

# Position Description

<b>Position Title:</b>	Cooperative Services Manager
<b>Position Holder:</b>	
<b>FTE</b>	Available part or full time
<b>Reports to:</b>	Chief Executive Officer
<b>Date:</b>	March 2024

## 1. Organisational Purpose

Common Equity Housing SA Ltd (Common Equity) is a Tier 2 community housing provider. Common Equity provides a unique offering as the only housing provider in South Australia that delivers co-operative housing. As the umbrella body for housing co-operatives in South Australia, providing services to 11 Member Organisations (MOs), we partner with our members to sustain a housing program of strong, intentional communities that empower people.

The core of the Common Equity model is to provide support services to housing co-ops run by member volunteers to enable self-governance and focus on building strong communities, social networks, and better health and wellbeing outcomes for their members.

In addition, Common Equity:

- directly manages 51 community housing properties.
- provides housing and asset management services to our member organisations.
- assists member organisations with their governance, compliance, and regulatory obligations.
- supports member organisations with their future directions planning, policy development, and capacity building.
- advocates for the protection and growth of housing co-operatives and affordable housing.

## 2. Job Purpose

The Cooperative Services Manager's role is to:

1. Contribute to developing strategic initiatives to foster sustainable and vibrant housing co-operatives.
2. Support Member Organisations (MOs) to provide secure, sustainable, and affordable housing.
3. Provide a responsive, respectful, and compliant housing and asset management service for Common Equity's direct tenants and Member Organisation's (MO).
4. Facilitate the ongoing development of Common Equity Member Organisations (MO) through providing advice, guidance, and training to ensure their long-term success, sustainability, and compliance with legal and program requirements.
5. Manage Common Equity's communications and engagement strategies.

The Cooperative Services Manager's primary focus is to lead and manage Common Equity's Cooperative Services Team. The team provides member support services, housing, and asset management services, and co-op development and training.

The Cooperative Services Manager manages the Cooperative Services Team, including a Tenancy Coordinator, Maintenance Coordinator, and Property & Brand Coordinator.

The Cooperative Services Manager leads business improvement projects and assists the CEO with business development.

### 3. Major Responsibility Areas

Major Activities/Actions (what the position is expected to do)	Key Result Areas (KRAs)/End Results
1. Strategic Initiatives	<p>Contribute to the development of strategic initiatives to foster sustainable and vibrant housing co-operatives by:</p> <ul style="list-style-type: none"> <li>a. Assisting the CEO in initiating activities that will directly contribute to achieving the growth objectives within the Strategic Plan.</li> <li>b. Managing the introduction of new MOs to Common Equity.</li> <li>c. Managing the development and implementation of improvement projects.</li> <li>d. Providing researched advice to improve current practice and contribute to developing new initiatives to achieve Common Equity's strategic objectives.</li> </ul>
2. Member Organisations (MOs)	<p>Support MOs to provide secure, sustainable, and affordable housing by:</p> <ul style="list-style-type: none"> <li>a. Providing proactive support and assistance to MO Officers, Boards, and Committees.</li> <li>b. Supporting MOs to undertake their obligations and responsibilities under the Property and Services Agreement, the NRSCH (National Regulatory System for Community Housing) and Master agreement KPIs, guidelines, and standards.</li> <li>c. Providing advice and guidance on compliance, standards, tenancy and asset management, complaints and appeals, property development, and policy development and implementation.</li> <li>d. Attending MO meetings, as required.</li> </ul>
3. Housing and Asset Management	<p>Provide a responsive, respectful, and compliant housing and asset management service for Common Equity's direct tenants and Member Organisation's (MO) by:</p> <ul style="list-style-type: none"> <li>a. Ensuring all Common Equity and MO tenancies are managed in accordance with legislation, NRSCH (National Regulatory System for Community Housing), and Master agreement KPIs, guidelines, and standards.</li> <li>b. Ensuring Common Equity undertakes all property maintenance in accordance with legislation, NRSCH, and Master agreement KPIs, guidelines, and standards.</li> <li>c. Ensuring the team provides a high standard of customer service at all times.</li> <li>d. Coordinating Common Equity's annual forecast maintenance plan process, including consultation with MOs.</li> <li>e. Managing Common Equity's Complaints and Appeals processes and systems.</li> <li>f. Providing reports and analysis to the CEO, Board, and MOs as required.</li> <li>g. Managing the annual member-tenant satisfaction survey, preparing action plans in response, and implementing changes or improvements identified.</li> <li>h. Monitoring budgets and spending and investigating unexpected expenses.</li> </ul>
4. Co-operative Development	<p>Facilitate the ongoing development of Common Equity Member Organisations (MO) through the provision of advice, guidance, and training to ensure their long-term success, sustainability, and compliance with legal and program requirements by:</p>

