

DRAFT Change Management Plan for Phase 3A of the Royal Botanic Gardens & Domain Trust

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Background and reason for change

This Draft Change Management Plan (CMP) has been developed to provide an overview of the changes to the Office of the Chief Executive, Governance and Marketing & Engagement team within the Experiences, Partnerships & Engagement branch. These changes are required to more efficiently and effectively deliver on the priorities of the Royal Botanic Gardens and Domain Trust's (the Trust) 5-year strategic plan, within the Trust's current approved budget and LEC allocation.

The Trust completed the interim Phase 2B structural change earlier in 2021, post the decoupling from Centennial Parklands in October 2020. Since the implementation of Phase 2B the Trust has undertaken a significant review of its business model and future opportunities for revenue growth with support from Deloitte. The Trust also completed a detailed internal audit on succession planning gaps and opportunities with support from the Department of Planning, Industry and Environment (DPIE) and RSM (internal auditors).

The outcomes of these detailed surveys and reviews has highlighted an urgent need for more streamlined processes in the Executive Office, Governance and centralised Marketing and Engagement services.

Work continues on the review of gaps & opportunities for other departments including Science, Education and Conservation, Finance, Property & Corporate Services, and Horticulture and it is anticipated that a detailed analysis and plan for these will be available for discussion end November 2021, with implementation expected in 1st Quarter 2022, to coincide with the opening of the new National Herbarium New South Wales facility at the Australian Botanic Garden Mount Annan (ABGMA).

Key working groups made up of a diverse cross section of the organisation have and continue to play a significant role in the review process.

Phased changes

Our business has continued to grow and change since the decoupling. Opportunities for improvement and innovation are at the heart of the Botanic Gardens and we need to ensure we challenge ourselves and our structure to deliver on our future potential and strategic outcomes expected of the Trust.

Phase 1 – Completed: October 2020

De-couple the staff and administrative operations of Botanic Gardens and Centennial Parklands (BGCP) and dissolve the agency. The 361 BGCP staff were split between Centennial Parklands under the Greater Sydney Parklands (GSP) Agency and the Royal Botanic Gardens & Domain Trust (RBGDT). 66 Staff were allocated to Centennial Parklands with the remaining 295 staff staying with the Botanic Gardens. No reduction in staffing numbers was made at either Centennial Parklands or Botanic Gardens.

Phase 2 (B) – Completed: January 2021

Development and implementation of Botanic Gardens interim structure created to address gaps left by staff moving to Greater Sydney Parklands. Minor changes to reporting lines and role descriptions only. No reduction in staffing numbers was made.

Phase 3(A) – Current phase

Changes to the Office of the Executive Director, Governance and Marketing & Engagement team within the Experiences, Partnerships & Engagement branch. These changes have been brought forward from the wider organisational review due to staff turnover and the need to address gaps presented in these areas since the decouple. No reduction in roles or staffing numbers will be made.

Phase 3(B) – Anticipated: November 2021

Working with the DPIE Workforce planning team, new roles and reporting structures will be developed and implemented as needed by all other areas of Botanic Gardens. This review will start once outcomes from the business process work review are received in conjunction with the findings of the succession planning audit. It is anticipated the plan will be available for discussion end November 2021, with implementation expected in 1st Quarter 2022 to coincide with the opening of the new National Herbarium New South Wales facility at ABGMA.

Being part of DPIE, we will continue to leverage from the tools and resources in Corporate Services and will work in close collaboration with Corporate Services to identify process improvement and innovative ideas that will safeguard the Botanic Gardens into the future and deliver on our strategic priorities.

Managing Organisational and Operational Change

This Draft Change Management Plan has been developed to:

- Provide a framework for business and organisational change and is a guide for employees impacted by the change; and
- Provide transparent guidelines for the equitable leadership of employees impacted during organisational change.

The principles underpinning these changes are as follows:

- Amendments to role accountabilities, and role descriptions, within the guidelines and rules within the *Government Sector Employment Act 2013*;
- Adherence to public sector policy and legislation;
- Implementation of fair, transparent and accountable processes;
- Regular consultation with employees and unions; and
- Appropriate information and support mechanisms for employees to both assist their understanding of and transition through the process.

