



REF: SCHN24/8700-2

Mr Gerald Hayes
Secretary
Health Services Union
Locked Bag 3
Australia Square
Sydney NSW 2007
Email: secretary@hsu.asn.au

Attention: Kate Hall kate.hall@hsu.asn.au

Dear Mr Hayes,

Re: Proposed Changes for the Perinatal, Child and Youth Unit

We would like to inform the Health Services Union about a proposed change for the Perinatal, Child and Youth Unit (PCY) within the Mental Health Branch (MHB).

Currently the MHB directs the functions and work of PCY and the operations of the unit are funded by the MHB, including all roles which are managed by the Sydney Childrens Hospitals Network (SCHN). The hosting arrangements by SCHN were formed in 2007 following the devolution of the Child and Adolescent Mental Health Statewide Network and are now no longer required.

It is proposed to integrate the PCY structure within the Ministry profile to improve effectiveness, efficiency and alignment to MHB's strategic priority objectives, governance and lines of accountability. If approved 18 new roles will be created within the Ministry.

Tania Waitoka, Director, Perinatal Child and Youth Mental Health has today opened consultation on this change and provided an overview of the main proposed changes, and the proposed process to implement these changes. A copy of the presentation, FAQs and relevant role descriptions are attached. Staff have been requested to provide feedback by close of business 25 July 2024.

The consultation period allows the respective unions and staff to supply formal feedback on the proposed changes before final decisions are made. If you could provide any feedback regarding the proposed structure also by close of business 25 July 2024.

Should you have any questions, please contact me at catherine.cruz@health.nsw.gov.au.

Yours sincerely,

Catherine Cruz
Director, Office of the Chief Executive SCHN
Date: 11 July 2024

Staff Consultation:

Proposed changes within Perinatal, Child and Youth

Brendan Flynn
Executive Director
Mental Health Branch

Tania Waitokia
Director
Perinatal, Child and Youth

Catherine Ladomatos
Associate Director
People and Culture

11 July 2024

Acknowledgement of Country

We acknowledge the traditional custodians of the lands on which we meet today.

We honour the ancestors of yesterday, the custodians of today and those of tomorrow.

We recognise the continuing connection to land and waters, and how culture is held, nurtured and shared. We pay our respects.



Why we are changing

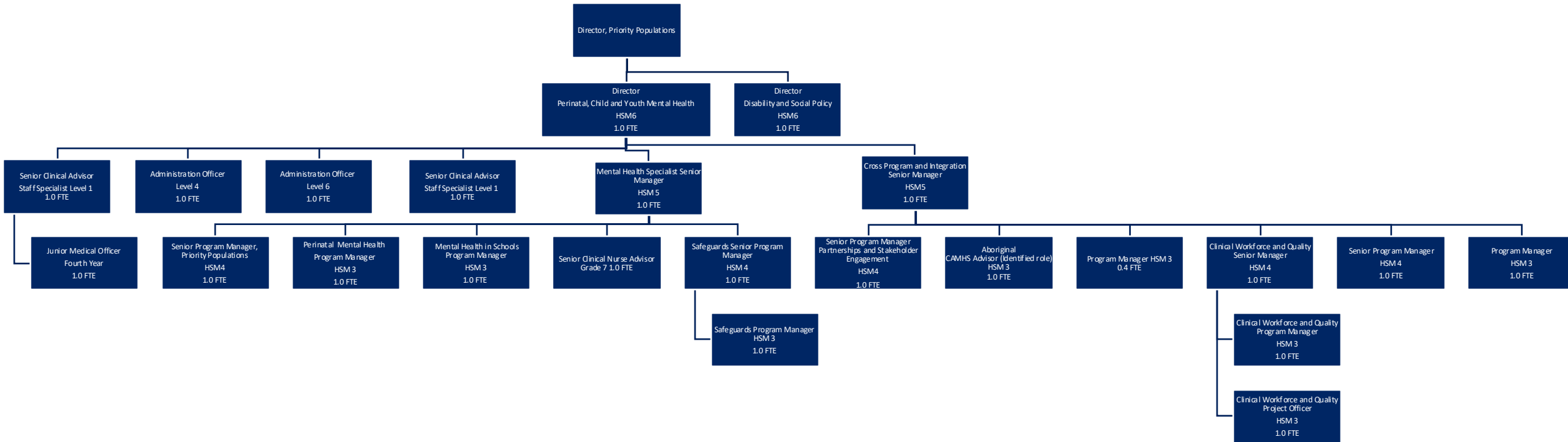
Aligning to the MHB staffing model and integrating the clinical advisory and administrative functions across the branch will provide more efficiency in work processes with potential reductions in workflow bottlenecks, siloed resourcing efforts and fragmentation across programs.

The key driver of change for PCY is to align resourcing effort and capability to the strategic priorities of the Branch that will:

- Promote mental health, wellbeing and resilience
- Improve collaboration and support across programs and between people
- Ensure workload equity and efficiencies
- Identify and support career advancement and learning opportunities
- Maintain inclusion and diversity across programs



Current PCY Structure



Proposed PCY Structure



Executive Director
Mental Health Branch

Director
Disability and Social
Policy
1.0 FTE

Director
Perinatal, Child and
Youth
1.0 FTE

Principal Policy Officer
Finance and
Administration

Director
Aboriginal MH
Programs

Director Priority
Programs

Senior Clinical Advisor
Staff Specialist
1.0 FTE

Principal Policy Officer
CA&YMHS
Crown Grade 11/12
1.0 FTE

Principal Policy Officer
Priority Populations
Crown Grade 11/12
1.0 FTE

Principal Policy Officer
Evidence and
Innovation
Crown Grade 11/12
1.0 FTE

Principal Policy Officer
Clinical Workforce and
Quality
Crown Grade 11/12
1.0 FTE

Principal Policy Officer
Partnerships &
Stakeholder
Engagement
Crown Grade 11/12
1.0 FTE

