



POSITION DESCRIPTION

Position Title Lead, Service Delivery and Improvement

Team Customer Office

Reports To Chief Customer Officer

Updated 23 August 2023

1. Position Summary

The primary focus of the Lead, Service Delivery and Improvement role is to enhance processes, improve procedure efficiency, ensure compliance, and achieve outstanding customer outcomes. This role involves reviewing operational procedures and customer communications to establish best practices and implement operational enhancements. The objective is to create procedures that are fit-for-purpose, aligned with regulations, efficient, and deliver exceptional customer service.

To excel in this role, a proven history of driving operational excellence, process optimisation, and delivering exceptional customer experiences, ideally within the social housing sector, is essential. In-depth knowledge of regulations such as the Residential Tenancy Act, Housing Act NSW, or comparable legislations, is crucial for implementing excellent tenancy and customer practices.

In summary, the position holder is expected to take a proactive role in improving processes, enhancing service quality, and fostering innovation while effectively engaging with stakeholders and managing change within the organisation.

2. Job Dimension

This role reports to the Chief Customer Officer and currently has one direct report, Manager, Service Delivery Improvement.

This role works closely with external stakeholders, Link Wentworth teams and all areas of the business. This is a hands-on operational role within Link Wentworth delivering the outcomes outlined above. It especially works with Feedback and areas of the business that are reviewing or improving customer services to support, learn from or enhance service improvement strategies.

This role's delegation is per the 'Level 4' legend of the Financial Delegation Manual.

3. Relationships

Internal

- Executive and Senior Management
- Customer Office
- Property Office
- Communications
- People and Culture
- Finance and Legal
- Business Improvement

External

- CHIA
- AHI
- REINSW
- Community Housing providers
- Other related industries, e.g. Real Estate, NGOs



4. Major Accountabilities

Key Accountabilities	Key Activities
1. Develop and Implement Improvement Strategies	<p>This may include, but is not limited to:</p> <ul style="list-style-type: none"> • Collaborating with cross-functional teams to identify areas for service improvement and efficiency enhancement • Researching industry best practice and recommend improvement strategies • Reviewing the effectiveness and efficiency of the business processes and providing recommendations for their improvement • Designing and implementing plans to address identified gaps and opportunities, ensuring alignment with organisational goals • Leading on analysis of business processes to identify opportunities for improvement, issues and risks and delivering appropriate solutions, continually reviewing improvement opportunities • Delivering key reports as required for improvement projects including options papers and improvement recommendations, issues and decision logs, project status and other reports
2. Process Optimisation	<p>This may include, but is not limited to:</p> <ul style="list-style-type: none"> • Analysing existing workflows, policies, and procedures to identify bottlenecks and inefficiencies and driving change to improve all to meet customer outcomes • Developing and implementing streamlined processes that enhance service delivery, resource allocation, and cost-effectiveness while adhering to the Residential Tenancy Act and other requirements
3. Continuous Learning and Innovation	<p>This may include, but is not limited to:</p> <ul style="list-style-type: none"> • Staying updated on industry best practices, trends, and emerging technologies related to social housing and service management • Analysing processes and procedures against industry best practice, identifying and designing improvements to existing procedures and introducing new ones where there are gaps • Engaging business units and staff to work together to improve processes, eliminate inefficiency and enhance service delivery • Driving a culture of innovation by exploring new approaches and solutions to enhance service delivery while maintaining legal compliance • Preparing options papers to inform business decisions based on best practice
4. Data Analysis and Insights	<p>This may include, but is not limited to:</p> <ul style="list-style-type: none"> • Utilising data-driven insights to assess service performance, identify trends, and generate actionable recommendations • Developing, reviewing and reporting on key performance indicators (KPIs) related to service quality, response times, tenant satisfaction, and other relevant metrics • Proactively thinking and creatively problem solving by analysing underlying issues in complex problems, communicating the



	issues and solutions simply and accessibly to a broad audience
5. Stakeholder Engagement	This may include, but is not limited to: <ul style="list-style-type: none">• Collaborating with internal teams, external partners, and stakeholders to gather feedback and insights on service quality• Developing strong relationships with tenants and community members to better understand their needs and concerns
6. Change Management	This may include, but is not limited to: <ul style="list-style-type: none">• Leading change initiatives by communicating improvements, engaging staff, and managing resistance to change• Providing training and support to ensure successful implementation of new processes and practices



5. Link Wentworth Key Competencies

Business sustainability: Considers the organisation and its ongoing sustainability in all business dealings and work practices. Ensures financial, social and environmentally responsible decision making and works within the relevant safety and compliance frameworks.