In the spirit of open and transparent communication, the changes will be communicated with staff and employee associations. There will be a two-week consultation period with staff and employee associations to provide feedback on the proposed changes outlined in the Draft Change Management Plan.

Employee communication strategy

The purpose of the employee communication and consultation strategy is to clearly articulate the approach underpinning the Draft Change Management Plan and to continue to drive clear communication throughout the process. Below is a list of key contacts that team members can reach out to during the change process:

- Denise Ora, Chief Executive
 - Denise.Ora@bgcp.nsw.gov.au
- Dianne Best, Strategic HR Business Partner
 - Dianne.Best@environment.nsw.gov.au
- Liz Pensini, Business Services & Governance Manager
 - Liz.pensini@bgcp.nsw.gov.au

In implementing the Draft Change Management Plan, there is commitment to:

- Define the reason for change through ongoing communication to all team members, directly and indirectly affected.
- Deliver formal top-down communication, including briefings and team meetings with effected employees to discuss issues and answer questions relating to the restructure.
- Ensure effected employees have the opportunity at any time to either directly approach or email the dedicated points of contact with questions relating to the restructure.
- Clearly communicate the impact of the change and ensure the transition arrangements are regularly communicated to employees; and
- Establish an appropriate mechanism to consult with the respective unions on all elements of the Draft Change Management Plan.

Support services

Additional support services can be provided to impacted team members as required throughout this change. Team members can coordinate these initiatives through the Human Resources Business team and initiatives may include:

- Professional Counselling Services and Manager Support provided by the Department's Employee Assistance Provider (EAP) to access confidential counselling support on site or by phone. Availability of face to face counselling sessions on site will be subject to demand.
 - P: 1800 818 728
 - E: info@accesseap.com.au
 - W: www.accesseap.com.au
- Individual advice and support enquiries can be made to line managers, executive and HR People Partners.

Union Consultation

The Department of Planning Industry and Environment is committed to consulting with employees and their union representatives in relation to any proposed changes in the workplace that are likely to have a significant effect on employees.

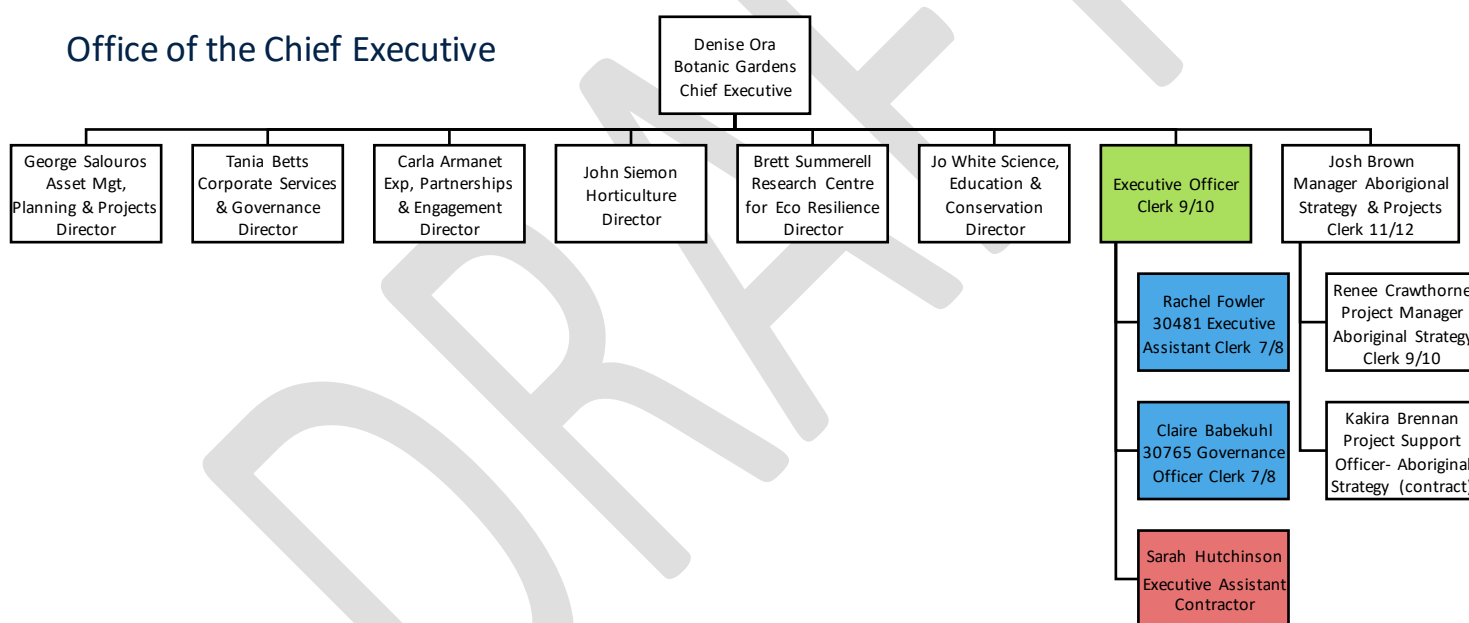
A representative from the Industrial Relations team, will lead the consultation with Public Service Association (PSA). The PSA will be provided with written advice on the changes and its impact on staff.

