

# Change Management Plan for Corrective Services NSW (CSNSW) Custody based Service Delivery Model change

## 1. Background and reasons for the organisational change

The *Towards 2030 Strategic Plan* (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.

Achievement of the new strategic objectives, as outlined in the *Strategic Plan*, 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.

## 2. Rationale for change

CSNSW has the opportunity to look forward to how we can best serve the New South Wales community in the next decade. The primary purpose of CSNSW is to **contribute to community safety through reducing adult reoffending**, and the Strategic Plan identifies six strategic priorities that CSNSW will work towards to achieve this purpose.

A key element of the new structure is that the Officer-in-Charge of the correctional centre will be accountable for the safety and security, and the provision of inmate services aimed at increasing 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.

The proposed changes to the custody-based service delivery model and structure for offenders services and programs is part of implementing this element. It aims to maximise service and program delivery through better integration and embedding an interdisciplinary team approach at each correctional centre.

### 2.1 Strategic Priorities

#### One Team

All staff must work together as one team to achieve the reducing reoffending outcomes. This means increased collaboration within CSNSW 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

CSNSW wants to develop a capable, professional, respectful and safe workforce that reflects the community it serves. The 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, being reducing reoffending. To reduce reoffending, 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

CSNSW wants 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, offenders must be 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

CSNSW 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. 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. It 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 operational decision making. Specific targets for each KPI will drive behaviour amongst staff to focus on reducing reoffending outcomes and will unify the organisation towards clear outcomes.

### **3. Scope**

The changes to the Offenders Services and Programs service delivery model is being implemented in phases. Phase 1, which this change management plan applies to, is the implementation of the new service delivery model and management structure for roles that provide support, services and programs to people in custody.

Phase 2 will be the implementation of the service delivery model and organisational structure for roles that provide services and programs to people managed under community based orders.

This document applies to all staff assigned to the following roles:

- Regional Service Manager (RSM)
- Manager Intensive Drug and Alcohol Treatment Program (IDATP)
- Manager Offender Services and Programs (MOSP)

- Services And Programs Team Leader (SAPTL)
- Senior Services and Programs Officer (SSAPO)
- Psychologist / Specialist Psychologist
- Senior Psychologist / Senior Specialist Psychologist
- Senior Classification And Placement Officer (SCAPO)
- Classification And Placement Officer (CAPO)

Phase 1 of the reform does not impact:

- Staff assigned to Services and Programs Officer (SAPO) roles

#### 4. Employee Communication and Consultation Strategy

Working Groups have enabled collaboration and consultation to develop a proposed Custody based Service Delivery Model that will enable delivery of the *Towards 2030 Strategic Plan* priorities and objectives.

Communication to employees about the working group recommendations has occurred via broad-reaching email from the Assistant Commissioner Strategy and Policy.

Regionally-based staff forum meetings were held by the Assistant Commissioner Strategy & Policy and Directors with (former) 'Offender Services and Programs' staff in late March 2023. The purpose of these forums was to provide an overview of the custody based service delivery model and respond to questions from staff about the realignment.

Further forums and workshops will occur as required to enable staff to provide input and feedback.

#### 5. Support services

CSNSW values its staff and is committed to supporting all staff, particularly those impacted by the development of the new structure and way of operating.

CSNSW will provide the following support services:

- Strategic Project Delivery team and People Branch advice and support provided onsite or via MS Teams and teleconference as required
- dedicated email to answer staff enquiries
- up-to-date intranet information including Q&As
- Access to counselling services through the Employee Assistance Program (EAP)

Staff with a disability or other concern about their capacity to apply for roles during the reform and subsequent role assignment processes are encouraged to speak with HR to discuss support options.

#### 6. Workforce planning needs and impact on services and functions

The Custody based Service Delivery Model changes are designed to enhance achievement of the strategic objectives set out in the Strategic Plan and to better support frontline staff to enhance service delivery.

Frontline services are not reduced as a result of the Model development.

## 7. Changes to organisational structure

The development of the custody-based Service Delivery Model has required a change in staffing structure and reporting lines within correctional centres. The proposed structure and reporting lines have been designed using the following principles:

- Delivery on strategic and corporate objectives is achieved efficiently and effectively
- Integrated service delivery that focuses on the needs of people in custody or managed 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
- Embodies a practice of care and safety
- High standards of governance and assurance to ensure value for money

The custody-based Service Delivery Model brings together the following functions:

- Classification and Placement
- Case Management (SAS functional manager retains administrative management with the new role providing leadership on service integration)
- Services and Programs and
- Psychologists.

