

Position Title:	Area Manager 1 (AM1)	Department:	Operations
Reports To:	Senior Area Manager or State Manager	Supervises:	Case Managers
Key Internal Stakeholders:	<ul style="list-style-type: none"> • Operations Team • Management Team • Senior Management Team • Quality & Systems 	Key External Stakeholders:	<ul style="list-style-type: none"> • Government departments • Non-government agencies • Service providers • Broader community
Employment Type:	Enterprise Agreement	Date Reviewed:	October 2021

Organisation

Safe Places is a not-for-profit organisation that provides young people at risk with intensive therapeutic support and supervision in a homely and welcoming residential care setting. Since 2006, Safe Places has grown operations from a small but passionate group of youth workers, to an organisation of local teams dedicated to supporting vulnerable young people Nationally across Queensland, New South Wales, South Australia, Victoria and Western Australia.

Safe Places has made a difference in the lives of many young people, who exhibit complex emotional and behavioural problems. Our approach is based on small, stable and consistent teams that build trust with the young person, stabilise their behaviours and give them a sense of hope and direction.

Values

Safe Places is guided by common core values. These values are embraced at all levels of the company and we seek to encourage each other to consistently demonstrate these values:

- Professional;
- Supportive;
- Responsive;
- Passionate;
- United.

Position Purpose

The Area Manager (AM) leads the local contributions of operational employees to delivery of business outcomes through high quality standard of care to our young people, internal and external stakeholder management and effective and professional operational leadership. The role delivers business aligned outcomes, strong financial sustainability and growth of Safe Places business activities within the Area.

Service Delivery

<p>Role Mastery (i.e., routine and daily tasks)</p>	<ul style="list-style-type: none"> • Owns Area Stakeholder Analysis & Management. Successfully manages relationship with management and senior management teams, operations team, quality & systems, WHS and support functions, government departments, non-government agencies, service providers & other relevant community services. • Negotiates Funding. Leads the commencement and completion of funding process with relevant client departments. • Leads Placement Management. Leads the co-ordination of front-line resources and the placement model to resource placements, ensure post-crisis support and contextualised practice. • Leads Property & Asset Management. Leads the securement and maintenance of properties and assets, gathering and utilising the appropriate inputs and documentations. • Manages Local Approval & Process. Holds accountability for the timely delivery of Area or Function process, reviewing and approving area submissions. • Operates with Role Clarity – AM1. Acting and appointed Area Manager level 1 fulfils the responsibilities of area planning/leadership, leading and influencing action with the department and community for a newly established or an existing ‘small’ area that has not grown in young people, houses and employees to the point of requiring division into two areas as per organisational design.
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This role to travel to other Safe Places locations as required and undertake work outside standard business hours to ensure quality care of our young people as well as participate in a rotating on-call roster. This role may be required to perform other duties and assist with projects as assigned by the direct line manager.

Capabilities and Competencies

This role is a functional leader, with the capabilities and competencies you will need to be successful presented below.

Strategy	
Common Purpose	<ul style="list-style-type: none"> • Drives & Communicates Meaning. Leads the local communication strategy with regards to the strategic vision and mission of Safe Places. • Displays Values-Driven Leadership. Aligns their leadership with safe places company and management values, supporting a shared company culture of unity, support, response, passion and professionalism.
Cultural Tone	<ul style="list-style-type: none"> • Manages Psychological Safety. Cultivates a psychologically safe environment in which people are comfortable being openly themselves and engaged in their workplace. • Manages Safety Ownership. Manages safety prioritisation, partnering with WHS and senior leaders to further safety promotion, expectations and activities with the reporting line. • Drives Inclusion & Belonging. Recognises, invites and accepts all backgrounds, perspectives and experiences available within Safe Places organisation and client groups, communicating inclusive practices.
Empower Action	<ul style="list-style-type: none"> • Drives Operations. Identifies and delivers the resources necessary to support local operations and strategy. • Contributes Strategic Agility. Successfully recognises and capitalises on emerging opportunities and risk mitigation to inform operational delivery.
Leadership	
Know & Manage Self	<ul style="list-style-type: none"> • Generates Awareness. Demonstrates appropriate control and reflective capacity, communicating the role of values, abilities and preferences in own thoughts, actions and interpersonal exchanges. • Prioritises Personal Wellbeing. Leads local visibility and communication of effective coping, wellbeing and escalation strategies to manage work stressors and negative emotions. • Promotes Authenticity. Demonstrates vulnerability in a way that is authentic to self and Safe Places values and organisational needs, communicating the expectation for others to do the same.
Success Through People	<ul style="list-style-type: none"> • Drives Relationships. Communicates with and connects employees, creating an environment of formal and informal interactiveness that drives relationships. • Leads & Supervises Area or Function. Manages area or function to provide quality services by driving recruitment, selection and development, sustaining an environment that attracts, engages and retains skilled employees. • Drives Change Management. Launches endorsed change initiatives, creating and implementing change management strategies and plans to maximise employee uptake and minimise resistance.
Outcome Focused	<ul style="list-style-type: none"> • Develops Talent. Manages the area or function workforce capabilities, implementing effective planning and strategies. • Manages Accountability for Outcomes. Manages and communicates the performance culture of accountability for individual and team results.
Service Delivery	
Pragmatic	<ul style="list-style-type: none"> • Leverages Business & Procedural Acumen. Delivers commercially focused outcomes applying numeric ability, industry knowledge and organisational policy and procedure. • Leverages Critical Thinking. Delivers effective and timely solutions, utilising data, information and optimised resources. • Manages Local Communications. Oversees local delegation, two-way communications and reporting.