Workforce planning and impact on current employees

The impact of this change on current employees has been minimised. The aim of this change is to reduce our reliance on contingent workers and to create job security and stability in the organisation by creating additional ongoing roles. All roles suggested for deletion do not currently have substantive occupants.

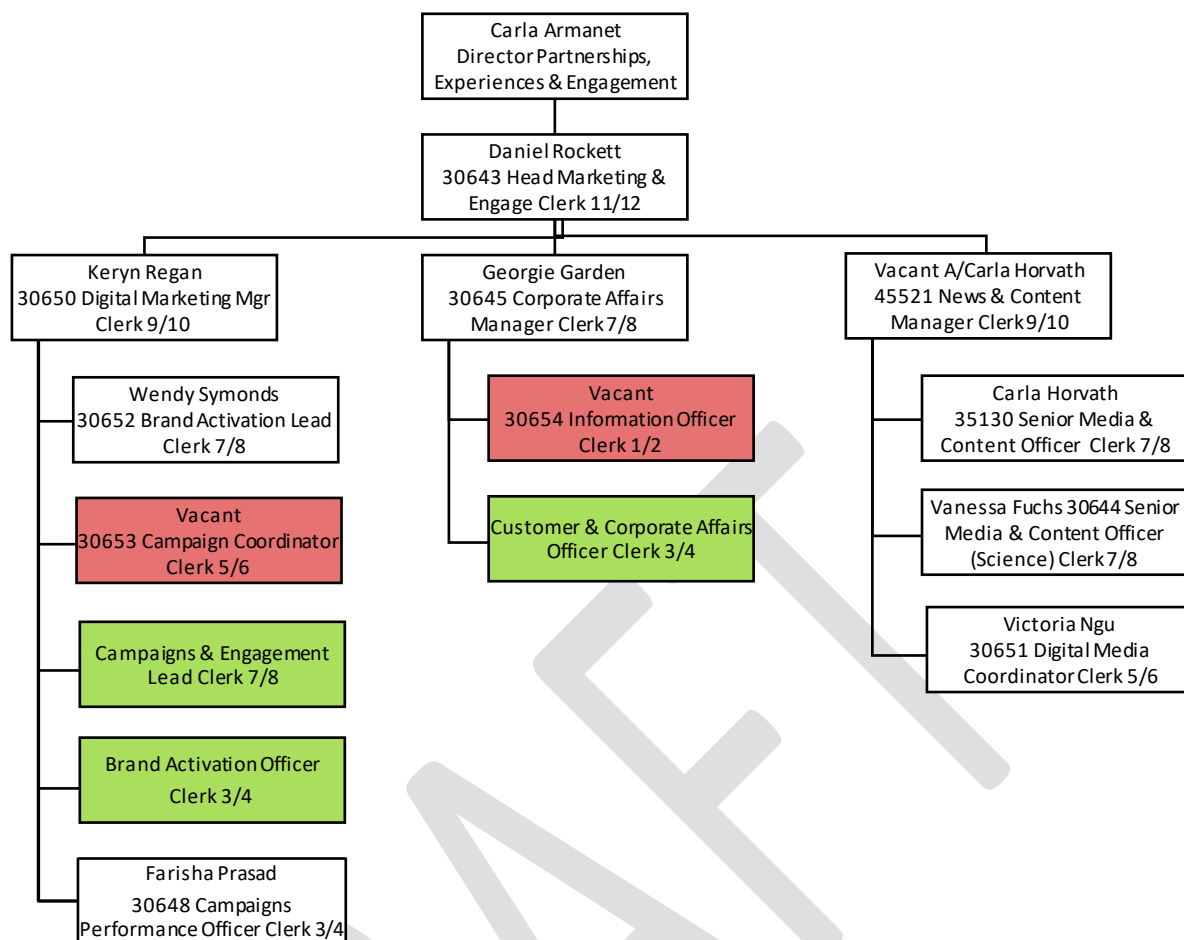
- All occupied roles that have amendments to the accountabilities, reporting lines, titles or responsibilities will have updated role descriptions. All role descriptions will be reviewed, evaluated, and approved by the central DPIE Role Description team.
- All vacant and new roles will be externally advertised, and all staff will have the opportunity to apply.
- Contingent workers filling roles to be deleted will be given appropriate notice.

