



# NSW Fair Trading Draft RMP

## Frequently Asked Questions

August 2025

### 1. Restructure Management Plan

#### 1.1 What is a Restructure Management Plan (RMP)?

The RMP is a document used by groups and agencies undergoing significant organisational change that identifies major stakeholders, outlines the communication and consultation approach, describes the employee placement procedure and articulates strategies to achieve the change.

The RMP will include details on such elements as:

- The background and reasons for organisational change
- Employee communications strategy
- Changes to the organisational structure
- Process for filling roles
- Timetable for implementation

This restructure plan has been prepared in accordance with the Department of Premier and Cabinet Agency Change Management Guidelines (D2011\_014).

### 2. Proposed changes to the operating model

#### 2.1 Why are we changing our operating model?

Following our transition period from BRD, we recognise that our current structure and ways of working are not fully enabling us to deliver on our strategic outcomes and regulatory priorities, or to actively address the pressures we face as a regulator.

Some issues we currently face in Fair Trading include:

- limited enforcement leverage and lengthy disputes and investigations that impact timely regulatory outcomes.
- a need for greater investment in data, automation, and intelligence-led compliance.
- a lack of consistent prioritisation frameworks, making it difficult to focus effort on the highest-risk issues and most impactful projects.

- structural inefficiencies and duplication that affect accountability, collaboration, and service consistency.

The functional review provides a clear opportunity to reshape how we operate. This means streamlining functions, improving clarity of roles and responsibilities, and organising teams in a way that aligns with our future regulatory needs.

## 2.1 What is changing across Fair Trading?

- A new operating model is proposed that aligns key functions across five (5) branches, each reporting into a Public Service Senior Executive Band 2 Executive Director or Public Service Senior Executive Band 1 Director role, as well as the Deputy Secretary and NSW Fair Trading Commissioner.

Functions are proposed to align to areas of highest risk and impact, building deep regulatory expertise, and creating clear end-to-end accountability within each branch.

- This will ultimately improve customer outcomes, enhance capability, efficiency, accountability and governance, and support a more agile, responsive and expert regulatory service.
- At the heart of this proposed new model is the shift towards three specialist regulatory branches and two enabling branches including:
  - Fair Trading Rental (specialist branch)
  - Fair Trading Strata & Property Services (specialist branch)
  - Fair Trading Consumer (specialist branch)
  - Strategy, Policy and Delivery (enabling branch)
  - Governance, Assurance & Performance (enabling branch).

All existing non-executive roles have been reviewed to ensure alignment with future functions, priorities and where they deliver the most value. This means that some roles have been redesigned, some will realign to a new reporting line, some new roles have been created and some roles removed where duplication of function or effort has been identified.

## 2.3. What is changing across the proposed three specialist branches in the new structure? Proposed Three Specialist Branches

The proposed change includes the following impact to functions and services:

- The importance of frontline roles has been considered with an overall increase in the number of Inspector and Investigator roles, and a considered redistribution of all operational roles across the proposed specialist branches.
- Current operational teams that perform issues resolution, assessment and investigation functions have been redefined to PSi capability and enable the three specialist branches to manage more complex and high impact regulatory functions. Complaints have been embedded within relevant specialist branches to ensure end-to-end management of complaints.

- Customer Care, Intake and Triage will move to Strategy, Policy and Delivery as temporary roles.
- Registry Services has been incorporated into each branch relevant to regulated sectors.
- Program delivery roles have been embedded within relevant specialist branches to initiate cross disciplinary teams to support high priority/high risk work such as major investigations or new regulatory risks. A central team will remain in the proposed Strategy, Policy and Delivery branch to support delivery of whole of Fair Trading priorities.
- Quality and business improvement functions have been transitioned out of Operations, uplifted and consolidated within the specialist branches where appropriate.
- The Disciplinary Action Unit currently in the Operations Division has been increased and spread across the three specialist branches to ensure end-to-end accountability and further support compliance and enforcement activities.
- Reviewable Decisions will move to Governance, Assurance and Performance Branch.
- Licensing roles that currently sit in the Operations Division will be spread across the Consumer and Strata and Property branches to ensure end to end accountability in each of those domains.
- Dedicated strategic advice, engagement and education teams will also be embedded in each of the three specialist streams to understand specific community needs, trends and emerging risks in each of the key sectors we regulate with a focus on high engagement with the community and use of non-enforcement tools to empower consumers and effect trader behaviour change
- A central delivery, engagement and education function will be retained to support whole of Fair Trading delivery and communication.

