

NNSWLHD Physical Resources Workforce Structure

Consultation Paper

PHYSICAL RESOURCES WORKFORCE STRUCTURE

Purpose

The purpose of this document is to provide employees with the opportunity to comment on the proposed Northern NSW Local Health District (NNSWLHD) Physical Resources workforce structure. The Chief Executive invites staff to provide comments and suggestions on the proposed structure prior to the structure being finalised.

Background

In May 2016, Western NSW Local Health District (WNSWLHD) was engaged by the NNSWLHD to provide advice on possible management structure options for Physical Resources, Capital Works, Biomedical and Compliance across the NNSWLHD. This review advised a Corporate Service governance framework for capital, assets and resources functions with a vision to create more efficient and effective asset management structures.

This review involved the following tasks and consultation;

- A wide consultation process was undertaken with individual services via team meetings with staff to obtain their views on the most appropriate service delivery and workforce models.
- Review existing roles, functions and workloads of the services.
- Review key resource documents to determine appropriate structure and reporting links to meet organisational requirements.
- Consult with senior managers who engage closely with the services to obtain their view on the most appropriate model, their expectations and how they align to organisational needs:
- Make findings and recommendations with relation to the most appropriate structure and alignment of positions/functions including the skills required to fill those roles.

The review identified the following gaps in the current service and structure

- Single LHD-wide point of leadership and accountability for asset management.
- Greater emphasis on proactive asset management rather than reactive maintenance.
- Development of planned budgets specifically assigned to asset management.
- Reintroduction of “LHD” asset management forums, getting everyone together.
- Input to the applications related to Asset Replacement Renewal Program (ARRP).

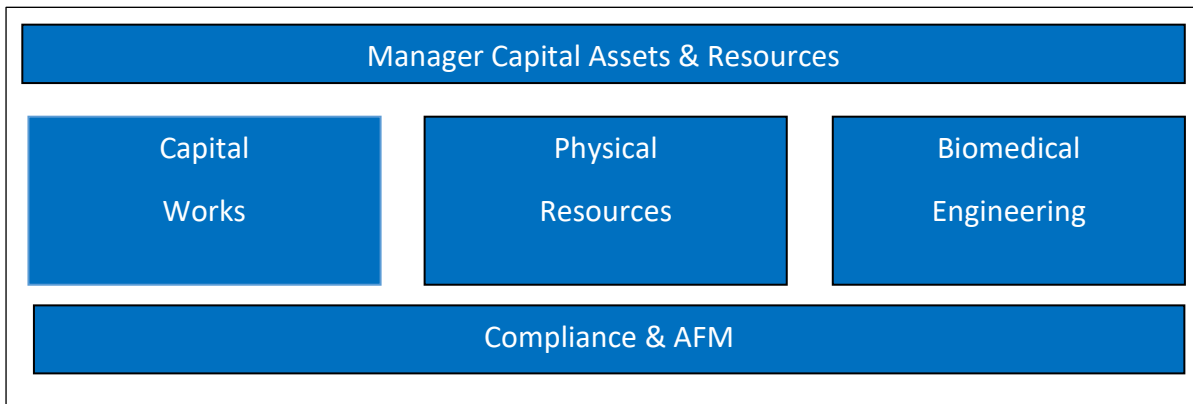
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Service Description - Capital Assets and Resources (CAR)

The review recommended the establishment of a Capital Assets and Resources Unit as a function within the Corporate Services Directorate to be responsible for providing the following services;

- Capital Works - Project and Construction Management for projects up to \$10m in value.
- Physical Resources - Manage the efficient maintenance of all NNSWLHD buildings, plant and equipment to a standard that enables the safe occupation of buildings, and the safe use of equipment and facilities by all staff, patients and visitors. This is inclusive of corrective, preventative and lifecycle asset management.
- Biomedical Engineering – To manage maintenance of all NNSWLHD Biomedical Engineering services, plant and equipment to a standard that enables the safe use of such services, plant and equipment by all staff, patients and visitors.
- Compliance Management - Oversight the implementation of an effective organisational wide compliance management system that enables the NNSW LHD to demonstrate its commitment to compliance and legislative requirements.
- AFM Systems Management - Assets & Facilities Management (AFM) Online system was implemented during 2018 and 2020 across NNSWLHD facilities, for reactive, preventative & lifecycle maintenance.

