

Arc Program Manager

Vacro promotes equitable and inclusive recruitment practices to support the attraction and retention of a diverse workforce.



New Beginnings,
Stronger Communities

Position overview

Position title	Arc Program Manager
Program	Arc
Position objective	Arc provides two years of intensive, innovative case management support and up to two years of housing to participants leaving prison. Funded by a Victorian-government-backed social impact bond and underpinned by Vacro's innovative Reintegration Practice Framework, Arc has the potential to create a new benchmark for reintegration services in Australia. The Arc Program Manager leads the core program delivery while continuing to innovate and pursue continuous improvement. In this leadership role involves maintaining positive working relationships with staff and stakeholders, monitoring the collection of accurate data in a timely manner and ensuring that program delivery meets contractual requirements.
Job classification	<i>Social, Community, Home Care and Disability Services Industry Award 2010, Level 7 pay point depending on qualifications and experience.</i>
Location	Level 1, 116 Hardware Street, Melbourne VIC 3000. Involves State-wide travel.
Reports to	Executive Director of Reintegration
Direct reports	Senior Reintegration Coordinators, Housing Coordinator.
Key internal contacts	Executive Director of Programs, Direct reports, Program Managers, Corporate Services Team, Development Team, CEO.
Key external contact	Social Ventures Australia. Government contract partners – Homes Victoria, Department of Justice and Community Safety and Department of Treasury and Finance. Housing contract partners – Aboriginal Housing Victoria, Beyond Housing, CHL, Housing Choices Victoria, Housing First, Launch Housing, Uniting, Women's Property Initiatives. Relevant community-based organisations.

About Vacro

Vacro is an independent non-profit organisation working with people caught in the criminal justice system and their families. Founded in 1872, we are Victoria's oldest and only specialised criminal justice

reintegration service. We provide reintegration, family, and employment support that enables people to create new beginnings for themselves and their families.

Vacro is committed to ensuring that diversity and inclusion are at the core of our organisation and the way we work. We believe that our team members are our greatest asset. By supporting diversity, inclusion and respect, we create a workplace where everyone feels valued and empowered to bring their full selves to work.

We value the expertise of people from a wide range of backgrounds. Because of the work we do, we especially value the expertise of First Nations people, people with lived experience of the criminal justice system and people of diverse sexualities and gender identities.

Vacro is an equal opportunity employer, dedicated to staff wellbeing. We have extensive onboarding training and ongoing professional development for staff.

Vision New beginnings, stronger communities.

Mission To support new beginnings for clients of the correctional system and their families and build safer and stronger communities.

Values

- **Dignity & Humanity** – We stand alongside our participants and each other, always recognising and respecting their value, dignity and humanity.
- **Empowerment** – We empower people to continually grow, lead, and expand their possibilities.
- **Aspiration** – We support people to seize opportunities, for futures imagined, reclaimed, or redefined.
- **Meaningful change** – We challenge injustice and advocate for both systemic and personal change, approaching this work with courage and respect.

Key responsibilities

Key result area	Task	Performance indicator
Contract management	Ensure that Vacro achieves its contractual KPIs, including the outcome measures and planned enrolments. Monitor and evaluate data and program delivery against the KPIs and other quality measures. Attend the Joint Working Group and other relevant contractual meetings.	Data and program outcomes are achieved in accordance with Vacro and funding body requirements. Regular analysis of program data is completed within required timeframes (e.g. monthly, quarterly). Reports or summaries reflect accurate tracking against KPIs and quality benchmarks. Identification of trends, risks, or gaps in program performance is clearly communicated to relevant stakeholders. Contribution to strengthening collaboration and shared understanding

		among partner organisations or contract managers.
Organisational contribution	Support identified external research projects. Support communication of stories. Support project and program design.	Identification and communication of relevant program insights or themes that support research objectives. Support tasks (e.g. interviews, data collection, documentation) completed within agreed timeframes. Contribution to the creation of communication materials (e.g. participant stories, newsletter content, annual reports). Timely and informed contributions to project or program design meetings, frameworks, or documentation (e.g. logic models, theory of change). Evidence of participant needs, stakeholder feedback, or research integrated into design recommendations.
Management of program staff	Monitor staff performance, motivation and engagement. Conduct operational supervision with direct reports in accordance with the Vacro Staff Management Procedure.	Staff performance is monitored against Vacro and funding body requirements. Staff receive practical and timely support and feedback on their practice and feel engaged.
Program management	Ensure that Arc is delivered in accordance with the program contracts and program manual. Ensure that Arc delivery aligns with Vacro organisational goals and operations plans. Develop and regularly review documents such as manuals and processes related to program delivery and improvement. Ensure Arc delivery aligns with Vacro frameworks including our Reintegration Practice Framework and Lived Experience Framework.	Operational matters are addressed in an effective and timely manner and in accordance with contractual requirements. Program staff demonstrate high levels of expertise in service delivery. Opportunities for continuous improvement are reported in a timely manner and implemented as agreed with your manager.

