

# Change Management Plan

## CSNSW Non-Executive Restructure

### 1 Background and reasons for the organisational change

#### 1.1 Need to align structure to *Towards 2030: CSNSW Strategic Plan 2022-2030*

CSNSW's current organisational structure was implemented in 2012, following a review by Keith Hamberger, which was commissioned by the then Attorney General and Minister for Corrective Services the Hon. Greg Smith MP.

The current structure has proven effective, however, a more contemporary structure is needed to achieve the more ambitious outcomes expected of CSNSW and to better align limited resources available with the strategic direction.

Our services have developed dramatically over the last 10 years. We have commissioned new infrastructure, new programs, increased training and education, increased integration of services across partner agencies, developed new leadership programs and increased staff training. CSNSW is leading the way in terms of technology enabled services, including the roll out of offender tablets, the development of LiVit alcoves and learning management systems. Over the last two years, CSNSW has continued to successfully manage the challenges of COVID-19.

Achievement of the strategic objectives requires greater integration between staff working in custodial settings and those working in the community to ensure consistency in the way people are managed and better support their transition back into the community.

Between 2017 and 2019, CSNSW implemented reforms referred to as Benchmarking and the Prison Bed Capacity Adjustment Program (PBCAP) which aligned the number of roles required in correctional centres to deliver the required services. Benchmarking implemented management agreements between the Governor of a correctional centre and other branches of CSNSW which set out the obligations of each party in relation to the provision of services to people in custody, and the operations of the correctional centre.

Whilst these agreements have enhanced cooperation and collaboration between branches, there continues to be competing priorities and directions for staff delivering front line services.

The Strategic Plan strengthens CSNSW's focus on rehabilitation and reintegration and puts the person in custody or supervised in the community at the centre of all practice.

#### 1.2 Rationale for change

CSNSW now has the opportunity to look forward to how we can best serve the New South Wales community in the next decade. This Strategic Plan sets the vision for CSNSW to provide a world class correctional service that contributes to making the community safer and enables people to change their lives for the better. The Plan identifies six strategic priorities that we will work toward to provide a clear focus on our vision and mission and create an environment that will support its delivery.

## **Strategic Priorities**

### One Team

We must work together as one team to achieve our reducing reoffending outcomes. This means increased collaboration within our organisation as well as increased collaboration between CSNSW and the private centre operators and other partners such as Justice Health to create a 'one team' approach to service delivery.

### Supporting Staff

We want to develop a capable, professional, respectful and safe workforce that reflects the community it serves. Our vision is for the workforce of CSNSW to be appropriately trained, empowered and safe. Every single staff member in CSNSW has a meaningful job in achieving our main priority; to reducing reoffending. To reduce reoffending, our staff must understand exactly what is expected of them, they must be appropriately trained, and they must be supported and listened to.

### Enhanced Case Management

We want to provide offenders with end-to-end case management to support them break their cycle of reoffending and successfully reintegrate back into their communities as contributing members of society. To reduce reoffending, we must provide offenders with appropriate and relevant support when they transition from custody into the community. This support should commence when they first enter custody, remain consistent throughout their time in custody and continue into their transition into the community.

### Closing the Gap

Corrective Services has an important role to play in closing the gap. Aboriginal and Torres Strait Islander people make up more than 28% of the NSW prison population and 27% of the offenders in the community supervised by Community Corrections, despite being only 3.4% of the total general population in NSW. Our priority to close the gap reflects the outcome of target 10 of the National Agreement on Closing the Gap; Aboriginal and Torres Strait Islander people are not overrepresented in the Criminal Justice System.

### Deaths in Custody

CSNSW has a duty of care for the people in custody and under supervision in the community. In 2021-22 there were 9 unnatural deaths in custody. We must reduce the number of unnatural deaths in custody towards zero.

### Key Performance Indicators

The KPI framework will keep the organisation's priorities at the forefront of our operational decision making. Specific targets for each KPI will drive behaviour amongst our staff to focus on reducing reoffending outcomes and will unify the organisation towards clear outcomes.

A management structure with the Officer-in-Charge of the correctional centre being accountable for the safety and security, and the provision of inmate services aims to increase the Centre's capacity to achieve the Strategic Plan objectives including the rehabilitation and reintegration KPIs.

The implementation of the operational model at John Morony Correctional Centre under the contractual operational agreement has demonstrated the benefits of having a streamlined organisational and reporting structure within a correctional centre.

## 2 Scope

This document applies to all staff (excluding Executives) who may or may not be impacted by the Structural reform.

