

POSITION DESCRIPTION

General Information:	
Position Title:	Regional Program Manager, NSW
Incumbent:	
Function & Team/Program:	Operations
Location(s):	Blacktown, New South Wales
Manager's Position Title:	Group Manager, Learning for Life Operations & Delivery
Manager's Name:	
Date Prepared:	Feb 2026
Prepared By:	
Approved By:	Lisa Allan, Head of State and Territory Operations

The Smith Family

The Smith Family (TSF) is a national children's education charity with a vision of a world where every child has the opportunity to change their future, no matter their circumstances. We believe that education is one of the most powerful change agents, and we work with young Australians to overcome educational inequality caused by poverty – so they can thrive now and into their futures.

Primary Purpose of this Position

Our New South Wales Regional Program Manager (RPM) provides shared leadership and oversight across the geographically distributed teams within the state, working alongside a NSW/ACT Regional Program Manager based in Canberra.

At The Smith Family, each Regional Program Manager is responsible for the delivery of our flagship program, *Learning for Life*, as well as ensure adherence to practice guidelines, and internal procedures within their designated area.

A key focus of this role will be to enhance the practice fidelity and consistency across both our Family and School Practice frameworks. This lens will be applied across all roles within their remit to ensure meaningful and impactful engagement with families and schools.

Our Regional Program Managers ensure compliance with all relevant legislative and regulatory standards, and serves as the designated Child Safety Contact for their team in New South Wales.

This senior position plays a vital part in shaping strategy and business planning, fosters strong internal collaboration and integration, manages key stakeholder relationships, and oversees delegated business processes including budget oversight.

Scope:

Direct Reports to this Position	Indirect Reports
By Position Title	Total Number: 24
Each RPM manages a distinct portfolio, for New South Wales this includes: <ul style="list-style-type: none"> 4x <i>Learning for Life</i> (LfL) Team Leaders 	<ul style="list-style-type: none"> Family Partnership Coordinators Programs Coordinators

Management may also include overseeing remote or outreach team members as required.	<ul style="list-style-type: none"> Casual and volunteer team members
Financial Dimensions controlled by this Position (Include key financial metrics such as revenue growth, income & expense budget, etc)	
Direct control	Indirect control
<ul style="list-style-type: none"> Income and expenditure as delegated Local, State and Federal Government grant funded programs (where relevant) 	<ul style="list-style-type: none"> Reports and acquittals for tied funding from other entities (where relevant)
Other Dimensions of this Position	
e.g. Number of programs, site responsibility, geographic spread of team	
<p>This is a significant leadership role, and the RPM will</p> <ul style="list-style-type: none"> Be accountable for the day-to-day management of a group of <i>Learning for Life</i> Team Leaders and lead the delivery of programs across their nominated location. Work closely with their Group Manager and other RPMs on high-level planning, risk identification and risk management. Model TSF's values; ensures national practice approaches are applied and adopts a data informed approach to planning and capability. At TSF, our leaders lead with a coaching approach. Work closely with the Group Manager <i>Learning for Life</i> Operations & Delivery, the National Manager Operations Fidelity, the Group Manager Community Programs & Delivery, other Regional Program Managers and members of the Evidence & Impact team to deliver programs and practice in line with strategy and to contribute to continuous improvement processes. Be a central conduit for the communication of critical business information to Team Leaders. 	
Setting Priorities (how is work prioritised)	
How often does employee prioritise their own work? Eg. Daily, weekly, monthly, annually, other	<ul style="list-style-type: none"> Daily management of own workload Monthly/Quarterly review and reprioritisation as required
How often does employee determine the priorities of others? Eg. Daily, weekly, monthly, annually, other	<ul style="list-style-type: none"> Annual planning and establishment of key deliverables Weekly/monthly review and reprioritisation as necessary
Key Relationships (Who does the role interact with? List the titles of individuals, departments and organisations frequently interacts with)	
Internal	<ul style="list-style-type: none"> Group Manager, Learning for Life Operations & Delivery National Manager, Operations Fidelity Group Manager, Community Programs & Delivery National Corporate Services & Relations Manager Regional Program Managers Team Leaders Program Managers Program Specialists and Tertiary Coordinators Evidence & Impact (E&I) team, particularly Policy, Practice and Analytics and the Programs & Strategic Initiatives teams Volunteering team Fundraising and Communications teams (Corporate, Major Donors, Trusts & Foundations, etc)
External	<ul style="list-style-type: none"> Education sector including schools and tertiary institutions Community Sector VIEW Clubs and other community organisations

