

POSITION DESCRIPTION

Position Title	Head of Children's Services
Department	Children's Services
Date	August 2025
Reporting To	Chief Executive Officer
Direct Reports	<ul style="list-style-type: none"> • Centre Directors • Family Day Care Manager • Child and Family Practitioner • Children's Services Administration Officer
Internal Liaisons	All staff, Board, volunteers
External Liaisons	Families, community organisations, councils, regulatory bodies, tertiary institutions, community members and others as required

Company Overview

The Infants' Home Child and Family Services is an integrated child and family hub, providing high-quality early childhood education and care, allied health and early intervention services for children and families. For over 150 years the key focus of our work has been supporting families and children experiencing hardship or vulnerabilities to make a more positive future.

Purpose/Key Objectives

The Head of Children's Services is a leadership position overseeing The Infants' Home's Early Childhood Education and Care Services - long day care centres and a family day care scheme. Our children's services help children, families, and our community to thrive.

The responsibilities of the role include:

- Supervising operations to ensure services adhere to Child Safe protocols, comply with the National Quality Framework, Child Safe Standards, and meet all regulatory requirements.
- Leading efforts to increase enrolments, thereby optimising placements and developing robust waitlists for service sustainability.
- Providing guidance on practice and pedagogy to uphold exemplary standards of family-centred, trauma-responsive service delivery in alignment with established learning frameworks, our *Practice Guide* and the Response to Intervention model.
- Coaching and mentoring Nominated Supervisors, Responsible Persons, staff and educators.
- Building a culture of performance in line with organisational values.
- Supporting the efficient opening of new centres and facilitating smooth operational transitions.
- Reporting on the impact and excellence of our Children's Services.

Additionally, the Head of Children's Services serves as a member of The Infants' Home Leadership Team, working collaboratively to further the organisation's strategic objectives and contribute to decision-making in the best interests of the organisation.

Responsibilities

Key Activity	Objective	Accountability
Utilisation	<p>Drives the performance of each service by maximising enrolments.</p> <p>Ensures efficient operations and adequate staffing for optimal utilisation.</p>	<ul style="list-style-type: none"> • Meets or exceeds budgeted utilisation. • Monitor enrolments and occupancy levels, implementing strategies to support growth and sustainability. • Monitor operations to ensure services are adequately staffed and running efficiently. • Implement strategies to support utilisation growth and sustainability. • Develops plans with Centre Directors to ensure child-focussed transitions within and/or between services. • Promotes early childhood education and care services to maximise enrolment. • Provides advice to Leadership/Board regarding enrolment patterns, trends, and community needs.
Quality	<p>Ensures pedagogical best practice in all services.</p>	<ul style="list-style-type: none"> • Embed the Child Safe Standards in every aspect of our work with children and families. • Ensure all early childhood services consistently meet or exceed the National Quality Standard and deliver a high-quality education program in line with the Early Years Learning Framework. • Ensure that The Infants' Home <i>Practice Guide</i> aligns with current best practices and that all early childhood services are consistently delivered in accordance with this guide. • Ensure service Self-Assessments/Quality Improvement Plans are maintained. • Champion The Infants' Home's Response to Intervention model. • Maintain a family satisfaction score of at least 90% regarding service quality, safety, and responsiveness in annual surveys. • Coach and mentor team members to ensure they maintain contemporary knowledge of best practice in early childhood service delivery. • Ensure staff and educators participate in professional development opportunities which drive service quality. • Provides advice to Leadership/Board regarding service quality.
Compliance	<p>Ensures compliance with all regulatory requirements.</p>	<ul style="list-style-type: none"> • Maintain compliance with the National Quality Standard (NQS) across all services. • Achieve 'Meeting' or 'Exceeding' ratings during scheduled and unscheduled regulatory audits and assessments. • Ensure all policies, procedures, and supporting documentation required by regulations are current and compliant. • Develop and implement an internal audit process to regularly review compliance with the National Quality Standards. • Promote adherence to the Child Safe Standards and Reportable Conduct requirements within all service areas. • Serve as a subject matter resource in compliance, child protection, and safeguarding practices. • Oversee the management of incidents, audits, investigations, and regulatory responses in a transparent manner. • Encourage a culture focused on safety, accountability, and continuous improvement.

Key Activity	Objective	Accountability
Impact Reporting and Data Analysis	<p>Measures performance and outcomes.</p> <p>Provides timely, accurate and insightful reporting and analysis to Management, Leadership and Board</p> <p>Drives the identification and improvement of issues and opportunities.</p>	<ul style="list-style-type: none"> • Develop and implement processes for data collection, analysis and reporting. • Produce qualitative and quantitative impact analysis reports in line with organisational Theory of Change and Program Logic. • Seek feedback from stakeholders about service delivery. • Provide insightful monthly reporting and analysis to the CEO by 7th working day post month end. • Drive the identification and improvement of issues and opportunities. • Provide timely, accurate and insightful reporting and analysis to Management, Leadership and Board.
Risk Management	<p>Champions the risk management process and ensures The Infants' Home identifies, plans for and addresses risks.</p> <p>Seeks opportunities for continuous improvement.</p>	<ul style="list-style-type: none"> • Lead the identification, documentation, and proactive mitigation of significant organisational risks. • Coordinate regular risk assessments and ensure completion within designated reporting periods. • Oversee incident management, ensuring timely and effective response, containment, and resolution of reported incidents. • Analyse incident and risk recurrence rates, and lead initiatives to reduce repeat incidents over time. • Proactively maintain designated operational risks, risk controls and incidents in risk database. • Champion a proactive culture of work health and safety by ensuring comprehensive risk management, compliance with legislative requirements, and continuous improvement in workplace safety practices across all levels of the organisation.
People Management	<p>Fosters a supportive and high-performing team culture.</p> <p>Ensures staff are engaged, well-informed, and empowered to deliver quality services.</p> <p>Promotes staff growth and wellbeing, communicates goals clearly, and ensures alignment with organisational vision, mission, and values.</p>	<ul style="list-style-type: none"> • Inspire and drive team engagement by fostering an environment where every individual feels valued, heard, and empowered to contribute. • Develop and implement effective talent acquisition, retention, and succession planning strategies to ensure the organisation attracts and nurtures top-tier talent. • Facilitate ongoing professional development, providing opportunities for training, upskilling, and career advancement to support staff growth and organisational capability. • Set clear performance expectations and conduct regular, constructive feedback sessions to motivate staff and drive accountability. • Proactively identify and address workforce challenges, mediating conflict and supporting employee wellbeing through transparent communication and empathetic leadership. • Act as the first point of escalation and support for service leaders, guiding decision-making and problem-solving.

