

Change Management Plan for changes to reporting lines for non-executive staff in the Environment Protection Authority

1. Background and reasons for the organisational change

The EPA engaged in a process in the last quarter of 2019 to refresh the Strategic Intent of the Authority in response to several drivers for change. These drivers include:

- the appointment of a new Minister who has carriage of the Energy and Environment portfolio,
- the appointment of a new Chief Executive Officer,
- significant Machinery of Government changes which impact on the operations of the EPA and
- refreshed Government, EPA and Planning, Industry and Environment (DPIE) cluster strategic priorities.

Organisational design options considered the best architecture to support the delivery of the refreshed strategic and business objectives of the EPA and where and how work is performed across the state. Design of the structure included the analysis of the current and future priorities and reforms that the EPA is responsible for and to enable the Authority to contribute in the most effective way to the broader DPIE Cluster.

The changes position the EPA to be future-facing and strategic in the delivery of world-class regulation to prevent harm and protect human health and the environment. The new structure will also enable the EPA to provide better communication and engagement with the sector and stakeholders, move to evidence-based and co-designed policy making including a focus on community engagement and education initiatives and risk-based regulation through improvements in data capture, management and analysis capacity and capability.

The realigned structure meets the Government Sector Employment Act and the Public Service Commission's guidelines. A systematic process has been undertaken to inform and develop the change impacts and approach to managing the implementation of changes and embedding.

Given changes to the operating model, executive roles and functional groupings, some changes to reporting lines for non-executive staff are required.

2. Approval

The Minister and Co-Ordinator General Environment, Energy and Science have been consulted on the proposed realignment and are supportive of the approach.

On 12 December 2019 the Board of the EPA was briefed on the proposed operating model and enabling organisational structure and related changes and provided approval to proceed.

3. Employee communication strategy

The Chief Executive Officer EPA is committed to ensuring that clear, regular and transparent communication to staff and the Public Service Association (PSA) is provided throughout the change management process. There is also recognition of the potential impacts of uncertainty on both operational delivery and individuals and the EPA is committed to introducing the required changes in a timely and effective manner.

The Communication Strategy supporting the organisational change includes:

- Design and vision meetings with the EPA's Senior Leadership Team (PSSE Band 1 and Band 2) to provide input and feedback on a proposed non-executive structure
- All of EPA staff engagement to provide updates and next steps and provide everyone with an opportunity to provide feedback and ask questions

- Ongoing consultation meetings with the PSA to provide information, updates and seek feedback
- Team sessions with each Division to provide Divisional outlines and full draft of Divisional and Branch Structures. Provide opportunity for all staff to ask questions, provide feedback and raise concerns. Feedback will be considered and integrated into the final structure and business operating model, where appropriate
- Establishment of a dedicated point of contact where staff can ask questions and provide feedback. Where questions relate to a staff placement or other human resource matter, the People, Performance and Culture division of DPIE will be consulted and answers provided to individuals concerned, and where relevant to a number of staff, answers will be included in Frequently Asked Questions (FAQs) which will be distributed regularly to staff
- Reinforcement of the scope of the core change impacts, i.e. Executive roles and Divisional structures, and changes to reporting lines for non-executive employees
- A commitment to staff that although there will be reappointed reporting lines for some organisational units and individual roles, the primary focus of individual roles will not change. To enable the successful implementation of the new structure some changes to reporting lines are required to imbed the new way of working
- Reinforcement that the proposed changes will not require change to existing roles, capabilities, work locations, or existing working arrangements (e.g. agreed flexible working practices, leave requirements, performance and development goals) for non-executive employees
- Promoting opportunities to seek support through contact with leadership or independently through EAP Employee Assistance Program (EAP)
- Scheduled engagement with the PSA to enable regular updates and opportunity for input. The Chief Executive Officer is also committed to being responsive to requirements to engage with employees and their representatives, coordinating additional meetings and / or communication as required

Communication and Engagement Schedule

The below table outlines a summary of the Communication and Engagement Schedule for the non-executive structure. **Appendix A** provides a detailed schedule.

Date	Activity	Key Messages/ Focus	Status
3 February 2020	New EPA Executive Structure implemented	Executive structure implemented to coincide with move of significant amount of staff to Parramatta	Complete
Ongoing engagement through initial consultation phase through until implementation and post go live	EPA and PSA consultation meetings	Ongoing engagement: <ul style="list-style-type: none"> • Evolving detail • Change Management approach • Next steps 	Ongoing
17 Feb 2020	Senior Leadership team workshop	Sharing and testing divisional outlines and proposed realigned structures	Complete
17-24 Feb 2020	All staff communications and leader led team and 1:1 discussions	<ul style="list-style-type: none"> • Reinforcing WHY & benefits • Next steps & timeline • New FAQs • Feedback channels 	Complete
24 Feb – 1 March 2020	EPA Leadership Forum	<ul style="list-style-type: none"> • Update • Overview of feedback • Next steps and support for transition and embedding 	Complete
24 Feb – 1 March 2020	Leader Led update to teams	<ul style="list-style-type: none"> • Key messages • Feedback • RUOK 	Complete

