CANDIDATE INFORMATION PACK

DIRECTOR RESIDENTIAL CARE
DEPARTMENT FOR CHILD PROTECTION
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EXECUTIVE SUMMARY

• Pivotal Leadership Role
• Lead Positive Change and System Reform
• Ensure the Highest Levels of Care for Our Children

The Department for Child Protection (DCP) works in partnership with children and their families, carers, the community and other agencies to keep children and young people safe.

The DCP is now seeking a Director, Residential Care. This pivotal position will be responsible for the leadership and implementation of the DCP clinical governance framework in Residential Care that supports the growing demand and changing complexities of residential care. The model of care for Residential Care will underpin a therapeutic based approach to care that provides better care and outcomes for young South Australians which promotes stability and permanency of care for children. The model of care will be agile enough to evolve with the ever changing needs of young people, as well as system and technology changes.

The Director will be required to build relationships and effectively liaise with key external stakeholders, including developing a strong partnership with the Aboriginal community, NGOs, Unions and other agencies.

The successful candidate will need to demonstrate:

• Appropriate tertiary qualifications in Social Work, Psychology, Mental Health or related discipline
• Extensive experience in a child protection related field with particular emphasis on residential care
• High level management, system thinking and leadership skills
• Ability to effectively work in partnership with the Aboriginal community, NGO’s and other agencies.
• Demonstrated strong management experience in a service delivery environment across a 24/7 operational model.
DEPARTMENT FOR CHILD PROTECTION

The Department for Child Protection (DCP) was formed in November 2016 in response to recommendations from the Child Protection Systems Royal Commission, led by the Honourable Margaret Nyland AM.

The DCP works in partnership with vulnerable families, other government and non-government organisations, foster carers and the community to keep children and young people safe and give them the same opportunities as other young South Australians.

Where children cannot safely stay in the family home, the DCP will find a place for them to live, preferably with kin or foster care families.

The DCP aims to give young South Australians in our long-term care every opportunity to reach their full potential.

The department has responsibility for the Children’s Protection Act 1993 and the Family and Community Services Act 1972.

The DCP uses an evidence-informed, strengths-focused, family-centred and competency-based approach, to ensure that contact with the child protection system adds value to children and their families.

**The DCP is responsible for:**

- managing cases of children that are at risk of harm, are unsafe, neglected or abused
- supporting families to keep their children safe
- managing and supporting children and young people under guardianship of the minister
- facilitating out-of-home care for children and young people at risk
- supporting the reuniting of children with their families where it is safe to do so
- managing the adoption process
- supporting refugee children and young people

**USEFUL LINKS**

- [Department of Child Protection website](#)
- [Families SA Service Plan](#)
- [DCP Organisation Structure](#)
DIRECTOR RESIDENTIAL CARE

POSITION PURPOSE
The Director of Residential Care is responsible for providing effective leadership for the implementation of evidence and trauma informed therapeutic residential care service delivery which is underpinned by a strong clinical and operational governance framework capable of responding to the changing complex operational environment.

The Director will lead the integration of operational practices and systems in alignment with existing corporate systems and frameworks. The position has responsibility for the leadership, capability building and support of a large team of residential care staff who operate within a high risk environment.

The Director has oversight of one of DCP’s largest annual operating expenditures with key performance accountability to deliver accountable services within the allocated budget whilst achieving quality outcomes for children, young people and where appropriate, their families.

KEY ACCOUNTABILITIES
The key accountabilities and responsibilities of the Director Residential Care are:

- Responsible for the leadership and implementation of a clinical governance framework that supports the growing demand and changing complexities of residential care.

- In implementing the framework, the Director will lead the implementation of models of care which are aligned with best practice and the national agenda for therapeutic, needs-based approach. This will include the implementation of national services standards in Out of Home Care.

- Leading strategic negotiations with NGOs, the Aboriginal community, Unions and other agencies in relation to ensuring a standardised approach to good clinical governance and best practice care.