Key Activity	Objective	Accountability
Financial Management	<p>Accountable for sound financial management of program areas, achieving budget expectations.</p> <p>Responsible stewardship of grant funding.</p>	<ul style="list-style-type: none"> • Collaborate with Finance team to ensure budget planning aligns with strategic priorities, supporting prudent allocation of resources across departments. • Support program managers to manage budgets, forecasting, and profit & loss accountability. • Account signatory and decision making in line with Delegations Policy. • Contribute to forecasting activities by providing operational insights and identifying trends that may impact cost, resource requirements, and service delivery. • Champion responsible stewardship of grant funds, overseeing project milestones and ensuring deliverables are met within budgetary constraints. • Support transparent communication with funding bodies and stakeholders, preparing timely reports to demonstrate effective use of resources and project outcomes. • Facilitate cross-functional collaboration to maximise the impact of grant-funded initiatives, ensuring alignment with organisational objectives and sustainability and compliance with funding agreements.
Leadership	<p>Works as part of a collaborative leadership team responsible for guiding day-to-day operations and the achievement of our strategic plan.</p> <p>Provides visionary, strategic, and ethical leadership to guide the organisation in fulfilling its mission and achieving long-term goals.</p> <p>Role models organisational values.</p>	<ul style="list-style-type: none"> • Champion a culture of excellence, innovation, and continuous improvement across all operational areas. • Lead organisational change initiatives, ensuring staff engagement, transparent communication, and effective implementation of strategic priorities. • Cultivate collaborative relationships with internal and external stakeholders to strengthen partnerships and enhance service delivery. • Model exemplary professional conduct, accountability, and a commitment to equity, diversity, and child safety. • Empower and develop management and teams to build leadership capability, foster talent, and drive high performance. • Ensure robust governance, risk management, and stewardship of resources to sustain organisational growth and integrity. • Support excellence in corporate governance through presentations and reports to Board. • Participate in regular strategic and operational planning. • Work as part of a collaborative leadership team responsible for guiding day-to-day operations and the achievement of our strategic plan.

Professional Expectations

Key Activity	Expectations
Professional Conduct	<ul style="list-style-type: none"> Exercise due care, skill and judgement and always act in accordance with applicable professional ethics, principles, legislation and standards Role model alignment with organisational values and adherence to the Code of Conduct. Actively participate in regular performance appraisals and individual training plans Always work within the guidelines of policies and procedures of The Infants' Home Keep abreast of current research relating to inclusive and integrated practice within child and family services
Compliance and Organisational Requirements	Ensure activities within the area of responsibility comply with: <ul style="list-style-type: none"> National law and regulations Work Health and Safety legislation National Quality Standards Early Years Learning Framework and My Time Our Place Framework Child Protection Legislation National Disability Insurance Scheme (NDIS) Standards Fundraising Institute of Australia Code The Infants' Home vision, mission, policies, procedures and strategic goals
Risk Management	<ul style="list-style-type: none"> Follow policies and procedures to ensure compliance Maintain a safe, healthy and clean environment Identify hazards and take action to remove these hazards Ensure that all the Work Health and Safety requirements are met Identify risks and report them in a timely manner
Other Duties	<ul style="list-style-type: none"> Carry out all duties, responsibilities and specific tasks related to the role as well as specific duties allocated by the CEO

Selection Criteria

Essential Knowledge, Experience and Skills

- Minimum 3 to 5 years' experience in multi-site leadership within early childhood education or children's services.
- In-depth understanding of the National Quality Framework, Child Safe Standards, and Reportable Conduct obligations.
- Knowledge of the Early Years Learning Framework and experience in family and community engagement, including play-based and family support settings
- Proven track record in quality and compliance oversight, including safeguarding and child protection leadership.
- Business acumen with demonstrated success in financial management, including budgets, forecasting, P&L accountability, occupancy growth, debt control, and workforce planning.
- Strong leadership and coaching ability, with experience providing oversight and guidance to managers on recruitment, induction, staff development, and retention.
- High level communication, interpersonal, and stakeholder engagement skills, with the ability to influence and collaborate effectively.
- Analytical and problem-solving skills, with capacity to use data and metrics to guide decision-making and continuous improvement.
- Commitment to values-driven leadership, fostering a culture of respect, accountability, inclusion, and collaboration.

Essential Qualifications, Certification, Approvals

- Relevant tertiary qualification.
- Completion of an approved child protection training course or unit (CHCPRT001 or CHCPRT025).

- Current Australian Driver's Licence and ability to use own insured vehicle.
 - Current Working With Children Check.
 - Current NDIS Worker Clearance.
 - Recent national police check (within past six months).
 - Hold valid working rights in Australia.
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I have read and agree to undertake the duties as outlined:

Name

Signature

Date