attendances at meetings or functions outside the Council's usual office hours, being the reasonable additional hours required and agreed to by the officer.
- A current Australian driver licence.
- Maintain a satisfactory National Criminal History Check and Working with Children’s Check.

APPROVAL

Approved By (Directorate): Director Community, Planning & Growth

Reviewed By (P&C): Business Partner People & Culture

Date: June 2026

Employee Acceptance: *Accepted via onboarding portal*