



Position Description

This position description is available in large print and other accessible formats upon request.

Position Title	Manager Therapeutic Services
Directorate / Service / Program	Safety & Therapeutic Services
Reports to	Director Family Safety and Therapeutic Services
Location	Geelong and associated Meli locations
Classification	Manager Level 2
Date Revised	September 2026

About Us

We are Meli, inspired by the word Meliorism. The belief that the world can be made better through human effort.

Meli is a Victorian not-for-profit organisation, offering a unique combination of services to support members of our community throughout their lifetime, from early childhood through to adolescence and adulthood.

Everyone faces challenges occasionally, and Meli is here to lend compassionate help, and to take a preventative and early response approach – no matter how big or small a problem.

Our Purpose: Supporting people, strengthening communities.

Our Vision: A fair, safe and inclusive community where everyone can thrive.

Our Values: Build Connection, Show Courage, Inspire Action, Celebrate Difference, Be Dynamic.

To learn more about Meli please visit our website www.meli.org.au

Position Overview

The Manager Therapeutic Services provides strategic and operational leadership across a portfolio of therapeutic, counselling, financial wellbeing, intake and specialist support services. The role leads multidisciplinary teams to deliver high-quality, client-centred and evidence-informed services that improve wellbeing outcomes for individuals, families and communities.

The position is responsible for ensuring effective service delivery, continuous improvement, workforce performance, risk management, quality assurance and compliance across the portfolio. Working collaboratively with internal and external stakeholders, the Manager Therapeutic Services drives service innovation and development, builds strong partnerships, and ensures services remain responsive to emerging community needs, organisational priorities and funding requirements.

As a senior leader, the role contributes to organisational strategy, represents Meli within relevant sector and governance forums, and promotes a culture of accountability, collaboration, inclusion and continuous learning.

With staff located across multiple service sites, regular travel between Meli offices and community locations is a requirement of this position.

Key Accountabilities

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

1. Strategic Leadership and Service Development

- Provide strategic leadership across the Therapeutic Services portfolio, ensuring services are aligned with organisational priorities, community needs and funding objectives.
- Lead the planning, development, implementation and evaluation of service models that deliver high-quality, client-centred and evidence-informed outcomes.
- Identify emerging trends, community needs and sector developments and translate these into opportunities for service innovation, growth and continuous improvement.
- Contribute to organisational strategy, business planning and service development initiatives as a member of the leadership team.
- Drive a culture of continuous improvement, innovation and accountability across all service areas.

2. Service Delivery and Program Performance

- Ensure the effective delivery of funded programs, achieving contractual, operational and quality requirements.
- Monitor service performance, client outcomes and service demand to ensure services remain responsive, accessible and sustainable.
- Lead the implementation of best practice approaches that support safe, inclusive and culturally responsive service delivery.
- Ensure services are delivered in accordance with relevant legislation, standards, funding agreements and organisational policies.
- Oversee service reviews and quality improvement initiatives to improve client outcomes and service effectiveness.

3. Leadership, Workforce Development and Culture

- Lead, support and develop a multidisciplinary workforce to achieve high performance, professional excellence and positive client outcomes.
- Foster a collaborative, inclusive and values-based culture that supports employee engagement, wellbeing and continuous learning.
- Provide leadership, coaching and supervision to direct reports, promoting accountability, professional growth and succession planning.
- Ensure workforce capability is developed in line with current and emerging practice frameworks.
- Lead organisational change initiatives within the portfolio and support staff through periods of transformation and growth.

4. Financial and Resource Management

- Provide support to the development of and manage portfolio budgets, ensuring financial sustainability and effective utilisation of resources.
- Monitor financial performance, identify risks and opportunities, and implement strategies to achieve budget and funding targets.
- Ensure appropriate workforce planning and resource allocation to meet service demands and contractual obligations.
- Contribute to business development, funding submissions and growth opportunities that support organisational sustainability.

5. Quality, Governance and Risk Management

- Provide leadership in quality assurance, governance, compliance and risk management across the portfolio.

- Ensure effective systems are in place to monitor service quality, client safety, incidents, complaints and continuous improvement activities.
- Maintain oversight of legislative, regulatory, accreditation and contractual compliance requirements.
- Analyse service data and performance information to support informed decision-making and organisational reporting.
- Promote a culture of accountability, transparency and continuous improvement.

6. Stakeholder Engagement and Sector Leadership

- Develop and maintain productive relationships with funders, partner organisations, community agencies and key stakeholders.
- Represent Meli on relevant governance groups, sector forums, networks and collaborative partnerships.
- Advocate for client and community needs within strategic and sector-based discussions.
- Lead partnership initiatives that strengthen service integration and improve outcomes for clients, families and communities.
- Enhance Meli's reputation through effective stakeholder engagement and sector leadership.

7. Organisational Leadership

- Actively contribute as a member of the organisational leadership team to achieve Meli's strategic objectives.
- Model organisational values and leadership behaviours that foster trust, collaboration and accountability.
- Support organisational reform, strategic projects and enterprise-wide initiatives.
- Contribute to a safe, inclusive and culturally responsive workplace that reflects Meli's commitment to diversity and inclusion.

Organisational Accountabilities:

- Undertake other responsibilities commensurate with the scope and level of the position.
- Apply Meli's quality and risk management frameworks
- Understand and comply with the standards of a child safe organisation in both practice and culture
- Active involvement in professional development to build knowledge and skills
- Make decisions following the values, and the relevant standards, practices, policies, procedures, regulations, industrial instruments and legislation

Qualifications, Skills, and Experience

- Relevant tertiary qualification in Social Work, Psychology, Counselling, Community Services, Human Services or a related discipline.
- Significant leadership experience in a community services, health, wellbeing or human services environment.
- Demonstrated experience leading multidisciplinary teams and developing a positive, high-performing workplace culture.
- Proven ability to lead service delivery, strategic planning, service development and continuous improvement initiatives.
- Strong understanding of governance, quality, compliance, risk management and contractual requirements within a funded services environment.
- Demonstrated financial and resource management skills, including budget development, monitoring and accountability for service performance.
- Highly developed stakeholder engagement, partnership building, negotiation and influencing skills.