## Proposed changes for Rental Branch

Proposed directorates within the Rental Branch include:

### Rental and Financial Services

The proposed changes include:

- An increase in roles in the **Grants and Funds** Team is proposed to support targeted enforcement, better dispute resolution, and improved customer engagement. This team administers and oversees all of Fair Trading's grants, property related compensation schemes, and statutory accounts with transparency, fairness, and accountability so that statutory funds are used effectively to deliver meaningful consumer protection outcomes and strengthen Fair Trading's impact.
- The Property Services Compensation Fund & trust accounts will be overseen by the Grants and Funds team.
- **Rental Bonds** will realign to this directorate. Rental Bonds manages the end-to-end rental bonds lifecycle to ensure trust, transparency, and timely service for renters and landlords in NSW.

- **The portable Rental Bonds Team** will be realigned to this directorate. The teams Design and delivery of a quality portable rental bond scheme to allow bonds to move with tenants from one property to another reducing financial barriers for renters and supporting a modern, mobile rental market.
- A **project delivery team** will be introduced to design and implement specialised rental initiatives that improve outcomes for renters, property providers, and the broader rental market.

A dedicated **Strategic Advice & Engagement Team** providing evidence-based insights, engagement and targeted advice to support effective community informed rental market regulation and reform.

- Community education, market monitoring and analysis will also form part of this directorate.

### Compliance and Resolution

The proposed changes include:

- The **Rental Taskforce** is proposed to sit in this directorate and expanded to include investigations and compliance coordination to prevent, detect, and respond to breaches of rental laws through effective and efficient inspections, investigations, compliance and enforcement actions.
- A **Complaints team** will be realigned from the current operations Division to deliver fair, accessible, and timely resolution of rental complaints and enquiries, building trust in the rental system through responsive service and continuous improvement.
- **New mediation roles** have been introduced into the complaints team , with the intent to reduce matters going to the NSW Civil and Administrative Tribunal (NCAT), and to support new powers for Fair Trading in legislative and reform pipelines.
- **Disciplinary Action** –work collaboratively across Fair Trading to produce timely, high quality decisions that secure meaningful regulatory outcomes.

### Proposed changes to Strata and Property Services Branch (S&PS)

Proposed Directorates within the Strata and Property Services Branch include:

#### Compliance and Enforcement

The proposed changes include:

- **Compliance** – subject matter experts that will be deployed around NSW to drive Fair Trading's proactive enforcement operations, engage with traders and customers and respond to complaints of misconduct by traders and owners corporations.
- **Investigations** –lead high impact investigations into serious misconduct that secure significant enforcement outcomes to protect consumers and promote trust in the sectors we regulate.
- **Disciplinary Action** –work collaboratively across Fair Trading to produce timely, high quality decisions that secure meaningful regulatory outcomes.

## Regulatory Operations and Delivery

The proposed changes include:

- **Qualifications, Industry and Regulatory Capability** will lead Fair Trading's regulatory qualifications responsibilities and professional development and competency initiatives, including statutory schemes previously delivered inconsistently and ad hoc. This includes delivering Continuing Professional Development (CPD) programs and competency initiatives including statutory schemes and providing support to Consumer on regulatory qualifications work)
- **Project Delivery** will work across Fair Trading to deliver major legislative and reform initiatives and embed change into S&PS' ways of working.
- **Licensing** will be responsible for being the strong front door to the sector by making high quality decisions on who is authorised to work across the strata and property sectors.
- **Mediation** will continue to deliver critical mediation services across strata, retirement villages and residential land lease communities and identify new ways to deliver dispute resolution outcomes for our customers.
- **Complaints** will be the face of Fair Trading for those seeking help by providing expert advice, empathetic support to resolve disputes and ensure timely escalation of potential breaches to our Compliance and Enforcement team.

