



State Manager

Department:	Operations
Reports to:	General Manager Network Operations
Direct reports:	State Performance Leads x 2, Coaching Lead, Commercial Lead, State Administration Assistant and any state specific roles as required
Internal Stakeholders	Centre teams, State Managers, State Support Team, internal Centre Support functions including Quality, Property, Experience, Finance, Talent Acquisition, Safety and other support representatives
External Stakeholders	Children and families, State government representatives, Early Childcare related Government Departments/Agencies, State-based health and community services
Location	State Based

What we're all about

We're Goodstart – a not-for-profit with a vision for Australia's children to have the best possible start in life.

With 16,500 "Goodstarter" team members across nearly 700 centres nurturing 70,000 children, we're Australia's largest provider of early learning and care and we're all about laying the foundation for better lives through amazing early learning experiences, and we know that we can't do that without great people!

Our **vision** is for Australia's children to have the best possible start in life.

Our **purpose** is for children to have the learning, development, and wellbeing outcomes they need for school and life and we deliver this with our four **guiding principles**: Children are central to everything we do; Parents are our primary Partners; Our people make the difference; Being a valued part of each community.

Safety and Reconciliation are present in who we are and what we do.

Our safety commitment is a shared understanding Safety starts with each of us – but at Goodstart it is more than that - being safe is who we are and what we do. Safety is part of being a Goodstarter.

Our vision for reconciliation is for Goodstarters to engage with reconciliation on both a personal and professional level, creating the conditions that support Aboriginal and Torres Strait Islander social justice, equality, and equity.

Our history

We were formed in 2009 thanks to the combined efforts of The Benevolent Society, The Brotherhood of St Laurence, Mission Australia and Social Ventures Australia. Over the past decade, we've built a solid foundation by significantly lifting quality and ensuring financial sustainability across our organisation.

Our future

Here at Goodstart, we're never satisfied with the status quo. We see that the world is changing for children, families and our people, and we want to be at the absolute forefront of designing and realising innovative teaching and inclusion practices that truly change lives.

We've been exploring what it will take to achieve this and have created a powerful ambition for 2025. It's time to transform our organisation so we:

- ...are flexible, dynamic and innovative, responding to and shaping the emerging world.
- ...are deeply human-centred, fostering a deep sense of belonging in everyone who is part of Goodstart.
- ...fully realise the potential of our people, families, children and communities.
- ...make the most of our scale by building and sharing our collective wisdom within and beyond Goodstart

Role Summary

The purpose of the State Manager role is to ensure we have the best Centre Directors in every centre, every day. The role works across all centres in the state to form a holistic view of centre performance with consideration given to each centre's contextual situation, team and leadership capability. The State Manager actively works to establish a direct relationship with each Centre Director.

Providing leadership and strategic direction to all centres, the State Manager will also:

- Shape and implement the organisational plan within a state and local context
- Create and sustain a culture where the state's centres operate in accordance with Goodstart Early Learning's Guiding Principles and Foundations
- Position Goodstart Early Learning in the state as a leading advocate for high quality early years learning for all children and as an effective collaborator with other providers, relevant government organisations and representatives
- Ensure all centres are meeting and exceeding Goodstart's standards as defined in the strategic direction:
 -

Accountabilities & Deliverables

Ensure Centre Directors and centre teams are enabled and empowered to uplift centre performance

- Hold a deep understanding of each centre's performance across all KPIs.
- Hold a deep understanding of each centre team's capability needs.
- Use this knowledge to ensure in-state support services are available, adequate and responsive to the 'pull-on' needs of centre teams.
- Develop succession planning and talent mapping of all Centre Directors and key centre leadership positions to ensure a pipeline of high-quality centre leaders and effective centre leadership teams across all centres in the State
- Ensure all centres have a Centre Director presence; manage in-state resources including Intensive Support Partners to fill gaps as they arise

