

Communications Lead

Position Title	Communications Lead
Salary	\$105,000 - \$115,000 per annum + superannuation (pro-rated)
Reports to	CEO
Location	Home office, anywhere in Australia
Capacity	0.6 FTE - 2 year fixed term contract, with possibility of extension depending on performance and funding.

BACKGROUND

[Collaboration for Impact](#) exists to create a more equitable and inclusive Australia where people, place and planet thrive. Our purpose is to build a powerful movement of people able to change systems and drive large-scale impact.

We believe in a society that is able to solve complex challenges, seize opportunities and thrive, with communities at the centre of the decisions that affect them. We believe in a society that acknowledges and values the resilience, knowledge, wisdom and teachings of the oldest living culture on the planet. We are helping create this future by:

- Increasing the capacity of changemakers everywhere to think and act systemically
- Building the collaborative capacity required to address Australia's unreconciled history of colonisation

Kerry Graham and Liz Skelton founded CFI in 2015 to provide direct capacity building support to collaborations addressing complex challenges.. CFI is now an established network of leading practitioners in collaboration and systems change who provide capacity building to over 40 initiatives nationwide. CFI has experienced extraordinary growth over the past few years, transitioning from a core team of two Directors and General Manager to a team of 12 staff and a network of 25 practitioners. CFI is now a leading intermediary in systems change for complex issues. We have established strong national and international partnerships, and have developed and curated world class learning platforms on collaboration and systems change in [Platform C](#) and [Deep Collaboration](#). These platforms are in their first iteration and are gearing up to provide updated learning, knowledge sharing and practice development across Australia.

Supported by philanthropic investment, CFI has a 3 year strategy to: develop the foundations for greater impact in 2020/2021; transition to a sustainable business model by

2023; and scale CFI's impact through growth and movement making. This strategy and investment will enable more people and collaborations across Australia to apply systems change thinking and approaches to entrenched complex challenges faced by people, places and the planet.

ROLE PURPOSE

To design and deliver strategic communications that

- positions CFI as a 'go to' network for systems change leadership and support
- builds a movement of people able to lead systemic change in Australia and globally.

The communications function will build awareness, educate and advocate for systemic change, while positioning CFI network, platforms and events to achieve significant increase in systems practice, brand recognition, stakeholder engagement and long-term sustainability.

This role will contribute to achieving the following transitions as CFI scales:

Transition from...

reactive and functional communications to CFI Network and externally

systems change initiatives being matched to individual practitioners skillsets & experience
a small number of philanthropic and government funding sources
relational connection building & opportunistic partner alignment

to...

purposeful, strategic, engaging and targeted communications that build relationships, trust and credibility.

communities and initiatives being supported by a coherent, blended, promoted and supported world class CFI practice.
a sustainable organisation with diverse sources of income
enabling a movement able to influence and shift conditions holding inequity and exclusion in place with shared knowledge, practice and campaigns.

RESPONSIBILITIES

Key responsibilities of the role are set out below under:

- **Routines** – daily, monthly, quarterly and annual responsibilities and
- **Strategy 2020-2023 Deliverables** – the role is responsible for delivering one strategic project and contributing to four strategic projects.

These responsibilities describe the general nature and level of work being performed by this role. They are not an exhaustive list.

ROUTINES

Governance Strategy for communications and relationship

- Advise the CEO and the board on contemporary communications, brand design, awareness and management and stakeholder engagement.

building and brand governance

- Draft strategies and policies for board consideration that leverage Board expertise and contacts to extend the reach and influence of the organisation.
- Partner with the Digital Lead in the development of digital strategy and customer experience standards.
- Report on implementation of the communications strategy, Monitoring, Evaluation and Learning (MEL) insights and emerging opportunities, issues and mitigations, and resulting impacts and trends.

Financial sustainability

- Focus communication activity on 2 goals – (1) promoting the revenue raising services of CFI to be self-sustaining within three years and (2) building a movement of systemic change leaders.
- Work with the Commercial Manager to ensure that communications is sustainable through cost recovery in proposal and program pricing.
- Work with Directors, CEO and practice and program leads to segment and engage target markets with relevant stories, resources and engagement opportunities to help practice, programs and platforms achieve revenue targets and impact.
- Guide design and development of customer relationship management to support relationship building and opportunity development across the organisation.
- Implement communications within budget.
- Monitor communications and adjust as needed to contribute to or increase revenue raising capability and / or movement impact for CFI.