## Proposed changes for Consumer Branch

- The existing Operations Division will be disbanded and is proposed to be redefined as the Consumer Branch.
- Existing functions within Operations including complaints, registry & regulatory services, issues resolution, investigations, compliance, disciplinary action, quality, business improvement and licensing are proposed to be spread across relevant proposed specialist branches.
- Existing functions within Operations of Data & Intelligence and Direct digital function roles are proposed to realign to the enabling branch of Strategy, Policy and Delivery.
- Existing function of Customer Care, Intake and Triage are proposed to realign to the enabling function of Strategy, Policy and Delivery as temporary roles while opportunities for digital capability and uplift are explored.
- The Consumer branch will deliver core functions in complaint resolution, licensing, inspections and investigations focusing on a range of Fair Trading legislation and the Australian Consumer Law. The proposed structure simplifies workflows, integrates legacy teams, and boosts capability in product safety and targeted enforcement.
- The Consumer branch will also see the introduction of strategic advice and engagement to provide timely, relevant analysis to help the Consumer Branch understand community needs, sector trends, and emerging risks to strengthen

community engagement. The Strategic Advice function will report directly into the Executive Director, Fair Trading Consumer and will work closely with the Strategy, .

- These changes modernise our regulatory approach, build agility in responding to consumer risks, and align with digital system upgrades for improved frontline service delivery.

Proposed directorates within the Consumer Branch include:

#### **Regulatory Operations & Delivery**

The proposed changes include:

**Complaints** will have a dedicated Consumer complaints handling team to oversee both consumer and automotive related complaints with improved self-service for consumers, and potential for the automation of complaints, processes and improved workflows with the planned replacement of the CAS legacy system and broader digital uplift activities.

- **Issues Resolution** has been redefined to uplift capability to manage more complex and high impact regulatory functions.
- **Licensing roles** that currently sit in Operations division will be spread across the Consumer branch as well as the Strata and Property Services branch.
- **Registry & regulatory services** to manage relevant mandated registers.

#### **Compliance & Enforcement**

The proposed changes include:

- **Investigations & Inspectors** - investigators and inspectors will support proactive compliance and agility, and enhanced oversight for emerging issues. . Investigator and Inspector role descriptions have been re-evaluated and updated, including Automotive Inspector and Investigator role descriptions. General Investigator and general Inspector roles will apply across these roles in the structure.
- **Dedicated Disciplinary Action function** to support compliance and enforcement activities
- **Engagement function** – supporting understanding of community needs, sector trends and emerging risks and proactive engagement with the community
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## **2.2. What is changing across the proposed two enabling branches in the new structure?**

#### **Proposed changes to Strategy, Policy and Delivery branch**

- The existing **Policy and Delivery branch** is proposed to be renamed to the **Strategy, Policy & Delivery (SPD) branch** to ensure consistency in regulatory policy advice and reform delivery. This branch will provide trusted and evidenced based policy advice, drive legislative reform, guide strategic direction and priorities, deliver insights through data, build workforce capability and drive reform initiatives.

- SPD will provide a single, trusted policy view for Fair Trading by drawing on the insights and expertise across the regulator.
- While monitoring of strategic priorities has previously been dispersed across Fair Trading, responsibility will sit in SPD providing the NSW Fair Trading Executive Leadership Team with strategic oversight of key priorities.
- The existing delivery function is proposed to be spread across the three specialist branches where they are responsible for delivery of key priorities. A lean delivery team will remain in SPD to support delivery of whole of Fair Trading priorities.
- The existing **reviewable decisions function** is realigning to the **Governance, Assurance and Performance Branch**.

