



**Public Service Association of NSW**

**General Secretary** Stewart Little **President** Nicole Jess

160 Clarence Street, Sydney NSW 2000 GPO Box 3365, Sydney NSW 2001

☎ 1300 772 679 📠 (02) 9262 1623 ✉ psa@psa.asn.au 🌐 www.psa.asn.au **ABN** 83 717 214 309

*In reply please quote: AL: CN 158896*

4 August 2021

Pauline McKenzie  
Executive Director  
Heritage NSW  
Level 6, 10 Valentine Avenue  
Parramatta NSW 2150

By email: [Pauline.McKenzie@environment.nsw.gov.au](mailto:Pauline.McKenzie@environment.nsw.gov.au)

Dear Ms McKenzie,

**RE: Draft Change Management Plan for Heritage**

The Public Service Association (PSA) of NSW writes on behalf of members in relation to the proposed restructure of Heritage NSW.

The PSA's concerns about the proposal as it currently stands mirror those of our members and include:

- During the consultation and implementation stages there will be a change of leadership, meaning that the incoming leadership will be taking on a restructure they had little input into. There are concerns that feedback will not be fully understood or implemented by the incoming leadership.
- The current CEO advised in a meeting with staff and the union that she had put in an EOI for a VR and that EOI had been accepted. She is taking a VR, PSA points to the fact that the CEO can't submit an EOI for a VR and unless the position is being disestablished. Therefore PSA request a copy of the organisational chart showing that the position has been disestablished, if not, this is not a genuine redundancy.
- EOI VR program running concurrent to the draft Change Management Plan announcement has created confusion and uncertainty around the proposed new structure, how many roles are affected and who is likely to be impacted. This is not how change management plans are normally structured and PSA seek to understand why this CMP was structured in this way and what benefit the Agency expects to gain from it.
- While acknowledging the purpose and strengths of the Capability Framework, the broadening of Role Descriptions erodes specialist knowledge, clarification of legislative functions and expertise likely to impact recruitment and work performance both now and into the future. Members and the PSA seek further consultation on the Role Descriptions.
- These changes present a significant shift in the purpose of the Agency with the new proposed structure appearing to prioritise the secondary advisory function to other government agencies over the statutory function which should be the priority. PSA seeks further clarification around how the Agency intends to prioritise its statutory function.

- It is also not clear what the functional split will entail between these teams. Without information on what functions will be performed by what team it is hard to comment on whether the proposed structure is functional or not. The PSA remains concerned that the proposed restructure does not appear to be functional.
- The allocation of work in regional areas will see workloads significantly increase, or more likely, see hard to reach places lose access to Heritage protections. Members expressed concern that these changes will result in prioritising colonial and city sights at the expense of our Indigenous and regional history. PSA requests further advice from the Agency as to how it intends to avoid this happening.
- While a final figure is hard to determine at this stage there will be job losses, has a Work, Health and Safety Risk Assessment been undertaken with regards to the increased workload across the Agency? If so, what was the result? And if not, why not?

We attached to this letter our member feedback in regard to this Change Management Plan. We look forward to the business's response to these concerns.

Please contact Organsier Amy Lennox on [alennox@psa.asn.au](mailto:alennox@psa.asn.au) should you wish to further discuss.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'A. Lennox', followed by a comma.

Amy Lennox  
*for* **Stewart Little**  
**General Secretary**

Attachments also sent in email