Communication, brand and engagement design

- Lead the development of communications strategy to support and achieve CFI Strategy 2020-23.
- Develop a brand strategy and guidelines to ensure a coherent ecosystem of brands across CFI.
- Develop a stakeholder engagement strategy and ensure that stakeholder engagement roles and supports are integrated across the Board, Core Team and broader Network to build the reach and influence of the organisation, achieve revenue targets and build a movement.
- Build a network of contacts to promote CFI people and initiatives through news stories, features, webinars, and conferences.

Movement making strategy design

- Assess movement building and storytelling capability across the Core Team and broader Network members. Design movement building and storytelling capability development strategies to embed movement building capacity across CFI.
- Develop a CFI wide narrative that focuses attention on community led strengths based systems change, recognising the diversity and influence of place.

- Develop a research budget for movement making to develop an impactful strategy for how CFI can enable a movement of systems change leaders able to shift the conditions holding inequity and exclusion in place..
- Shape and implement campaigns that build awareness of the impact of systemic change approaches and shift conditions that hold complex problems in place, drawing on lessons and success of ChangeFest
- Implement the CFI movement building strategy working across the Network, peer organisations, community leaders, partners and clients

Communication delivery

- Lead implementation of strategic communication, brand management, movement building and stakeholder engagement strategies.
- Be custodian of CFI brand assets and provide quality assurance for all formal communication and brand deployment.
- Work with Change Fest Lead and partners to implement a targeted Change Fest communications strategy and guide the work of Communications and Events support staff to ensure the event achieves profile, revenue and impact targets.
- Lead development and deployment of content across websites, social media, platforms and events.
- Contribute to the design of in person, online and hybrid events and collaborations to maximise participation and engagement of target audiences and build a movement of systemic change makers.
- Work with MEL to evaluate the impact of communication and engagement strategies and continuously improve approaches.
- Support and build the capacity of program, practice and digital leads and the ChangeFest Lead to design and implement communication strategies for initiatives and platforms to raise awareness, build engagement, share stories, capture contacts and feedback and build momentum for systemic change that shifts conditions that hold complex problems in place.

People

- Recruit, induct and support communications and events officer/s.
- Create the conditions for individuals and the team as a whole to successfully self-organise to achieve the 2020 - 23 strategy through provision of clear direction, decision making boundaries, resources, information, and regular rhythms, routines and feedback loops.

Operations

- Use and develop CFI systems and processes to ensure the efficiency of your work, and the work of Core Team and broader Network members.

Culture

- Role model the principles of the organisation and lead in reflection, evaluation and learning as a foundation of capacity building and collaborative impact.

	Responsible for ...	Contribute to....
Strategic Pillar 1 Building capacity for Systemic Change	Objective 1 and 2: <ul style="list-style-type: none"> • Collaborative initiatives have increased capacity to lead systemic change to achieve population level outcomes. • Deep Collaboration is established as a systemic leadership practice for First Nations and other Australians to lead together. 	
	N/A	<p>Project 1.2 Developing and implementation of world class, integrated embedded support to systems change initiatives, that meet revenue targets.</p> <p>Project 1.3 Developing, testing and strengthening CFI's convening offering as an honest broker for catalytic systems change, that meet revenue targets</p>

STRATEGY 2020 - 2023 DELIVERABLES

Strategic Pillar 2: Systems Change Movement building	Objective 5: Development of a strategic movement building approach to educate and advocate for movement building of systemic change.	
	Project 5.1 Developing strategy, capacity and business model to enable an influential movement of systems change practitioners	<p>Project 4.1 Developing & implementing an annual learning program to develop and share learnings on systemic thinking and practice, that meet revenue targets.</p> <p>Project 4.2 Developing, testing and strengthening capacity through partnership with citizen leaders to support them to lead and influence systems change, that meets revenue targets.</p> <p>Project 4.3 Increasing systems thinking literacy and leadership within government both elected representatives and public servants, that meets revenue targets.</p> <p>Project 5.2: ChangeFest is a vehicle for</p>

		movement building for community led systemic change, that meet revenue targets.
	Responsible for ...	Contribute to....
Strategic Pillar 3: CFI has thriving and liveable infrastructure, skills and capacity for scaling as a network of impact to shift conditions that hold complex problems in place	Objective 6 CFI has a thriving culture and sustainable infrastructure able to scale our impact.	
	Project 6.7 Communications – design and implementation of a strategic communications function integrated across CFI to position CFI as a 'go to' network for systems change capacity building and movement making in Australia & globally	Project 6.2 Business model - Developing and implementing a fit for purpose and sustainable business model

RELATIONSHIPS

The list below sets out key relationships and the focus of the relationship.