Capital Assets & Resources Service



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Current Status

The following actions have occurred to date to implement a Capital Assets and Resources function:

- Recruitment to the new position of Manager Capital, Assets & Resources, reporting to Director Corporate Services, was completed in March 2017.
- Recruitment to the new NNSWLHD Compliance Manager, reporting to the Manager Capital, Assets & Resources was completed in January 2018
- Recruitment to the new NNSWLHD Manager, Biomedical Engineering reporting to the Manager Capital, Assets & Resources was completed in October 2018.
- Transfer of the biomedical engineering staff to this new structure, reporting to the Biomedical Engineering Manager was completed in January 2019.
- Recruitment to the new NNSWLHD Sector Engineering Managers reporting to the Manager Capital, Assets & Resources was completed in August 2020.
- Recruitment to the new AFM Systems Manager role reporting to the Manager Capital, Assets & Resources was completed in October 2022.

Current Physical Resources Workforce Structure

Following the CAR restructure and introduction of Sector Engineers in 2020, physical resources maintenance teams at each site now report into their respective northern and southern sector engineers. All maintenance functions including staffing are managed under this new structure. CAR have identified maintenance inefficiencies and insufficient trades support to the small and medium sites that would benefit by aligning maintenance team structures more closely to the districts three key sites of Tweed, Lismore and Grafton.

At the small to medium facilities we are also engaging contracted tradespeople to complete relevant Statutory , preventive and corrective maintenance which could in some cases potentially be performed by in-house trades if we had the critical mass of work to justify their employment.

The small and medium sites have historically not had administration support. The more recent LHD and Ministry supported emphasis in the asset management space is seeing rapid improvement in our physical resources asset management capability which has led to the

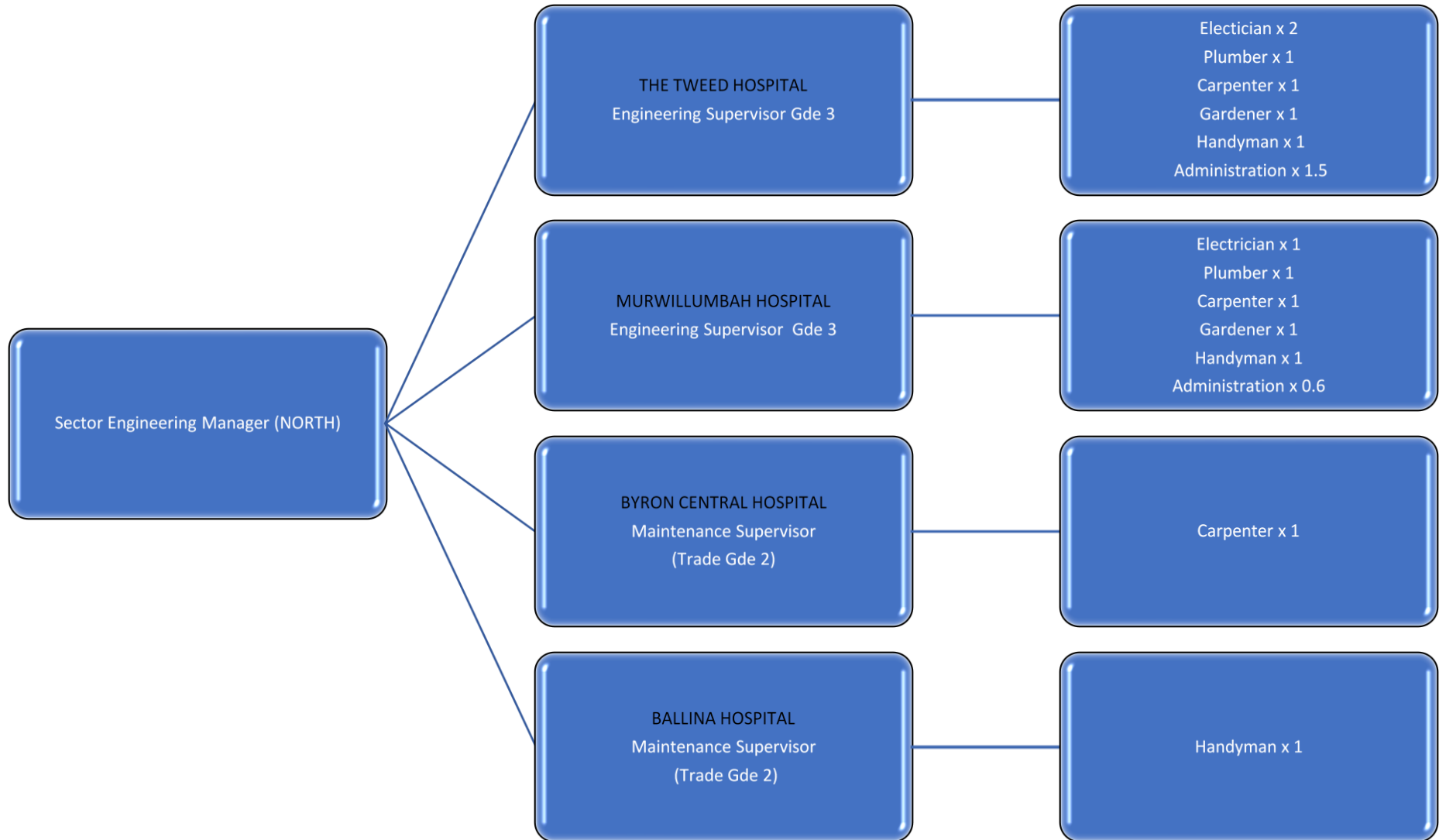
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introduction of new asset management work practices and the implementation of AFM. We have identified an increase in maintenance supervisors and trades completing asset management related administrative tasks that is taking them away from their core functions. The introduction of admin support to these sites will provide more efficient use of our staff skill sets and improve output.

