

POSITION: Senior Practice Development Lead

REPORTS TO: Head of Youth Homelessness

DATE June 2024

ORGANISATIONAL ENVIRONMENT

MCM (Melbourne City Mission) is a leading community services organisation that innovatively works alongside thousands of Victorians and their communities to overcome barriers experienced through Homelessness, Early Years, Disability, Palliative care, Early Childhood Intervention Services and Education.

With deep experience working with communities experiencing disadvantage, MCM advocates for systemic change, working across all sectors to sustainably disrupt such disadvantage.

Since 1854, MCM has been striving for those experiencing disadvantage to live their life, their way.

JOB CONTEXT

The Homelessness & Family Services division of MCM supports people experiencing, or at risk of homelessness, people involved in the justice system and families at risk of poorer outcomes and progression to greater forms of disadvantage. The division provides a range of services aimed to prevent or reduce the impacts of homelessness, incarceration, and family cycles of disadvantage through provision of evidence based, high quality, effective interventions.

The Homelessness & Family Services Division consists of three domains:

- Youth Homelessness Services
- Adult Homelessness Services
- Family Services

JOB PURPOSE

The Senior Practice Development Lead is accountable for driving change, continuous improvement, and practice development of our MCM Healing Oriented Framework (HOF) for our workforce, piloting the full implementation of HOF in Frontyard Youth Services, Melbourne CBD, and documenting and sharing learnings with services across MCM.

The MCM HOF has been developed to promote the physical, emotional, and cultural safety of people in contact with MCM. The HOF advances a trauma informed approach by ensuring we maintain a holistic view of individuals, families, and communities in their process of healing.

The role will lead professional practice by working with the Frontyard Youth Services team to pilot, test, and trial implementation of the MCM HOF and inform a HOF informed Case Management Framework. The role takes the lead to embed the frameworks, deliver group reflective practice, and provide enhanced supervision to Frontyard Youth Services, as well as support implementation of the Integrated Frontyard One Practice Model. The Senior Practice Development Lead will then support change management, training and development activities to build HOF capability and share learnings more broadly across the MCM Group.

JOB OBJECTIVES

Duties of this role may include but are not limited to the following:

Outcome Area	Responsibilities
<p>Lead Professional Practice 25%</p>	<ul style="list-style-type: none"> • Continue implementation of the HOF through a ‘trial and test’ site Frontyard Youth Service in Melbourne CBD, then support other leaders to implement more fully across MCM service delivery. • Provide authoritative best practice advice and guidance to Frontyard Youth Services team based on evidence and where applicable, professional standards, on trauma informed approaches. • Facilitate group reflective practice and enhanced supervision as needed within Frontyard Youth Service. • Support the development and implementation of the MCM Group Principles of supervision and strengthen the approach and importance of HOF centred supervision in Frontyard. • Support the review and development of Frontyard practice manuals and practice documents from a Healing Oriented Framework, building capacity in others to do this work. • Act as the Co-Chair of the MCM <i>Healing Oriented Framework Working Group</i>, engaging the group in meaningful activities and driving the workplan. • Be an active contributor to the <i>Clinical Governance & Practice Effectiveness Committee</i> as well as the <i>Wellbeing Committee</i>, identifying patterns of practice and recommending ways to support the integration and adoption of HOF. • Maintain the HOF practice guide and resources available on the company intranet and policy centre and collaborate with departments for updates and changes.
<p>Change and continuous improvement, 30%</p>	<ul style="list-style-type: none"> • Develop and manage project plans to both do the HOF implementation work in Frontyard Youth Services and to deliver work through others in Service Delivery. • Attend client visits and appointments with practitioners to shadow, understand practitioner experience and stay connected to the work of the organisation. • Actively design, develop and implement Healing Oriented Framework change initiatives including but not limited to the renewal work. • Conduct internal evaluation in partnership with Strategy, Innovation, Outcomes team and implement continuous feedback loops to evaluate improvement opportunities in the application of the HOF.

<p>Facilitation and training 25%</p>	<ul style="list-style-type: none"> • Be a role-model for ongoing learning and professional practice, through mentoring and coaching others. • Facilitate a range of educational, reflective and skills workshops to build capacity across the organisation. • Where applicable recommend and source external learning opportunities and specialist facilitators. • Partner with L&PD to develop a blended HOF learning offer across the organisation ensuring available content is accurate and updated as needed. • Contribute to MCM learning and content calendar in collaboration with L&PD to raise awareness and promote organisational learning. • Collaborate to embed the tools we have, create new tools when needed and act as a Train-the-Trainer on how to use and apply the tools.
<p>External Relationships 10%</p>	<ul style="list-style-type: none"> • Develop relationships with industry organisations to connect into best practice and support the elevation of the organisation. • Maintain knowledge of best practice through building your network and attending relevant professional development events. • Identify opportunities to present, join panels or coach others to talk about the Healing Oriented Framework to an external audience.
<p>Supporting Activities 5%</p>	<ul style="list-style-type: none"> • Develop ad hoc reporting and measurement processes aligned to the HOF. • Manage program budgets and resources where applicable. • Maintain knowledge of industry trends and apply to improvement processes. • Perform other duties and responsibilities, as directed by Head of Youth Homelessness.

