

Sport & Recreation Services Group

Change Management Plan:
Regional Service Delivery Model Structure

Contents

1. Background and reasons for the organisational change	3
2. Regional Service Delivery Model Structure	4
3. Employee Impact	9
4. Support services.....	12
5. Consultation.....	13
6. Location	14
7. Proposed voluntary redundancy program.....	14
8. Impact of the restructure on EEO groups and Employees with special needs.....	15
9. Impact on rural communities	15
10. Proposed timetable for implementation.....	15

1. Background and reasons for the organisational change

The Office of Sport (OoS) is collaborating with the sport and active recreation sector to implement a new service delivery model for sport and active recreation services in regional areas of NSW.

The Minister for Sport announced in December 2016 that the 11 Sport and Recreation Centres will remain owned and operated by the NSW Government (Office of Sport). The announcement indicated that a plan should also be developed to modernise and optimise the Centres.

This decision provided an opportunity for the OoS to revise its approach, and review its provision of services, particularly in regional NSW. The operations and services of both the Centres and Regional Offices were considered during the review.

To better align the work of the OoS with the sport and active recreation sector, it is necessary to implement a more cohesive and holistic regional service delivery model which connects entities in each region, and leverages the strengths of the OoS to provide collaborative leadership of the sport and active recreation sector. This service delivery model will contribute strongly to the OoS vision of creating a valued and vibrant sport and recreation sector which enhances the lives of the people of NSW.

A critical element of delivering services to regional NSW is the activation of nine customised *Regional Sport and Active Recreation Plans 2018-2023*. The plans were developed in consultation with key stakeholders in each of the nine regions under the leadership and coordination of the OoS. The strategies outlined in each plan will enable the people of NSW much greater access to high quality sport and recreation opportunities, and will provide Office of Sport employees with significant opportunities for professional development and interesting, meaningful work.

This change management plan excludes:

- The new Sydney Metro Cluster comprising Sydney Academy of Sport and Recreation located at Narrabeen, and ex-Olympic Venues and their associated locations;

- Administrative employees. The OoS is currently in the process of developing HomeBase, a booking, registration, customer relationship, financial and event management system. Any impacts from implementation of this new system will be managed through a separate change management plan.

2. Regional Service Delivery Model Structure

A different structure is required to enable the Sport and Recreation Services Group (SRSg) to deliver the outcomes detailed in the regional plans. Currently, the SRSg regions are an ad hoc cluster with no reference to community or sector needs. To address this, it is proposed to align the SRSg regional footprint to those applying to the NSW government regional boundaries. This means the current four regional areas will be expanded to form nine regional areas which will be grouped into the following:

Table 1

Northern	Southern	Western
<ul style="list-style-type: none"> • Central Coast – Ourimbah Office, Newcastle University Campus, Ourimbah • Hunter – Newcastle Office, McDonald Jones Stadium • North Coast – Lennox Head Regional Office, Coffs Harbour Office (to be established) 	<ul style="list-style-type: none"> • Riverina Murray - Borambola Regional Office • South East and Tablelands – Jindabyne Office, Queanbeyan (to be established) • Illawarra Shoalhaven – Wollongong Office 	<ul style="list-style-type: none"> • New England North West – Tamworth Regional Office • Central West and Orana – Orange Regional Office • Far West – Dubbo Regional Office

Following extensive input, feedback and comments from employees, a final structure has now been determined which will facilitate the provision of services through collaborative leadership with the sport and recreation sector. Attached at Appendix A is a copy of the proposed structure.

To support the Regional Service Delivery model structure, the following changes are proposed:

- Increase the number of existing Regional Manager roles (Grade 11/12) from four to nine to ensure there is one regional manager in every region.
- Create nine new Manager Delivery and Outreach roles (Grade 9/10) so that there is one role in each region.
- Create nine Manager Partnerships and Projects (Grade 9/10) so that there is one role in each region.
- Create 10 Team Leader, Site Services (Grade 4/5) so that there is one role in each Centre.
- Create 10 Team Leader, Program Delivery (Grade 7/8) so that there is one role in each Centre.
- Amend the current title 'Cluster Coordinator' role to 'Project Officer' with no significant changes to role or grading.

A copy of the existing and replacement role descriptions are attached at Appendix B.

Table 2 maps the current role title and grade against the new roles under the Regional Service Delivery Model structure. The third column provides comments indicating the extent of the change.