Proposed teams within the Strategy, Policy and Delivery Branch include:

#### **Regulatory Education and Strategic Priorities**

The proposed changes include:

- A new **Practice Development Centre** will be established to lead capability uplift and promote consistency in operations across Fair Trading. It will bring together workforce capability, knowledge management, strategic planning, and delivery, and ensure that the realignment of functions across the three specialist branches still supports uplifted workforce capability and knowledge sharing of best practice.
- The **Strategy and Performance team from the existing Strategy and Performance Division** will be realigned to this branch supporting planning, reporting and alignment with regulatory priorities
- **Strategy & delivery** will form part of this team
- **Customer Care, Intake and Triage** will be realigned from the existing Operations Division. Roles within this team will have a temporary status and form part of the set of temporary roles that will remain for the first 12 months following implementation of the proposed new structure while automation opportunities are explored under the Digital Uplift Program.
- **Regulatory Education & Community Engagement** will focus on strategic stakeholder and community engagement initiatives that build trust, support customer education, and strengthen cross-sector collaboration, while aligning with organisational objectives and promoting awareness of stakeholder rights and responsibilities.
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#### **Regulatory Intelligence, Data and Insights**

The proposed changes include:

- The **Data & Intelligence team from the current Operations Division** will realign to this Directorate and be consolidated with the existing insights functions from the existing **Customer Insights and Project Delivery (CIPD) team** to enable integrated, agency-wide insight and evidence-based support. The consolidated team will drive operational intelligence, performance monitoring, and decision-making across Fair Trading.

- **Digital Directorate**

The proposed changes include:

- **Tier 1 digital support roles currently distributed across the Operations Division** will be centralised in this Directorate. This will strengthen oversight, reduce duplication, and better support legacy system reform in line with DCS's broader Digital Strategy.
- Digital modernisation strategy, digital platform and product transformation, development and innovation and digital delivery will form part of this directorate
- A **lean delivery team** will remain in this Directorate to support delivery of whole of Fair Trading priorities which have touchpoints across all specialist branches.

#### **Policy Directorates (x 2)**

One Policy Directorate will have a specific focus on Rental and Strata & Property regulatory areas, and the other on Consumer.

Subsidence Advisory NSW reports into the Executive Director, Strategy, Policy and Delivery, but is out of scope for the functional review and this RMP.

#### **Proposed changes to Governance, Assurance and Performance Branch**

The existing **Strategy & Performance Division** will be renamed to the proposed **Governance, Assurance and Performance (GAP) branch**, to provide targeted enabling support through governance, ministerial, commercial operations, decision-making oversight, and performance monitoring. This branch ensures transparency, accountability, and sound operational practice across all of Fair Trading.

The existing **strategy and performance team** will be realigned to the Strategy, Delivery and Performance Branch under the Regulatory Education and Strategic Priorities Directorate to support leadership on planning, reporting, and alignment with regulatory priorities.

This proposed branch is led by a Director, Governance, Assurance and Performance, and key changes include:

- Establishment of a **Commercial Operations team** to administer low-risk sourcing activities and contracts management, and the centralisation of key business support operations such as fleet management, uniform management and equipment.
- Realignment of three (3) roles from the right to information function (GIPA) to the central DCS Legal team in DCS Policy Strategy and Governance.
- The **reviewable decisions function** is realigning to this branch from the current Policy & Delivery branch.

Ministerial and Parliamentary Services, Governance & Assurance (including Business Resilience, Risk, Privacy, Information Management and Business Operations and Executive Office Support will form part of this directorate

### 3. Benefits of the proposed operating model

#### 3.1 What are the benefits of the proposed new structure?

- **Strengthen Fair Trading's operational and regulatory effectiveness** by redesigning team structures in frontline functions and areas of high impact, enabling the agency to better respond to consumer and market harms.
- **Rebalance the organisation** by reducing duplication, streamlining leadership layers, and reinvesting in inspectorate, compliance, investigation, and education roles.
- **Address structural gaps and fragmentation** that have emerged over time, particularly across licensing, complaints handling, registry services, and regulatory delivery functions.
- **Support a more coordinated and responsive regulatory presence across NSW**, including through a more integrated model that can respond flexibly to emerging risks across sectors and geographies.
- **Promote consistency in regulatory decision-making**, performance monitoring, and knowledge management by consolidating delivery support functions into centralised branches.
- **Build internal capability and leadership accountability** through revised spans of control and clearer role expectations, enabling a higher-performing culture and a unified regulatory voice.
- **Ensure strategic alignment with budget and resource constraints**, improving transparency in how FTEs are used to deliver outcomes for the community.
- **Create new career pathways and mobility across functions**, supporting talent development and long-term workforce sustainability.
- **Lay the foundations for future transformation** by creating scalable teams and structures that reduce the need for further restructures and can adapt to changes in policy, funding, or operating conditions.

