

Change Management Plan for Corrective Services NSW (CSNSW) Community 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. This means that the current model where Services and Programs Officers work across custody and community settings needs to change. Roles will work solely in one setting, that is in a correctional centre reporting through to the Office in Charge of the correctional centre or in a Community Corrections Office reporting through to the Manager of that Office. As a result, some Service and Programs Officer, Senior Psychologists / Senior Specialist Psychologist and Psychologist / Specialist Psychologist roles will be reassigned to Community Corrections Offices, and become part of the Community Corrections Branch.

The proposed changes to the community-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 community corrections office.

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 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, which this change management plan applies to is 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 all staff assigned to the following roles:

- Services And Programs Offices (SAPOs)
- Psychologist / Specialist Psychologist
- Senior Psychologist / Senior Specialist Psychologist

4. Employee Communication and Consultation Strategy

Working Groups have enabled collaboration and consultation to develop a proposed Community 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 community 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 Community 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 and working arrangements

The development of the community -based Service Delivery Model has required a change in staffing structure and reporting lines within community corrections offices. 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 community-based Service Delivery Model brings together the following functions:

- Community Corrections staff
- Services and Programs Officers (SAPOs) and
- Psychologists.

SAPOs and Psychologists (any grade) will become part of the existing management structure within Community Corrections Offices.

The additional staff numbers in a Community Corrections Office are within the range set out in the Staffing Principles that guided the Enhancements to Community Corrections Management and Administrative structures reform implemented last year. Under those principles:

Manager A&C Grade 9/10 – up to 7 direct reports

Manager A&C Grade 11/12 No Service Manager – up to 9 direct reports

Manager A&C 11/12 with a Service Manager – up to 6 direct reports

Service Manager A&C Grade 9/10 – up to 10 direct reports

The proposed role allocation to Community Corrections Office is attached at Tab A. It is proposed that psychologist roles (any grade) that are currently working / pay located in Community Corrections Office will be reassigned to that Office location.

The proposed reduction in the number of SAPOs at correctional centres is attached at Tab B.

Staff that move to roles in a Community Corrections Office will no longer meet the criteria for payment of the Environmental Allowance. In line with the existing procedures, staff will be given 3 months notice (ie 3 months salary maintenance) of the date on which the environmental allowance will cease.

Staff who are reassigned to role in Community Corrections will work under the flex time arrangements that operate within Community Corrections. A table showing the differences is attached at Tab C.

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 the number of SAPO roles reduces at a correctional centre, all SAPOs at that centre / complex will be invited to **Express an Interest** (Eoi) for roles at grade at or near their current work location. Whilst the number of SAPOs in roles in High Intensity Program Units (HIPUs), Aboriginal identified, or in specific therapeutic programs like the Intensive Drug and Alcohol Treatment Program (IDATP) do not change, SAPOs in those roles can express an interest in being reassigned to a community corrections office location. The Expression of Interest will include completing the Eoi form identifying up to three (3) preferred locations.

Where there are more impacted staff who express an interest in a location than there are roles available, a merit based assessment process will be undertaken to identify who will be placed in the available roles. This process will include submitting resume setting out capabilities and experience, undertaking reference checks, and may also involve an interview.

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

The total number of SAPO and psychologist (any grade) roles do not change as a result of the proposed realignment of roles to Community Corrections Offices. Therefore, it is not envisaged there will be the need for a voluntary redundancy program as a result of the Community 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 number of roles to be assigned to Community Corrections Offices
- B Proposed number of SAPO roles to be moved from Correctional Centres
- C Summary of differences in flex time arrangements