



## POSITION DESCRIPTION

*everyone's family*

General Information	
Position Title:	Head of Digital and Transformation
Incumbent:	
Function & Team/Program:	Digital, Data, & Technology
Location(s):	Sydney, Melbourne, Brisbane
Manager's Position Title:	Chief Executive Officer
Manager's Name:	
Date Prepared:	May 2025
Prepared By:	
Approved By:	

Primary Purpose of this Position
<p>To develop and drive The Smith Family's digital transformation, data, AI and technology strategies and operations.</p> <p>The Smith Family has an ambitious impact and growth strategy, and its achievement is dependent on an acceleration of the development and implementation of a broad suite of digital solutions and channels that facilitate the organisation's reach and impact. The role leads the strategic direction, develops the overall infrastructure for people, processes and systems ensuring future sustainability.</p> <p>The core responsibilities of this role include: -</p> <ul style="list-style-type: none"><li>• Digital, Data, and AI, strategy development, roadmap, and execution.</li><li>• Data and AI governance, processes, analytics and leading capability building for the organisation.</li><li>• Digital transformation execution.</li><li>• Cybersecurity strategy, development, execution, ongoing monitoring and run.</li><li>• Technology development and operations.</li><li>• Organisational business agility and optimisation of agile ways of working</li></ul>

Scope	
Direct Reports to this Position (4)* By Position Title	Indirect Reports Total Number
<ul style="list-style-type: none"><li>• Group Manager Agile Delivery</li><li>• Group Manager Data and AI</li><li>• Chief Trust and Security Officer</li></ul>	~ 80

• Group Manager Digital and Transformation Strategy and Execution	
<b>Financial Dimensions controlled by this Position</b>	
<b>Direct control</b>	<b>Indirect control</b>
• Functional annual expenditure budget	

<b>Key Decision Making in this Role (<i>What are the key decisions and recommendations made in this role?</i>)</b>
<b>Decisions Expected</b> <ul style="list-style-type: none"> <li>Digital, data and technology solutions that enable achievement of The Smith Family's five-year strategy</li> <li>Effective allocation of functional budget both from perspective of outcomes and cost management</li> </ul>
<b>Recommendations Expected</b> <ul style="list-style-type: none"> <li>Achievable Digital, Data, and Technology strategies and frameworks</li> <li>Prioritisation and Sequencing</li> <li>Effective Resource Allocation</li> <li>Operational plans and targets developed</li> </ul>

**Every Team Member at the Smith Family:**

- Is expected to uphold The Smith Family Values and Culture.
- Understands and complies with the Child Protection Framework.
- Takes reasonable care for the health and safety of themselves and others.
- Understands and complies with the Workplace, Health and Safety Systems.
- Reports hazards and incidents and participates in risk management as required.

<b>Key Responsibilities / Accountabilities</b>
<b>Major Area: Strategy and Planning</b>
Define digital, data, analytics and AI strategy, including vision, drivers and outcomes. Leads the creation (and assure the ongoing relevance) of the organization's D&A strategy in collaboration with the CEO, business domain leaders, CIO and other relevant stakeholders.
Lead enterprise architecture strategy, integration and implementation
Develop and implement a cost-effective strategy for the sourcing and ongoing relationship management of 3rd party services to the organisation, to support the ambitions and service expectations
Develop the forecasting and planning for digital, technology and data assets (such as equipment and software purchases) and support services in relation to in the assessment of business cases
Drive innovative solutions through digital channels to improve the customer experience, identifying technology trends and evolving social behaviours that may support or impede the organisation, and driving synergies and consistency across customer journeys
<b>Major Area: Agile Transform and Delivery</b>