- Providing leadership to the Residential Care team of approximately 614 FTE across a diverse range of areas and locations, operating under a number of governance structures.

- Actively promoting and ensuring the maintenance of a professional, safe and equitable work environment by adhering to all legislative and policy requirements and implements work practices consistent with applicable government guidelines and legislations, including the Public Sector Act.

- Managing operational risks in services to children and young people in Residential Care.

- Ensuring Aboriginal Children retain strong cultural connections and are protected and cared for and kept safe from harm by supporting strength and safety in Aboriginal families, communities and culture.

- Improving the experience and outcomes for children and young people in care by providing high quality and supportive care environments.

Full details on the above key accountabilities can be found in the Position Description.

**SELECTION CRITERIA**

Knowledge and experience in the following is essential:

1. Extensive knowledge and experience in a clinical governance role in a residential care capacity, including experience managing a team working in high risk environments.

2. Strong understanding of current therapeutic models of care and evidence based reviews.

3. Demonstrated ability to negotiate best practice outcomes in an industrial relations capacity.

4. High order management, system thinking and leadership skills, along with strong research and data analytics skills.

5. Proven track record in leading and implementing successful clinical reform change, negotiating at a high level and influencing others, including unions, community stakeholders and NGOs.

6. Strong financial acumen and experience with effective financial management strategies, management of significant budgets and the conduct of complex financial analysis and reviews.

7. Experience in the procurement of facilities infrastructure and systems.

8. Highly developed interpersonal and negotiation skills and demonstrated success in achieving changes through collaboration with key stakeholders and the ability to partner at all levels.

9. Demonstrated strong management in a service delivery environment across a 24/7 operational model.
10. Demonstrated knowledge and commitment to promoting and creating a safe and inclusive work environment; and the legislative requirements of Equal Opportunity and Work Health and Safety legislation, for both employees and children and young people in care.

11. Advanced Communication skills in development of strategies and performance reports and presentation at an executive level.

12. Knowledge of child protection systems with a national agenda and research.

The desirable knowledge, experience and capabilities can be found in the Position Description

Applicants should frame their application in the context of the requirements of the position and Selection Criteria.

Further detail on the SAES 1 Selection Criteria: Core Competencies summarised above can be found in the Position Description.

QUALIFICATIONS

Essential:
An appropriate tertiary qualification in Social Work, Psychology, Mental Health or related discipline.

Desirable:
Relevant post graduate qualification
CHALLENGES

The major challenges currently facing the position include:

- Ensuring quality residential care services under often adverse conditions.
- Collaborating with and creating strong alliances with the Aboriginal Community, unions, NGOs and relevant agencies to improve efficiencies, eliminate care gaps and reduce the number of children and young people coming into the child protection system.
- Maintaining business as usual while implementing the new model of care.
- Mitigating operational risks.
- Building the capacity in the residential care team internally and externally to meet the needs of children and young people in out of home care.
- Being a strategic leader for the future vision and expansion of the DCP and aligning with the national vision.

REPORTING & KEY RELATIONSHIPS

The Director Residential Care reports directly to the Executive Director Out of Home Care.

The position has 4 direct reports and 610 indirect reports.

INTERNAL RELATIONSHIPS/INTERCATIONS

- Deputy Chief Executive
- Directors
- Residential Care Team
- CFO
- CHRO
- CIO
- Other relevant DCP Executives

EXTERNAL RELATIONSHIPS/INTERACTIONS

- Aboriginal Community
- NGO service providers in the residential care sector
- Executive Directors across relevant sector agencies
- Other state and Commonwealth authorities
- Office of Guardian and Young People
- The Commissioner for Aboriginal Children
- The Commissioner for Children and Young People
KEY DATA

DCP STAFFING
1970 Head Count

STAFFING
Direct: 4 FTE
Indirect: 610 FTE

ANNUAL BUDGET
$67 million

SERVICE LOCATION
Adelaide and South Australia Region

USEFUL LINKS
- Position Description
- Department of Child Protection website
- DCP Organisation Structure
- Child Safe Environment (Child Protection) Policy Directive
EMPLOYMENT TERMS & CONDITIONS

