

Position Description

This position	Reform Strategy Lead
Your directorate	Communities
Your stream	Business Development Hub
You'll report to	Business Development Hub Manager
Reviewed	October 2026

Uniting's purpose & values

When you're part of Uniting NSW.ACT, you're part of a diverse, purpose-led team of people who are really making a difference to the world around them.

We contribute to the work and mission of the Uniting Church in NSW and the ACT through social justice advocacy, community services and spiritual care. We provide care and support for people through all ages and stages of life, with a focus on people experiencing disadvantage and vulnerability. Our purpose is to inspire people, enliven communities and confront injustice.

Uniting leaders and employees work together to create a culture that is safe, inclusive, and person-centred. We bring this to life every day through our values: compassionate, respectful, imaginative, and bold.

Uniting acknowledges the continuing sovereignty and rich cultural diversity of Australia's First Peoples. We pay our respects to all Elders – past, present, and emerging – and to all First Peoples on whose lands we live and work.

Uniting is a Child Safe Organisation committed to promoting the safety, wellbeing and inclusion of children and young people.

About this role

The Reform Strategy Lead helps Uniting respond early and confidently to significant policy, funding and commissioning reforms across human services (ie Disability and OOHC). The role turns emerging change into clear choices about where Uniting should invest, partner, maintain, redesign or exit, and which opportunities it should pursue.

Working across the organisation, the role brings together policy, quality, operational and commercial insight so senior leaders can make timely, evidence-based decisions and prepare well for future tenders, partnerships and service changes.

Why this role exists

Human services are changing rapidly, with policy, funding and commissioning reforms reshaping how services are designed, delivered, measured and sustained. Uniting needs to understand these changes early, assess what they mean across its service portfolio, and make clear choices about where to focus effort, invest, partner, redesign or step back.

This role exists to provide that focus. It brings together reform intelligence, service insight and commercial analysis so Uniting can respond with confidence, strengthen the sustainability and quality of services, and pursue opportunities that will deliver the greatest benefit for people, families and communities.

Through a clear reform roadmap, decision framework and prioritised opportunity pipeline, the Reform Strategy Lead will help senior leaders move from uncertainty to action and position the organisation for future tenders, partnerships, service redesign and implementation.

Role details

- **Employment type:** Fixed-term contract, 12 to 18 months, with a possibility to extend
- **Status:** New role
- **Direct reports:** Nil. Leads through cross-functional working groups.
- **Works closely with:** Head of Strategy, Business Development and Practice; Heads of Disability; Local Area Coordination; Specialist Programs
- **Location:** Hybrid arrangement – across Pitt Street, Sydney Office and War Memorial Office, North Parramatta
- **Classification and salary:** In line with Uniting's role evaluation and remuneration framework

Your key accountabilities

You will be an integral member of the Business Development Hub through the following:

- Model Uniting's values and contribute to a safe, inclusive and respectful workplace.
- Translate strategic priorities and government reform into clear plans, analysis and recommendations.
- Build trusted relationships across Uniting and lead cross-functional work through influence, collaboration and sound judgement.
- Apply strong commercial and sector insight to identify opportunities, manage risk and support sustainable services.
- Produce clear, timely and evidence-based advice for senior leaders and decision-makers.

As the Reform Strategy Lead within the Communities Directorate, your role will:

1. Reform intelligence and roadmap

- Track relevant policy, funding and commissioning reforms, and brief the Director and Executive on what each means for Uniting.
- Build and maintain an integrated reform roadmap that highlights priority reforms, decision points, dependencies and timing.
- Maintain a register of reform opportunities, risks and assumptions, and update it as government positions, funding settings and commissioning approaches become clearer.

2. Portfolio assessment and exposure analysis

- Assess the current service footprint, contract portfolio and organisational exposure relevant to each priority reform area.
- Coordinate Finance, People and Culture, Property and Operations to model financial, workforce and property exposure under each reform scenario.

- Identify quality and delivery risks that would affect tender eligibility or contract performance.
3. **Decision criteria and executive advice**
- Develop strategic criteria for invest, partner, maintain, redesign or exit decisions and get them agreed by the Executive.
 - Write executive decision papers for each priority portfolio choice, with options, costs, risks and a recommendation.
 - Make sure decisions are sought early enough to act on.
4. **Tender pipeline and readiness**
- Build a prioritised commissioning and tender pipeline aligned to reform priorities, service strategy and organisational readiness.
 - Complete a tender readiness assessment for each priority opportunity and track the gaps to close.
 - Work with the Business Development Hub bid team to convert readiness work into tender strategies. The bid team leads the submission.
 - Design an implementation and mobilisation framework for successful bids.
5. **Partnerships and reporting**
- Develop a partnership strategy that names priority Aboriginal Community Controlled Organisations (ACCOs) and sector partners, and the role Uniting proposes to play with each.
 - Support senior leaders in partner and funder conversations with briefings and evidence.
 - Maintain a dashboard that shows readiness, risks, decisions and dependencies, and provide regular reports to agreed governance forums.