Key Decision Making in this Role: (What are the key decisions and recommendations made in this role?)
<p>Decisions Expected</p> <ul style="list-style-type: none"> • Application of internal policies and relevant legislation, frameworks and standards • Prioritisation of own workload and those of direct reports • Recruitment and people leadership management decisions regarding direct reports • Project management decisions within delegation • Day to day decisions regarding program implementation • Managing costs within delegated budget • Managing risk across all aspects of work
<p>Recommendations Expected</p> <ul style="list-style-type: none"> • Process improvements to maximise cost and effectiveness of TSF's program delivery • Identification of opportunities to meet TSF's strategic goals

<p>Every Team Member at The Smith Family:</p> <ul style="list-style-type: none"> • 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

Key Responsibilities / Accountabilities:	
Major Area: Program Delivery	% of Job Total: 35%
Delivery of programs in accordance with guidelines, agreed processes and targets. Ensure the team understands and applies the TSF outcomes framework and requirements that support program and practice fidelity	
Ensure consistency in program delivery across geographies, whilst maintaining the ability to tailor program delivery to meet the needs of vulnerable students.	
Participate in and lead State/Territory Operations team planning and reporting, including programs, scholarship maintenance, revenue, and budget.	
Be accountable for the program targets linked to the State/Territory. Communicate with Group Manager, LfL Operations and Delivery, other Regional Program Managers and the National Manager, Operations Fidelity regarding significant State/Territory opportunities and risk issues.	
Assist with the development and communication of the strategic goals and objectives as set out in the State/Territory Plan.	
Coordinate operations to ensure the resources of the State/Territory are able to meet short-, medium- and long-term needs	
Contribute to a culture of data literacy within the State/Territory Operations team. Decisions are data led and drawn from centralised data reports (wherever possible). Ensure timely and accurate data collection relating to program delivery	
Demonstrate leadership in identification and support of cross organisation and sector partnerships that will support improved outcomes for families, children and communities.	

Major Area: People Leadership and Management	% of Job Total: 40%
The RPM will ensure that the Team Leaders, Program Managers and other team members are	
<ul style="list-style-type: none"> • Equipped with the skills and knowledge they need to work effectively • Given the necessary time and bandwidth to perform their delivery objectives effectively 	