24 Feb – 1 March 2020	All staff CEO update PSA engagement	<ul style="list-style-type: none"> • Key messages • Feedback • Placeholder for team sessions 	Complete
2-8 March 2020	All staff CEO update	<ul style="list-style-type: none"> • Divisional outlines • Seek feedback to be built into draft structure & business operating model • Proposed approach to transition 	Complete
9-15 March 2020	All staff CEO update and team sessions PSA engagement	<ul style="list-style-type: none"> • Overview of draft structure • Org & individual benefits • Seek feedback to be built into draft structure & business operating model • Proposed approach to transition 	In progress
16-29 March 2020	Finalisation and preparation for the implementation of new structure Launch of new non-executive EPA Operating Model	<ul style="list-style-type: none"> • Systems locked down • Establishment built and reporting lines reflect new structure • PDP planning conversations to commence • Finance cost centres updated • Budget build (where required) • People transition (where required) 	
23-29 March 2020	All staff virtual launch	<ul style="list-style-type: none"> • One EPA collaboration & delivery • Celebration & Farewell • Refocus on priorities 	
30 March – June 2020	Transition, Evolve, Embed	<ul style="list-style-type: none"> • Realigned reporting lines are live in the system • Team stand up sessions • Feedback Loops • Continuous improvement 	

4. Support services

The Chief Executive Officer communications and leader led discussions will reinforce to staff the benefits, opportunities and support available through-out the change process and ongoing. Staff will be advised and reminded through FAQs, consultation session and staff meetings that they should raise any concerns or issues they have with their Director, and they can access the EAP.

Directors can coordinate these initiatives through People Performance & Culture and initiatives may include:

- Individual advice and support enquiries can be provided through line managers, executive and People Performance and Culture Business Partners.
- Confidential Professional Counselling Services and Manager Support provided by the Department's EAP:

	AccessEAP	Converge International
Phone	1800 818 728	1300 687 327
Email	nfo@accesseap.com.au	info@convergeintl.com.au
Website	www.accesseap.com.au	www.convergeinternational.com.au

- Confidential counselling support can be coordinated on site or by phone. Note - Availability of face to face counselling sessions on site may be available, subject to demand.

5. Workforce planning needs and impact on services and functions

The proposed realigned structure will provide increased capacity and capability to enable the EPA to meet its strategic priorities. The EPA functions have been aligned under six units. Roles in these units are in Greater Metropolitan Sydney and Regional NSW.

The realigned organisation units are:

- Legal and Corporate Services
- Regulatory Practice and Advice
- Regulatory Operations - Metro
- Regulatory Operations - Regional NSW
- Education, Programs and Engagement
- Governance, Risk and Planning

While each of these units will have specific functional responsibilities, they will work together to provide quality and seamless service to our stakeholders including the community, high quality advice to the Minister, the Government, and other areas of the DPIE cluster.

Under the proposed realigned structure there will be opportunities for staff rotation within the EPA to support career and professional development. It is also considered that bringing the specialist and generalist roles into place-based operational teams will build knowledge transfer and provide higher levels of support. In addition, the operations of the EPA will continue to reinforce and further support a focus on continuous improvement, cross-functional and co-ordinated work practices and the Department's Performance Management and Development Scheme.

6. New Strategic Intent & Operating Model

A new Strategic Intent (**Appendix B**) and Operating Model (**Appendix C**) have been developed to improve the way the EPA operates, allowing greater adaptability and flexibility based on a functional design.

The new operating model:

- **addresses the Auditor General's report findings** that strongly recommended reform of the EPA organisational structure to combat inefficiencies and modernise the EPA's practices.
- **reflects clarity of purpose** and is aligned to deliver the strategic priorities of the EPA
- **promotes improved collaboration and integration** within the EPA and across the DPIE cluster
- **retains flexibility and adaptability to respond to future changes** in regulatory directions and allows the EPA to be a leader in the protection of human health and the environment
- is **fit-for-purpose and efficient**, avoiding areas of duplication and overlap

In developing this new organisational model, it is aimed to create a balanced leadership team and functional allocations across six branches. There is strengthened capacity in key priority areas and a new approach to operations to provide greater agility to respond to emerging issues and solutions.

7. New Executive & Leadership Team Structure

A new Executive structure (**Appendix D**) was implemented on 3 February 2020 to enable the new Strategic Intent and Operating Model. A new non-executive structure is now needed to align with these changes. To effect these changes there will be some reappointed reporting lines for org units and individual roles beneath the leadership structure.

8. New Functional Structure

There will be no change to the net total of non-executive roles or changes to the number of roles within classification grades. Some roles and functions are being reappointed from existing Branches to align with the functional structure. This is designed to enable the centralisation and to support improved delivery of functions across the EPA. **Appendix E** shows the non-executive existing and new branch role count.

