

POSITION: Head of Quality Assurance & Risk Management
REPORTS TO: General Manager – People, Quality & Safety
DATE CREATED: December 2024

ORGANISATIONAL ENVIRONMENT

MCM Group (MCMG) 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

MCMG has four subsidiaries including MCM Services, Quantum Support Services, MCM Housing and Hester Hornbrook Academy, with a supporting shared services/enabling function. Our strategy is underpinned by growth, innovation, people engagement and delivering quality services. As of early 2025, MCMG has approximately 900 staff and 400 volunteers.

Guiding practice across the organisation is our Healing Oriented Practice Framework (HOF). Healing oriented practice builds on trauma informed practice and emphasises that health and wellbeing is greatest when people have access to individual and community level protective factors. The HOF is unique to the MCM Group.

JOB CONTEXT

The role is a senior leader within the broader People, Quality & Safety Department. This function broadly encompasses Quality Assurance and Risk, Payroll, Internal Communications, Human Resources & Safety, Workforce Inclusion and Learning & Professional Development. As a senior leader, this role will work collaboratively across the department and organisation to deliver shared outcomes.

The Quality Assurance & Risk Management (QAR) department plays both a strategic and operational role in enabling strong governance, administration and safeguarding programs, holding consumers at the centre in alignment with our Healing Oriented Framework. Consumers are the people we support including terms such as clients, students, participants, customers.

JOB PURPOSE

The Head of Quality Assurance & Risk Management (Head of QAR) is a visible leader and is accountable for both strategy and operations and ensuring we have effective review and assessment, compliance and legal processes to ensure transformation and change is sustainable, meaningful and safe for consumers and the workforce. The role drives the development of organisational policies, management systems, practice frameworks and resources, with the expertise of stakeholders. Deep understanding of quality standards, compliance and legislation is crucial as the role is a key liaison officer with regulators/funders and acts as the nominated Child Safety Officer.

Broadly, the accountabilities of the role can be summarised into the following:

- **Consumer-Centric Leadership:** Enhancing the services of those we support through prioritising their view, applying best practice standards and evidence to inform quality assurance plans and activities.
- **Building Quality & Risk Capability:** Promoting a culture of continuous learning and innovation in service delivery by reviewing and communicating outcomes and supporting capability uplift.

- **Quality & Risk Centre of Excellence:** Leading the end-to-end operational management of the department including team leadership, functional ways of working, project based and cyclic activities, the audit and reporting cycle, governance activities, investigations, chairing the Clinical Governance Committee and acting as the Child Safety Officer for the MCM Group.
- **Strategic Leadership and Transformational Change:** Leading strategic initiatives to drive organisational change and improve clinical and practice effectiveness. The focus is on ensuring that clients remain central to all activities.
- **Stakeholder Engagement and Collaboration:** Connecting with all levels of the organisation and building a deep understanding of practice areas and programs to build trust, delivering change through personal influence and through others. It also involves chairing the clinical governance committee and ensuring transparent reporting to boards and sub-committees.

JOB OBJECTIVES

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

Consumer-Centric Leadership:

- Driving the continual improvement of systems and practice frameworks to improve services to the people we support and ensuring these improvements are embedded within ways of working.
- Engaging in consumer listening activities and feedback cycles to deeply embed consumer voice into ways of working.

Building Quality & Risk Capability:

- Supporting programs to build their capabilities and capacity to achieve and maintain the highest standards of service quality and achieve external accreditation, audit and quality standards requirements.

Quality & Risk Centre of Excellence:

- Acting as the nominated Child Safety Officer for MCM Group.
- Providing leadership and direction for MCM Group quality assurance and risk (QAR) management framework systems and processes and managing all areas of QAR across the organisation.
- Ensuring effective safeguarding systems and processes are established and maintained to effectively manage Child Safety and other Vulnerable and Marginalised Group consumer risks.
- Ensuring effective systems and processes are established and maintained to effectively manage incidents and organisational compliance with incident reporting to government bodies and authorities that meet legislative requirements and relevant standards, and that contribute to continual improvement of service provision and evolution of ways of working.
- Leading and managing the internal and/or external review of high-risk areas identified by QAR management systems and processes.
- Facilitating and supporting the QAR management and board committees through the timely preparation of organisation reporting, that enables ready understanding of context and performance to industry.
- Drive the ongoing processes to assure MCM's maintenance of quality assurance and accreditation standards and leading the team to implement initiatives that continue to foster a continuous quality improvement culture.
- Leading the organisational external and internal audit programme, including participating in and leading the team to undertake sampling audits for whole of system and system-component audits.
- Ensuring organisational emergency response plans are continually monitored to emergency management strategies and regulations.
- Ensuring services are delivered within the framework of MCM's policies and procedures, legislative requirements, and meet the relevant service standards.