Administration Officer
Crown Grade 5/6
1.0 FTE

Senior Policy Officer
CAMHS
Crown Grade 9/10
1.0 FTE

Senior Clinical Nurse
Advisor
Nurse Manager 7
1.0 FTE

Senior Policy
Officer Safeguards
Crown Grade 9/10
1.0 FTE

Senior Policy Officer
Crown Grade 9/10
1.0 FTE

Senior Policy Officer
Mental Health in
Schools
Crown Grade 9/10
1.0 FTE

Senior Policy Officer
Perinatal and
Infant MH
Crown Grade 9/10
1.0 FTE

Senior Policy Officer
Crown Grade 9/10
1.0 FTE

Senior Policy Officer
Crown Grade 9/10
1.0 FTE

Senior Policy Officer
Crown Grade 9/10
1.0 FTE

Senior Policy Officer
Crown Grade 9/10
1.0 FTE

Senior Policy Officer
Crown Grade 9/10
1.0 FTE

Branch Reporting Line

Main differences between the Health Service and Ministry conditions



ITEM	Health Awards	Crown Award
Classification	Health Manager 1 Health Manager 3 Health Manager 4	Clerk Grade 5/6 Clerk Grade 9/10 Clerk Grade 11/12
Hours	38 hour week	35 hour week
Salary Packaging	Available under the ATO arrangement as SCHN is an NFP	MOH does not have ability to offer salary packaging
Salary Sacrifice	Superannuation, novated leasing	Superannuation, novated leasing
ADOs / Flex Leave	19 day month, 1 ADO per month – may bank up to 3 ADOs	Up to 3 flex days per 6-week settlement period - may carry over 28 hours and bank up to 2 days
Extended leave/ Long Service Leave	2 calendar months after 10 years' service (pro rata access after 7 years). After 10 years accrues at 15 calendar days per annum	44 working days after 10 years' service (pro rata after 7 years). After 10 years, accrues at 11 working days per annum
FACS Leave	6 days in a 2-year period	2.5 days in 1 st year, 2.5 in 2 nd year, 1 day for each year thereafter
Sick Leave	76 hours per annum (2 weeks)	15 days per annum (3 weeks)
Annual / Recreation Leave	4 weeks annually (non-shift workers)	4 weeks annually
Leave Loading	17.5% when taken	17.5% annually (or on taking 2 weeks leave in any combination by request)

Overview of the Change Process

1. Consultation with team on proposed structure
2. Approval from Deputy Secretary PCG to implement
3. Fill roles in accordance with the NSW Health Policy Directives:
 - *Restructuring Policy and Procedures - Ministry of Health and*
 - *Managing Excess Staff of the NSW Health Service*
4. New structure comes into effect

Now. The consultation process



Talk about it



Think about it



Ask questions and seek
clarification



Offer suggestions and
feedback

Implementation

Implementation is when we undertake recruitment to the roles in the new structure.

This is done in three phases, in accordance with Policy.

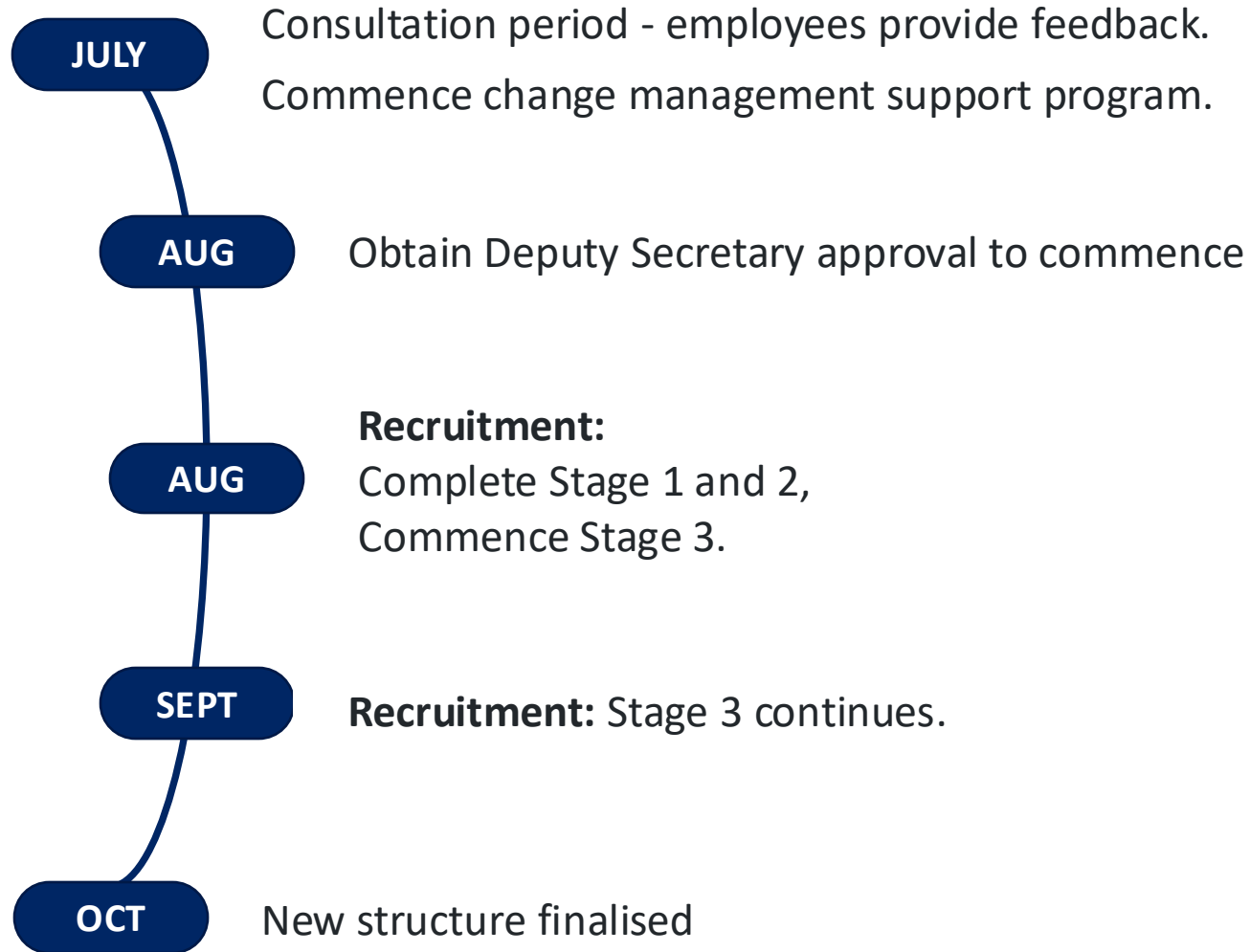
- **Stage 1** – Direct Appointments
- **Stage 2** – Lateral Transfer to equivalent grade / Priority Assessment may apply
- **Stage 3** – External recruitment

This recruitment strategy applies to all roles in the new structure.