REMUNERATION  $163,960– $252,246 total remuneration package

CLASSIFICATION  SAES 1

LOCATION  Adelaide

PRE-EMPLOYMENT PROBITY CHECKS

Information on a person’s suitability for appointment is obtained for all appointments. Potential appointees will be asked whether there are any reasons why they should not be appointed such as:

Information on a person’s criminal history and other associated probity checks will be sought from those candidates whose application has progressed to shortlisting for interview.

Applicants unsure about the definition of disclosable criminal convictions or status of any criminal conviction may wish to seek legal advice in responding to the probity check questions. (A ‘disclosable’ conviction is one that is recorded by the court and has not been rehabilitated or spent under the Criminal Law (Rehabilitation of Offenders) Act 1986 and, in the case of Commonwealth convictions, the Crimes Act 1914 (Commonwealth), and does not breach the confidentiality provisions of the Youth Justice Act 1992.)

The DCP requires all applicants submit a certified copy of their qualifications in line with appropriate legislation (Statutory Declarations Regulations 1993 – Schedule 2).
HOW TO APPLY

The closing date for applications is Wednesday 10th of April 2019
The reference number to include in your application is H19_2963

For a confidential discussion, please contact Principal Consultant, Liz Hlipala

M: +61 (0)401 122 301
E: lhlipala@hardygroupintl.com

Please submit application documentation to Search Coordinator, Jane Mather

T: +61 (0)2 9900 0113
E: jmather@hardygroupintl.com

Your application must include:

1. Completed HGI Application Form
2. Cover letter addressed to the search consultant;
3. A written response addressing the key selection criteria, found on page 6; and
4. An up to date copy of your Curriculum Vitae
REFEREES

You will need to provide details of three (3) professional referees. To do so, complete the relevant fields in the Candidate Profile. You should carefully consider who you select to approach to provide reference advice. Your current manager must be included. It is customary for referee reports to be requested after interview and if you are the preferred candidate, your permission will be requested prior to contacting your referees.

PERSONAL INFORMATION

HGI complies with the Privacy Act 1988 (Cth), all applications are treated by HGI in strict confidence, however in submitting an application you are extending permission to share your application with the Selection Panel.

Personal Information will be used to assess your suitability for appointment to this position. As part of the selection process, personal information will be dealt with in accordance with HGI’s Privacy Policy and the Information Privacy Act 2009.
ROLE TITLE: Director, Residential Care
REPORTS TO: Executive Director, Out-of-Home Care
FTE: 614
CLASSIFICATION: SAES 1
DIRECTORATE: Out-of-Home Care
POSITION NO: P04507

ORGANISATIONAL CONTEXT:
The Department for Child Protection (DCP) was formed in November 2016 in response to recommendations from the Child Protection Systems Royal Commission (CPSRC). The DCP works in partnership with vulnerable families, other government and non-government organisations, foster carers and the community to keep children and young people safe and give them the same opportunities as other young South Australians. The department has responsibility for the Children and Young People (Safety) Act 2017, the Children and Young People (Safety) Regulations 2017 and the Family and Community Services Act 1972.

The demands and complexities of child protection have changed significantly over time and as such, the Director, Residential Care will work to embed clinical governance, adopt best practice learned from other jurisdictions, support robust data analytics and the latest research publications. The role will utilise a therapeutic approach to ensure high quality, residential care services that provides young South Australians in our long-term care every opportunity to reach their full potential.

The Director has responsibility for the leadership and capability building of a large team of residential care experts who operate within a high risk environment and has oversight of one of DCP’s largest annual operating expenditures.