The following two charts depict the current Northern and Southern Sector workforce structures.

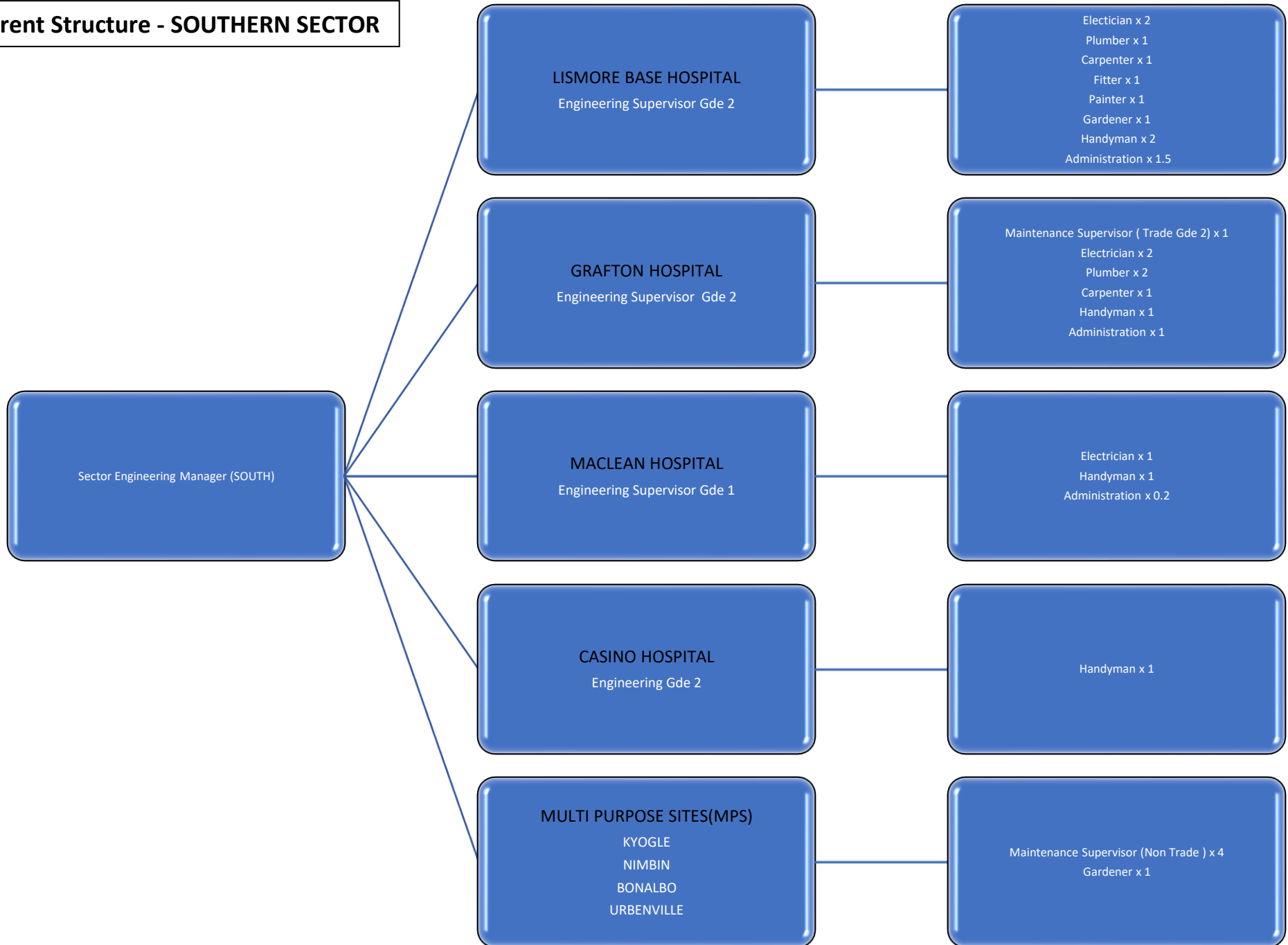
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Current Structure - NORTHERN SECTOR