Table 2: Current Roles v Service Delivery Model Structure Roles

Current role title and grade	Regional Service Delivery Model Structure	Comments
Regional Manager, Grade 11/12	Regional Manager, Grade 11/12	Increase in the number of roles from four to nine. No change to role or grading
Regional Coordinator, Grade 9/10	Manager Partnerships and Projects, Grade 9/10	Increase in the number of roles from three to nine. Name change to role title. Minor changes to role function to strengthen focus on partnerships No change to grade
Cluster Coordinator, Grade 7/8	Project Officer, Grade 7/8	No change to number of roles. Name change to role title.

Current role title and grade	Regional Service Delivery Model Structure	Comments
		<p>Minor changes to role function with limited focus on delivery and implementation</p> <p>No change to grade</p>
Development Officer, Grade 3/4	Development Officer, Grade 3/4	No change
	Manager Delivery and Outreach, Grade 9/10	<p>New role.</p> <p>Vacant Centre Manager roles to be filled as they arise under the Administrative and Clerical Officers Award</p>
Centre Manager, Grade 11/12 and 9/10		<p>No change to role function</p> <p>Current employees will continue to be engaged as a Centre Manager under existing conditions of employment and grading</p>

Current role title and grade	Regional Service Delivery Model Structure	Comments
Program Coordinator, Grade 9/10 and 7/8	Team Leader Program Delivery, Grade 9/10 and 7/8	<p>No change to number of roles.</p> <p>Name change to role title.</p> <p>No change to role function</p> <p>Current employees will continue to be engaged under existing conditions of employment and grading</p>
Program Officer	Program Officer	No change
Service Coordinator, Grade 4/5	Team Leader Site Services, Grade 4/5	<p>No change to number of roles.</p> <p>Name change to role title.</p> <p>No change to role function</p>

Current role title and grade	Regional Service Delivery Model Structure	Comments
		Current employees will continue to be engaged under existing conditions of employment and grading
Senior Catering Officer	Senior Catering Officer	No change
Catering Officer	Catering Officer	No change
Services Officer	Services Officer	No change

3. Employee Impact

There will be no impact on existing employees who are employed in the roles identified in Table 1, Column 1.

While some role description titles have changed to more accurately reflect the nature of the function, all existing roles remain relatively unchanged with an emphasis on creating effective partnerships across a region to support the Regional Sport and Active Recreation Plans. All current employees will continue to be engaged under existing terms and conditions in the relevant award as outlined in Table 3.

Transition to the Regional Service Delivery model

To transition to the Regional Service Delivery model, it is proposed that Centre Managers undertake work in accordance with the Manager Delivery and Outreach role description while remaining covered by the *Crown Employees (Office of Sport – Centre Managers) Award* including being available for on-call and out of hours work. When a Centre Manager role becomes vacant, it will be filled as the Manager Delivery and Outreach role with employment conditions set out under the *Crown Employees (Administrative and Clerical Officers - Salaries) Award 2007*. This means that the Manager will not be required to undertake on-call and out of hours work.

Alternatively, existing Centre Managers may continue to work under the current Centre Manager role description and existing award conditions including being available for on-call and out of hours work.

For the sake of clarity, subject to the Public Service Association's view, current Centre Managers can be engaged either under the existing Centre Manager's role description or the Manager Delivery and Outreach role description. In both cases, current employees will be covered by the *Crown Employees (Office of Sport – Centre Managers) Award* and will be required to undertake on-call and out of hours work. Only when a Centre Manager role becomes vacant will steps be taken to substantively fill the role as the Manager Delivery and Outreach under the *Crown Employees (Administrative and Clerical Officers - Salaries) Award 2007*.

All other employees will work in the same location based on the new role descriptions (Program Officers, Catering Officers, Service Officers, Development Officers, and Program Officers will continue to work under existing role descriptions). Employees will be notified in writing and provided a copy of the role description. All remaining vacant roles will be advertised and filled through normal recruitment processes as required.