- Strong analytical, problem-solving and decision-making capabilities, with the ability to use data and evidence to inform service improvement and organisational outcomes.
- Demonstrated ability to lead organisational and service change in complex and evolving environments.

Capabilities for Managers

Capability	Personal/Professional Attribute
Industry	Uses industry awareness, knowledge of community, funding networks and partnerships to deliver services aligned to the relevant sector and client needs.
Technical	Utilises understanding of programs, projects, service delivery gaps, public policy and organisational context to tailor responsive services and improved work practices.
Managerial / leadership	Acts with integrity in leading teams and works effectively with Meli Directors and Executive team to deliver service excellence. Aligns team expectations with organisational values and goals through effective people management. Models professional behaviour, effectively manages performance, provides timely and constructive feedback, and facilitates employee development.
Behavioural / Cultural	Creates a climate of learning and service excellence. Encourages new and innovative solutions that will deliver benefits to clients and Meli.
Diversity	Creates and drives a culture where all staff practice inclusion and value the diversity of people, lived experience and background.
Governance	Always operates within approved systems and processes to meet funding, employment, and other legislative responsibilities.
Change	Drives a continuous improvement agenda, translates high-level objectives into practical implementation strategies. Actively promotes and drives change using broad influencing skills to understand and address barriers and gain support.
Communications	Utilises a range of communication modalities (written/verbal) to confidently convey ideas and information concisely and professionally to meet the needs of the target audience. Manages difficult and sensitive situations effectively.

Other requirements of the role

All employees must undergo and maintain a range of satisfactory checks as a condition of employment. These include:

- Working with Children Check
- National Coordinated Criminal History Check (NCCHC)
- International Police Check (if required)
- Have the right to work in Australia

- Hold a current Victorian Driver Licence and ability to undertake travel across service delivery locations.

Key Stakeholders

- Meli employees, Executive Leadership Team and Board representatives.
- Commonwealth, State and local government departments and funding bodies.
- Regulatory, governance and peak sector bodies.
- Partner organisations, consortium partners and referral agencies.
- Community health, mental health, AOD, family services, financial wellbeing and specialist support providers.
- Aboriginal Community Controlled Organisations, multicultural organisations and community groups.
- Consumers, carers and people with lived experience.

Physical requirements & Environmental Conditions of the role

Meli is committed to creating inclusive spaces that are accessible for everyone by reducing and/or removing barriers through reasonable adjustments.

The following table shows the physical and psychological work environment characteristics that have been identified as part of this role. Where possible, Meli will make reasonable adjustments to support individuals to succeed in their roles.

Required Activities / Working Environment	Frequency
Computer based tasks, sedentary position, office based	Often
Repetitive manual tasks	Often
Working in buildings which may have stairs (Reasonable adjustments can be made)	Sometimes
Driving, in & out of vehicles (If driving is required, must hold current Victorian Driver Licence)	Sometimes
Bending, lifting, pushing, pulling	Sometimes
Working alone or at a co-located site	Sometimes
Confrontational/confronting situations (Due to the nature of our work, there may be times when staff are exposed to content, behaviour, language and/or situations that can be confronting)	Sometimes
Working outside in differing weather conditions	Rarely
Working on-call and/or after hours	Sometimes
Attending external locations including client homes	Sometimes

INCLUSION STATEMENT

Meli is committed to being a place where everyone has a sense of belonging.

We embrace the unique perspectives and experience of our people and our community, and their voice is at the heart of our values and decision making.

We aim to be courageous as we learn, grow, and evolve as an accessible, inclusive and safe organisation for people of all identities.

We are working to create a team of people who reflect the diverse community we support. Aboriginal and Torres Strait Islander, LGBTQIA+, culturally diverse people, those living with a disability, and those looking to return to the workforce following a break in their career, are encouraged to apply for our roles.

Child Safety Statement

Meli is committed to child safety in every aspect of the organisation. We take deliberate steps to protect children from physical, sexual, emotional, and psychological abuse and neglect. Our organisation fosters openness to create a culture in which everyone – staff, parents, carers, and children – feel confident, enabled, and supported to safely disclose child safety or wellbeing concerns.

We have zero tolerance of any abuse or maltreatment of children. We are committed to ensuring children and young people can actively participate in decisions that affect their lives.

We understand our legal and moral obligations to treat any child safety concerns seriously. We report any allegations and wellbeing concerns to authorities. We are committed to the cultural safety of all children and young people. This includes providing a safe environment for children and young people with a disability, who are Aboriginal and Torres Strait Islander, from culturally and/or linguistically diverse backgrounds or who identify as LGBTQIA+.

Meli's policies and practices promote the safety and wellbeing of children and establish an effective, consistent approach to prevent, respond to and encourage the reporting of allegations of child abuse and harm.

All children, their families and carers should feel welcome at Meli, including feeling able to express their identity and raise concerns about their own or others' safety.

Employee Declaration

I have read and understood this Position Description and in signing this document agree that I can fulfill all the requirements of the position described in this document. Additionally, I agree to notify management immediately of any change in my capacity to meet any of the requirements outlined in this Position Description.

Name:	Signature:	Date:

Note: The intention of the position description is to provide an outline of scope and responsibilities, at a point in time. Please note, responsibilities may evolve in accordance with organisational needs.