

Estate Management Review

Consultation feedback summary and actions

We received feedback on various elements of the proposed Estate Management operating model and Change Management Plan. The key themes and corresponding actions included:

Placement process

Questions specifically in relation to the placement process outlined in the Change Management Plan and clarification of individual circumstances, and how to opt for roles above grade.

This was discussed at the consultation session, and further information was provided via the two FAQ documents. The placement process was clarified, including when people could apply for roles and how it will occur.

Clarification of early recruitment roles already approved, and why staff couldn't be directly assigned to their existing role.

The questions raised about the early recruitment of roles was clarified. The recruitment process for the Client Service Officer talent pool was placed on hold pending the finalisation of the new role descriptions. The process will recommence, and capability-based assessments will be undertaken in line with the final role description. It was clarified that guidelines require us to follow a placement process outlined in the Change Management Plan.

Operating model and organisational structure

Positive feedback regarding the smaller team structures.

Noted.

Preference to maintain the current larger team structures and supplementing with relief team resources across foundation or proactive customer management.

Feedback was not adopted at this stage. Further clarification was provided in the information sessions. More data and analysis will be done to develop an allocation framework based on complexity, with opportunities for staff to have input into this framework.

Team configuration has not yet been finalised and suggestions will be considered as the work progresses. As part of next steps, the Estate Management Project Team will engage with staff from Estate Management to determine relevant data and to refine the definition of complexity of customer need based on further analysis of the new data.

Feedback about the specific low contact stream and subsequent impacts.

Feedback was not adopted at this stage. All Estate Management customers will be allocated according to complexity of customer needs. The low contact function does not

currently provide a proactive approach to customer engagement and we need to adopt a better way to support our staff to provide improved customer service. Stakeholder engagement is a principal element of the revised operating model. The type of accommodation and service provider will also inform allocation in the new model. In essence, the function of the current Low Contact team will remain, but it will be managed across the Proactive Customer Management stream.

Suggestion to have specific roles responsible for dealing with customers who are aboriginal and those with disability, and feedback in relation to the NCAT Liaison Officer.

Rather than identifying specific roles, our approach to achieve these outcomes is via our recruitment strategy. We will aim to attract and encourage people from diverse backgrounds to apply for available roles, and target advertisements to relevant mediums.

Feedback in relation to administration support, and further clarification of Administration Assistant grade 1/2 roles across foundation and proactive teams.

Further refinement to the administration role descriptions to clarify the roles across the teams was done. It was confirmed administrative roles will not be required to take on any customer matters or decision-making responsibilities. The addition of Administration Support by team is so that there is equitable access to administration support in each team, which will be overseen by the Manager.

Suggestion to merge the Private Management Support and Account teams and adding more resources to Private Management.

Feedback not adopted at this stage, due to budget limitations and ensuring equitable resources across all areas. An additional role is already being provided to the Private Management team.

Whilst changes to PM are minimal in this organisational change, we will separately consider how we can gain further improvements within the Private Management function. Should additional resources become available in the future, Private Management would be considered as a priority.

Questions about the number of direct reports for some roles and the reasoning for potential additional responsibility.

The number of direct reports for roles vary across teams and functions. For example, some of the newer functional teams such as foundation and independence are much smaller in nature, hence the lower number of direct reports. In general, most existing roles with people management responsibilities have either maintained their current number of direct reports, or have less direct reports.

Feedback was adopted in relation to direct reports for the CSC and the proposed proactive team has been moved to the Practice & Strategy team.

Role descriptions

Questions about the changes to capabilities and levels for the PCSO 7/8 and Manager 9/10 role descriptions and suggested changes such as adding speciality references to the CSC role descriptions e.g. cash dispensing services and references to specific clients, improving consistency around qualifications/experience under essential requirements and language overall, for example in key relationships and in relation to focus capabilities.

As a result of the feedback received, we have changed existing content to most role descriptions, including updating key accountabilities and challenges, relationships and essential requirements to ensure consistency in language.

Feedback provided in relation to the capabilities and levels for the PCSO 7/8 and Manager 9/10 role descriptions was adopted. For the PCSO 7/8 roles, this included reducing the number of focus capabilities (removed plan and prioritise) and adjusting capability levels (reduced act with integrity and finance). For the Manager roles, adopting feedback led to an increase in levels for focus capabilities (finance and inspire direction and purpose).

In relation to feedback provided specifically around role descriptions within the CSC, we have adopted this and included the supervision of financial transactions for the PCSO role and inserted a key challenge across the grades to acknowledge the CSC's specific customer base in the final Role Descriptions.

This was a positive outcome that ensured that role descriptions accurately reflect the requirements of the roles in the new model.

Team preference

Clarification as to whether staff will be able to choose team preferences and/or how this will be determined and questions as to whether staff would be forced to change office locations.

Clarification as to how distribution of groups/teams will occur.

We adopted feedback so that existing staff can provide preferences for roles in Foundation, Proactive and Private Management teams, noting that sometimes staff may be assigned to a role based on organisational need. It was clarified that staff will not be required to change from their current work site and information was provided on the process to establish teams.

Other

Concern about the use of talent pools.

This was discussed at the consultation sessions and further information was provided via the two FAQ documents to clarify under legislation there is no mandatory requirement for an agency to activate a talent pool. In addition the reasons were provided as to why existing talent pools weren't being used to fill roles.

Queries about the use of the NSW Government's Change Management Guidelines.

This was addressed via the two FAQ documents and in the information session held on 28 October as to the need to follow these guidelines and the process involved.

Queries about how case and workloads are going to be determined and managed.

Further information about case and workloads was provided. At this stage caseloads for each role are yet to be determined. The Estate Management Review project team will continue to collect relevant data to make an informed decision, based on the complexity model.

Suggestion to shift some parts of a function from Private Management to other areas/divisions.

In relation to the finalisation function of customer matters, the project team will work with the existing Client Establishment and Finalisation teams to consider the most appropriate and efficient way to deal with this moving forward.

Feedback was not adopted in relation to moving the fees function, at this stage. Engagement with customers, including private managers, should be undertaken by the 'owning' function.

Transitional and implementation activities

Queries and suggestions around onboarding, training and induction.

This was addressed in the second FAQ document. Plans were outlined to establish a structured induction framework for new staff, covering their first two weeks. This will include organisational-wide training as well as operational support and specific training from Estate Management. We will establish a structured Induction and ongoing professional development plan that supports the ongoing learning and professional development of staff.

Queries around opportunities for career development, upskilling and movement across Estate Management

Further information was provided via the second FAQ document. The new model proposes additional teams and roles at all levels, which inherently provides more opportunities for existing staff to apply for roles and move within the division.

Other aspects of the model will also support staff and their career development, including lighter case loads due to additional staffing, strengthening management and leadership levels that provide more stepped pathways for career progression,

Simplifying email addresses and centralised phone numbers across the three teams.

The project team will work with staff and IT to develop solutions that are customer focused, particularly to manage telephone calls and email volumes. The process for managing the shared email inbox for teams will be reviewed.

Questions about how and when new procedures will be developed and trialled.

The Practice and Strategy team will take a lead role in developing procedures on behalf of Estate Management. The trialling of procedures has yet to be determined, and the detail will be worked through and considered during the transition period.

Customers

Queries about what plans will be put in place to support teams and customers and when customers would be informed of the changes.

This was discussed at a high level at the information session. As we progress to the revised operating model, the Estate Management project team will develop a transition plan that will be implemented over a period of time, to consider how we can provide the best service and as much stability for customers during the process. It is expected that the new operating model will be implemented between April and June 2022.