Employees eligible to be considered for stages 1 & 2 are:

- ✓ Ongoing employees at grade
- ✓ Temporary employees at grade with more than 12 months continuous service and who were appointed following comparative assessment after external advertising where the advertisement specified that ongoing opportunities may become available

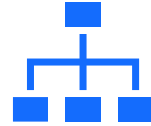
Indicative timeline



Next Steps



The consultation period runs from **11 July** to **25 July 2024**



Further information including: today's presentation, proposed team structure, draft role descriptions and FAQs will be available in the PCY MS Teams channel



Speak with your manager, Tania or Brendan to clarify any questions you may have about the proposal



Provide any feedback by **25 July** to MOH-MHB-PCYConsultation@health.nsw.gov.au



All feedback will be considered and assessed, and the final structure will need to be approved by the Deputy Secretary, People Culture & Governance

Key Contacts



- Tania Waitokia
- Cath Cruz
- Brendan Flynn
- Your People and Culture representative:
 - Sam Freeman, Ministry of Health
 - Roseanna North, SCHN
- Your union representative
 - PSA
 - HSU
 - NSWNMA
 - ASMOF
- Employee Assistance Program

Change Management Consultation Perinatal, Child and Youth Unit Mental Health Branch



What is happening?

The mental health and wellbeing of infants, children and young people is currently experiencing increased political and community attention. Changing consumer needs and growth in the volume and complexity of care has created the need for the unit to adapt and change the way specialist mental health services are designed, delivered and funded. There are advances in research and the evidence base for early intervention, and opportunities through investment to expand specialist mental health services.

In recent years, a range of new services and programs for infants, children and young people have been implemented, the Perinatal, Child and Youth Unit (PCY) unit have moved from a stand-alone facility in Gladesville to Reserve Road, St Leonards, and an ongoing Director was appointed in December 2022. Therefore, the realignment of staff roles and functions within the Mental Health Branch is timely and relevant.

What are you trying to achieve?

Aligning to the Mental Health Branch (Branch) staffing model and integrating the clinical advisory and administrative functions across the branch will provide more efficiency in work processes with potential reductions in workflow bottlenecks, siloed resourcing efforts and fragmentation across programs. The key driver of change for the PCY team is to align resourcing effort and capability to the strategic priorities of the Branch.

What are the main changes?

It is proposed that PCY be established within the NSW Ministry of Health. The roles will be established under the *Crown Employees (Public Service Conditions of Employment) Award 2009*.

The unit will continue to be led by the Director, Perinatal, Child and Youth, who will report directly to the Executive Director, Mental Health Branch.

How will I be told about the change and how it affects me?

A staff consultation meeting is scheduled for Thursday, 11 July 2024, to present an overview of the proposed changes, and of the proposed process to implement these changes.

Following the meeting, team members will receive a copy of the presentation via email and a link to a shared the [MS Teams PCY Consultation](#) channel containing more information, including proposed role descriptions.

Individual staff consultation meetings are scheduled for Thursday 11 and Friday 12 July 2024 to review the proposed changes and the proposed process to implement these changes in more detail.

Will I have a role in the new structure?

Some roles do not exist in the new structure. We will discuss the options for these employees on an individual basis.

However, most of the roles have relatively

minor changes and eligible incumbents may be matched to equivalent roles under the *Crown Employees (Public Service Conditions of Employment) Award 2009*.

Pending the outcome of consultation, those affected employees who have been matched to a role will transfer to newly created equivalent roles under the *Crown Employees (Public Service Conditions of Employment) Award 2009*.

In accordance with the *PD2012_021 Managing Excess Staff of the NSW Health Service, PD2013_042 NSW Ministry of Health Restructuring Policy and Procedures, and Section 29 of the Government Sector Employment (General) Rules 2014* ongoing employees can be transferred at an equivalent grade or level.

Will my conditions of employment change?

The staff being transferred to the NSW Ministry of Health will be employed under provisions of the [Crown Employees \(Public Service Conditions of Employment\) Reviewed Award 2009](#).

Information regarding the differences between the *Health Managers (State) Award 2022* and the *Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009* are outlined in the presentation and supporting documents.

Where can I find additional information regarding the new structure?

Further information, including the consultation presentation, organisational charts, draft role descriptions, award comparison and FAQs will be available in the SharePoint folder located in the [MS Teams PSY Consultation](#) channel, following the staff consultation meeting.

How can I give feedback about the change?

Any feedback, concerns and suggestions about the proposed change and role descriptions can be sent via email to the dedicated consultation mailbox [MOH-MHB-PCYConsultation](#).

You can also arrange a time to discuss your feedback with the following contacts:

- [Tania Waitokia](#), Director, Perinatal, Child and Youth Mental Health
- [Cath Cruz](#), A/Director, Office of the Chief Executive, SCHN
- [Sam Freeman](#) Senior People and Culture Business Partner
- [Roseanna North](#), Principal Business Partner, SCHN

The Employee Assistance Program is available to all employees. Here you can gain confidential access to qualified counsellors to assist you.

- Call 1800 337 068; or
- Book [online](#) the booking code for Ministry staff is NSWINEO

What key dates do I need to know?

Formal consultation commences on Thursday 11 July 2024 and will close on [Thursday, 25 July 2024](#).

What happens after consultation?

Following the close of the consultation period, all feedback will be considered and assessed, and the final structure will be presented to the Deputy Secretary, People, Culture and Governance for approval.

Following approval, appointments will be undertaken in line with *PD2012_021 Managing Excess Staff of the NSW Health Service, PD2013_042 NSW Ministry of Health Restructuring Policy and Procedures, and Section 29 of the Government Sector Employment (General) Rules 2014*.

