Estate Management Review

Phased Implementation

November 2021

NSW Trustee & Guardian

EM Review– staff feedback from Consultation sessions

Consultation sessions were held with Estate Management staff on 27th and 29th September 2021 (Some staff attended both sessions).

- 116 staff attended on 27th September
- 44 staff attended on 29th September

An Information Session was held on 28 October to provide a further opportunity for staff to ask questions relating to the review.

- 120 staff attended the session

During the consultation session staff were provided an overview of the proposed operating model and draft structure. During the session staff were provided details of how they could ask questions and provide feedback on the proposed operating model, draft structure and draft role descriptions. This information was also provided to staff currently on leave and secondment.

During the consultation period two FAQs were published on 7 October and 14th October 2021 to help provide further clarification on information presented through the consultation. Copies of current role descriptions were also provided posted on the EM Review Intranet page for the reference of staff. Information was also provided via email and Director updates.

The consultation closed on 15th October 2021. Approximately 45 responses were received through the EM Consultation email in relation to divisional structure, concerns around the Low Contact and CSC teams, placement process, use of talent pools and induction process.

Summary of staff feedback during the consultation period

We received feedback on various elements of the Estate Management Review. The key themes included:	
Placement Process	• Questions specifically in relation to the placement process outlined in the Change Management Plan, the consultation process and clarification of individual circumstances, and how to opt for roles above grade.
Organisational Structure	• Feedback about the proposed integration of Low Contact teams, the addition of a Proactive Customer Management team to the CSC and team sizes. • Questions about how the intersection and collaboration between the Practice & Strategy and functional teams will occur e.g. Relief, Practice, Workforce support and Property teams.
Role Descriptions	• Suggested changes to a number of role descriptions, key accountabilities, supervision requirements and focus capabilities.

Summary of staff feedback during the consultation period

We received feedback on various elements of the Estate Management Review. The key themes included:	
Team configuration	• Clarification on whether staff will remain in the same function and team and how teams will be created.
Other	• There was positive feedback on the proposal with support for the extra resourcing, particularly as customer numbers increase, additional combined service teams, including the relief team, and the smaller team structures from a management perspective. • Queries and suggestions around onboarding, training, induction and procedures. • Concern about the use of talent pools. • Queries around opportunities for career development, upskilling and movement. • Potential enhancements to CIS.

What has happened as a result of your feedback?

Key themes continued and feedback adopted:	
Placement Process	• Further information was provided via two FAQ documents to provide more information and clarity about the proposed operating model, how it was developed, the stepped placement process and how it will occur.
CSC Structure	• The reporting line for the CSC has reverted to the current situation and the Proactive Management team reporting line has changed to the Manager, Practice & Strategy. The reporting line for this team will be reviewed once testing of new processes has occurred. The detail is provided on slide 9.
Role Descriptions	• We received general feedback on role descriptions across most grades. Most of the feedback has been adopted resulting in role descriptions across grades 1/2 to 9/10 being revised. We have updated accountabilities, challenges, relationships and essential requirements to ensure consistency in language. We have also reviewed and revised capabilities across PCSO and Manager role descriptions. This was a positive outcome that ensured that role descriptions accurately reflected the requirements of the roles in the new model.

What has happened as a result of your feedback?

Key themes continued and feedback adopted:	
Team configuration	• As we progress the implementation of the new operating model, staff will have an opportunity to nominate their team preferences. Please note that first preferences are not guaranteed, the Director, Estate Management and Managers will consider these preferences where appropriate to ensure we meet customer and agency requirements and needs.
Other	• In relation to induction; a framework for induction is being developed that will cover the first two weeks when commencing with the organisation. Induction will include a mix of organisational wide training that is coordinated by the Talent & Learning team as well as operational support and specific training on Estate Management. The Estate Management Division will support new staff through a coordinated induction process to ensure we have the most effective and efficient approach that doesn't place additional pressure on existing staff.

What has happened as a result of your feedback?