### 4. Structure and roles

The proposed NSW Fair Trading organisational structures can be found on the FT Change Hub.

#### 4.1 What does this proposed change mean for me?

In the proposed structure, some roles have minimal impact (e.g. change of reporting line and/or a new role title) and some roles are impacted more significantly (e.g. change in job function/role description).

Whilst we work through the consultation period and the restructure process, you will continue to perform the same work as you do in your current role.

#### 4.2 When is the proposed change going to happen?

At the moment we are consulting on the proposed structure and seeking your feedback. We will need to thoroughly review feedback and the proposed model in line with this feedback.

You will receive regular updates on the implementation date. At this stage a proposed schedule is outlined in the draft RMP, with an anticipated implementation date of mid-November 2025.

#### **4.3 Who approved the proposed structure and roles?**

The Deputy Secretary & NSW Fair Trading Commissioner and the Chief People Officer approved the draft RMP.

During and post consultation, all feedback will be considered, and will be considered by decision makers prior to a final structure being approved by the Deputy Secretary & NSW Fair Trading Commissioner, Chief People Officer and the DCS Secretary.

Once approved, there will be an implementation briefing held with all affected employees announcing the approved structure.

#### **4.4 Will there be a change in the number of roles within Fair Trading in the proposed structure? \*UPDATED\***

- There will be impacts, either because the relevant role description has fundamentally changed or because there are fewer roles than people in specific teams.
- To develop the proposed structure, NSW Fair Trading considered the DCS organisational design principles, the Public Service Commission (PSC) Role Description Guidelines, and the NSW Public Sector Capability Framework.
- Where possible and appropriate, role descriptions from the DCS Role Description Library have been used. New role descriptions are in the process of being evaluated and will be made available to employees for feedback.

The proposed structure has been developed to meet the future business needs of NSW Fair Trading, to ensure the right structure, resources and capabilities are in place to support NSW Fair Trading's vision to reshape how we operate and ensure our teams are organised in a way that aligns with our future regulatory needs.

The proposed structure can be found in the draft RMP and the proposed organisational structures on the FT Change Hub.

Any impacts or changes in the number of roles will be known once all consultation feedback has been considered and a final structure approved by the Secretary DCS.

#### **4.5 Why is my role/ title different in the proposed structure?**

We took the opportunity to streamline role titles for consistency and ensure they are in line with the approved DCS role title naming conventions, to better reflect grades and functions.

Additionally, positions have been redesigned and reallocated to where they deliver the most value with a key priority to our frontline regulatory presence and lifting accountability and/or removed where duplication of function or effort has been identified.

The proposed Role Descriptions (RDs) have been added to the FT Change Hub. You can contact your P&C Business Partners Will Pritchard or Michele Paphitis for any questions about the RDs.

#### **4.6 My role title has changed in the proposed structure, will I get a new role description (RD)?**

Yes. The proposed Role Descriptions (RDs) have been added to the FT Change Hub. You can contact your P&C Business Partners Will Pritchard or Michele Paphitis for any questions about the RDs.

#### **4.7 Where do I fit in the proposed structure?**

Your Executive Director will advise where you fit in the proposed structure in your divisional briefing session.

Please refer to the detailed proposed structure and role descriptions on the FT Change Hub to understand the roles and teams in the proposed structure. You can also speak to your People Leader.

#### **4.8 I am currently in a temporary role but cannot see it in the proposed structure, does this mean I don't have a role?**

We must remember the draft RMP is about the structure and how roles in the new structure will be filled.

If you are a temporary employee and assigned to a role that is absent from the proposed you will have the opportunity to apply for remaining roles in Stage

Once the structure is confirmed after consultation, we'll work through what it means for temporary arrangements and provide further information.

You can also speak with your people leader or P&C business partner for what opportunities the new structure may present for you.

#### **4.9 Who can I talk to regarding my concerns about proposed changes to my role and reporting line?**

If you/your team notice any errors with your role in the proposed organisational structures, please contact the Transformation and Change Team at  
[FT.Changeteam@customerservice.nsw.gov.au](mailto:FT.Changeteam@customerservice.nsw.gov.au).

For concerns about the proposed changes to your role and reporting line, please speak to your People Leader, or provide feedback via the official form during the consultation period.

#### **4.10 I don't see my name on the proposed structure, does this mean I don't have a role?**

During the consultation period, no names are stated on the proposed organisational structures. The consultation period is an opportunity to review the proposed changes to organisational structures and post consultation all feedback will be thoroughly reviewed.

Names will only be visible on the organisational structures once the final RMP is announced and a filling of roles process may need to take place.

#### **4.11 When will I know who I will be reporting to?**

Your Executive Director will advise where you fit in the proposed structure, including proposed reporting lines, in your divisional briefing session. No names are stated in the proposed structures.

Your current reporting lines will continue until the effective implementation date is confirmed post consultation.

#### **4.12 My team structure has changed in the proposed structure, will I get a new role description (RD)?**

Yes, for some team structures, proposed new functions and roles have been introduced and proposed new role descriptions are available on the FT Change Hub.

For others, while there may be proposed changes to reporting lines/team structure, you may find that your current role has not changed and there is no new role description.

You can view the proposed structure and proposed new role descriptions on the FT Change Hub.

#### **4.13 What happens to the work that I am currently doing?**

You are expected to continue your current roles and responsibilities until any proposed changes are formally approved and implemented. A transition plan will be developed to support employees through any required changes. For now, it is business as usual for Fair Trading to continue service delivery.

#### **4.14 What is happening with the Executive Leadership and Senior Executive structures?**

The Executive Directors and Directors are still undertaking the filling of roles process. The aim is to have the executive and non-executive structures implemented at the same time, after consultation.

Once appointments are made for Executive Directors and Directors, they will be communicated accordingly.

#### **4.15 I am located in a regional area, what does this proposed RMP mean for me? \*UPDATED\***

Existing regional work arrangements will be maintained where possible in the future structure regardless of the roles you apply for.

This means that if you currently have an approved regional arrangement and you apply for a role as part of the RMP process, the business will take into consideration your current arrangement and if able to do so, honour your existing arrangement.

This is subject to service delivery needs. This approach will hopefully ensure that employees who currently have regional arrangements have options available to them when applying for roles.

#### **4.16 I am currently planning my retirement and/or am on a retirement plan, what does this proposed RMP mean for me?**

Executive Directors and People & Culture must have a clear understanding of individuals with confirmed retirement plans who are currently on unpaid or partial leave until their retirement date.

Individuals in roles will remain until the individual formally exits the organisation in line with their agreed retirement plan.

#### **4.17 My current ongoing role appears temporary in the proposed structure, what does this mean for me?**

Where an individual's role has shifted from ongoing to temporary in the proposed structure, their employment status remains ongoing.

Individuals will be given the opportunity to secure an ongoing role at grade once the final structure is approved and announced after consultation but can be considered for a temporary appointment to support the delivery of the proposed temporary role's responsibilities.

#### **4.18 What happens to my current salary arrangements?**

There is no impact to your current salary.

#### **4.19 Will my current Flexible Working Arrangement need to change?**

No. This will need to be updated as and when required.

#### **4.20 When will our stakeholders/clients be informed about the proposed changes?**

Communications will be prepared and sent to relevant stakeholders to advise on the confirmed changes once outcomes from the consultation are known.

#### **4.21 What do the borders mean in the proposed organisational charts when referring to 'new role', 'redesign/capability uplift'? \*NEW\***

The borders noted in the legend of the proposed organisational charts for 'new role' or 'resign/capability uplift' relate to role design.