Key relationships and decision rights

The role advises and coordinates. It does not hold budget or make portfolio decisions.

Who	What the role does with them
Business Development Hub Manager	Line manager. Sets priorities, reviews work, aligns the role with the bid pipeline.
Head of Strategy, Business Development, Care & Practice	Direct input on reform priorities and alignment to strategy.
Director, Communities	Direct input on reform priorities. Sponsor for executive decision papers.
Executive and Chief Executive	Decision-makers on invest, partner, maintain, redesign or exit choices.
Disability and OOHC operational leaders	Responsible for making recommendations to the Director on service and portfolio options, with the Reform Strategy Lead supporting them through analysis, coordination and consolidated evidence.
Finance, People and Culture, Property	Provide data, specialist advice and modelling for exposure scenarios.

Who	What the role does with them
Business Development Hub bid and service design teams	Receive tender strategies and readiness assessments. Lead submissions.
ACCOs and sector partners	Build and strengthen partnerships alongside senior leaders, with respect for existing relationships and Aboriginal self-determination.
Government funders	Support market sounding, consultation and relationship management as agreed with the Director.

Decision rights

- **Decides:** analysis method, working group agenda, content and format of the register and dashboard.
- **Recommends:** decision criteria, portfolio choices, tender priorities, partnership priorities.
- **Does not decide:** Bid or no-bid, investment, exit or partnership commitments. These decisions remain with the Director and Executive under existing delegations.

Your key capabilities

Individual leadership

- **Improving performance** - Works with others and offers suggestions to find ways of doing the job more effectively.
- **Owning the job** - Takes ownership for all responsibilities and honours commitments within their own role and strives to achieve goals with a "can-do" attitude to levels of excellence.
- **Perseverance** - Remains committed to completing the job in the face of obstacles and barriers.
- **Timeliness of work** - Sets achievable time frames and works to complete projects, tasks, and duties on time.

Business Acumen

- **Organisational Operation** - Displays awareness of Uniting's business objectives and understands how personal objectives relate to those objectives.
- **Organisational Objectives** - Has broad awareness of Uniting's vision and values and how they apply to issues in the team.
- **Develops and Grows the Business** - Understands team and organisational goals and works collaboratively with Team Members to achieve organisational goals.
- **Makes Sound Decisions** - Analyses problems, seeks input from relevant people and then takes appropriate action to implement the most effective solution in a timely manner.

Your qualifications, experience & skills

Qualifications required of you are:

- A tertiary qualification in social policy, public policy, business, social work or a related field, or equivalent relevant experience.

It is essential your experience & skills will cover:

You will bring substantial experience in strategy, reform, commissioning or business development within human services. You communicate clearly, analyse complex information and turn it into practical recommendations. You work well across a complex organisation, build trusted relationships and lead through influence.

The successful candidate can show they have done this work before, in human services, at portfolio scale.

- Experience leading an organisation's response to a major government reform or recommissioning in disability, child and family services or OOHC.
- Working knowledge of the NSW and Commonwealth commissioning environment, including DCJ and NDIS funding and contracting arrangements.
- Experience building portfolio analysis that combines financial, workforce, property and service data, and turning it into options and a recommendation.
- Experience writing decision papers for an executive team or board that led to a decision.
- Experience in tender strategy or bid readiness for government human services contracts.
- Ability to lead cross-functional work without line authority, with examples.
- Experience building partnerships with ACCOs or Aboriginal-led organisations in a way that respects self-determination.
- Ability to deliver in a fixed-term role: start quickly, work with incomplete information and hand over cleanly.

Even better:

- Postgraduate study in social policy, public policy, business, social work or a related field.
- Experience working in or with government as a commissioner, policy officer or contract manager.
- Experience with mobilisation or transition of a newly won service.

Mandatory requirements:

Employment is subject to the checks and clearances required for the role, which may include a National Police Check, a Working with Children Check and an NDIS Worker Screening Check. You must also have the right to work in Australia and demonstrate a commitment to Uniting's values and child safe practices.

Employee Name:		Managers Name:	
Date:		Date:	
Signature:		Signature:	