ORGANISATIONAL ENVIRONMENT:
Reporting to the Executive Director of Out of Home Care with professional oversight from the Lead Practitioner as appropriate. The Director of Residential Care is a key member of the Out of Home Care leadership team which oversees the ever changing and complex service delivery of out of home care services which are underpinned by contemporary evidence informed practice literature as well as trend and data analytics, including those arising from other jurisdictions.

The Director, Residential Care is responsible for the implementation of the DCP clinical governance framework in Residential Care that supports the growing demand and changing complexities of residential care. The model of care for Residential Care will underpin a therapeutic based approach to care that provides better care and outcomes for young South Australians which promotes stability and permanency of care for children. The model of care will be agile enough to evolve with the ever changing needs of young people, as well as system and technology changes.

The Director of Residential Care provides direct oversight of the Residential Care operational leadership group which includes General Managers, Principal Aboriginal Consultant as well as other key operational leadership positions where appropriate. The Director will liaise with key external stakeholders, including developing a strong partnership with the Aboriginal community, NGOs, Unions and other agencies.
ROLE PURPOSE:
The Director of Residential Care is responsible for providing effective leadership for the implementation of evidence and trauma informed therapeutic residential care service delivery which is underpinned by a strong clinical and operational governance framework capable of responding to the changing complex operational environment.

The Director will lead the integration of operational practices and systems in alignment with existing corporate systems and frameworks.

The Director has responsibility for the leadership, capability building and support of a large team of residential care staff who operate within a high risk environment.

The Director has oversight of one of DCP’s largest annual operating expenditures with key performance accountability to deliver accountable services within the allocated budget whilst achieving quality outcomes for children, young people and where appropriate, their families.
KEY ACCOUNTABILITIES:

- Responsible for the leadership and implementation of a clinical governance framework that supports the growing demand and changing complexities of residential care. The framework developed will underpin a therapeutic based approach to care that provides a more responsive care environment for young South Australians under the care of the Chief Executive, DCP.

- In implementing the framework, the Director will lead the implementation of models of care which are aligned with best practice and the national agenda for therapeutic, needs-based approach. This will include the implementation of national services standards in Out of Home Care.

- Leading strategic negotiations with NGOs, the Aboriginal community, unions and other agencies in relation to ensuring a standardised approach to best practice in delivering residential care services. Developing and maintaining strong stakeholder relationships within and external to DCP by initiating and maintaining appropriate working relationships with staff and key stakeholders, including the Aboriginal community, unions, agencies at the State and Federal level, NGO service providers in the sector and Directors and other executives within the DCP.

- Providing leadership to the Residential Care team of approximately 614 FTE across a diverse range of areas and locations, operating under a number of governance structures. The Director will have oversight of building the capability within the team necessary to develop excellence and deliver standardised, therapeutic care.

- Actively promoting and ensuring the maintenance of a professional, safe and equitable work environment by adhering to all legislative and policy requirements and implements work practices consistent with applicable government guidelines and legislations, including the Public Sector Act 2009, the Equal Opportunity Act 1984, Work Health and Safety Act 2012 and the State Records Act 1997.

- Managing operational risks in services to children and young people in Residential Care.

- Ensuring Aboriginal Children retain strong cultural connections and are protected and cared for and kept safe from harm by supporting strength and safety in Aboriginal families, communities and culture.

- Improving the experience and outcomes for children and young people in care by providing high quality and supportive care environments.
### KEY RELATIONSHIPS / INTERACTIONS:

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<th>Internal</th>
<th>External</th>
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<tr>
<td>• Executive Director, Out-of-Home Care</td>
<td>• Aboriginal Community</td>
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<tr>
<td>• Deputy Chief Executive</td>
<td>• NGO service providers in the residential care sector</td>
</tr>
<tr>
<td>• Regional Directors</td>
<td>• Executive Directors across relevant sector agencies</td>
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<tr>
<td>• Residential Care Team</td>
<td>• Other state and Commonwealth authorities</td>
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<tr>
<td>• Chief Finance Officer</td>
<td>• Office of Guardian and Young People</td>
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<td>• Chief Human Resource Officer</td>
<td>• The Commissioner for Aboriginal Children</td>
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<tr>
<td>• Chief Information Officer</td>
<td>• The Commissioner for Children and Young People</td>
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<tr>
<td>• Other relevant DCP Executives</td>
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### QUALIFICATIONS, KNOWLEDGE AND EXPERIENCE