Major Activities/Actions (what the position is expected to do)	Key Result Areas (KRAs)/End Results
	<ul style="list-style-type: none"> <li>a. Fostering a positive working relationship between Common Equity and Member Organisations (MO).</li> <li>b. Ensuring that Common Equity has a range of programs and resources that support MOs to achieve the International Co-operative Values and Principles and to succeed as housing co-operatives and community housing providers.</li> <li>c. Assisting MOs to develop policies and procedures that encourage best practice and promote self-management.</li> <li>d. Keeping the culture and operations of MOs under review using various assessment methods, including self-assessment.</li> <li>e. Developing and delivering tailored interventions, as appropriate.</li> <li>f. Providing MO learning, development, and cooperation opportunities through events, forums, and joint Common Equity and MO Committees and Working Groups.</li> </ul>
5. Stakeholder Engagement	<p>Manage Common Equity's engagement stakeholders by:</p> <ul style="list-style-type: none"> <li>a. Developing and implementing an engagement strategy.</li> <li>b. Ensuring all engagement activity aligns with Common Equity's mission, vision, and strategic directions.</li> <li>c. Develop and maintain positive relationships with key stakeholders, service providers, and community organisations to enable Co-operative members to access informed support and advocacy services.</li> <li>d. Managing the preparation and publication of the quarterly newsletter and other communication materials.</li> <li>e. Manage Common Equity's website and social media presence.</li> </ul>
6. Continuous Improvement	<ul style="list-style-type: none"> <li>a. Initiate or manage the implementation of process improvements or special projects.</li> <li>b. Be proactive with ways to improve our Cooperative Services or the way we support member organisations.</li> <li>c. Develop Board papers, including research, cost/benefit analysis, recommendations, and action plans for business improvement recommendations.</li> </ul>
7. People Management	<ul style="list-style-type: none"> <li>a. Lead and manage the Cooperative Services Team to deliver agreed outcomes and results.</li> <li>b. Assist the CEO in ensuring a work environment that recruits, retains, and supports quality staff and volunteers.</li> <li>c. Establish and demonstrate accountabilities, behavioural expectations, and performance outcomes and evaluate performance regularly.</li> <li>d. Ensure each team member has a performance and development plan.</li> <li>e. Contribute to building and maintaining a culture congruent with Common Equity's values and the principles of co-operation.</li> </ul>
8. Other	<ul style="list-style-type: none"> <li>a. As directed, undertake other duties which are incidental and peripheral to the main tasks, provided that such duties are reasonably within the requirements and responsibilities of the position. The allocation of other duties is in consultation with the employee.</li> </ul>

Major Activities/Actions (what the position is expected to do)	Key Result Areas (KRAs)/End Results
	<ul style="list-style-type: none"> <li>b. Actively participate in professional development and the life, development, and growth of Common Equity.</li> <li>c. Actively promote a culture of safety at work, including responsibility for your own safety and wellbeing.</li> </ul>