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Current Structure - SOUTHERN SECTOR



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Proposed Workforce Structure

The aim of the New Physical Resources Workforce Structure is two-fold

1. Provide the necessary and appropriate trade and administration maintenance support to the LHD's small to medium sites to align with similar workforce structures at the larger key sites, of Tweed, Lismore and Grafton.
2. Promote and support the recently implemented district maintenance management model and the central approach to governance and standardisation of its services across the NNSWLHD.

To manage the large scope of physical resource services across the district and align with the LHD maintenance structures of our key sites, CAR propose the creation of three maintenance workforce "Pods" for both the northern and southern sectors of the district. Through scaling affect this will create trade specific workloads across the pod that will justify Trade and administration support FTE roles. This was identified by CAR as a key maintenance support issue for the small to medium sites and will enable appropriately supported statutory, preventative and corrective maintenance works whilst reducing our reliance on contractors.

The pods will be created along geographical lines, with the current workforces from these sites essentially combined under a common engineering supervisor with the trade and admin support FTE created from existing district maintenance vacancies.

To manage and maintain an efficient CAR workforce structure it is important that the service can support career progression and succession planning, back fill planning, standardisation of maintenance services and sharing of expertise and resources across the LHD. To develop and implement this functionality CAR propose all maintenance Pods to have a workforce team with an engineering supervisor who will report to their respective district sector engineers. Pod workforce structures will be standardised across the two sectors. All POD Engineering Supervisor position gradings will be aligned with each other. The exception to this will be at Lismore Base where due to its size and the modern and complex nature of the facility a two-tier engineering supervisor structure is proposed which will consist of an Engineer Level 5/6 (subject to grading) with an Engineer 3 supporting. (Note that the new TVH facility will adopt similar engineering supervisor structure as Lismore Base)

The development of the proposed Physical Resources Workforce Structure was guided by the following principles;

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- **No loss of current staff positions.** All staff will maintain their substantive roles and can apply for any vacant maintenance positions across the district under the new structure. Where current supervising engineer gradings are standardised across the district the affected positions will not need to reapply.
- **No reduction of Physical Resources FTE.**
- **Reasonable approach to travel across the sites**