A new role will be created to manage these functions and will report to the officer in charge of the correctional centre – either a Governor or a Manager of Security.

The grade of the new role, to be titled Senior Service Integration Manager / Service Integration Manager / Service Integration Team Leader, will be determined by the size of the correctional centre, the size of the team reporting to the new role and the complexity of the needs of the inmate cohort.

The proposed organisational structures are attached at Tab A. The proposed role descriptions for the new Senior Service Intergration Manager / Service Integration Manager / Service Integration Team Leader roles at attached at Tab B.

Psychologist / Senior Psychologists and Senior Classification and Placement Officer / Classification and Placement Officer roles will be realigned to report within the Service Integration structure to ensure an interdisciplinary approach to service delivery in custody.

The new structures includes:

- Creating 11 new Senior Service Integration Manager A&C Grade 11/12 roles

- Creating 8 new Service Integration Manager A&C Grade 9/10 roles
- Creating 8 new Service Integration Team Leader A&C Grade 7/8 role
- Deleting 6 Regional Service Manager A&C Grade 11/12 roles
- Deleting 1 Manager IDATP A&C Grade 11/12 role
- Deleting 15 Manager Offender Services and Programs A&C Grade 9/10 roles
- Deleting 7 Services and Programs Team Leader A&C Grade 7/8 roles

The proposed role allocation to Correctional Centres is attached at Tabs C and D .

Services and Programs Officer roles will become part of the Service Integration team and report through to the Service Integration management role at the relevant correctional centre.

It is not proposed to change the number and grading of Case Management and Classification and Placement roles.

## 8. Proposed means for filling roles

It is anticipated that the majority of staff will be able to be assigned to a role at grade within their current (geographical) location or within a reasonable travel distance from their current work location. For the purposes of this process, 'at grade' means the employee's substantive classification and grade.

Where there are the same number of roles at a work location and the role description has not changed, staff will be considered not impacted and confirmed in their roles.

Where an employee's role is identified for deletion, the impacted employee will be invited to **Express an Interest (Eoi)** in vacant roles at grade at or near their current work location. The Expression of Interest will include providing a cover letter that demonstrates how the employee meets the capabilities of the new role, a resume, a work sample to demonstrate capability and identifying at least 2 referees who can attest to the employee's capabilities in relation to the roles. An assessment for suitability to perform the vacant role at the required level will be conducted to determine assignment to the roles. An interview may be required if the assessment panel requires additional information or clarification on how the employee's capability and experience align to the new role.

The assessment panel will include directors from Strategy and Policy branch and a representative from either the Strategy Project Delivery team or People Branch.

Discussions will occur with staff not placed as a result of the assessment about suitable alternative placement options.

At the end of this process, any vacant roles remaining may be filled utilising processes that comply with the government sector employment framework including reassignment at grade, talent pools or advertised for comparative assessment.

The Strategic Project Delivery team in collaboration with HR People Business Partners will provide support and resources throughout the assignment to role process, and any associated correspondence to staff.

Where there is no or minimal change to an employee's role but a reporting line change, they will be provided with written advice of a reporting line change.

## 9. 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 as a result of the Custody based Service Delivery Model change.

## 10. Impact of the restructure on EEO groups

There is no identified impact on EEO groups.

## 11. 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 support provided to them, including access 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.

## 12. Impact on rural communities

There will be no adverse impact on regional communities. There is potential for additional roles in rural and regional locations.

## 13. Management of excess employees

Once the placement processes are complete, in the unlikely event that an ongoing employee has not been placed into an ongoing role, or temporarily held above establishment until an ongoing role becomes available, they may be managed in accordance with the *NSW Government Managing Excess Employees Policy* (MEE) which involves declaring the person excess, broader assignment opportunities and a calculation and offer of voluntary redundancy.

## 14. Attachments

- A Proposed organisation structures in correctional centres
- B Proposed role descriptions for the new service integration management roles
- C Proposed Correctional Centre Service Integration management role allocations
- D Role impact table