What is the process for appointments?

Stage 1: Direct Appointments

Direct appointments may be made where there are no or only minor changes to a role and no change in classification or grade.

Significant changes to a role will be determined by assessing the focus capabilities (knowledge, skills, abilities) and essential requirements needed to the role.

Employees eligible to be considered for direct appointment are:

- Ongoing SCHN employees at grade
- Temporary SCHN employees at grade with more than 12 months continuous service and who were appointed following comparative assessment after external advertising

Stage 2: Subsequent Assignment / Appointment via Priority Assessment

Eligible employees will be considered for subsequent assignment to roles at grade / equivalent grade in the new structure.

Employees eligible to be considered for subsequent assignment / priority assessment are:

- Ongoing SCHN employees at grade
- Temporary SCHN employees at grade with more than 12 months continuous service, and who were appointed following comparative assessment after external advertising

Eligible employees may express interest for two preferences at grade/equivalent classification, and are required to submit:

1. a cover letter identifying their preferences and outlining their suitability regarding the essential requirements and capability levels required for the role/s.
2. an updated CV.

A recruitment panel will undertake a suitability assessment for all eligible employees for roles at grade / equivalent grade.

If there are more eligible employees than available roles at grade, or more than one

employee expressing interest in a role, an internal priority assessment process (competitive merit) will be undertaken.

The panel will review capabilities of eligible employees against those required for new roles at the same / equivalent grade, firstly having regard to employee preferences and then anywhere across the branch.

Appointments will be made based on merit where applicable.

Stage 3: External Recruitment

Any roles vacant after the completion of Stage 2 will be advertised. Usual NSW Health recruitment processes for externally advertised roles will be followed to fill these roles.

During this phase, anyone from within or external to the Ministry may apply for any role without limitation by grade or employment status.

Those affected staff who have not secured a role in the new structure will be managed under the Managing Excess Staff Policy.

I am a temporary employee. Am I eligible to be matched to a role or participate in the internal recruitment phase?

Temporary employees with more than 12 months continuous service may be considered for permanent appointment to a vacant position at grade (provided the interests of permanent employees are given priority).

All temporary employees may apply for positions advertised externally.

What are my redeployment options if my role no longer exists?

You will be considered for placement in the new structure in Stages 1 and 2 if you are eligible.

You may also apply for any role within the new structure once they are advertised externally.

Where there is no eligible role, we will support you through the mobility placement process.

What if I do not wish to transfer to the NSW Ministry of Health?

In accordance with *PD2012_021 Managing Excess Staff of the NSW Health Service* and Section 29 of the *Government Sector Employment (General) Rules 2014*, a government sector employee may be transferred to the service of another government sector agency, provided that the employee is suitable for the role, position or work to be assigned to the employee in that agency.

We will work with you to make this transition as smooth as possible and if you decide that you do not want to make this transfer, we will discuss all alternative options with you.

What happens if I am unsuccessful in securing a role or there is no suitable role in the new structure?

If you don't secure a role in the new structure, you may be declared excess and managed under the applicable policy for managing excess employees smf .

What if I currently have an individual flexibility arrangement?

Subject to role requirements and Director approval, any individual arrangements in place with employees, such as reduced hours, may continue under the new award conditions.

Please discuss your request with your Director.

What happens to current higher grade duties allowances?

The *Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009* has provision for the payment of higher grade duties and, subject to Director approval,

any current arrangements can continue.

Who can I speak to if I need support?

You have a number of options for support.

Your line manager is there to assist you through the change. Please speak with them in the first instance.

- **Tania Waitokia**, Director, Perinatal, Child and Youth Mental Health
 - **Cath Cruz**, A/Director, Office of the Chief Executive, SCHN
 - **Sam Freeman** Senior People and Culture Business Partner
 - **Roseanna North**, Principal Business Partner, SCHN
 - The Employee Assistance Program is available to all employees. Here you can gain confidential access to qualified counsellors to assist you.
 - Call 1800 337 068; or
 - Book [online](#) the booking code for Ministry staff is NSWINEO
 - Your union representative
-

I will be on leave during the change implementation. How do I participate in the change?

Staff who are away on leave or secondments during meetings will be asked to provide a contact number or email or postal address.

Information and any updates will continue to be posted to their '@health.nsw.gov.au' email address.

Role Description

Branch Administrative Assistant

Cluster	NSW Health
Agency	Ministry of Health
Division/Branch/Unit	HSSPE /Mental Health Branch/ Perinatal Child and Youth
Location	St Leonards
Classification/Grade/Band	Clerk Grade 5/6
Role Number	
ANZSCO Code	TBA
PCAT Code	TBA
Date of Approval	June 2024
Agency Website	www.health.nsw.gov.au

Agency Overview

For more information go to www.health.nsw.gov.au

Primary purpose of the role

The Branch Administrative Assistant provides high-level administrative support to the Mental Health Branch and organisational and administrative support to the Senior Executive and staff of the Mental Health Branch so that they can fulfil the functions of their portfolio.

Key accountabilities

- Provide administrative support to meet critical timelines.
- Deliver a comprehensive range of administrative support functions, including diary and meeting management, routine databases, secretariat support to committees, photocopying, document production, compilation and distribution, and maintenance of office equipment.
- Receive, assess and manage telephone enquiries from internal and external callers, including requests for meetings, and note and undertake required follow up.
- Manage requisitions, purchase orders, administrative processes for recruitment and databases.
- Review and manage correspondence, correcting for quality, and/ or seeking additional information or clarification from the author if necessary.
- Draft and prepare general correspondence, presentations, reports and submissions.
- Produce business activity reports, such as staffing, sick leave, budget reconciliation.
- Train and support other staff in the application of business processes and technologies.

Key challenges

- Meeting deadlines and undertaking and or supporting a number of projects in a pressured, large volume work environment.
- Dealing tactfully with the professional members of staff when following up overdue work or requesting amendments to work submitted
- Balancing workload and priorities when involved in cross-Branch or cross Divisional projects oversights by different managers.