#### ESSENTIAL
- An appropriate tertiary qualification in Social Work, Psychology, Mental Health or related discipline.
- Extensive knowledge and experience in an operational or clinical governance role in a residential care capacity, including experience managing a team working in high risk environments.
- Strong understanding of current therapeutic models of care and evidence based reviews.
- Demonstrated ability to negotiate best practice outcomes in an industrial relations capacity.
- High order management, system thinking and leadership skills, along with strong research and data analytics skills.
- Proven track record in leading and implementing successful reform change, negotiating at a high level and influencing others, including unions, community stakeholders and NGOs.
- Strong financial acumen and experience with effective financial management strategies, management of significant budgets and the conduct of complex financial analysis and reviews.
- Experience in the procurement of facilities infrastructure and systems.
- Highly developed interpersonal and negotiation skills and demonstrated success in achieving changes through collaboration with key stakeholders and the ability to partner at all levels.
- Demonstrated strong management in a service delivery environment across a 24/7 operational model.
- Demonstrated knowledge and commitment to promoting and creating a safe and inclusive work environment; and the legislative requirements of Equal Opportunity and Work Health and Safety legislation, for both employees and children and young people in care.
- Advanced Communication skills in development of strategies and performance reports and presentation at an executive level.
- Knowledge of child protection systems with a national agenda and research.

#### DESIRABLE
- Ability to navigate the political arena and influence desired outcomes
- Post graduate qualification in Social Work, Psychology, Mental Health or related discipline
- Excellent written and presentation skills
- Able to address and resolve complex issues with stakeholders
- Understanding of public sector duties and processes
- Experience in sector capacity building and networking
- Experience in intergovernmental negotiations.
Major **CHALLENGES** currently facing the position include:

- Ensuring quality residential care services under often adverse conditions.
- Collaborating with and creating strong alliances with the Aboriginal Community, unions, NGOs and relevant agencies to improve efficiencies, eliminate care gaps and reduce the number of children and young people coming into the child protection system.
- Maintaining business as usual while implementing the new model of care.
- Mitigating operational risks.
- Building the capacity in the residential care team internally and externally to meet the needs of children and young people in out of home care.
- Being a strategic leader for the future vision and expansion of the DCP and aligning with the national vision.

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**SAES SELECTION CRITERIA: CORE COMPETENCIES**

The claims of each applicant will be assessed against the five criteria below. Applicants are not required to address each and every competency element outlined under the key headings. Applicants should frame their application in the context of the requirements of the position and its key accountabilities.

**Shapes Strategic Thinking and Change**

Anticipates and plans for future events, trends, problems and opportunities and exercise sound judgement. Develop creative solutions, stimulating new ways of thinking and solving problems.

**Key elements of the competency:**

- Creates vision
- Inspires
- Thinks and acts strategically
- Leads and influences change
- Solves problems

**Achieves Results**

Makes timely, quality decisions taking a broad range of factors into consideration. Evaluates reasonable risk taking opportunities. Sets broad organisational goals and priorities in order to drive results consistent with government direction and public expectations.

**Key elements of the competency:**

- Achieves and delivers results
- Drives organisational effectiveness
- Exercises sound judgement
- Manages compliance with legislation
- Evaluates
- Applies technical expertise
- Assumes accountability

**Drives Business Excellence**

Builds an effective, sustainable and high performing organisation through leadership. Engages and aligns human, financial and information resources to achieve strategic targets. Plans for future organisational needs to minimise risk and maximise opportunity. Leads organisational change that maximises results.

