



Job Description: Impact and Advisory Manager (Business Advisory and Strategy)

About Sefa

Sefa (Social Enterprise Finance Australia) was established in 2011 when it was selected by the Australian Government to receive funding through its Social Enterprise Development and Investment Fund. Since establishment, Sefa has unlocked more than \$170 million of capital from the impact investing sector and disbursed over \$50 million in loans.

Sefa's work spans impact areas including housing, education, arts and culture, First Nations communities, disability inclusion and community enterprise. Our vision is for impact-led organisations across Australia to be backed by the capital, support and ecosystem they need to thrive.

We provide flexible finance and targeted capability support to impact-led organisations, while working across the social impact ecosystem to help build the conditions for more inclusive and equitable capital flows.

By combining flexible, catalytic finance with targeted capability support and ecosystem advocacy, Sefa strengthens impact-led organisations, reduces investment risk and helps build a more inclusive and equitable social impact investment market across Australia.

About this role

This role sits in Sefa's Impact and Advisory team, which provides practical, mission-focused guidance to help purpose-driven organisations grow with confidence. Our work covers areas including outcomes measurement, governance and organisational systems, budgeting and forecasting, strategy, and preparation for investment.

The Impact and Advisory Manager will work as part of a multidisciplinary team across a diverse portfolio of social enterprises, not-for-profit organisations and other for-purpose businesses. With a particular focus on impact assessment, strategy, financial analysis and business advisory, the Manager will help clients understand where they stand, strengthen how they operate and prepare for their next stage of growth and investment.

About the position

Role	Impact and Advisory Manager (Business Advisory and Strategy)
Reporting to	Head of Impact and Advisory
Position summary	This role leads business advisory and strategy engagements within the Impact and Advisory team. The Impact and Advisory Manager will help social enterprises, not-for-profit organisations and for-purpose businesses strengthen their strategy, operations and readiness for investment, with a particular strength in turning complex information into a clear way forward. The Manager will work closely with each client to assess where the organisation is performing well and where targeted support would make the biggest difference to its investment readiness. Engagements will vary, from sharpening how an organisation tells its impact narrative and developing a growth strategy, to reviewing financial processes or improving board reporting. Some engagements may require the Manager to present strategy, financial insights, risks and recommendations to boards, directors and senior leaders. The role brings together commercial analysis, strategic advice, client relationship management and engagement delivery. It calls for patience, empathy and a strengths-based approach, described below. The Manager will have end-to-end ownership of client engagements, upholding high service standards, identifying opportunities that add value and helping strengthen skills and knowledge across the team.
Working style	At Sefa, good advice is only part of the job. We want every business and organisation to come out of an engagement confident to act on our advice and build on it. The Manager brings a strengths-based approach alongside sound advisory practice: • Start with strengths: Recognise what the organisation already does well, and build recommendations from there. • Understand before advising: Learn the organisation's purpose, context and priorities before forming a view. • Meet the client where they are: Tailor advice and pace to each organisation's stage, capacity and level of financial confidence. • Be clear and candid: Give evidence-based advice, name risks and priorities respectfully, and focus on practical next steps. • Explain the why: Share the reasoning, tools and knowledge behind the advice so the organisation can act on it with confidence.

	Business Advisory and Strategy focus: In practice, this means helping management teams, leaders and boards build on their impact and business strengths, so they can shape and present their strategy and investment case with confidence.
Location	Sydney, with flexible hybrid working arrangements and occasional travel within Australia. Our office is based in the stunning Yirranma Place in Darlinghurst – a for-purpose precinct established by the Paul Ramsay Foundation.

Key Responsibilities

Strategy and client advisory

- Assess each client's strengths and priorities and identify where targeted support would make the biggest difference to its investment readiness.
- Develop strategies, growth plans, business cases, operating models and transformation roadmaps that suit each client's capacity to implement them.
- Help clients articulate their impact and connect it to their business model and funding or investment case.
- Support clients to implement agreed changes, tracking progress and adjusting the approach where needed.

Financial analysis, research and evidence

- Analyse financial statements, operating models, cost structures and revenue models to identify the drivers of performance and financial sustainability.
- Build or review financial models, scenarios and forecasts to test strategic options, growth plans and investment cases.
- Assess financial processes, management reporting and board reporting at a governance level, and recommend proportionate improvements.
- Research the sectors, markets, policy settings and funding environments relevant to each client, and critically appraise the available evidence to inform analysis and advice.
- Research, draft and write compelling proposals, business cases, funding and investment submissions, board papers and reports that distil complex information into clear, evidence-based recommendations.
- Present strategy, financial insights, risks and recommendations to boards, directors and senior leaders.
- Recognise when a matter needs specialist accounting, taxation, legal or regulatory advice, and maintain clear boundaries between advisory services, investment-readiness support and lending decisions.