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| Board | <ul style="list-style-type: none"> • Work with the CEO and the Board to guide communications strategy, brand development and senior stakeholder engagement to build a movement for systemic change and position CFI for success. |
| CEO | <ul style="list-style-type: none"> • Seek boundaries and advice, recommend priorities to achieve strategy within limited resources, report progress and raise improvements and emerging issues. Support the CEO as the public face of CFI |
| Digital Lead | <ul style="list-style-type: none"> • Partner with Digital Lead to ensure that digital and strategic communication, brand and stakeholder engagement strategies are aligned and reinforcing, and to identify and seize opportunities and mitigate risks. |
| Events and Communications Officer/s | <ul style="list-style-type: none"> • Provide boundaries and advice, allocate responsibilities, and highlight alignments and opportunities across the Communications portfolio. Collaborate in the design and development of the program. Review progress and professional development through fortnightly check-ins and respond to emerging issues. |
| Core Team | <ul style="list-style-type: none"> • Work with members to build their communication and stakeholder engagement capabilities and to capture and shape news, stories |

and evidence for communication to contribute to movement building and a self-sustaining network.

- Work with practice and program leads to amplify their impact and enable them to achieve their strategic goals and revenue targets.
 - Work with MEL to measure communications impact and adjust strategy and execution to increase impact.
 - Be an active member of team life and culture.
- CFI Network**
- Listen and engage to strengthen broader Network communication and stakeholder engagement capacity. Capture and shape news, stories and evidence for communication to contribute to a self-sustaining network for impact.
- Communities**
- Develop engagement with CFI initiatives and community leaders to capture and share stories of strengths based community led change, recognising the diversity and influence of place in place based change.
- Alliances**
- Share communication strategies for campaigns that increase systems literacy and generate new opportunities and champions to drive systemic change and achieve significant impact
- Media**
- Build relationships and position CFI as go to spokespeople for systemic change with impact.
 - Support the CEO, ChangeFest Lead and others to speak on behalf of the organisation, consistent with Strategy, communications strategy and speaking points agreed with the Chair / Board.
 - Measure increase in CFI brand recognition and system recognition as a result of strategic communications initiatives

DECISION RIGHTS

- Recommend communication strategy, brand management and stakeholder engagement policies.
- Approve Communications reporting for CEO, Board, internal and external use.
- Allocate the Communications budget of \$45,000 and a research budget of \$25,000
- Commission services within budget allocation and ethical procurement guidelines.
- Selection of strategic and social communication measures.
- Management of a network of communication relationships.
- Application of communication strategy, brand management and stakeholder engagement to achieve the goals of the organization.
- Approve application of communication strategy, brand management and stakeholder engagement in promotion of platforms to achieve impact and revenue targets.
- Recommend creation of roles.
- Recommend recruitment of employees.
- Recruit contractors within budget.

EDUCATION, QUALIFICATIONS AND CAPABILITIES

QUALIFICATIONS

Tertiary qualifications in Communications and/or related field

EXPERIENCE AND CAPABILITIES

- Advanced communication and language skills and capacity to craft strategic, messages, stories and evidence to suit diverse audience needs, from remote communities to the highest levels of business and government.
- Demonstrated track record designing and delivering advanced communications strategy, brand management and stakeholder engagement that increases the reach, reputation and impact of social enterprises and / or builds movements.
- Experience or demonstrated capacity to develop campaign skills leading Network members and alliances in the creation of a movement for impact.
- Capacity to engage Core Team and broader Network members in the design and delivery of communication, brand management and stakeholder engagement for their programs, initiatives and projects, including strategies to build engagement and capability and manage risk.
- Advanced self-awareness and personal communication skills along with passion for the purpose and network structure of the organisation that will flow through to positive engagement of stakeholders, generating increased opportunities for CFI.
- Advanced User capability for virtual presentations, mobile video and photography, social media and story-telling systems and customer relationship management.
- Able to work efficiently and effectively remotely, using a range of online software, and contributing to and following contemporary policies and processes.