#### 4. Behavioural Expectations

Accountabilities	Tasks
Communication	<ul style="list-style-type: none"> <li>• Gather relevant information through effective questioning</li> <li>• Express information and ideas appropriately</li> <li>• Read/review relevant documents before meetings</li> <li>• Participate at meetings, committees</li> <li>• Articulate ideas and plans clearly and concisely</li> </ul>
Integrity	<ul style="list-style-type: none"> <li>• Understand the implications of one's actions</li> <li>• Act in a manner consistent with Common Equity values, service delivery principles, relevant policies, codes, guidelines, and legislation</li> <li>• Act in an ethical manner at all times</li> <li>• Contribute to a workplace free from harassment</li> </ul>
Organisational awareness	<ul style="list-style-type: none"> <li>• Be aware of the organisation's goals and objectives</li> <li>• Contribute positively to the attainment of goals and objectives</li> <li>• Work within organisational policies at all times</li> </ul>
Process improvement	<ul style="list-style-type: none"> <li>• Continuously look for ways to improve efficiency</li> <li>• Work continually to improve own performance</li> </ul>
Self-development	<ul style="list-style-type: none"> <li>• Understand own development needs and recognise and create opportunities to improve performance</li> </ul>
Teamwork / collaboration	<ul style="list-style-type: none"> <li>• Work effectively with others to achieve mutual aims and to identify and resolve problems</li> </ul>
Work Health and Safety	<ul style="list-style-type: none"> <li>• Understand responsibilities under WH&amp;S legislation</li> <li>• Identify actual/potential workplace hazards and take corrective action or report to the CEO</li> </ul>
People focused	<ul style="list-style-type: none"> <li>• Set high performance standards for self and others in meeting customers' needs.</li> </ul>
Community partnerships and tenants	<ul style="list-style-type: none"> <li>• Work to improve access and housing outcomes</li> <li>• Contribute to providing a quality housing experience</li> <li>• Inform and involve partners</li> <li>• Develop effective relationships with relevant stakeholders</li> </ul>
Responsive and client-focused	<ul style="list-style-type: none"> <li>• Timelines to tenants to be measured, benchmarks set and monitored</li> </ul>

#### 5. Key Selection Criteria

Criteria	Requirement
Qualifications or equivalent industry knowledge	<ul style="list-style-type: none"> <li>• Relevant degree and experience in a similar role or substantial relevant experience.</li> <li>• Current Drivers Licence.</li> </ul>
Knowledge	<ul style="list-style-type: none"> <li>• Planning and policy development processes.</li> <li>• Residential Tenancies legislation and tenancy management practice.</li> <li>• Asset management principles, systems, and processes.</li> <li>• Compliance and regulation as it applies to community housing and not for profits.</li> <li>• Group dynamics, education, and training strategies and approaches.</li> <li>• International Values and Principles of Co-operation.</li> <li>• Good governance.</li> </ul>

Criteria	Requirement
Experience	<ul style="list-style-type: none"> <li>• Delivering excellent customer service, performance outcomes, and KPI results in a highly regulated environment.</li> <li>• Delivering new initiatives and/or improvement projects.</li> <li>• Managing a community housing portfolio.</li> <li>• Managing housing and/or asset management services.</li> <li>• Project management and co-ordination of complex projects.</li> <li>• Working in partnership with a range of internal and external stakeholders.</li> <li>• Working with volunteers.</li> </ul>
Skills	<ul style="list-style-type: none"> <li>• Strong verbal and written communication skills, including communicating effectively and clearly by telephone and email.</li> <li>• Ability to initiate, manage and complete multiple projects and activities.</li> <li>• Ability to consult, liaise and build effective relationships with diverse individuals and groups.</li> <li>• Strong analytical and problem-solving skills.</li> <li>• Strong numeracy skills and a high level of accuracy.</li> <li>• Strong information technology skills, including Microsoft Office and relevant databases.</li> </ul>
Other	<ul style="list-style-type: none"> <li>• Able to undertake work outside ordinary hours and intrastate and interstate travel.</li> </ul>

## 6. Relationships

- CEO, Finance Manager, and direct reports
- All other Common Equity employees and volunteers
- Common Equity Directors
- MO Officers, Boards, and/or Committees
- Members and Tenants within the portfolio
- Government agencies, especially the South Australian Housing Authority
- Office of the Housing Regulator, ACNC, and other regulators
- Industry leaders and stakeholders
- Tradespeople and sub-contractors
- Support services suppliers/agencies