Key relationships

Who	Why
Ministerial	
Minister's Office	<ul style="list-style-type: none">• Arrange meetings and coordinate ministerial responses
Internal	
Direct line management to Principal Policy Officer, Strategic Coordination and Senior Executive of the Mental Health Branch	<ul style="list-style-type: none">• Regular employee administrative oversight and line management reporting
Key staff within the Ministry of Health	<ul style="list-style-type: none">• Provide and seek sound information and advice; and seek guidance to discuss priorities and issues
External	
Key stakeholders	<ul style="list-style-type: none">• Respond to telephone and email enquires, including meeting requests

Role dimensions

Decision making

The role is:

- Responsible for day-to-day management of her/his own work priorities within agreed parameters and approved by the supervisor in individual and teamwork plans.
- Expected to balance workload where there may be competing priorities and develop and implement strategies to deliver business support.
- Expected to provide administration systems that improve the service and efficiency of the Director /Branch / Project and are consistent with the IT systems, policies and procedures adopted by the Ministry.
- Expected to provide information and advice to internal and external enquirers on relevant policies and procedures, referring any matters which fall outside standard guidelines and practice to a supervisor.
- Expected to liaise, consult and work collaboratively with other sections of the Branch, the Ministry and external agencies.
- Expected to be flexible and adaptable in working with Branch staff members to achieve support business objectives.
- Guided by your supervisor in preparing reports, correspondence, policies and submissions.
- Expected to provide information and advice about your role, in the context of the role description.

The role will always seek approval to make changes to timeframes, Branch/work priorities. The role does not have authority to sign off correspondence or reports (other than as agreed within the work plan).

Reporting line

Principal Policy Officer, Strategic Coordination

Direct reports

Nil

Budget/Expenditure

Nil

Essential Requirements

- Qualifications such as Certificate 4 level in Business Administration Support (or similar) and/or substantial experience in administrative support positions
- Demonstrated capacity to work effectively at the executive level and evidence of continued development.





- Demonstrated capacity to work independently and exercise initiative and judgement in dealing with confidential and sensitive issues and documents

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in **bold** are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Intermediate
	Act with Integrity	Foundational
	Manage Self	Intermediate
	Value Diversity	Foundational
 Relationships	Communicate Effectively	Intermediate
	Commit to Customer Service	Intermediate
	Work Collaboratively	Foundational
	Influence and Negotiate	Foundational
 Results	Deliver Results	Intermediate
	Plan and Prioritise	Foundational
	Think and Solve Problems	Intermediate
	Demonstrate Accountability	Foundational
 Business Enablers	Finance	Foundational
	Technology	Intermediate
	Procurement and Contract Management	Foundational
	Project Management	Foundational

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Intermediate	<ul style="list-style-type: none"> • Be flexible and adaptable and respond quickly when situations change • Offer own opinion and raise challenging issues • Listen when ideas are challenged and respond appropriately • Work through challenges • Stay calm and focused in the face of challenging situations
Relationships Communicate Effectively	Intermediate	<ul style="list-style-type: none"> • Focus on key points and speak in 'Plain English' • Clearly explain and present ideas and arguments

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none">• Listen to others when they are speaking and ask appropriate, respectful questions Promote the use of inclusive language and assist others to adjust where necessary• Monitor own and others' non-verbal cues and adapt where necessary• Write and prepare material that is well structured and easy to follow• Communicate routine technical information clearly
Results Deliver Results	Intermediate	<ul style="list-style-type: none">• Seek and apply specialist advice when required• Complete work tasks to agreed budgets, timeframes and standards• Take the initiative to progress and deliver own and team/unit work• Contribute to allocating responsibilities and resources to ensure the team or unit achieves goals• Identify any barriers to achieving results and resolve these where possible• Proactively change or adjust plans when needed
Business Enablers Technology	Intermediate	<ul style="list-style-type: none">• Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks• Use available technology to improve individual performance and effectiveness• Make effective use of records, information and knowledge management functions and systems• Support the implementation of systems improvement initiatives, and the introduction and roll-out of new technologies

Role Description

Principal Policy Officer

Cluster	NSW Health
Agency	Ministry of Health
Division/Branch/Unit	HSSPE/ Mental Health Branch/ Perinatal Child and Youth (PCY) Mental Health
Location	St Leonards
Classification/Grade/Band	Clerk Grade 11/12
Kind of Employment	Full Time
Role Number	
ANZSCO Code	
PCAT Code	
Date of Approval	
Agency Website	www.health.nsw.gov.au

Agency overview

For more information go to www.health.nsw.gov.au

The Perinatal Child and Youth (PCY) Mental Health team is part of the Mental Health Branch, NSW Ministry of Health. The team provides leadership to NSW Health through a range of programs and projects aimed to ensure early intervention with effective and responsive care to optimise the mental health of infants, children, and young people across NSW. We do this by working collaboratively with a wide range of stakeholders to promote evidence-informed care, disseminate relevant data, information and resources and develop policies, plans and service models to optimize mental health care delivery for infants, children, young people, and their families.

Primary purpose of the role

Manage the development, implementation and evaluation of best practice policies, programs, projects, and activities, for the Ministry of Health, public health organisations, and related government agencies to support the achievement of NSW Health's objectives to optimise mental health care and treatment for priority populations including infant, children, adolescents, and youth aged 0–25 years, their families and kinship groups.

Key accountabilities

- Lead, manage and develop team to deliver outcomes for clients and government in a timely manner and within budget constraints
- Provide high-level policy advice sometimes on tight deadlines to Senior Executives and key staff within the NSW Ministry of Health, the Minister, and public health organisations and related government agencies on perinatal, infant, child and youth people's mental health issues, clinical service delivery and programs across NSW
- Scoping and planning new policy and projects including high-level liaison and negotiation to address NSW Government priorities, including regular liaison with NSW Ministry of Health and health entities and clinical

leaders, other NSW and commonwealth Government agencies, state-wide peak organisations and professional organisations, non- government organisations and key stakeholders in relation to perinatal, child and youth mental health.

