Position Description

POSITION	Long Term Portfolio Manager		
REPORTS TO	Head of Commercial Operations and Customer Experience	**DIRECT REPORTS**	Nil
KEY STAKEHOLDERS	**Internal:** Executive Manager Park Operations Head of Commercial Operations and Customer Experience Regional Managers and Park Managers Finance Digital/Systems People, Performance & Safety Marketing where customer/service alignment is required	**External:** Long Term Casuals and permanent residents Relevant government and regulatory stakeholders External legal and specialist advisers Service providers	
PURPOSE	To provide accountable portfolio leadership for Reflections' Long Term Guest portfolio during a two-year transition, strengthening resident service, governance, commercial oversight and consistent park operations. This 0.6 FTE, two-year fixed-term position leads portfolio judgement, relationships, escalations and service-model improvement, supported by casual administration and an integrated cross-functional project group with four-Executive sponsorship. Routine transactional workload is deliberately separated from senior portfolio leadership. The role owns the specialist portfolio view across revenue, occupancy, vacancies, debtors, agreements, compliance, resident pathways and material risks, providing clear visibility and disciplined follow-through across the network. A core mandate is to redesign the way the portfolio operates: standardising information and service pathways, centralising		

	repeatable work where appropriate, improving system support and progressively reducing reliance on inboxes, manual intervention and individual knowledge. The role works closely with Finance, Digital/Systems, Park Operations and other functional partners to leave behind a controlled, sustainable operating model that can be maintained beyond the fixed-term transformation period.
BUSINESS DRIVERS	The key inputs and activities of the Long Term Guest Transformation Manager that drive results for Reflections Holidays. 1. Portfolio Leadership & Service Performance - Maintain a whole-of-portfolio view of revenue, occupancy, vacancies, debtors and opportunities and act on performance gaps. 2. Resident Service Model - Build a consistent resident/customer service model with clear information, pathways, service standards and escalation points. 3. Governance & Risk - Strengthen agreements, records, notices, compliance visibility and material risk management across the portfolio. 4. Process Redesign & Automation - Identify and redesign high-volume manual processes, then work with Digital/Systems and Finance to centralise, automate or enable self-service where appropriate. 5. Park Enablement & Escalation - Support Park and Regional Managers with clear tools, information and specialist escalation, without recreating local inbox dependency. 6. Future-State Operating Model - Deliver a sustainable, lower-contact model that can operate effectively beyond the two-year fixed-term transformation period.
COMPETENCIES	- Commercial acumen - Customer and service orientation - Strategic and analytical thinking - Decision quality and judgement - Governance and risk awareness

	- Process improvement and service design - Digital and automation mindset - Stakeholder influence and partnership - Driving execution and accountability - Comfort working with complex, sensitive and regulated matters
KEY RESPONSIBILITIES	**Revenue & Portfolio Performance** - Maintain a current whole-of-portfolio view of revenue, occupancy, vacancies, debtors and opportunities. - Identify revenue leakage, utilisation opportunities and portfolio performance issues and drive practical actions with parks and Finance. - Establish meaningful portfolio reporting and performance measures. **Resident Service Model** - Design and implement a consistent resident service model covering enquiries, information, applications, agreements, payments, changes and escalation. - Develop a central resource hub, standard information, templates and pathways that improve self-service and reduce repetitive enquiries. - Integrate the LTC/resident service experience with broader Reflections service expectations while recognising the distinct needs and obligations of this portfolio. **Governance, Compliance & Risk** - Improve visibility and control of agreements, notices, records, compliance obligations and material risks. - Maintain clear escalation pathways and ensure significant issues are visible and actively managed. - Work with relevant internal and external specialists where legal, regulatory or Crown land matters require specialist input. **Process Redesign, Centralisation & Automation**

	- Map high-volume manual work and identify opportunities to stop, simplify, standardise, centralise or automate it. - Partner with Digital/Systems and Finance to implement self-service information, workflow, reminders, alerts, dashboards and system-supported controls. - Reduce reliance on individual inboxes, duplicate entry, manual follow-up and local workarounds. **Park Enablement & Specialist Support** - Provide Park and Regional Managers with clear information, tools and specialist advice for routine and complex LTC matters. - Create clear boundaries between local relationship management, central service activity and specialist escalation. **Two-Year Transformation & Handover** - Maintain a clear two-year roadmap with milestones, measures and dependencies. - Design the future-state operating model and progressively transition work into the sustainable model. - Leave behind documented processes, systems, controls, reporting and capability that reduce the need for ongoing specialist manual intervention.
SELECTION CRITERIA	**Essential:** - Demonstrated experience leading a complex revenue, customer, tenancy/resident, property, regulated service or comparable portfolio. - Strong commercial and analytical capability, including confidence working with revenue, occupancy, debtors and performance data. - Experience improving service models, processes, controls or operating practices across multiple sites or stakeholders. - Strong governance, compliance and risk awareness and sound judgement in complex or sensitive matters. - Demonstrated ability to work across Finance, Operations and Systems/Digital to deliver practical change.

	- Strong stakeholder management, written communication and problem-solving capability. - Ability to work independently, maintain momentum and deliver a defined transformation roadmap. **Desirable:** - Experience in holiday parks, tourism, land tenure, resident services, accommodation or Crown land environments. - Experience with workflow automation, self-service, customer portals or service-model redesign.
REFLECTIONS HOLIDAYS VALUES	***How our company values apply to all employees***
GROW TOGETHER	**When we work as a team, everyone benefits.** We grow when our people, our places and communities are at their best – teamwork helps us all grow and learn.
SAY IT, DO IT	We deliver on our promises – we are all as good as our word. We are solutions focused.
MAKE A DIFFERENCE	**In partnership with others, we achieve better outcomes.** We believe everyone can make a difference in the lives of people, places, and our planet.
CARE DEEPLY	We are genuine and demonstrate care for our customers, our communities, our people, and our world. We deliver to a high standard.
ACKNOWLEDGEMENT: I acknowledge that I have read and understood the duties and responsibilities as listed in this position description and have been provided a copy for my reference.	
SIGNATURE:	
DATE:	

Reflections Holidays is the trading name for NSW Crown Holiday Parks Land Manager.