



Position Title: Head of Client Services and Delivery

Reports to: CEO

Employment Type: Full-time

Location:

Purpose of the Role

This role is responsible for translating Thrive's strategy into practical, scalable delivery of economic participation outcomes that includes employment and self employment pathways for refugee and humanitarian clients. Anchored and accountable for the Thrive ('Tre') client journey, the Head of Client Services and Delivery will focus on empowering and building client capability, enablement for work, and accelerating economic participation, particularly for women ("She Starts with Thrive").

The role ensures clients are:

- guided toward SME/self-employment pathways
- assessed for employment readiness
- supported to build relevant skills and experience
- prepared for transition into sustainable economic pathways

This is a hands-on leadership role combining financial inclusion and employment expertise, people leadership, and system design across both employment and SME pathways.



Key Accountabilities

1. SME & Economic Participation Pathways

- Ensure clients are assessed for both employment and SME/self-employment suitability
- Support delivery of SME pathways, including:
 - client readiness for business
 - alignment to responsible lending and sustainable revenue streams.
- Deliver on the Philanthropic Lending Facility expectations.
- Enable movement between employment and SME pathways based on client needs and readiness
- Ensure SME remains a core and integrated pathway for economic participation.

2. Employment Outcomes & Pipeline Delivery

- Translate Thrive's strategy and pilot programs into operational delivery of employment outcomes.
- Manage the end-to-end pipeline from referral through to employment outcomes, including employment readiness assessments.
- Act as the Tre operational delivery point of contact for employers and ensure interview preparation and successful onboarding at placement.
- Monitor and report on client participant pipeline performance in the workplace, including enablement and capacity building for future employment.



3. Gender Participation – “She Starts with Thrive” (SSwT)

- Lead initiatives to increase female participation in employment and SME pathways
- Design and deliver approaches that address barriers to workforce participation for women
- Ensure programs are inclusive, accessible, and tailored to unlock and activate female clients’ potential.
- Embed a gender lens across:
 - client recruitment & assessment
 - enablement and readiness toolkits & programs
 - service delivery

4. People Leadership

- Lead, coach, and develop a frontline team (6–10 FTE)
- Drive accountability for performance and outcomes
- Build capability in:
 - employment delivery
 - client assessment
 - SME pathway understanding



- Foster a strong team culture of mission and impact delivery.

5. Systems, Process & Scalable Delivery

- Design and implement frameworks to support consistent delivery, including:
 - client journey mapping
 - readiness and assessment models
 - pipeline tracking and management
- Embed delivery frameworks into Thrive's CRM systems
- Build systems that enable sustainable, scaled delivery into FY28 and beyond

6. Program Delivery & Integration

- Support delivery of pilots and new pathway models
- Ensure strong integration between employment and SME services
- Maintain a seamless client experience across pathways



7. Collaboration

- Work closely with:
 - SME, employment and SSwt team members
 - Systems & Improvement experts
 - Peers and the leadership team; mobilize their support towards client delivery success.
- Contribute to a collaborative and cross-functional ways of working.

Key Requirements

- Proven leadership of front-line teams and delivery of multiple services.
- Successful in growing service lines and scaling impact.
- Experience working across multiple economic pathways and preferably in both employment and SME/self-employment pathways.
- Proven experience in growing a loan portfolio and workforce development, or recruitment
- Demonstrated ability to support clients to build skills, integration readiness, and transition into employment.
- Strong experience in client assessment and readiness / enablement frameworks and support services.
- Experienced in delivering capability-building programs
- Proven people leadership capability (6–10 FTE)



- Strong operational leadership with a focus on delivery and outcomes
- Experience working with diverse or vulnerable cohorts, particularly refugees or CALD communities
- Demonstrated ability to support women into employment or economic participation pathways
- Experience in gender participation or inclusion programs (highly desirable)
- Experience designing and implementing systems, frameworks, or scalable delivery models
- Ability to translate strategy into practical delivery

Core Capabilities

- SME pathway understanding and integration
- Client readiness and capability development
- Employment pathway delivery
- Gender-inclusive program design
- Pipeline and outcome management
- Systems thinking and scalable delivery
- Team leadership and capability uplift



Measures of Success

- Deliver impact targets and agreed outcomes in SME, EMP and SSwT.
- Improve the Tre client experience and sector advocacy of Tre client services.
- Strong conversion from referrals to outcomes; including, readiness → employment outcomes.
- Increased female participation across both employment and self employment and meet & exceed funders' expectations on their gender programs.
- Strong team performance and engagement. Ensure a strong sense of belonging and inclusion.
- Implementation of scalable delivery systems. Including, resetting foundations and developing frameworks for SME and employment readiness.