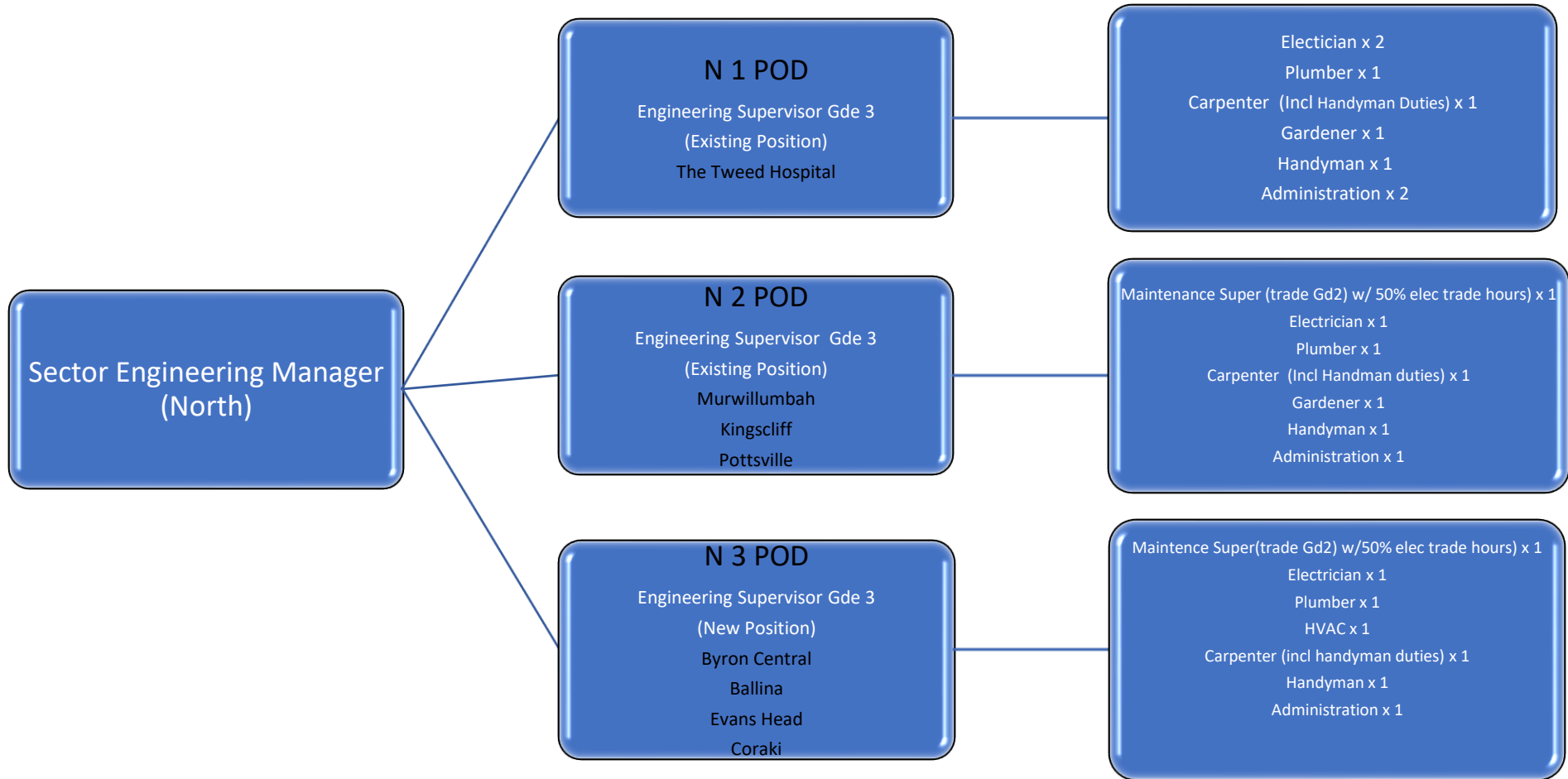
The following two charts depict the proposed Northern and Southern Sector workforce structures;

(Note it is envisaged that the new Tweed Valley Hospital will adopt the same engineering supervising structure as Lismore Base. Any services that remain at the old TTH site will be managed by N 2 Pod)

The attached spreadsheet provides the current site positions, grading, current and proposed reporting lines;