Changes to organisational structure



Delete roles	New roles	Changed roles
Executive Assistant Contractor position. currently filled with contingent worker	Executive Officer Clerk 9/10 Ongoing role to be filled through external recruitment.	30481 Clerk 7/8 Executive Assistant. Reporting line changed from Chief Executive to Executive Officer
		30765 Clerk 7/8 Governance Officer. RD and title change to remove the risk responsibility from the role. Branch and Reporting line changed from Corporate Services, Manager Business Services & Governance to Office of Chief Executive, Executive Officer

Experiences, Partnerships & Engagement - Marketing & Engagement team



Delete roles	New roles
30653 Campaign Coordinator Clerk 5/6. Vacant position no current fill	Campaigns & Engagement Lead Clerk 7/8. Ongoing role to be filled through external recruitment
30654 Information Officer Clerk 1/2. Vacant Position currently filled with contingent worker	Brand Activation Officer Clerk 3/4. Ongoing role to be filled through external recruitment
	Customer & Corporate Affairs Officer Clerk 3/4. Ongoing role to be filled through external recruitment

Managing the Change

WHS Implications and Proposed Action

WHS implications have been reviewed regarding these changes impacting the safety and health of our team in both the way they work and how / where they work, it has been identified that there are no inherent WHS implications or risks with these proposed changes

Creation of New Positions

Where new positions are to be created, role descriptions will be developed following an analysis of the business needs. Mercer evaluations will be carried out on the role descriptions to ensure that they are graded according to the requirements of the role.

Proposed means for filling positions

All new positions will be advertised externally and comparatively assessed as per the Government Sector Employment Act 2013.

Proposed voluntary redundancy program

There will be no Voluntary Redundancy (VR) Expression of Interest (EOI) Program as part of the change management program.

Impact of the restructure on Equal Employment Opportunity groups

The known impacts on EEO groups have been taken into consideration within this change management plan. Any issues or concerns of this nature raised during the consultation process will be considered accordingly.

Impact of the restructure on staff with special needs

In the case that an employee with special needs is impacted, all necessary steps will be taken to ensure that the employees needs are taken into consideration during and post consultation. Any issues or concerns of this nature raised during the consultation process will be considered accordingly.

Management of excess employees

As headcount will not be reduced, management of excess employees is not applicable.

Proposed timetable for implementation

Phase 3A

28 September 2021 – Effected teams notified of the change and Draft Change Management Plan shared with them

29 September 2021 – Meeting with Chief Executive and effected team members

29 September 2021 – Draft Change Management Plan and Proposed Phase 3A arrangements shared with PSA & all Gardens staff

29 September 2021 – 14-day consultation period commences

13 October 2021 - 14-day consultation period ends

14 October 2021 – Feedback reviewed and finalised

18 October 2021 – Final Structure shared with Staff

25 October 2021 – New structure goes live