- Plan, manage and monitor projects assigned to the team to ensure evidence-based, high quality, safe and effective approaches to service delivery and addressing the clinical needs within LHD/SN mental health services and other NSW Health services
- Proactively build strong relationships and partnerships and collaborate and consult with key internal and external stakeholders to draw in required expertise, secure buy-in for proposals and reach a shared view on interagency or cross-cutting issues
- Prepare high quality written reports, briefs, correspondence, and cabinet documents to inform or respond to agency or Government requests

Key challenges

- Completing significant policy and strategy projects within agreed timeframes, given competing and changing priorities
- Researching, advocating and implementing innovation and change in perinatal, infant child and youth mental health policy and practice , given political, industrial and financial sensitivities and constraints
- Maintaining accurate knowledge of the diverse and complex policy framework in relation to perinatal, infant child and youth mental health, Ministry of Health and related agencies.

Key relationships

Who	Why
Ministerial	
Minister for Mental Health	Provide high-level policy advice to address issues and progress strategic priorities in older people's mental health, clinical service delivery and relevant programs across NSW.
Internal	
Senior Executives and key staff within the Ministry of Health	To provide sound information and advice on perinatal, infant, child and youth people's mental health issues, policies and programs
Direct reports	To manage and develop staff performance and capabilities
External	
Public health organisations and related government agencies	Develop relationships and partnerships, liaise and negotiate, collaborate and consult, and monitor performance (LHDs) to address perinatal, infant, child and youth people's mental health issues and progress key initiatives.
Key staff in public health organisations and stakeholder representatives	Develop relationships and partnerships, and collaborate and consult to address perinatal, infant, child and youth people's mental health issues and progress key initiatives.

Role dimensions

Decision making

The role is fully accountable, for the accuracy, validity and integrity of the content of advice provided and work performed. The decision making required of the PPO relates to:

- Makes operational decisions regarding the planning and organisation of their work and/or the work of the team to achieve agreed business objectives and performance criteria, within approved work and project plans.
- Has a degree of influence on public sector strategic directions through the position's responsibility for monitoring and analysing trends and developments at state, national and international level and for identifying, developing and promoting new approaches and programs.
- Is an authoritative source of advice for internal and external clients on relevant mental health and suicide policy matters, and their integration with the business needs of NSW Health.
- Is individually accountable for the reports, analysis, briefings and other forms of written advice prepared for the Department and Government, often on complex issues, although such advice is usually subject to review by the Director PCY. These documents are expected to be prepared in final form with minimal input required from the Director.
- Consults with the Director PCY on any decision that will substantially alter the outcomes or timeframe of a project and on major policy issues or conflicts arising in the course of project and other duties.
- Refers to the Director PCY on matters requiring a higher delegated authority:
 - any decision which may substantially alter the outcomes, timeframe or funding requirements of individual projects undertaken
 - major policy issues or conflicts arising in the course of project and representational duties

Reporting line

The role reports to the Director, Perinatal Child & Youth

Direct reports

Up to 5 direct reports

Budget/Expenditure

TBA

Essential requirements






- Significant experience in developing, analysing and evaluating policy and other projects in a multi-disciplinary environment.
- Significant demonstrated knowledge and understanding of policies and legislation impacting on perinatal, infant, child, and youth mental health. related matters.
- Demonstrated skills and experience in managing all aspects of policy research, development, review and evaluation.

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Adept
	Act with Integrity	Adept
	Manage Self	Adept
	Value Diversity	Adept
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Adept
	Work Collaboratively	Advanced
	Influence and Negotiate	Adept
 Results	Deliver Results	Adept
	Plan and Prioritise	Adept
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Intermediate
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Advanced
 People Management	Manage and Develop People	Adept
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Intermediate
	Manage Reform and Change	Adept

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Adept	<ul style="list-style-type: none"> • Be flexible, show initiative and respond quickly when situations change • Give frank and honest feedback/advice • Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively • Raise and work through challenging issues and seek alternatives • Keep control of own emotions and stay calm under pressure and in challenging situations
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> • Present with credibility, engage varied audiences and test levels of understanding • Translate technical and complex information concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Actively listen and encourage others to contribute inputs • Adjust style and approach to optimise outcomes • Write fluently and persuasively in a range of styles and formats
Relationships Work Collaboratively	Advanced	<ul style="list-style-type: none"> • Build a culture of respect and understanding across the organisation • Recognise outcomes which resulted from effective collaboration between teams • Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government • Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> • Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions • Take account of the wider business context when considering options to resolve issues

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> • Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements • Implement systems and processes that underpin high quality research and analysis • Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts • Access key subject-matter experts' knowledge to inform project plans and directions • Implement effective stakeholder engagement and communications strategy for all stages of projects • Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans, and minimise impacts • Manage transitions between project stages and ensure that changes are consistent with organisational goals
People Management Manage and Develop People Adept		<ul style="list-style-type: none"> • Define and clearly communicate roles and responsibilities to achieve team/unit outcomes • Negotiate clear performance standards and monitor progress • Develop team/unit plans that take into account team capability, strengths and opportunities for development • Provide regular constructive feedback to build on strengths and achieve results • Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way • Monitor and report on performance of team in line with established performance development frameworks

Role Description

Senior Nurse Advisor



Cluster	NSW Health
Agency	HSSPE / Ministry of Health
Division/Branch/Unit	Mental Health Branch
Location	St Leonard's
Classification/Grade/Band	Nurse Manager, Grade 7
Role Number	
ANZSCO Code	
PCAT Code	
Date of Approval	May 2024
Agency Website	www.health.nsw.gov.au

Agency overview

For more information go to www.health.nsw.gov.au

The Mental Health Branch is responsible for developing, managing, and coordinating NSW Ministry of Health policy, strategy and program funding relating to mental health

Primary purpose of the role

The Senior Nurse Advisor, Mental Health supports NSW Health in building a skilled and sustainable mental health nursing workforce able to meet the needs of consumers and carers in contemporary mental health services. The position provides strategic advice to the Director, Priority Programs and other stakeholders on the mental health nursing workforce and nursing practice.