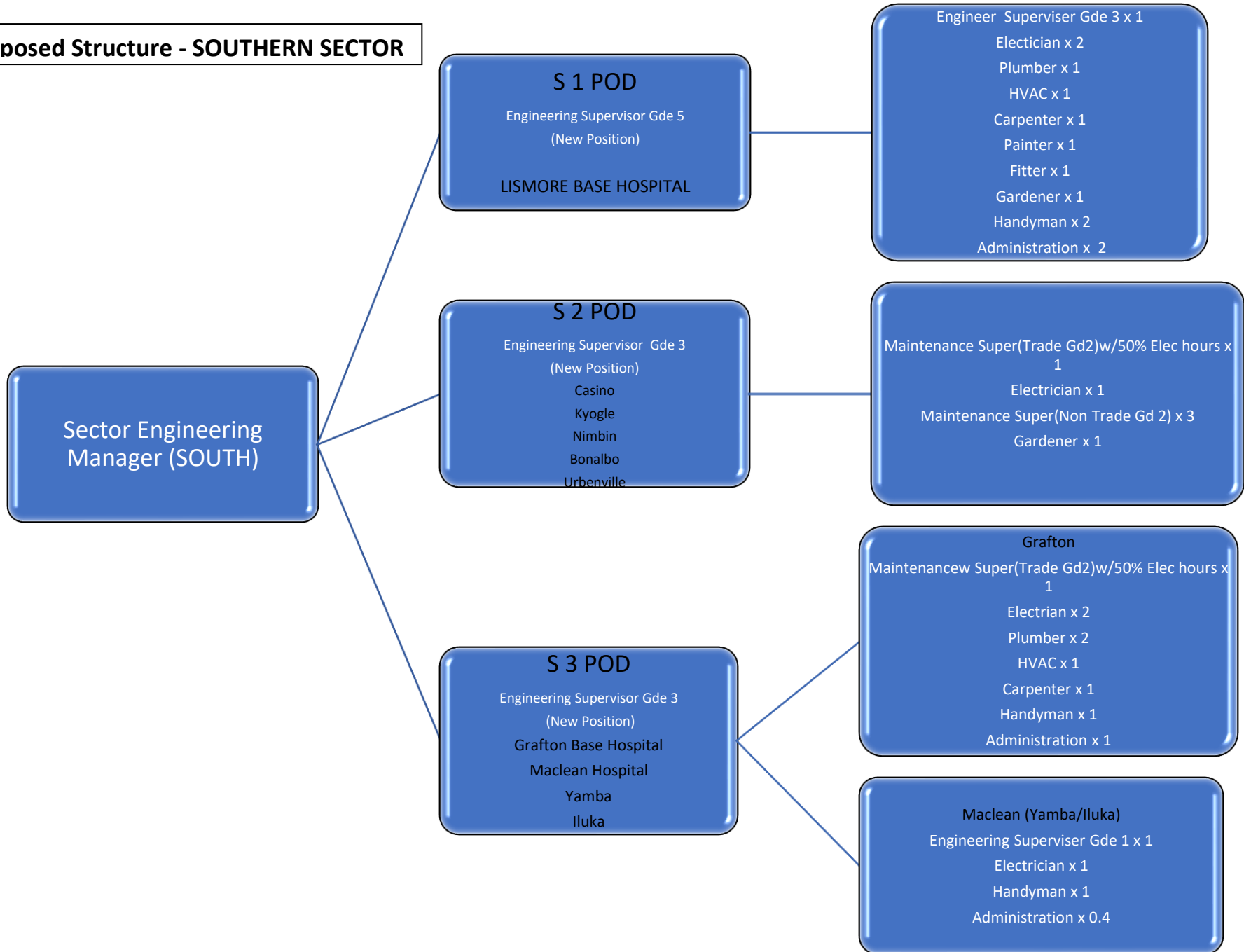
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Proposed Structure - NORTHERN SECTOR



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Proposed Structure - SOUTHERN SECTOR



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OPERATIONAL LOGISTICS

Travel

N1 POD, S 1 POD, S 3 POD (Grafton)

Generally, staff at these three key sites of Tweed, Lismore and Grafton will not experience any major changes to their day to day functions. As detailed in the proposed structure documents above there will be some supervising engineer grading alignments however current reporting lines are largely unaffected. Maintenance staff may be required from to time to travel within the sector to support maintenance services as determined by the engineering supervisor and sector engineer.