	Plan, implement and oversee continuous improvement processes.	
Stakeholder relationship management	Maintain operational and strategic relationships with the Arc contract partners. Develop and maintain other key relationships. Support Vacro's communications team to tell the story of Arc to the public via media and other channels. Represent Vacro and Arc – and advocate for the needs of Arc participants – in relevant networks and forums.	Effective program promotion is undertaken in a timely manner. Positive operational and strategic stakeholder relationships are developed and maintained.
Collaboration for improved outcomes	With the Development team: support staff to build capability in integrating the Reintegration Practice Framework into everyday practice. support & monitor staff data collection to meet the requirements of internal monitoring & evaluation and the Arc external evaluation. support staff to engage in data analysis (dashboards and group sessions) to understand program outcomes and challenges as well as their causes. utilise monitoring and evaluation data and team insights to inform program model development and design.	Annual surveys identify increasing capability and engagement with the Reintegration Practice Framework. Data collection meets contracted requirements. Staff skilfully engage with program data analysis to support program knowledge and program improvements. Program development occurs in consultation with Development and in line with current evidence.
Program reporting	Review and monitor data collected by staff and follow up if required. Write quarterly and annual reports.	Complete and accurate data is available, and reports are written in accordance with Vacro and funding body requirements.

Leadership	Work with the Executive Team guide Vacro's strategy and embed a values-based culture across Vacro. Demonstrate self-aware, values-based leadership that builds trust, demonstrates empathy and recognises the impact of leadership behaviour on others. Lead and develop staff to deliver quality work, fostering empowerment, trust, clarity and accountability. Provide strategic and collective leadership that strengthens Vacro's culture, capability and achievement of the strategic plan.	Leadership decisions and actions demonstrate a whole-of-organisation perspective and contribute to a culture of learning, continuous improvement and achievement of strategic priorities. Leadership behaviours consistently reflect Vacro's values, self-awareness, accountability, empathy and constructive relationships. Staff experience clear expectations, effective support, opportunities for development and confidence in their leaders. Leaders work collectively, share knowledge and perspectives, avoid silos and hold themselves and each other accountable for Vacro's outcomes
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Key capabilities

Knowledge

- Tertiary qualification in Social Work, Psychology, Criminology, Human Services or another relevant field.
- Knowledge and understanding of the complex issues relating to people who have been in contact with the criminal justice system, particularly those who have been incarcerated and their families.
- Sound knowledge of best-practice case management (strengths-based, trauma-informed, culturally responsive).
- Understanding the homelessness, housing-first principles, tenancy sustainment.
- Familiarity with data, evaluation, and using evidence to inform practice and policy.

Experience

- Significant experience in program management and service delivery for complex client groups, particularly justice involved and homeless individuals.
- Proven ability to lead teams, mentor staff, and implement reflective supervision and support structures.
- Demonstrated experience in designing and implementing new processes in consultation with stakeholders.
- Skilled in building cross-sector relationships (justice, housing, health, community).
- Exposure to, or experience in, the not-for-profit community sector.

Skills

- Creative and critical thinking with a focus on solution design and big-picture thinking.

	• Highly developed interpersonal and relationship-building skills across diverse stakeholders. • Strong written communication and documentation skills. • Effective organisational, time management and record keeping skills. • Proficiency in MS Office, databases and virtual collaboration tools (e.g., Teams).
Behaviours and personal attributes	• Committed to trauma-informed, culturally safe, and strengths-based practice. • Empathetic, ethical, and aligned with values of social justice and reintegration. • Flexible, adaptive, and able to work both independently and as part of a team. • Organised, structured, and proactive in approach. • Willingness to work with individuals experiencing systemic disadvantage within justice contexts.
Mandatory requirements	• Verified qualifications, employment history and right to work in Australia. • Satisfactory National Police Check/Fit2 Work Check. • Victorian Driver Licence.

Expectations of all Vacro staff

- Uphold Vacro's Vision, Mission, Values and Code of Conduct.
- Demonstrate commitment to people impacted by the criminal justice system and their families.
- Comply with legislative requirements relating to this position, including taking all reasonable care of your own safety and that of others in the workplace; contributing to the improvement of health and safety within the workplace; and complying with Vacro procedures and practices which support occupational health and safety.
- Provide safe and quality services as a priority, for which you are responsible, accountable and supported by Board and management.
- Operate within Vacro's formal delegations framework and in accordance with its policies and procedures.
- Participate in continuous quality improvement activities, including identifying opportunities and making improvements to systems, processes and programs.
- Participate in Vacro meetings, regular supervision and professional development.
- Represent and enhance Vacro's profile at stakeholder and network meetings, as designated by your manager.
- If it becomes an inherent requirement of the position in future, you will be required to show evidence that you are up to date with pandemic vaccination, and maintain up-to-date vaccination status, as defined by the Australian Technical Advisory Group on Immunisation (ATAGI). Up-to-date vaccination status is defined by the number and timing of appropriate vaccine doses recommended for and received by an individual, according to their age and other factors.

Incumbent declaration

I have read this position description and agree to undertake the duties and responsibilities listed above. I acknowledge that:

- This position description is an indication of the duties and responsibilities that I am required to undertake. Additional or other duties and responsibilities may be allocated to me, in discussion with my Manager.
- Where training and support are required to fulfil these duties, or additional or other duties at a similar level of responsibility, these will be provided within the guidelines of the organisation.
- The position description will be reviewed regularly in consultation with me.
- The performance indicators, where included in this document, are indicative. Performance indicators will be set by my immediate manager in discussion with me, for each year (or another period) and my performance reviewed against those performance indicators.

Name of incumbent

Signature

Date