Key accountabilities

- To provide high level strategic advice and assistance in policy and planning to the Director, Priority Programs on the mental health needs of the people of NSW and their families and kinship groups particularly in relation to issues concerning the mental health nursing workforce, nursing practice and mental health services.
- To work in collaboration with the Mental Health Branch, local health districts, Pillars and other Branches of the Ministry of Health to develop and implement strategies to build the mental health nursing workforce in line with current and future service requirements.
- To provide leadership for the development of mental health nursing, including models of care and practice development.
- To lead the implementation and evaluation of statewide strategies and education to develop and sustain the mental health nursing workforce.
- Lead forums that foster collaboration and co-operation between mental health nursing, allied health and medical stakeholders.
- To identify and implement strategies to promote mental health nursing as a career.
- To provide nursing leadership in the planning, design and development of new mental health services and

programs with the NSW Ministry of Health, Health Infrastructure and local health districts as they evolve across NSW.

Key challenges

- Managing a project workload and keeping longer-term projects on track while providing rapid responses to Ministerial correspondence, briefing requests and other urgent issues.
- Managing the demands of leading and managing key projects, whilst achieving project deadlines and milestones to the required standards and targets.
- Maintaining currency in professional nursing issues and other factors such as regulation, legislation, policy and funding initiatives impacting on the area of mental health clinical policy and practice.
- Recognising and managing the diversity of views across the health sector, whilst representing the Ministry of Health. Ensuring stakeholders are consulted and encouraged to actively participate.
- Ensuring that decisions are made based on the best available evidence and accurate data from a range of sectors.

Key relationships

Who	Why
Internal	
Senior Executives and key staff within the Ministry of Health	<ul style="list-style-type: none"> • Provision of advice on mental health needs and responses is essential for the health and welfare system to support both early access/intervention responses and recovery support services
Ministry of Health Pillars HETI, CEC and ACI	<ul style="list-style-type: none"> • Provision of advice on mental health workforce needs and responses is essential for the professional development and growth of the mental health workforce to provide safe quality care
External	
Public health organisations and related government agencies	<ul style="list-style-type: none"> • Liaises with other stakeholders to gain insights on mental health needs and responses regarding programs and services
Local Health Districts/Network nursing staff	The position works closely with the Directors of Nursing and Midwifery and Directors of Mental Health, including Nurse Managers, Educators, and senior clinical nurses

Role dimensions

Decision making

This role is fully accountable for the accuracy, validity and integrity of the content of advice provided and work performed. The role makes operational decisions regarding the planning and organisation of their work to achieve agreed business objectives and performance criteria, within approved work and project plans.

The analysis and advice provided by this role has a direct influence on staffing and budget allocation relating to

nursing staff employed by the public health system through the role's responsibility for evaluating and analysing current nursing workload data and developments at State and national level. The role provides critical authoritative advice for internal and external clients on matters relating to nursing workload and current and future staffing impact.

The Senior Nurse Advisor is individually accountable for the analysis used for reports, briefings and other forms of written advice prepared for the Ministry and Government, often on issues of considerable complexity.

Reporting line

The role reports to the Director, Priority Programs

Direct reports

Nil

Budget/Expenditure

Nil

Essential requirements


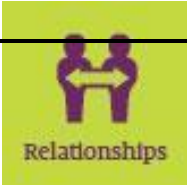



- Registered List with the Australian Health Practitioner Regulation Agency (AHPRA).
- Demonstrated knowledge, experience and effective delivery of mental health services including workforce management, inter-relationship between models of care, contemporaneous evidence base, and innovation.
- High level conceptual and analytical skills and ability to interpret complex information rapidly and accurately.
- High level oral and written communication and interpersonal skills, to interact effectively with staff, managers and external stakeholders, make effective presentations and prepare, review and edit correspondence, briefings, reports, papers and proposals.

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

The full list of capabilities and the level required for this role are set out below. The focus capabilities appear in bold. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Adept
	Act with Integrity	Adept
	Manage Self	Adept
	Value Diversity	Adept
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Adept
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
 Results	Deliver Results	Adept
	Plan and Prioritise	Adept
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Advanced
 Management	Manage and Develop People	Adept
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Adept	<ul style="list-style-type: none"> • Be flexible, show initiative and respond quickly when situations change • Give frank and honest feedback/advice • Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively • Raise and work through challenging issues and seek alternatives • Keep control of own emotions and stay calm under pressure and in challenging situations
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> • Present with credibility, engage varied audiences and test levels of understanding • Translate technical and complex information concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Actively listen and encourage others to contribute inputs • Adjust style and approach to optimise outcomes • Write fluently and persuasively in a range of styles and formats
Relationships Work Collaboratively	Advanced	<ul style="list-style-type: none"> • Build a culture of respect and understanding across the organisation • Recognise outcomes which resulted from effective collaboration between teams • Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government • Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> • Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements

Group and Capability	Level	Behavioural Indicators
Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> • Implement systems and processes that underpin high quality research and analysis • Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts • Access key subject-matter experts' knowledge to inform project plans and directions • Implement effective stakeholder engagement and communications strategy for all stages of projects • Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans, and minimise impacts • Manage transitions between project stages and ensure that changes are consistent with organisational goals
People Management Manage and Develop People	Adept	<ul style="list-style-type: none"> • Define and clearly communicate roles and responsibilities to achieve team/unit outcomes • Negotiate clear performance standards and monitor progress • Develop team/unit plans that take into account team capability, strengths and opportunities for development • Provide regular constructive feedback to build on strengths and achieve results • Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way • Monitor and report on performance of team in line with established performance development frameworks

Role Description

Senior Policy Officer

Cluster	NSW Health
Agency	Ministry of Health
Division/Branch/Unit	HSSPE / Mental Health Branch / Perinatal Child and Youth (PCY) Mental Health
Location	St Leonards
Classification/Grade/Band	Clerk Grade 9/10
Role Number	
ANZSCO Code	
PCAT Code	
Date of Approval	
Agency Website	www.health.nsw.gov.au

Agency overview

For more information go to www.health.nsw.gov.au

The Perinatal Child and Youth (PCY) Mental Health team is part of the Mental Health Branch, NSW Ministry of Health. The team provides system management and leadership to NSW Health perinatal, child and youth and adult mental health services across NSW, and perinatal, child and youth mental health more broadly.