They will be accountable to ensure that high calibres of Team Leaders and Program Managers are recruited and inducted for both job readiness and for their ability to adapt, over time, to the evolving needs of TSF and of the students and families they support.	
They will ensure that all Team Leaders and Program Managers set clear goals, receive regular feedback and coaching designed to ensure that staff best supported and developed to realise their potential. A coaching methodology should be key to support team member development and performance and encourage two-way dialogue	
They will work tirelessly to establish and maintain a culture in their State/Territory team and across TSF's people leadership team that reflects TSF values and is characterised by respect, collaboration, compassion, integrity, safety and evidence-based decision making.	
Participate in understanding, communicating, and contributing to the objectives and outcomes of the Reconciliation Action Plan (RAP).	
They will continue to build on and develop Employee Engagement across their team	
They will clearly communicate team and organisation wide information to team members in a timely manner.	
They will ensure compliance with all relevant organisational policies and procedures.	
Major Area: Representation and Relationship Management	% of Job Total: 10%
Within Operations, they are expected to	
<ul style="list-style-type: none"> • Work effectively and collaboratively with all the staff at all levels in support of the broader objectives of State and Territory Operations 	
Within TSF, they are expected to	
<ul style="list-style-type: none"> • Develop and maintain strong and supportive collaborative relationships with their people leader peers in other functions • Work effectively with staff at all levels in support of the broader objectives of TSF 	
Beyond and on behalf of TSF	
<ul style="list-style-type: none"> • As required to represent Operations in internal and external forums • Profile and represent the organisation positively in the media, and in relevant forums, committees and conferences, consistent with TSF's brand • Nurture effective on-going relationships with Local, State and Commonwealth funding providers • Engage with VIEW Clubs within their State/Territory, working to protocols where required 	
Major Area: Logistics, Legal and Risk Management	% of Job Total: 15%
They will ensure that all relevant legislative and regulatory requirements are met across their State/Territory. As the nominated Child Safety Contact for their State/Territory they will ensure that the highest standard of Child Protection is maintained	
They will identify and escalate all material risks and expected outcomes honestly, quickly and accurately to their manager and/or senior leadership (as appropriate). Suggest appropriate risk mitigants	
They are accountable for day-to-day management of Operations' community footprint in their respective State/Territory; providing advice on the facilities required to ensure high quality program delivery	
They will monitor performance data and feedback from staff, schools, children, and families to pre-empt risks and issues and respond effectively	
They will ensure that the culture and leadership style in the State/Territory underpins and supports a safe workplace for all staff	
The RPM will manage financial budgets in line with income and expenditure, realising cost control initiatives / savings where practical	
They will ensure team members are contributing key information for reporting/acquittals to funders	

Key Challenges in Achieving Goal(s): (What are the key challenges faced by this role in meeting goals/objectives)		
<ul style="list-style-type: none"> • Leading and managing a geographically dispersed team • Managing a broad set of relationships within a complex organisational structure • Maintaining momentum to achieve agreed targets without impacting on effectiveness • Managing a broad set of programs • Managing multiple competing program priorities • Taking a flexible and creative approach whilst working within resource constraints • Establishing working relationships with relevant individuals and organisations to enhance capacity to advance TSF's agenda, including Aboriginal and/or Torres Strait Islander peoples. • Ensuring the understanding and practice of locally based team members is consistent with TSF's strategic plan. • Leading and working in a dynamic and evolving work environment 		
Qualifications, Experience and Competencies: (What background, knowledge, experience or competencies are required to perform the role at the expected level?)		
	Essential	Desirable
	<ul style="list-style-type: none"> • Tertiary level qualification in Social Sciences, Education, Community Development, Business Management, or a related field. <i>OR</i> Extensive equivalent senior management experience in a relevant sector 	
Experience:	Essential	Desirable
	<ul style="list-style-type: none"> • Demonstrated experience in team leadership and management • Proven success in leading large-scale program implementation and ensuring unwavering quality, consistency and fidelity to established practice frameworks • Demonstrated capacity to sensitively manage complex, high-stakes relationships with internal stakeholders, vulnerable families, and external partners, particularly when navigating sensitive issues like Child Safety concerns • Experience in building and nurturing effective relationships with state/territory-based partners, including the education sector (schools), local government, community sector peak bodies, and TSF's key support groups (e.g., VIEW Clubs) • Financial Management within a project management framework • Extensive experience and knowledge of the challenges faced by children and families experiencing educational and social 	<ul style="list-style-type: none"> • Experience and/or knowledge of 'Leader as Coach' approach • Experience in managing a geographically dispersed team • Project Management skills • Experience in utilising a coaching methodology to support team members

	disadvantage in an Australian context	
Competencies:	Essential	Desirable
	<ul style="list-style-type: none"> • Highly developed oral and written communication • Demonstrated ability to communicate and confidently engage with high-level internal and external stakeholders and produce data-driven plans and reports • Expert capability in remote team leadership, performance coaching, talent retention, and fostering a collaborative, psychologically safe team culture across a geographically dispersed area • Strong capability to deliver engaging presentations and facilitate group discussions • Proficiency in producing and overseeing budgets and ensuring financial accountability • Demonstrated high level of cultural sensitivity and competence when engaging with Indigenous and migrant communities • Proven ability to analyse program performance data and drive strategic decisions. Drive a data-informed culture 	