**PUBLIC SECTOR VALUES**

- **Service:**
  We proudly serve the community and Government of South Australia
- **Professionalism:**
  We strive for excellence
- **Trust:**
  We have confidence in the ability of others
- **Respect:**
  We value every individual

**CORPORATE RESPONSIBILITIES**

- **Collaboration & Engagement:**
  We create solutions together
- **Honesty & Integrity:**
  We act truthfully, consistently and fairly
- **Courage & Tenacity:**
  We never give up
- **Sustainability:**
  We work to get the best results for the current and future generations of South Australians

**DECISION MAKING**

- The nature of this role is such that it operates within the DCP’s policies, as well as relevant legislation, Acts, policies and procedures. The Director will act autonomously in respect of developing and implementing the Residential Care model. The position will need to act autonomously in respect of the day to day leadership of the Residential Care Team.
### Key elements of the competency:

- Influences organisational performance
- Leads and develops people
- Predicts and plans for future organisational needs
- Builds capability and expertise
- Promotes a customer service ethos
- Directs resources

### Forges Relationships and Engages Others

Builds effective working relationships, networks and partnerships with internal and external bodies at all levels. Creates a commitment to customer service excellence. Actively listens to what others have to say and responds in a clear, concise and diplomatic manner. Adapts communication style as appropriate.

#### Key elements of the competency:

- Develops and uses political savvy
- Promotes information sharing and the gathering of knowledge
- Negotiates and influences
- Establishes and maintains strategic networks
- Manages conflict
- Communicates clearly and adapts to audience

### Exemplifies Personal Drive and Professionalism

Models ethical practice and embeds the values of the public sector into the culture of the organisation. Acts with integrity while promoting consistency among principles, values and behaviours. Sets challenging personal and organisational performance standards and pursues them with passion and energy.

#### Key elements of the competency:

- Models the south Australian executive service values
- Engages with risk and shows personal courage
- Displays flexibility and resilience
- Demonstrates self-awareness and a commitment to personal development
- Promotes and integrates diversity into the workplace
- Values wellbeing for self and others

### SPECIAL CONDITIONS

- Keeping accurate and complete records of business activities in accordance with the State Records Act 1997.
- Maintaining a commitment to the Public Sector Act 2009 (PS Act), ethical conduct and the legislative requirements of the PS Act and Work Health and Safety Act 2012.
- Supporting and advocating Equal Employment Opportunity (EEO) and diversity in the workplace in accordance with EEO legislation. In particular, maintaining a commitment to promote an inclusive workplace in support of Aboriginal and Torres Strait Islander people and other under-represented groups.

- Negotiated contract appointment of up to 3 year’s duration.
- Out of hours work is required.
- Inter and Intra-state travel may be required.
- Required to achieve performance targets that are negotiated and mutually agreed with the Chief Executive and in turn establish and monitor performance targets with those reporting to the position.
- Required to gain a Department for Human Services (DHS) Child-related employment screening clearance prior to being employed, which is required to be renewed every three years before expiry.
- Australian residency or current work permit is required (responsibility of applicant to provide evidence of a current work permit).
Position Dimensions

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<thead>
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<th>Numbers of reporting employees</th>
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<tr>
<td>• Direct</td>
<td>~4 FTE</td>
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<tr>
<td>• Indirect</td>
<td>~610 FTE</td>
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Financial

| • Budget:                       | $67m |
| • Authority Limits:             |  |

Version Control

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<tr>
<td>Date: 11/02/2019</td>
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<tr>
<td>Prepared by: Gordon McIntyre</td>
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<td>Approved by:</td>
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Department for Child Protection Residential Care organisational structure

Executive Director, Out of Home Care

Director, Residential Care

General Manager, Residential Care
  - Manager, Inner North
  - Manager, Outer North
  - Manager, Statewide, County and Casuals

General Manager, Residential Care
  - Manager, Central

Manager, Operations Support
  - Manager, Inner South

Manager, Intensive Adolescent Services
  - Manager, Outer South