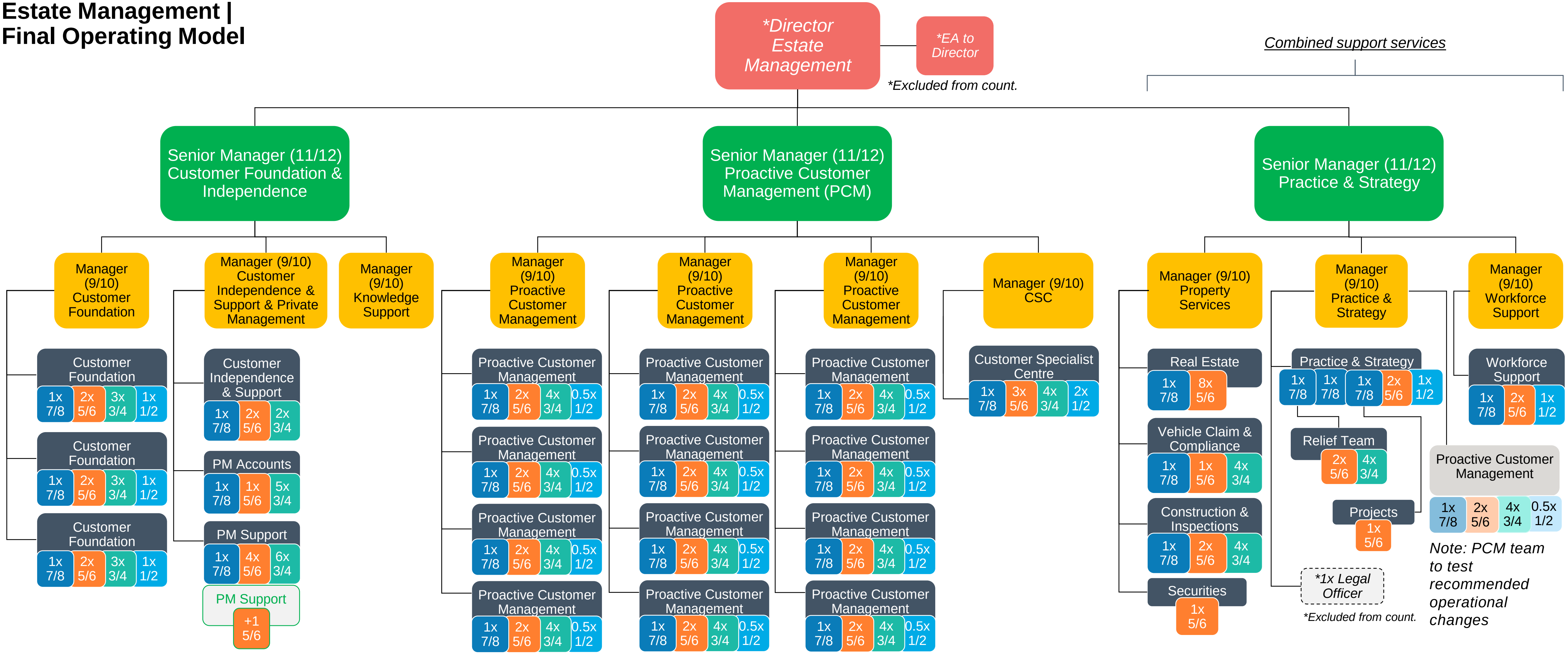
Key themes continued and feedback adopted:	
• Other	• In relation to talent pools; we appreciate there were some questions raised about why the decision was made not to activate existing talent pools. Under the Government Sector Employment (Rules) 2014, Section 19(2) states that "A talent pool may be used for recruitment to ongoing employment or for temporary or term employment." Therefore, there is no mandatory requirement for an agency to activate a talent pool. As we have several talent pools some of which are out of date and do not reflect our future capability needs, we have made the decision not activate talent pools on this basis to ensure that everyone has an equal opportunity to be considered for roles in the revised structure.

Adopting feedback and next steps

We have listened to the feedback received from staff and the PSA in relation to the proposal and during the transition phase we will test the new model in line with the ‘next steps’:

- Work with the current Client Establishment team to consider our initial communication with customers and how we can best meet their communication needs when gathering initial information and embedding the practice in BAU.
- Collaborate with the current Client Establishment, CSC and a Low Contact team, to further develop the Allocation Framework based upon complexity of customer need, gather related data and test allocation based on complexity of customer needs in a Customer Foundation and Proactive Management team.
- Actively engage with staff to develop a process of transition, between functions, that minimises customer impact and disruption.
- Develop a data set to identify customers who display the capability, with targeted support, to regain their financial independence.
- These activities will provide the opportunity to test and gather data and inform the most effective mechanisms for initial, an ongoing, support of our customers:
    - allowing us to understand transition points
    - what are the processes to activate and implement entry, exit and referral points
    - how complexity can be managed within the team (and allocated)
    - how workflow and allocations can be efficiently managed
- Through this work we will have the opportunity to refine data and detail for this approach.
- The testing will run for approximately 4-6 months and will involve working with staff to gain their input and feedback. This will inform final team configurations and any changes to processes.

Estate Management | Final Operating Model



Note: Current Service Centre 6 ***Estates*** *&* ***Trusts*** *team will continue to report to SC6 Manager in Newcastle*

Grade	Current	Future	Change
11/12	2	3	+1
9/10	6	10	+4
7/8	17	27	+10
5/6	48	62	+14
3/4	78	90	+12
1/2	2	13.5	+11.5
Total	**153**	**205.5**	**+52.5**

NSW GOVERNMENT | NSW Trustee & Guardian

NSW
GOVERNMENT

NSW Trustee
& Guardian