Team Capability Development and Leadership

- Lead the development and embedment of a culture that is consistent with Goodstart Early Learning's Vision, Purpose, Guiding Principles and Foundations. This includes:
 - Building a mindset of systemic continuous improvement
 - Increasing collaboration with the early childhood sector and community
 - Developing a collaborative working environment that creates a positive working relationship between line and service/support functions
 - Managing the development of people capability across the state's operations
- Develop a deep understanding of your personal leadership strengths and how to leverage these.
- Use reflective practices as part of a regular routine to promote growth and adaptive thinking in self and others.
- Flex leadership style to meet Goodstarters where they are at when it comes to roles, locations and levels of competency.
- Play an active role as part of the Operations Leadership team by sharing and adopting best practice for the benefit of the whole organisation
- Effectively lead your team to deliver ongoing improvement in the quality of services, business performance, staff development and reputation of centres in the state

- Ensure everyone in your team is supported and led effectively, through:
 - o Effective use of Goodstart Early Learning's people systems, succession management, performance management and staff development processes
 - o Coaching and mentoring direct reports, including providing effective feedback
 - o Guiding and coaching your team through organisational changes, regularly explaining the business context, objectives and priorities
 - o Building a mindset of improvement and encouraging focus on continuous improvement
 - o Ensuring your team members have the resources and skills to be effective in their roles
 - o Selective coaching in accordance with the "manager one removed" approach

Driving State Business Planning and Performance

- Develop and implement the State's strategic plan within a state and local context
- Provide input to the overall Operations strategy and budget process
- Identify, in collaboration with functional leads, systemic improvement opportunities and support the development and implementation of solutions to improve performance
- Ensure delivery of agreed annual state business plan and budget, including agreed priorities and targets for:
 - o High Quality Early Learning Practice
 - o Financial performance
 - o Social Inclusion
 - o People: recruitment, development and succession planning
 - o Safety
 - o Strategic relationships and partnerships
- Critically evaluate underperforming centres, develop and implement solutions

Early Learning Inclusion

- Support the Teaching & Learning for All Children Team to drive the State's implementation of the National Quality Framework (NQF) and ensure the delivery of early childhood programs in all Centres based on the Early Years Learning Framework (EYLF)
- Support strategies to continuously improve quality programs and practices and share best practice, working collaboratively with the relevant expert services teams
- Ensure delivery of agreed social inclusion strategy together with Social Inclusion Co-ordinators

Fostering External Stakeholder Relationships

- Foster and sustain effective relationships with relevant State Ministers, in line with Goodstart Early Learning's advocacy strategy
- Foster and sustain effective relationships with relevant state-based organisations within the government and ECEC sector to:
 - o Facilitate a pipeline of professional educators, sharing of resources and best practice.
 - o Develop capacity for the organisation to contribute to public policy.
 - o Seek funding opportunities
- Relevant organisations include universities, regulatory bodies, health and community service bodies, research institutes and other organisations within the Early Childhood Education and Care sector.

Contribution to Internal and External Cross-business Relationships

- Develop effective relationships with support and service roles and foster collaboration within the region and state.
- Create opportunities for sharing of issues and best practice within the state and nationally.

Health & Safety and Compliance

- Take reasonable care of self and others and participate in assigned Health and Safety Training
- Always follow all Health and Safety related workplace policies and procedures for controlling risks and adhere to Health and Safety policies and procedures.
- Report any incidents or hazards at work to manager in line with Goodstart's Health and Safety procedures.
- Action changes required to workplace environment to ensure compliance to the company's health and safety requirements
- Child Safe organisation requirements

Qualifications & Experience

Essential:

- Minimum 5 years of senior-level business management experience
- Experience in managing high-level external stakeholder relationships
- Excellent communication, change management and leadership skills
- Early Childhood Qualification or Business Management Qualification
- Flexibility to undertake regular domestic travel and to work outside normal business hours as required

Desirable:

- Previous management experience with large groups of employees across multi-site operations
- Both an Early Childhood Qualification and a Business Management Qualification

Goodstart Foundations

These are our foundations for every Goodstarter:



Safety is our number one priority

We have **Zero tolerance for child harm**

We are an Inclusive Employer and encourage Aboriginal and Torres Strait Islanders, people of all abilities and cultural backgrounds and members of the LGBTQIA+ community to apply