## 3 Consultation concerning the structure

A consultation committee will be established and will meet regularly through the consultation and implementation period to discuss issues, including but not limited to:

- rationale for the proposed change
- proposed organisational structure
- functions / scope of new Executive roles and teams
- proposed staff placement processes.

This process recognises that staff have expertise and knowledge who have not had the opportunity to voice their views on a structure that supports the Strategic Plan.

This consultation committee will include:

- Commissioner
- Executive Director Strategic Project Delivery
- Project Director, Strategic Project Delivery, Office of the Commissioner
- CSNSW Executive members as required
- HR representatives (including Industrial Relations and People BP)
- PSA nominated representatives from each vocational area (1-2 delegates each)
- NSWTF representatives as required.

Senior leaders will undertake staff meetings with impacted teams to underpin the peak level discussions with the PSA and NSWTF.

The PSA and NSWTF will be provided time and facilities to meet with its members during the consultation period, including the appropriate release of delegates to attend workplace meetings as provided in clause 53 of the *Crown Employees (Public Service Conditions of Employment) Award*.

The Commissioner will meet with the PSA and NSWTF and the chair of each vocational group at the time of the general announcement of the proposed structure. At this meeting, the Unions will be provided with the proposed structure, Change Management plan and consultation timetable.

Unions and staff will be given 2 weeks to provide comments on the proposed structure following the announcement.

The proposed structure related consultation timetable is:

<b>Consultation Timetable</b>	
<b>Action</b>	<b>Timeline Post Announcement</b>
Commissioner meets with Unions and key delegates to provide proposed structure and Change Management	Week 1
Announcement and launch including staff briefings for teams most impacted	Week 1
Employee submissions / comments provided	Week 3
Second meeting with Unions and discuss feedback	Week 3
Third meeting with Unions	Week 5
New structure finalised	Week 6

CSNSW and the PSA / NSWTF will use the existing dispute resolution procedures to progress any issues that remain unresolved after the consultation and implementation phases.

#### **4 Support services**

CSNSW values its staff and is committed to supporting staff impacted by the change process. CSNSW will provide the following support services:

- Access to counselling services through the Employee Assistance Program (EAP);
- HR advice and case management support provided onsite or via MS Teams and teleconference (in regional locations) throughout the change program;
- On-line Question and Answer site and up-to-date intranet information;
- Advice (onsite or via MS Teams) on preparing applications / EOIs for roles and interview skills will be available for impacted staff from the People Business Partners, and
- Dedicated email to answer staff enquiries.

Staff with a disability or other concern about their capacity to apply for roles during placement processes will be encouraged to speak with HR as soon as possible to discuss support options.

## 5 Workforce planning needs and impact on services and functions

This restructure is designed to enhance achievement of the strategic objectives set out in the Towards 2000 Strategic Plan *Enabling People, Changing Lives* and to better support frontline staff to increase and enhance service delivery. Frontline services are not reduced as a result of the restructure.

The consolidation of functions that are performed in several area of the organisation (such as Quality Assurance, Policy, and Practice oversight) into the Strategy and Governance Branch, aims to reduce duplication of corporate support functions and provide better integration and collaboration toward achieving CSNSW's strategic outcomes.

## 6 Changes to organisational structure

### 6.1 Approach used to determine staffing structures

The structure has been designed using the following principles:

- The functions and roles required to deliver on its strategic and corporate objectives
- Strong focus on service delivery that focuses on the needs of people in custody or being supervised in the community
- Operational accountability aligned to service delivery
- Staff have access to the safest working environment possible
- Structure supports a collaborative, cohesive and capable work culture
- Centralised strategy and policy development
- Embodies a practice of care and safety
- Key priorities remain Reducing Reoffending and Community Safety
- High standards of governance and assurance to ensure value for money
- Role and functions of operational delivery are aligned to demand forecasts
- Strong proactive case management of end-to-end journey
- Structural changes will be achieved within existing funding envelope.

### 6.2 Proposed roles for deletion and roles for creation

The proposed structure moves reporting lines and teams of people in some instances, and moves individuals and their functions other circumstances.

There are a total of 28 non-executive roles identified for deletion (of which 7 are vacant) and 50 new non-executive roles for creation (shown at rank/grades in the tables below)

Prior to the restructure CSNSW has a small number of funded vacancies, therefore added to the new roles, it is anticipated that all affected staff will be assigned into roles.