KEY RELATIONSHIPS

This position may have relationships with a diverse range of MCM employees, external service providers, organisations, and stakeholders within the community, with the view to providing the most appropriate and effective services and supports to the people they support. Examples of key relationships are detailed in the following table:

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| <p>Internal Relationships</p> | <ul style="list-style-type: none"> • Members of the MCM service delivery team • Members of the People, Quality and Safety team • Operational leaders • All employees, volunteers, and contractors within MCM |
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External Relationships

- Council for Homeless Persons and relevant community organisations

KEY SELECTION CRITERIA

Essential:

- **Qualified:** You'll hold a relevant qualification in social work, youth work, psychology, occupational therapy or similar and are a member of your professional body. Master's qualification and/or mental health endorsements highly valued.
- **Leadership Experience:** Your real-world experience leading front-line teams, preferably in the homelessness services area, means you bring an understanding of the challenges that leaders face and the requirements of supervision. *While the role doesn't have direct reports, the ability to have a unique understanding of supervision and the challenges leaders face is necessary and supports credibility.*
- **Practitioner Experience:** You bring extensive clinical practice experience in a complex trauma informed environment, with experience managing complex cases, specifically with young people and families in crisis. You understand through practice, the impact trauma has on individuals and on systems, as well as demonstrating knowledge and understanding of development, attachment, and trauma theories as they relate to homelessness.
- **Group supervision and reflective practice facilitation:** You bring experience enabling practitioners, particularly front-line staff, to process and reflect on their work, leveraging evidence-based methods and frameworks to guide your practice.
- **Strong communication and presentation skills:** You can express yourself written and verbally, synthesising complex information, flexing to your audience. You're comfortable facilitating sessions, conducting meetings, workshops, and hosting Q&A's and webinars.
- **Training design and delivery:** You have a demonstrated ability to develop tailored training modules and engage with, motivate, train and mentor teams to ensure delivery of interventions.
- **Change leadership and influencing:** You've led significant projects to improve practice, with experience influencing leaders and practitioners to adopt new ways of working.
- **Learning agility:** you're always expanding knowledge and practice in your discipline and can provide examples of how you've driven your development in this area. Specifically in the area of trauma informed practice, vicarious trauma.
- **Project Management:** you are familiar and have experience in adopting a project management approach to deliver new initiatives on time and in partnership with others.
- Proficient IT skills in Microsoft Office and client management systems, and experience in report writing.
- Satisfactory completion of safety screening including a National Police check, International Police check (if required), a current Victorian Working with Children Check (Employee), current Victorian Drivers Licence, and the right to work in Australia.

ORGANISATIONAL REQUIREMENTS AND COMMITMENTS

Child Safety & Safety of Vulnerable People

MCM is a Child Safe Organisation. We are committed to the safety and wellbeing of children, young people, people with a disability and other vulnerable people. We have a zero tolerance of abuse and neglect of all vulnerable people and are committed to actively contributing to a safe organisation in which children, young people, people with a disability and vulnerable people are protected from violence, abuse and neglect. All employees are required to comply with the Child Safe Standards.

Workplace Health & Safety:

MCM’s strategy is to create a working environment in which we have zero tolerance for compromised worker safety. As an employer we endeavour to provide a working environment that is safe for all employees and people who use our services and adheres to Occupational Health & Safety regulations as an employer.

As an employee, you also have Occupational Health & Safety responsibilities as follows:

- To comply with all MCM policies related to Occupational Health and Safety in the workplace.
- Take reasonable care of your own health and safety in addition to the health and safety of your colleagues and people who use our services who may be affected by your acts or omissions in the workplace.

Operational Accountability:

MCM is committed to operating efficiently, ethically and remaining operationally and financially sustainable.

As an employee you are expected to operate within the requirements of our accreditation, registrations, delegations and work responsibilities as detailed in our various policies and procedures, Code of Conduct and regulatory guidelines.

COMPLIANCE

As an employee, you are expected to comply with the following:

- Comply with and actively support all position, division and organisational policies and procedures.
- All employees are subject to MCM’s Employment Safety Screening Procedure.

LEADERSHIP CAPABILITY FRAMEWORK

In addition to the key selection criteria, applicants should be able to demonstrate the following attributes:

KEY AREA	BEHAVIOURAL CAPABILITIES
PARTNERSHIPS	<p>Credibility & Integrity Establishes credibility and trust in the eyes of clients, colleagues, regulators, funders and partners. Is recognised being principled and as having expertise as a leader.</p>

REPUTATION	Provable Results Is accountable. Delivers measurable outcomes. Driven and energetic; striving to meet targets and quality outputs for the people who use our services and our colleagues.
PEOPLE	Resilience & Bounce Back Deals effectively with unexpected challenges and adversity. Quickly recovers to take a positive stance to setbacks and disappointments.
PEOPLE	Wins Hearts & Minds Contributes to an environment where people want to do their best work, and show commitment to the One MCM Purpose and Philosophy.
PEOPLE	Builds Capability & Realises Potential Plays an active role in their own and others' development. Encourages and inspires others to realise ambitions and potential.
PEOPLE	Safety First Always puts safety first. Creates a safe, healthy and caring workplace that is expressed in all operational activities and interactions with others.

OUR VALUES

Employees are expected to commit to and demonstrate MCM's values:

Together	We are inclusive and accepting of difference. We work in highly effective teams and our people are connected across our organisation. We engage proactively with others to deliver outcomes.
Courageous	We speak up constructively in line with our convictions. We pursue our goals with determination. We are passionate about our advocacy role.
Curious	We are inquisitive and ask why. We challenge the status quo. We actively explore the alternatives.
Open	We are transparent and have genuine, honest interactions. We listen and hear people's voices. We value and respect the autonomy of clients. We trust one another.
Accountable	We act safely in all our interactions. We manage within our financial and resource boundaries. We own our outcomes and decisions. We are proud of the work that we do.



I have read and understood this Job Description:

Name:

Date:

Signature: