

## **RMP Feedback Daft Structure July 2024**

This restructure is the most significant since the organisation became SafeWork NSW in 2016 and then drawn into the Department of Customer Service (DCS) and placed into functional streams.

The current restructure presents a unique opportunity to address issues previously observed about the creation of silos, under-utilised Inspector resources, creating disharmony between work units and resentment within the organisation. The new structure must establish an organisation designed for success in achieving better outcomes for the people of NSW.

The suggestions below will strengthen connections within the agency where responsibilities are clearly defined and outcomes measurable. An element of flexibility is required to respond to emerging issues or refocus limited resources to target issues, until a “business as usual” attitude is achieved.

- Need to ensure specialist areas within Regulatory Capability and Harm Prevention, consider holistic approach when developing programs and clearly communicate expectations to Operational areas as they have previously been overloaded with “priorities” and haven’t achieved any real outcomes.

- Coupled with this there is a definite need to define the response work these directorates will undertake to eliminate previously experienced arguments over who should do what and what is a complex matter. Having a total Inspector count (incl. Team Managers and Team Coordinators) of 111 (27% of entire Inspectorate), the business units need to undertake initial response work for incidents, Requests for Service and engagement falling within their identified specialist's field. This may include responding to routine, (rather than just complex) matters, allowing for Operations and Enforcement, greater ability to implement and respond to focus areas of the organisation.

- There has been, over an extended period of time, a concentrate effort to reduce the timeframes for “full” investigations to be completed. As such over this time numerous adjustments have occurred to the investigation teams where by now it appears to be excessively resourced with inspectors. Further the Investigations area has a dedicated clerical resources to further assist, however latest available information showed that the introduction of these change has not had any significant impact on investigation time frames. It does however provide support that inspector have greater capacity for a variety of other work.

Recently and following a internal team review it was established that a number of Inspectors are only allocated, undertake and complete one investigation per year, in one example an inspector allocated only one matter that had yet to be finalised within 18 months.

At anyone time, the Investigations teams would be carrying a total of between 85 and 110 active investigations. On current establishment lists of a total of 35 Inspectors, this seems to indicate a number of Inspectors have capacity to undertake various other inspectorial duties

- To address the above and the issues identified within the McDougal review relating to burnout, rotation and providing a variety of tasks to Inspectors, there could be an option to relocate the individual investigations units (Metro North, Metro South, Regional North, Regional South) to one each of the Operation Directorates. Regional North, Regional South, Metro, and Construction providing the ability to call in extra resources if and when necessary, from the directorate in which the Investigation Unit is located. This will also allow inspectors assigned to the Investigations unit within the identified

Directorate, undertake a variety of activities within role for mental well-being and maintenance of skills. An added benefit is that this model will also build the capability across the Operational inspectorate in investigations and initial response to critical matters, a significant element on the success gathering of relevant, viable and admissible evidence.

- Each of the Investigations Units within the Operations Directorate, should have reporting lines through to specific resources within the Legal Directorate. This will allow for ongoing legal oversight of any and all investigations, monitoring progress, evidence collection and brief of evidence compilation

- The remaining business units within the current proposal, Triage and Response, Advisory Services and High-Risk Workplaces and Repeat Offenders, could remain in a single Directorate within the Operations and Enforcement Group. This also provides an opportunity to unite the EU and Responsive Sentencing Unit as a complete Directorate. This would allow for better alignment of intelligence and work with the High-Risk Workplaces and Repeat Offenders business Unit.

- There is a requirement for dedicated clerical support for Triage and Response. This is due to the areas of responsibility including the management of communication between other state and federal agencies. These include but not limited to:

  - Public Works Advisory (NSW)

  - Independent Pricing and Regulatory Tribunal (NSW) (Electrical Safety Act receiving and responding to notified events) - this agreement funds a liaison position within SafeWork NSW

  - Fire & Rescue NSW

  - Reconstruction Authority (NSW) - response and management of SWNSW resources during State Emergencies

  - Resource Regulator (NSW Mines)

  - Australian Maritime Safety Authority (AMSA)

  - Office of the National Rail Safety Regulator (ONRSR)

  - National Heavy Vehicle Regulator (NHVR)

- The clerical support will also assist in the development of relevant rosters and manage administrative tasks related to the unit including the After-Hours Emergency Response Service claims system and processes for the payment of appropriate allowances.

- The new structure does not address the concern raised about the managerial gap between Directors and business unit managers. There appears to be an expectation that the Team Managers (STTEAMCO) assume the responsibilities of the previous and Inspector's award designation of a Team Manager. In the material provided in the presentation, this restructure was to "Enhance focus on employee wellbeing, development and career pathways". The reintroduction of the Team Coordinator, does not fully address this issue. There remains a significant gap between the Inspectorial management stream and Directorate Management and the only way to appropriately address this is introducing a level between the Director and current Manager. Alternatively, remunerating the Tem Managers at the same hourly rate as the clerical 11/12 designation would in some way address this issue.

Thank you for the opportunity to provide this feedback and ideas. I look forward to positively contributing to the changes and implementing the new structure for the benefit of everyone.