

# Position Description



## Head of Impact & Growth

Strategy, Advocacy & Engagement

March 2026

### Agreement

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Signed–Manager

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Signed–Employee

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Date

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Date

## 1. Overview of Wesley Mission

Wesley Community Services Limited, a company limited by guarantee pursuant to the Corporations Act 2001, is a Public Benevolent Institution operating as Wesley Mission to conceive, develop and deliver services and programs to provide direct relief of poverty, sickness, suffering, distress, adversity, disability, destitution, and helplessness in New South Wales and other parts of Australia as inspired by the work of Jesus Christ in Word and deed.

Our vision is: "...doing all the good we can because every life matters".

Out of Christian love and compassion we are driven by Soft Hearts: Open Hands: Sharp Minds (and) Hard Feet.

Our strategic plan is based on four key directions, namely:

- Deepening our Word & deed
- Claiming our prophetic voice
- Extending our impact
- Strengthening our organisation.

The range of community services we provide is amongst the most diverse of any Australian organisation. We are one of the largest community services organisations operating in NSW and the ACT, our work extending to other states and territories through our work in suicide prevention.

## 2. Overview and purpose of Strategy, Advocacy & Engagement

The purpose of Strategy, Advocacy & Growth is to enable Wesley Mission to exercise its prophetic voice, advance its strategic priorities by stewarding the full strategy lifecycle, and shaping the systems that impact the people we serve, strengthening the organisation's influence, and supporting our services to achieve sustainable, long-term impact.

It achieves its purpose by leading a coordinated, organisation-wide approach to strategy and business planning; policy development and reform advocacy; government relations and political engagement; stakeholder and alliance development; campaigns and public positioning — ensuring that Wesley Mission speaks with one clear, credible and values-driven voice, and that our influence directly supports service delivery outcomes, funding sustainability and long-term impact..

Services include organisational strategy and business planning; strategic advocacy and campaigns to address systemic drivers of need; government relations and political engagement to support service priorities and reform agendas; policy development, research and submissions informed by service data and lived experience; stakeholder, alliance and partnership development to strengthen impact and reach; public affairs, media and issues management aligned to organisational priorities; movement building, community mobilisation and supporter engagement; and organisational positioning, key narratives and strategic messaging.

Its work is inspired by the organisation's vision, guided by its mission, informed by its strategy and underpinned by its values.

### 3. Purpose of role

The purpose of the role is to lead Wesley Mission’s Impact & Growth function, strengthening the organisation’s ability to translate strategy into funded, scalable and sustainable impact.

The role is responsible for establishing and stewarding a coordinated, enterprise-wide approach to non-philanthropic revenue growth, including end-to-end bid management, funding pipeline stewardship, outcomes evidence and service productisation. It exists to move Wesley Mission from fragmented, reactive funding activity to a deliberate and investable growth capability aligned to organisational priorities.

The Head of Impact & Growth is accountable for the complete bid management lifecycle—overseeing the identification, assessment, prioritisation and development of grants, tenders and commissioned opportunities—and for maintaining a single, transparent enterprise pipeline that supports informed decision-making and early shaping of opportunities.

The role leads the development and implementation of Wesley Mission’s non-philanthropic revenue growth strategy, working in close partnership with service portfolios, Strategy & Policy, Government Engagement, Finance, Risk and Legal, and in collaboration with Marketing to ensure aligned value propositions and external positioning.

The role also owns the development and implementation of Wesley Mission’s enterprise Outcomes Framework, including leadership of impact, data and insights capability, ensuring outcomes evidence is credible, funder-ready and informs bids, commissioning conversations, service design and scale decisions. In addition, the role leads productisation strategy, identifying opportunities to design, pilot and scale service propositions that respond to community need while preserving program ownership and delivery accountability.

lead Wesley Mission’s organisational strategy and policy agenda, stewarding the full strategy lifecycle and overseeing the execution of priority advocacy campaigns to drive systemic reform and support service outcomes...

### 4. Relationships

Reports to: General Manager, Strategy, Advocacy & Engagement

Direct reports: Senior Adviser, Service Design & Productisation  
Senior Business Analyst, Outcomes & Impact  
Adviser, Tenders, Grants and Growth

Key relationships: Executive Leadership Team  
Strategy & Policy Team  
Adviser, Government Engagement  
Senior Advisor, Public Affairs  
Community Services Division  
Marketing & Fundraising Division  
Finance Division  
Legal & Risk Teams

Leadership Framework Level: Level 4

Industrial instrument: Non-award salary

## 5. Major role responsibilities

- Lead the development and implementation of Wesley Mission's non-philanthropic revenue growth strategy, aligned to organisational strategy and service priorities.
- Translate strategic priorities into clear funding pathways and growth plans that support sustainable, mission-aligned impact.
- Own and oversee the complete end-to-end bid management process, including the identification, assessment, prioritisation, development, approval and submission of grants, tenders and commissioned opportunities.
- Act as steward of a single, enterprise-wide funding pipeline, maintaining visibility of opportunities, decision points, roles and accountabilities.
- Establish and apply clear governance arrangements, decision rules and go/no-go processes for funding opportunities in partnership with service portfolios, Finance, Risk and Legal.
- Support early shaping of funding opportunities to improve alignment, quality, investability and probability of success.
- Work in close collaboration with Marketing to align value propositions, external positioning and go-to-market narratives for funding, commissioning and proactive pitches.
- Own the development, governance and implementation of Wesley Mission's enterprise Outcomes Framework, ensuring outcomes definitions, measures and evidence standards are credible, consistent and funder-ready.
- Lead the Impact & Outcomes capability, including line management of the Senior Business Analyst – Impact & Outcomes.
- Ensure outcomes data and insights are effectively used to inform bids, commissioning conversations, service design, productisation, evaluation and organisational decision-making.
- Lead productisation strategy, identifying opportunities to design, pilot and scale service propositions that respond to community need and commissioning priorities.
- Apply service design principles to strengthen clarity of value proposition, outcomes credibility and readiness for scale.
- Support the transition of viable, scaled propositions into service portfolios, maintaining clear handover arrangements and accountability.
- Provide expert advice to senior leaders on funding strategy, growth opportunities, investability, outcomes credibility and associated risks.
- Build organisational capability in bid management, outcomes and growth planning through clear processes, tools and collaborative engagement with program teams.
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## 6. Professional responsibilities