N 2 POD, N 3 POD, S 2 POD, S 3 POD (Maclean)

Maintenance staff at these sites will be required to generally work across their POD and at times within their sector. Typically, they would start their day at their current site office and work across the POD as directed by their supervising engineer. Work scheduling may dictate that you will need to commence your working day at a site within your POD that is not currently your day to day site office. When this occurs, taking a reasonable approach to an individual staff members current home address your manager will determine if you would collect a work vehicle from your current site and work across the POD as required or commute directly to the site in question by your own means.

Workforce travel across the pods will be supported by dedicated fleet vehicles as per the below table;

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Fleet Support

Site	Vehicles (Current)	Vehicles (Proposed)	Type
Tweed Hospital	1	1	Existing Ute
Murwillumbah	1	1	Existing Ute
Byron Central	1	1	Existing Ute
Ballina	0	1	New Ute (transfer from LBH)
Lismore	3	2	1 x Exist ute + Van
Maclean	1	1	Ute (Maclean pool car)
Grafton	1	1	Existing Ute
Casino	1	1	Existing Ute
Kyogle	1	1	Existing Ute
Nimbin	0	0	
Bonalbo	0	0	
Urbenville	0	0	Use existing fleet (TBC)
Total	10	10	

Note: Most sites have access to book fleet vehicles on an as need basis, if the dedicated fleet vehicles are in use.

Working Hours

As part of the standardised approach to running CAR services, physical resources workforce hours will be aligned across the district. Expected site hours are 7.30am to 4pm Monday to Friday. The use of an on-call roster will continue in its current form.

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Benefits of New Physical Resources Workforce Structure

- Maintain an efficient CAR workforce structure;
 - Support career progression and succession planning
 - Back fill planning
 - Standardisation of maintenance services
 - Sharing of expertise and resources across the LHD.
 - Potential for development of an apprenticeship programme

- Internal trade and administration support for all LHD Sites;
 - Appropriately supported statutory, preventative and corrective maintenance works
 - Reduce reliance on contractors.
 - Sharing of expertise

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Recruitment Process

Position	FTE	Process	Comments
Engineering Supervisors - 1 x Grade 5 - 2 x Grade 3	3.0 FTE	Advertise across LHD's and externally to general public	Recruitment Period Jan / Feb 2023
Trades -1 x Trade Super Electrician - 1 x Electrician - 1 x Plumber	3.0 FTE	Advertise across LHD's and externally to general public	Recruitment Period Jan / Feb 2023
Administration	2.0 FTE	Advertise across LHD's and externally to general public	Recruitment Period Jan / Feb 2023

Employee Assistant Program (EAP)

As times of change can be stressful, we remind staff of the Employee Assistance Program, available to you online via <https://www.livewell.optum.com> (enter access code nswlhd) or by telephone 1300 361 008

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Timetable

Initial Actions

- Consultation papers provided to Staff and Unions 07 December 2022
- Presentation of consultation paper to staff 08 December 2022
- Proposed Union Specific Consultation meeting (if required) 13 December 2022
- Staff comments and suggestions due by 23 December 2022
- Notification of outcome of consultation to staff 20 January 2023
- Recruitment of staff late January 2023
(or earlier if prior agreement is reached)
- Formal realignment of all physical resources staff once new positions commence

Staff Comments & Suggestions

Can staff please provide any comments or suggestions to Peter Cleary on the proposed structure by Friday 23 December 2022 Please send comments and suggestions via email to; peter.cleary@health.nsw.gov.au

For any queries or further information on the restructure please contact Peter Cleary on the above email address or on 0439 266 805.

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Approval

Drafted by: Peter Cleary – Manager Capital, Assets & Resources

Supported/Recommended by: Matthew Long – Director Corporate Services

Approved by: Wayne Jones - Chief Executive

Date: 06 December 2022

Attachments

Attachment 1 REPORTING LINE CHANGES TO PHYSICAL RESOURCES STAFF