- Leading the people management, engagement and ongoing development of the functional team aligned to values, practices and the leadership capabilities.
- Governing the reporting cycle across the group and leading and developing functional team members and stakeholders to deliver on requirements.

Strategic Leadership and Transformational Change:

- Developing strategies and business plans that provide for current and future organisational fitness of assurance frameworks, systems to the intent of and evolving regulatory standards.
- Providing expert guidance on organisational governance of QAR through active participation in the work of the clinical governance and practice effectiveness management committee.
- Lead the team to ensure root cause analysis and internal audit and review is undertaken of those areas of work/practice that involve client and client risk, and utilise learnings from this analysis, audit and review to improve ways of working, including embedding within our workforce.
- Align and embed technology and tools to support leadership and transformational change.

Stakeholder Engagement and Collaboration:

- Being the key person to interface with external authorities and regulatory bodies for compliance matters involving the people we support.
- Fostering meaningful and productive working relationships with senior leaders and understanding their operational and strategic priorities and requirements.
- Engaging and communicating with board members, executives and relevant committees.

Performing other duties and responsibilities, as directed by the General Manager or delegate.

KEY RELATIONSHIPS

This position may have relationships with a diverse range of MCM employees, external service providers, regulators, organisations and stakeholders within the community. Examples of key relationships are detailed in the following table:

Internal Relationships	<ul style="list-style-type: none"> • Board members • Executive and senior leaders • Operational program managers • Head of Learning and Professional Development in particular and other senior leaders and functions within the PQS team
External Relationships	<ul style="list-style-type: none"> • Auditors, regulators, funders, accreditation bodies • Industry bodies and networking groups

POSITION ACCOUNTABILITES

People:	Quality Assurance Business Partner Quality Systems & Reporting Lead Planned – 2x Quality and Safeguarding Officers
Budget:	Opex authority - 2,000 Capex authority - \$0

KEY SELECTION CRITERIA

Essential:

- Proven experience in a senior quality assurance and risk role within the health and human services sector, including one or more of education, health, homelessness or disability services.
- Experience working with multiple human services and regulator standards in a complex organisation.

- Demonstrated professional development or certification in discipline specific knowledge areas including but not limited to risk management, quality assurance, change management, policy development or the health and human services.
- Strong knowledge of relevant legislation, accreditation standards and risk management processes in a health/human services environment
- Strong knowledge and hands-on experience of governance processes for clinical and practice effectiveness
- Strong project management and change leadership experience with capacity to develop and implement clear project plans and deliver outcomes that meet quality, cost and time specifications
- Ability to take that which is complex through to simplicity.
- Excellent communication (verbal and written) and interpersonal skills and demonstrated ability to communicate with a range of audiences from Board members to clients
- Ability to collate and interpret data and prepare reports making recommendations using information and technology
- Ability to develop and manage policy and procedure frameworks and develop relevant and effective policies and procedures
- Demonstrated people leadership ability and desire to lead a team and nurture their growth.
- 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.
- Ability to work regularly from and travel to South Melbourne, Fitzroy and Thornbury, Hester Hornbrook Academy locations and a willingness to visit other sites as needed including quarterly visits to regional locations in Victoria.

Desirable:

- Social work, psychology, clinical and/or allied health qualification will be highly regarded.
- Knowledge of and/or experience in NFP sector and complexity of governance structures.

ORGANISATIONAL REQUIREMENTS AND COMMITMENTS

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 clients 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 clients who may be affected by your acts or omissions in the workplace.

Client Wellbeing and Safety:

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.

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>Influence & Persuasion Delivers a compelling message to gain support for ideas or projects. Acts to influence outcomes for the benefit of the people we work with.</p>
PARTNERSHIPS	<p>Collaboration & Cooperation Seeks to find the right solution for all. Stays connected, and works together with colleagues and customers to achieve great things.</p>
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	<p>Provable Results Is accountable. Delivers measurable outcomes. Driven and energetic; striving to meet targets and quality outputs for customers and colleagues.</p>
PEOPLE	<p>Safety First Always puts safety first. Creates a safe, healthy and caring workplace that is expressed in all operational activities and interactions with others.</p>
PEOPLE	<p>Resilience & Bounce Back Deals effectively with unexpected challenges and adversity. Quickly recovers to take a positive stance to set backs and disappointments.</p>
PEOPLE	<p>Builds Capability & Realises Potential Plays an active role in their own and others' development. Encourages and inspires others to realise ambitions and potential.</p>
PEOPLE	<p>Challenge & Change Forward thinking. Challenges the status quo and looks for innovative solutions to how MCM can make a positive difference.</p>

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