Stakeholder Mindset	<ul style="list-style-type: none"> • Manages Client Focused Delivery. Communicates and drives local workforce alignment with young people as clients. • Secures Brand Reputation. Establishes Safe Places brand with local internal and external stakeholders, managing front-line relationships.
Quality	<ul style="list-style-type: none"> • Leads Local Risk Management. Successfully ensures decisions and actions pertaining to their area or function involve adequate risk assessment, minimising organisational risks without stagnating growth. • Leads Local Compliance Management. Communicates and drives local adherence and exceedance of organisational compliance with relevant laws, regulations, standards, policies, and code of conducts applying to Safe Places. • Drives Local Improvement Efforts. Leads the review, feedback and reporting of local service delivery standards (KPIs), contributing towards and leading local implementation of service improvements.

Major Highlights

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1. **Leadership capability** overseeing the development of emerging leaders, supporting a wide stakeholder group in a shared vision and mission.
2. **Supporting young people by leading local operations**, with relative autonomy for applying technical expertise to the operational day-to-day function.
3. **Inputs into the big picture**, contributing to Area decision making and growth, cross functional discussions and industry reputation.

Major Challenges

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1. **Leading in a persistent, proactive and positive manner** when faced with restrictive regulatory procedure, high industry turnover and variable growth need and opportunity.
2. **Transitional nature of the placements** requires continued and iterative focus and heavy time commitment on operational planning.
3. **Transition into middle management**, requiring a focus and values shift and widened understanding of the organisation, beyond tasks and performances you need to complete or manage, to include cross-functional need and foresight.

Experience and Qualifications

Essential	
Tertiary	<ul style="list-style-type: none"> • Relevant qualification of at least a Diploma level in a Youth Work related field (e.g., Human Services, Psychology, Social Work, Education, Community Work, Child Protection and more). • Relevant management qualification of at least a Certificate Four (4) in Marketing, Business, Management OR equivalent experience engaging in available company leadership development /training, as directed.
Technical	<ul style="list-style-type: none"> • Completed core training to an Area Manager level. • Demonstrated relevant industry knowledge. • Experience within a managerial role, with experience as a manager in residential care services (child protection specific) considered favourably. • Demonstrated, in-depth understanding of quality systems in a residential youth service, gained through significant quality services experience. • Experience and competency using MS Suite, with ability to learn other programs.
Desirable	
Technical	<ul style="list-style-type: none"> • Hold and keep a current First Aid and CPR Certificate. • Provide a driver history check.

Pre-Employment Screening

Candidates must be eligible to live and work in Australia and hold an unrestricted driver's licence. Candidates must be willing to undergo and/or provide State specific checks as outlined below.

QLD	NSW	VIC	SA	WA
<ul style="list-style-type: none"> • LCS2; • Blue Card; • Hope and Healing. 	<ul style="list-style-type: none"> • National Police Check; • NSW Working with Children Check; • Hold and maintain First Aid and CPR. 	<ul style="list-style-type: none"> • Disqualified Carer Check; • VIC Working with Children Check; • Disqualified Carer Register. • National Police Clearance. 	<ul style="list-style-type: none"> • SA Working with Children Check; • Suitable psychometric assessment; • National Police Clearance; • Hold and maintain First Aid and CPR (in an education and care setting). 	<ul style="list-style-type: none"> • National Police Clearance; • WA Working with Children Check; • Department 395; • Hold and maintain First Aid and CPR.

Safe Places Culture

Employees are required to work within, and uphold the Safe Places Vision, Mission, Values and the Code of Conduct to be successful in the role.