**Proposed Deletions:**

Role title	11/12	9/10	7/8	GM	MOS	SAS	
Contract Administrator			1				
Corrections Operational Analyst			1				
General Manager (temporary)				1			
General Manager				3			
Manager Community Corrections Operations Performance and Reporting	1						
Manager Governance and Quality Assurance		1					
Monitor Custodial Corrections					5		
Procurement Manager 11/12	1						
Project and Programs Co-ordinator			1				
Project and Reviewing Officer			1				
Project Manager	3						
Reviewing Officer Custodial Corrections						6	
Senior Contract Administrator		2					
Senior Finance Analyst		1					
<b>Grand Total</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>6</b>	<b>6</b>	<b>28</b>

## Proposed new roles

Role title	GM	11/12	9/10	7/8	5/6	SAS	
Business Support Officer					1		
Corporate Business Manager		1					
Culture Manager		1					
Culture Officer				2			
Executive Assistant					1		
Executive Officer			2				
Regional Contract and Compliance			1		1		
SAS 5 Day						8	
Senior Culture Officer			2				
Senior Executive Assistant				4			
Senior Executive Officer		2					
Senior Performance & Data Analyst			1				
Senior Policy Officer			4				
Senior Project Officer			3				
Senior Quality Assurance Officer			1				
Senior Review Officer			1				
Senior Wellbeing and Support Officer			8				
Staff Support Officer				3			
Strategy Manager		1					
General Manager (Private Monitoring)	2						
<b>Grand Total</b>	<b>2</b>	<b>5</b>	<b>23</b>	<b>9</b>	<b>3</b>	<b>8</b>	<b>50</b>

## 7 Proposed means for filling roles

The staff placement strategy aims to minimise disruption through maximising opportunities for direct placement. The proposed structure has more roles than the number being deleted, and there are existing vacancies, therefore all staff will be found roles at their ongoing assigned grade/rank.

Assignment to at level roles	
<b>Step 1</b>	Staff will remain in their roles where there are the same number, or more, roles at a rank / grade, as there are staff at that rank / grade within their business unit. NB: Some business units may be re-pointed to a new Branch / Unit resulting a change to reporting lines
<b>Step 2</b>	Where there are more staff at a rank / grade than there are roles at that grade in the business unit, staff will nominate their preferences including if they wish to remain at their current location (ie Sydney metro): <ul style="list-style-type: none"> <li>• staff will be provided a list identifying available roles and locations</li> <li>• placement preferences will be considered in numerical order; first preference will be considered first, then second preference and then third preference.</li> </ul>
<b>Step 3</b>	Where there are the same number, or more, roles at rank / grade than staff at that rank / grade who preferenced their current business unit, staff will be assigned to that business unit in accordance with their preference.
<b>Step 4</b>	Where there are not enough roles at a particular rank / grade for staff who have preferenced a business unit, an assessment will be conducted and the order in which offers are made will be based on performance / capability.
<b>Step 5</b>	Staff remaining unplaced after steps 1-4 will receive individual case management including consideration for roles in other parts of CSNSW and DCJ.  Roles that remain available after steps 1-4 are exhausted may be filled through normal recruitment processes.

Filling of remaining vacant roles will be by either:

- Talent pools; or
- Transfer at existing grade; or
- External advertising of the role.

People Business Partner will provide support and resources throughout the assignment to role process, and any associated correspondence to staff.



## **8 Voluntary redundancies**

CSNSW seeks to retain as many skilled and experienced staff as possible. Therefore, it is not envisaged there will be the need for a voluntary redundancy program associated with this restructure.

There will be a role available for every impacted staff member.

## **9 Impact of the restructure on EEO groups**

There is no identified greater impact on EEO groups than other staff as part of the restructure.

## **10 Impact of the restructure on staff with special needs**

There is no expected specific impact on staff with special needs.

Staff who identify the need for support will have reasonable support provided to them including access to training to support them in applying for roles.

Individual consideration will be given to staff on workers compensation, taking into account their current work capacity and reason for their absence from the workplace.

## **11 Impact on rural communities**

There will be no adverse impact on regional communities. Regional based roles will remain.

## **12 Management of excess employees**

Once the staff placement process has been completed, in the unlikely event that a staff member has not been placed into an ongoing or temporary role, they may be managed in accordance with the *NSW Government Managing Excess Employees Policy (MEE)* which involves declaring the person excess and an offer of voluntary redundancy (see 9 above).

Where a staff member who has been declared excess does not accept the offer of voluntary redundancy, the MEE policy provisions will apply.

## **13 Management of temporary employees**

The employment term of any temporary employees will be considered based on their existing period of employment, compliance with the *Government Sector Employment Act 2013* and any ongoing need for their services.

Temporary employees in roles proposed to be deleted will be considered for vacant roles after ongoing staff have been assessed for lateral assignments. Offers of ongoing employment to temporary staff will be done in accordance with the GSE.