- Understands the outcome/deliverable and works to achieve it
- Identifies problems and works to resolve them
- Ensures data collection and entry is accurate and complete
- Takes accountability and follows through to completion
- Organised and structured and effectively manages and uses time
- Highly proficient in use of technology and systems for their role

Personal and professional excellence: Develops and maintains an understanding of the internal and external environment and takes responsibility for the delivery of work outcomes with efficiency, professionalism, and integrity. Demonstrates a commitment to personal development and works collaboratively to ensure best outcomes are achieved.

- Able to reflect with a view to improving self and assists others to do the same
- Seeks and identifies new ways and approaches
- Comfortable to suggest improvements to how we work and do things
- Upholds and models the organisation's values
- Willing to participate and get involved in our organisational life and culture
- Respectful and considerate of others at all times in words, thoughts and actions
- Develops personal strategies to stay resilient
- Reports and calls out inappropriate behaviours

Operational excellence: Ensures best practice outcomes for customers and the organisation through the use of core business systems and practices including change management, project management, and the use of technology and adhering to and improving workplace policies and procedures.

- Open to and adjusts to new ways of working and operating
- Resilient in a changing environment
- Responds positively to organisational change
- Supports peers through change
- Displays empathy and understands trauma informed practice
- Understands social issues, causes and impacts
- Supports the organisation in addressing social impacts on our customers

Service excellence: Keeps customers (internal and external) as the focal point of all activity. Actively engages customers through excellent service and maintaining a commitment to tenant engagement, consultation, and continual improvement.

- Engages with and has a genuine interest in the customer
- Listens, acknowledges, understands, and responds to customer needs
- Takes personal accountability to achieve resolution

Core competencies: Core competencies are a set of skills that are essential for the effective delivery of all work at Link Wentworth. All employees working at Link Wentworth must demonstrate as a minimum these competencies and continually develop these skills at a level relevant to their role.

- Establishes rapport and engages with others
- Actively listens to understand
- Adapts and adjusts communication style to the situation
- Aware of the needs to adapt to cultural subtleties and preferences
- Willing to share information, knowledge, and thoughts with others
- Understands, respects, and accepts others' perspectives and contributions
- Can find commonality with others to achieve a shared goal

6. Qualifications & Experience

- Bachelor's degree in a relevant field (e.g. Business Management, Public Administration, Social Sciences)
- Proven experience in service improvement, process optimisation, or project management within the social housing sector
- Deep knowledge of the Residential Tenancy Act and Housing Act NSW, and the ability to operationalise excellent tenancy practices in line with the acts
- Proficiency in using data analysis tools and project management software

7. Personal Attributes

- Excellent communication and interpersonal skills for effective stakeholder engagement
- Strong analytical skills with the ability to interpret data and generate actionable insights
- Strong leadership qualities and the ability to motivate and inspire cross-functional teams
- Change management expertise, with the ability to drive organisational transformation
- Proactive thinking and creative problem solving

8. Other Specific Requirements

- A commitment to the ethos of social and affordable housing
- A commitment to social justice and social inclusion
- A commitment to Link Wentworth's values of Customer Focus, Respect, Integrity, Compassion & Ambition
- A valid National Police Check (less than six (6) months old) to the satisfaction of Link Wentworth
- At least two (2) COVID-19 vaccinations, meaning, having received the primary course of an Australian Government approved COVID-19 vaccination

9. Verification

This section verifies that the position holder has read and understood the attached position description.

Position Holder Name: _____

Date: _____

Signature: _____