Primary purpose of the role

Manage the development, implementation and evaluation of best practice policies, programs, projects, and activities for the Ministry of Health, public health organisations, and related government agencies to support the achievement of NSW Health's objectives to optimise mental health care and treatment for priority populations including infant, children adolescents and youth aged 0–25 years, their families and kinship groups.

Key accountabilities

- Manage and undertake mental health policy and program development, review and evaluation of projects for the NSW Health Service, the Ministry of Health, and related government agencies to address current and emerging issues in perinatal, child and youth mental health.
- Provide project management, program oversight and coordination through direct engagement with the LHD/SHNs, service partners and other key stakeholders to support perinatal, child and youth mental health programs to ensure excellence and innovation in design and implementation of programs, including sharing expertise in implementation methodology, strategy and practices to support frontline service delivery.
- Provide advice and support to the Perinatal, Child and Youth unit, senior executives, and staff across the NSW Health Service and the Ministry of Health to consistently interpret and apply policies and practices in relation to perinatal, child and youth mental health.
- Prepare high quality written advice in the form of reports, briefs, policy, discussion papers, or circulars to inform, respond to requests, or initiate consideration of new policy initiatives.

- Liaise, communicate, and consult with key staff in public health organisations and stakeholder representatives to secure their engagement and ensure effective interface on policy and program development, planning and implementation.
- Lead and participate in quantitative and qualitative research to address policy issues and inform policy development.
- Explore and evaluate new policy approaches, including undertaking cost-benefit analyses and impact assessment, in order to provide sound strategic advice on their potential for application within NSW Health and achievement of Ministry and Government objectives.

Key challenges

- Completing projects within agreed timeframes and performance standards while also managing a fluctuating workload of other tasks.
- Maintaining accurate knowledge of the diverse and complex policy framework within the Ministry of Health, NSW Health Service and related agencies in relation to mental health and human services.
- Maintaining a NSW Health-wide perspective when researching and developing policy advice on mental health and human services policy and reform.

Key relationships

Who	Why
Internal	
Senior Executives and staff within the Ministry of Health	To build and maintain collaborative relationships necessary to reach, identify and support access to integrated care in relevant non-specialist mental health settings and services.
External	
Public health and related government agencies	To provide sound information and advice on mental health and human services policy and reform
Key staff in public health organisations and stakeholder representatives	To build and maintain collaborative relationships necessary to reach, identify and support access to integrated care in relevant non-specialist mental health settings and services
Consumers of perinatal, child and youth mental health services	Work alongside young people with lived experience and their parents/carers to elevate their voice in decisions in their own lives and influence mental health services, policy, and research. To provide sound information and advice on mental health and suicide prevention demand, access and outcomes, including to identify gaps and opportunities to improve services.

Role dimensions

Decision making

The decision making required of the role relates to:

- Setting work priorities within agreed parameters and approved work and project plans, organising and managing own workload and allocation of tasks to staff assisting with projects.

- Providing policy expertise and working collaboratively with internal and external stakeholders, consulting on and enlisting commitment to specific strategies.
- Deciding the content of reports, submissions, policies, correspondence, and briefs, which are prepared in final form and are expected to require only minimal input from the supervisor
- Deciding the content of advice and information provided to Ministry and external stakeholders.
- Managing change, taking ownership for assigned work and issues as they arise, and being proactive in suggesting new policies, strategies and processes to improve performance or address issues.

Decisions which are referred to a supervisor include:

- Any decision that will substantially alter the outcomes or timeframe of a project.
- Major policy issues or conflicts arising in the course of project and other duties.
- Matters requiring a higher delegated authority such as approval for expenditure and/or travel.
- Matters requiring submission to the Secretary.

Reporting line

The role reports to the Principal Policy Officer, Perinatal, Child and Youth Unit

Direct reports

Nil

Budget/Expenditure

Nil

Essential requirements





- Relevant tertiary qualifications in health, social sciences or similar; or substantial equivalent relevant professional experience
- Demonstrated knowledge, experience and effective delivery of mental health policy and projects including workforce management, inter-relationship between models of care, contemporaneous evidence base and innovation
- Demonstrated skills and experience in undertaking all stages of the policy cycle (development, implementation and review).

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Adept
	Act with Integrity	Intermediate
	Manage Self	Adept
	Value Diversity and Inclusion	Intermediate
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	Influence and Negotiate	Intermediate
 Results	Deliver Results	Intermediate
	Plan and Prioritise	Intermediate
	Think and Solve Problems	Adept
	Demonstrate Accountability	Intermediate
 Business Enablers	Finance	Intermediate
	Technology	Adept
	Procurement and Contract Management	Intermediate
	Project Management	Adept

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Adept	<ul style="list-style-type: none"> Be flexible, show initiative and respond quickly when situations change Give frank and honest feedback and advice Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately Raise and work through challenging issues and seek alternatives Remain composed and calm under pressure and in challenging situations
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> Present with credibility, engage diverse audiences and test levels of understanding Translate technical and complex information clearly and concisely for diverse audiences Create opportunities for others to contribute to discussion and debate Contribute to and promote information sharing across the organisation Actively listen and encourage others to contribute inputs Adjust style and approach to optimise outcomes Write fluently and persuasively in plain English and in a range of styles and formats
Results Plan and Prioritise	Intermediate	<ul style="list-style-type: none"> Understand the team and unit objectives and align operational activities accordingly Initiate and develop team goals and plans, and use feedback to inform future planning Respond proactively to changing circumstances and adjust plans and schedules when necessary Consider the implications of immediate and longer-term organisational issues and how these might affect the achievement of team and unit goals Accommodate and respond with initiative to changing priorities and operating environments
Results Think and Solve Problems	Adept	<ul style="list-style-type: none"> Research and analyse information, identify interrelationships and make recommendations based on relevant evidence Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of options Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Business Enablers Project Management	Adept	<ul style="list-style-type: none">• Identify and share business process improvements to enhance effectiveness• Prepare clear project proposals and define scope and goals in measurable terms• Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements• Prepare accurate estimates of costs and resources required for more complex projects• Communicate the project strategy and its expected benefits to others• Monitor the completion of project milestones against goals and initiate amendments where necessary• Evaluate progress and identify improvements to inform future projects