Engagement management

- Lead engagements end-to-end, from scoping, budgeting and planning through to delivery and close, with accountability for commercials, quality, client outcomes and deliverables.
- When leading an engagement, allocate and coordinate tasks across the team members and colleagues involved, and review their contributions to ensure quality and timely delivery.
- Design and facilitate workshops, strategy sessions and stakeholder consultations.
- Identify client and engagement risks, issues and dependencies early, put mitigations in place and escalate material issues where appropriate.

Relationship management and business development

- Build trusted relationships with senior client stakeholders and identify opportunities to deliver further value.
- Lead the scoping of client opportunities and the development of proposals, tenders and fee estimates.
- Work with Sefa's Impact Investment and Impact and Advisory colleagues where clients need connected capability, investment-readiness or financing support.
- Contribute to thought leadership, market insights and the development of Sefa's advisory methods and offerings, including the appropriate use of AI tools.

Team contribution and development

- Support junior staff to strengthen their skills and knowledge through guidance, constructive feedback and review of their work.
- Contribute to team planning and capability development and take part in cross-team initiatives that support Sefa's broader priorities.

Knowledge and skills required

Essential

- At least 5 years' experience in management consulting, strategy or professional services advisory.
- Proven experience leading client engagements from scoping and budgeting to delivery, including coordinating the contributions of others and managing multiple engagements and competing priorities.
- Proven experience in financial analysis, including interpreting financial statements and management accounts and identifying the drivers of cost, revenue and financial sustainability.
- Demonstrated experience in financial modelling and data analysis, including building models, scenarios and forecasts in Microsoft Excel.

- Demonstrated experience in project development, taking strategies, business cases or new initiatives from concept through to implementation.
- Demonstrated ability to work through complex or ambiguous problems and exercise sound judgement, including knowing when specialist advice is needed.
- Well-developed research and evaluation skills, including interpreting quantitative, qualitative and social impact evidence and distilling complex information into clear, evidence-based conclusions.
- Proven experience researching and writing proposals, business cases, submissions or reports for different audiences.
- Well-developed stakeholder engagement and communication skills, including building relationships with senior stakeholders, facilitating workshops and presenting to boards, directors and senior leaders.
- Demonstrated experience delivering advisory engagements that strengthen client capability, using a strengths-based approach tailored to each organisation's context.
- Experience supporting colleagues to develop their skills and knowledge.
- A passion for working with social enterprises, not-for-profit organisations and other for-purpose businesses, and the ability to work independently within a small, multidisciplinary team.

Very helpful

- Experience with impact measurement, theory of change and/or impact reporting.
- Knowledge of public policy development, government funding programs or procurement.
- Experience in sectors such as housing, community services, disability, education or First Nations enterprise.
- Experience using AI tools to improve the quality or efficiency of analysis.
- An existing network in the for-purpose and social impact sector.
- A postgraduate qualification in business, economics, policy or a related discipline.

Qualifications

- Degree in Commerce, Business, Economics, Policy, Finance or a related discipline, or equivalent relevant professional experience.
- Relevant Australian working rights.

Application process

To apply, lodge your application via Ethical Jobs by providing a cover letter and CV.

We encourage applications from people of all ages and genders, Aboriginal and Torres Strait Islander people, people with disability, LGBTQIA+ people, and people from diverse ethnic and cultural backgrounds.



Applications may be assessed as they are received.

At Sefa, our values guide how we work

Togetherness

We believe in the power of collaboration. We work constructively with colleagues, clients and partners to achieve shared goals and develop practical solutions. Strong communication, teamwork and respectful working relationships are central to our success.

Integrity

We act ethically, honestly and responsibly. We take accountability for our work, maintain high professional standards and build trust through reliable advice, respectful conduct and consistent delivery.

Champion

We support clients and colleagues to build confidence, develop capability and achieve meaningful outcomes. We lead by example, encourage others to succeed and bring energy and commitment to our work.

And at Sefa our approach to delivering our work and purpose is grounded in

Innovation

We look for better ways to solve problems and deliver value. We apply curiosity, sound judgement and creative thinking to improve our services, systems and ways of working.

By living these values, we aim to create a collaborative, supportive and purposeful workplace where every team member can contribute to positive change.