Legal and Corporate

Litigation & Legislation

- Legislation & legal advice
- Litigation

People, Talent & Capability

- Learning & regulatory capability
- Talent & capability incl HR

Corporate Services

- Finance
- Corporate IT
- Procurement
- Audit and assurance

Regulatory Operations – Metro & Regional

Major Compliance & Investigations

- Compliance campaigns – targeted issues
- Investigations & major investigations
- Waste levy audit

Regulatory Operations

- Regulating activities and monitoring compliance covering air emissions, noise, waste, water quality, forestry, gas, contaminated sites, dangerous goods, hazardous materials and pesticides.

Incident Management & Environmental Health

- Environmental health
- Incident management

Regulatory Practice and Advice

Regulatory Policy & Advice

- Strategic regulation policy development and advice incl waste, gas, forestry, contaminated land, chemicals, radiation
- Responding to policy design and development
- Regulatory policy reform advice

Regulatory Practice

- Regulatory practice incl regulatory systems and continuous improvement
- Environmental audit function

Environmental Solutions

- Technical and specialist advice and project leads in waste, gas, forestry, contaminated land, chemicals, radiation
- Performance monitoring and reporting

Data, Intelligence & Insight

- Research, data, intelligence and analysis to inform policy development, regulation reform, operational and compliance campaigns and program development

Education, Programs & Engagement

Engagement & Public Affairs

- Public affairs & communications
- Stakeholder and community engagement
- Brand and publishing
- Website and intranet

Education & Programs

- Behavioural insights and change
- Educational programs for the community and industry
- Partnerships – Local Government, Sector, Community

Customer Service

- Business transactions
- Aboriginal initiatives

Inter jurisdictional engagement

- AELERT secretariat

Governance, Risk & Planning

CEO, Executive & Board Coordination

- Executive services
- Board secretariat and support

Knowledge Strategy & Reporting

- Strategic and divisional planning incl outcomes reporting and KPIs, corporate reporting, State of the Environment reporting,

Governance

- Risk management and GIPA

9. Changes to non-executive organisational structure

Changes to the organisational structure have been made within the Executive staffing envelope only. There is a requirement to repoint some reporting lines of teams or individual roles to reflect the new structure however there are no changes to the number or type of non-executive roles. There will be no changes to classifications or the number of roles by classification level.

9.1 Proposed Organisational Structure by Division & Branch

The proposed non-executive structure (**Appendix F**) will be socialised for all staff feedback. This feedback will, where possible and relevant be built into the final Organisational structure.

10. Repointed reporting lines

There will be changes to reporting line hierarchy within the new structure to reflect the centralisation of functions. Some individual roles will also be repointed to a new team and Manager to reflect the alignment of functions. All staff will be consulted prior to any reporting line changes.

11. Proposed means for filling positions

Non-executive roles

There is no impact to non-executive employee roles as a result of the proposed structure change resulting in requirements for filling of roles.

12. Proposed voluntary redundancy program

A Voluntary Redundancy Program will not be offered in this realignment as roles are not changing in number or grade/level. Impact of the Realignment on Diversity groups

Additional support will be provided to any employees in Diversity groups to ensure they understand the changes, and to provide support and assistance throughout the change implementation and transition process.

13. Impact of the Realignment on staff with special needs

No impact has been identified on staff with special needs as part of the realignment.

14. Impact on rural communities

There is no impact on the rural communities serviced by the EPA. Staff will continue to provide services, programs and advice to rural communities. There will be no change to the EPA office locations and employee locations in rural communities.

15. Management of excess employees

There are no changes to roles resulting in employees being identified as excess as part of the proposed structure realignment.

16. Management of temporary employees

The proposed structure realignment will not change roles of temporary employees.

17. Proposed timetable for implementation

Action	Indicative timeframe
Approval obtained from Board for organisational change to proceed	12 December 2019
Initial Consultation with employees and relevant union(s)	17 February – 23 March initial consultation period. Consultation will be ongoing during the change process
Staff informed of proposed non-executive structure through Team Sessions. Staff provided with the opportunity to and encouraged to comment on the new structure. Feedback built into final structure.	2-8/03/2020
Consultation with PSA on proposed structure	
CEO update	9-15/3/2020
Implementation of new non-executive structure and launch	16-29/3/2020
All staff virtual launch	23-29/3/2020
New structure implemented	March - April 2020
Transition, Evolve and embed	30/3/2020 – 1/6/2020

****Adjustments to these timeframes will be considered on a case by case basis for employees absent due to leave as judged appropriate.***

Appendixes	
Communication & Engagement Schedule	Appendix A
Strategic Intent	Appendix B
Operating Model	Appendix C
Executive Structure	Appendix D
Non-executive existing and new branch role count	Appendix E
Non-executive org chart	Appendix F
As is To Be	Appendix G
Divisional Outlines and proposed non-executive organisational structures	Appendix H