- Focus the work at the level of the role (Leadership Level 4 of the organisation's Leadership Framework). This includes supporting and working in a way that is consistent with the organisation's mission of continuing the work of Jesus Christ in Word and deed for leaders as described in the organisation's Leadership Framework Level 4.
- Prioritise safety throughout your service/s by familiarising yourself with and applying your responsibilities under the Work Health & Safety Management Framework Manual and related safety policies and procedures and site/service procedures. Ensure throughout your service/s that effective safety consultation is occurring via WHS Committees, Health & Safety

Representatives and/or formalised Other Agreed Arrangements. Also ensure throughout your service/s that hazards and incidents are reported including near misses, and that they are investigated and resolved in a timely manner. Ensure your own health and safety and the health and safety of others by behaving safely at all times in relation to work.

- Comply with mandatory requirements for the role including completing all mandatory training required by the organisation.
- Comply and cooperate in good faith with all legislative, regulatory, policy and procedure requirements pertaining to your work.
- Always act in good faith in the organisation's best interests, exercise due care and skill in your work, follow lawful directions, maintain honesty and integrity and the trust and confidence of the organisation, and a positive reputation of the organisation.
- Attend functions, meetings, seminars, training courses and events as required by your supervisor and worship services as encouraged by your supervisor.
- Participate on at least a six-monthly basis in the Contribution and Development Plan process for your role for recognition, compliance and development.
- Take personal responsibility for your personal career development and training.
- Demonstrate collaborative, enterprise-wide leadership that supports shared organisational priorities and outcomes.
- Contribute to a culture of learning, accountability and high performance within Strategy, Advocacy & Engagement.

## 7. Performance Measures

Performance expectations will be set during probation. Thereafter performance measures will be agreed as part of your personal Contribution and Development Plan.

## 8. Selection criteria

To be successful in this position, you must possess the following:

### Demonstrated behaviours

- Conduct consistent with the organisation's Code of Conduct and Leadership Behaviours and Capabilities for Leadership Level 4 of the organisation's Leadership Framework, and:
  - Role model the organisation's Vision, Mission and Values.
  - Value people through kindness, respect, care and support.
  - Foster trust through honesty, integrity, reliability and fairness.
  - Work 'at level' (Leadership Level 4), providing strategic leadership, guidance and support or your portfolio and team not reaching into the work of the team unless necessary.
  - Demonstrate personal accountability and ensure the accountability of your team, including conduct, compliance, performance and effective service provision.

- Ensure a safe, supported and highly engaged work environment by applying the organisation's engagement and safety frameworks, tools and practices for leaders.
- Demonstrated ability to lead through influence, collaboration and strategic partnership across a complex organisation.
- Sound professional judgement, discretion and integrity when working with sensitive information and public policy matters.
- Communicate clearly and credibly with senior leaders, colleagues and external stakeholders on matters relating to strategy, funding, growth and outcomes.
- Navigate ambiguity, risk and competing priorities with confidence, pragmatism and care.
- Maintain discretion and professionalism when handling sensitive commercial, funding and strategic information.
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### Essential skills/knowledge

- Demonstrated experience leading or coordinating complex funding, revenue growth or commercial development activities within a not-for-profit, government or service-delivery context.
- Strong understanding of end-to-end bid management processes, including grants, tenders and commissioned funding.
- Proven ability to manage and steward funding pipelines, including prioritisation, governance and decision-making in complex organisational environments.
- Demonstrated experience translating organisational strategy into funded, scalable initiatives.
- Strong understanding of outcomes, impact measurement and evidence requirements in commissioning and funding contexts.
- Ability to work collaboratively across service portfolios, strategy, government engagement, finance, risk, legal and marketing functions.
- Strong analytical and problem-solving capability, with the ability to assess investability, risk and strategic alignment of growth opportunities.
- High-level written and verbal communication skills, including the ability to contribute to funding submissions, business cases and executive advice.
- Demonstrated ability to lead, coach and support specialist staff while operating with a strong enterprise lens.
- Confidence operating in complex, time-pressured and politically sensitive environments.
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### Desirable skills/knowledge

- Experience in a not for profit or community service organisation.
- Exposure to government commissioning, procurement or contracting environments at state or federal level.
- Experience with service design, productisation or scaling of service models.

- Exposure to outcomes frameworks, program evaluation or data-driven decision-making environments.
- Experience working in matrixed or enterprise operating models.
- Exposure to, or understanding of, Wesley Mission's program areas, service portfolios or advocacy priorities.
- Personal experience of, or strong connection to, Christian faith.
- NSW Driver's Licence.
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### **Training and qualifications**

- Tertiary qualification in a relevant field (e.g. business, public policy, social sciences, economics, service design or similar), or equivalent experience.
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### **Agreement**

In signing page one, I confirm I have read, understand and agree to work in accordance with this position description. I also understand that this position description is not exhaustive and agree to comply with all reasonable requirements of me in addition to those specified in the position description.