Lead the implementation of business agility within the organisation to accelerate the realisation of The Smith Families purpose and ambitions within its means. Implementation of agile ways of working by building capability, practices and managing change adoption. The role will help the Smith Family become more adaptable, responsive, and capable of thriving in dynamic environments.
Optimise current Agile development model providing leadership, vision, and direction for the organisation ensuring the team has appropriate skills and capabilities and are delivering measurable business value.
Drive the adoption of continuous improvement initiatives by leading the re-engineering of business procedures to ensure application of innovative and improved technology, integration of existing technologies into a collaborative design and adoption of best-in-class practices to meet overall objectives and strategy.
Partner with Senior Leaders in developing an agile culture, capacity and capability of the organisation to expand digital, technology and data opportunities
<b>Major Area: Technology Development and Operations</b>
Lead the integration of all segregated Digital, Data and Technology teams to ensure cost effective, consistent, connected delivery of business solutions, systems performance, and security across the organisation
Lead technology platform development and operations ensuring effective business processes and customer service levels are best-in-class
Monitor and evaluate technology developments and industry trends to recommend technology solutions that enhance business activities
Ensure governance and control objectives are achieved, risks are mitigated, and the company's resources are used appropriately
<b>Major Area: Cyber Resilience</b>
Develops a cybersecurity vision and strategy that is aligned to organizational priorities and enables and facilitates the organization's business objectives, and ensures senior stakeholder buy-in and mandate
Work with executive management to determine acceptable levels of risk for the organization. Proactively work with business units and ecosystem partners to implement practices that meet agreed-on policies and standards for cybersecurity. Understand and articulate the impact of cybersecurity on business, and be able to communicate this to the board of directors and other senior stakeholders
Define and emphasise technology security and privacy strategy to ensure compliance with legal requirements and protects company confidential information and assets
Implement and run the enterprise cybersecurity program and function. Identify, evaluate and report on some or all of legal and regulatory, IT, and cybersecurity risks while supporting and advancing business objectives. Manage Cyber security (including processes for data breaches, and privacy risk management)
<b>Major Area: Data and AI</b>
Lead the development and implementation of the organisations data governance and enablement strategy, defining, and owning the directional AI strategy, and leading efforts to extract meaningful insights from data through advanced analytics, machine learning, and artificial intelligence.
Identify and evaluate new AI technologies and tools that can be used to improve business processes and outcomes. Champion adoption of AI technologies to uplift safe and productive use of AI to accelerate the achievement of its purpose.
Define data and analytics vision, strategy, and associated practices. Lead the creation (and assure the ongoing relevance) of the organization's data and analytics strategy.

<b>Major Area: People Leadership</b>
Collaborate and communicate effectively, working closely with the other members of the Executive Group to ensure that solutions are both best of breed and tailored to the needs of the relevant internal audiences.
Effectively attract, recruit, develop and retain technical talent to improve overall agility, speed and data-driven capability for The Smith Family
Manage performance by having regular one on one meetings; giving and receiving feedback; acknowledging achievements and conducting formal and informal performance and development reviews and planning discussions
Develop team member/s capability to perform current and future role/s at The Smith Family

<b>Key Challenges in Achieving Goal(s):</b>
<ul style="list-style-type: none"> <li>Many projects and priorities at the same time and often work needs to be done under significant time pressure</li> <li>Introduction of new ways of working and frameworks that will require significant change management</li> </ul>

<b>Qualifications, Experience and Competencies:</b>		
<b>Education</b>	<b>Essential</b>	<b>Desirable</b>
<b>Qualifications</b>	Bachelor's or Master's degree in a relevant field.	Advanced degree in a business or technology
<b>Memberships</b>		
<b>Experience:</b>	<b>Essential</b>	<b>Desirable</b>
	Executive/Senior leadership of digital transformation and/or digital strategy Demonstrated experience leading and delivering within Agile environment Demonstrated experience in technology development and operations Proactive business-focused leader with an excellent track record of leading and overseeing large scale transformations and driving digital growth Experience of working successfully within matrix environments where working across boundaries and leading through influence are keys to success	Deep domain knowledge (especially Agile, Digital, Data and AI) Not For Profit Sector Experience
	<b>Essential</b>	<b>Desirable</b>

<b>Competencies:</b>	<p>A strategic and rigorous thinker who is highly effective at working in a collaborative culture and at creating an environment where established ways of thinking can be provocatively challenged and evolved</p> <p>Proven ability to be able to keep many different projects and priorities in the air at the same time</p> <p>Ability to operate at strategic level and be able to get hands on as needed</p> <p>Outstanding influencing, interpersonal and communications skills</p> <p>Possesses an ability to inspire and influence a diverse workforce, quickly gaining the respect of individuals at all levels</p> <p>Ability to drive and embed change – engage and influence multiple stakeholders, ‘make things happen’, and manage change effectively</p> <p>Exceptional customer orientation - ensures the customer stays at the centre</p>	<p>Knowledge of design, development and application of technology for specific purposes</p> <p>Knowledge of Cloud services</p>
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