Table 3

Current role title and grade	Regional Service Delivery Model Structure	Changes to grade?	Changes to Award?
Regional Manager, Grade 11/12	Regional Manager, Grade 11/12	No	No
Regional Coordinator, Grade 9/10	Manager Partnerships and Projects 9/10	No	No
Cluster Coordinator, Grade 7/8	Project Officer 7/8	No	No
Development Officer, Grade 3/4	Development Officer, Grade 3/4	No	No
	Manager Delivery and Outreach 9/10	No	Yes
Centre Manager, Grade 11/12 and 9/10		No	No
Program Coordinator, Grade 9/10 and 7/8	Team Leader Program Delivery 7/8	No	No

Current role title and grade	Regional Service Delivery Model Structure	Changes to grade?	Changes to Award?
Program Officer	Program Officer	No	No
Service Coordinator, Grade 4/5	Team Leader Site Services 4/5	No	No
Senior Catering Officer	Senior Catering Officer	No	No
Catering Officer	Catering Officer	No	No
Services Officer	Services Officer	No	No

4. Support services

The OoS is committed to providing support services to all employees impacted by this change. The relevant regional Executive team will be available to provide information on the process for implementation of the new organisational structure and the management of affected employees. In addition, employees will be provided with:

- support by Human Resources
- access to employee support services (through the Employee Assistance Program Telephone contact - **1300 360 364**)

5. Consultation

The OoS has provided clear, timely and relevant communication and consultation with employees and the PSA, and remains committed to engaging with these stakeholders. Throughout the development of the *Regional Sport and Active Plans 2018-2023* and Regional Service Delivery model, employees have been exhaustively consulted and engaged by providing input and feedback.

Consultation on the Regional Service Delivery model structure commenced in November 2017 at a Sport and Recreation Services frontline leadership group meeting comprising Centre Managers, Regional Managers and Cluster Coordinators. Further consultation sessions were held with this leadership group throughout 2018. The outcomes of these meetings were disseminated to employees by the Centre Managers.

The draft Regional Service Delivery model structure including the roles of Manager, Delivery and Outreach, Manager, Partnerships and Projects, and two different options for Team Leader roles was considered by a subgroup of three Centre Managers and two Regional Managers on 15 November 2018. The structure including the two options were released for consultation on 16 November 2018. To provide more information on the rationale and opportunities offered by the Regional Service Delivery model structure, and to seek input from operational employees, the Executive Director SRSG and the CE conducted briefings in all regional centres in late November and December 2018. Following the consideration of all comments and feedback provided during this period, a final structure has now been determined.

To implement the service delivery model, continued communication will ensure employees:

- are updated on a regular basis on the process and timeline
- have a good understanding of the future state of the organisational structure to inform career decisions
- are aware of how roles in the new structure will be filled and options for transitioning to or applying for a new role

Notwithstanding that employees have been advised of the reasons for change and the new structure, further communication will focus on providing information on the practical steps in the transition.

Communication activities will include briefings and presentations, discussion with employees, and updating of reference materials on the OoS intranet. This will inform employees of the structure, transition to roles, the recruitment and transition processes, related policies and points of

contact for assistance and support. During this period, employees will be encouraged to raise any concerns with their Director to contribute their feedback.

The OoS will continue consulting and ongoing engagement during this period with the Public Service Association.

6. Location

No current employee working in their existing role will be required to relocate.

Where an employee applies and is successful in winning a vacant role on merit (regardless whether it is higher, lower or at grade) in the Regional Service Delivery model structure, they will be required to work from the location identified in the advertisement.

Currently, the OoS has offices in various locations in each region. Under the Regional Service Delivery model, it is proposed that the OoS expand its footprint in two locations to ensure its services are in closer proximity to key partners and stakeholders. Those locations are Coffs Harbour and Queanbeyan as outlined in Table 1.

7. Proposed voluntary redundancy program

No voluntary redundancy program is proposed.

As there are more roles than affected staff, it is expected that all existing employees will have a capability match to a role in the Regional Service Delivery model structure.

8. Impact of the restructure on EEO groups and Employees with special needs

For employees with a disclosed disability, consideration for appointment will be consistent with the terms of the *Disability Services Act 1993* and the *Anti-Discrimination Act 1977* or other legislation. Modifications to the recruitment/assessment process, where necessary, will be made consistent with the requirements of the *Government Sector Employment Act 2013*.

9. Impact on rural communities

The Regional Service Delivery model structure will increase direct employment in rural and regional communities by 17 roles.

10. Proposed timetable for implementation

Indicative timing for filling of roles:

Action	Week commencing/ period
Provision of the Change Management Plan to the Public Service Association	4 March 2019
Employees advised about the final structure	5 March 2019
Appointment letters to existing affected employees	14 March 2019
Commence filling Regional Manager 11/12 roles	15 March 2019
Fill vacant 9/10 roles	April 2019