Elements that were considered as part of role design included understanding:

- objectives of the proposed teams and required roles, including gradings, to deliver on the objectives
- the accountabilities and level of capabilities required to undertake activities
- if an existing role was still fit for purpose
- if an existing role needed to be amended i.e. uplifted, and
- if there were any gaps and a new role was required to be created.

The borders **do not** translate as an impact or what phase of the filling of roles process (Stage 1-4) a role may go through.

#### **4.22 Is this a spill and fill process? \*NEW\***

No. The intention of the RMP is to place as many ongoing employees as possible in the new structure for NSW Fair Trading once this has been finalised. The NSW Government mobility placement program will be offered to any impacted employees following the implementation stages.

#### **4.23 I'm not able to find a role description to match a role showing on the proposed org charts – why not? \*NEW\***

As part of the functional review, role descriptions were reviewed to examine if existing roles were still fit for purpose, needed to be amended and/or new roles were required to meet the objectives for the future operating model.

To develop the proposed structure, NSW Fair Trading considered the DCS organisational design principles, the Public Service Commission (PSC) Role Description Guidelines, and the NSW Public Sector Capability Framework.

The role description sets out the key accountabilities, capabilities, and requirements of a job. Where possible and appropriate, generic role descriptions from the DCS Role Description Library have been used which may not match the role title on the org chart.

To support you to find a role description, a [spreadsheet is now available on the Change Hub](#) that lists all roles appearing in the proposed org charts and links them to the corresponding role description.

#### **4.24 How are identified roles being considered in the proposed changes? \*NEW\***

We are carefully considering all roles, including identified and targeted roles, as part of the proposed changes. Our approach looks at:

- The purpose and needs of each role.
- The capabilities and experience people bring now and for the future.
- The future state structure and opportunities for growth.
- Our diversity, equity and inclusion commitments.
- The services needed most by the people of NSW.

Decisions will be made thoughtfully and fairly, respecting the contributions of all roles and ensuring identified and targeted roles are recognised, supported, and positioned as vital to our future.

#### **4.25 Are there any protections or considerations through the RMP process for workers over the age of 45? \*NEW\***

All employees are considered equitably through the RMP process. We welcome feedback from any employee in relation to individual circumstances they feel need consideration.

#### **4.26 What information has been used to create the current vs proposed structure table in Section 8 of the Draft RMP document and why? \*NEW\***

This table lists ongoing roles in the current structure by clerk grade (*not including vacant roles*, contractors and non-critical temporary roles) and compares this to proposed roles (*including vacant roles*, but excluding contractors and non-critical temporary roles) reflecting any variance by Clerk Grade across all of Fair Trading.

Vacant roles have not been included in the data appearing in the table for current state roles as not all existing vacant roles are budgeted for and therefore, are not true vacancies. The proposed roles appearing on the table are inclusive of vacant roles and have been budgeted for within Fair Trading's budget envelope.

Where 'non-critical' temporary roles are referenced in the draft RMP document, this refers to temporary roles that are non-operational or non-customer facing. This does not indicate that these roles do not carry out important functions outside of operational or frontline delivery.

## **5. Temporary/leave/secondment arrangements**

### **5.1 What happens if I am working in Fair Trading on secondment or temporary assignment from another area/agency?**

If you wish, you can still provide feedback during the consultation process. If a decision is made to cease secondments early, this will be done in consultation with you and your home agency/usual business unit.

### **5.2 What if I am currently on a temporary assignment?**

Temporary assignments will be reviewed on a case-by-case basis, and you will be informed of any changes. There may be some changes impacting employees on secondment or temporary assignments as part of the proposed changes; for these employees your manager will contact you to discuss individual changes.

### **5.3 What happens if I have planned leave during the consultation?**

You should speak with your manager and provide contact details for when you are on planned leave.

### **5.4 Who will communicate the changes to the people acting in other roles?**

We are seeking the support of managers who are aware of people in their structure that are on temporary assignments within Fair Trading, across DCS and/or are on secondment. Managers will reach out to those people to check in to see how they would like to be communicated to and provide the relevant information and feedback form.

### **5.5 What happens if I'm on parental leave?**

We are seeking the support of managers who are aware of people in their structure that are on parental leave within Fair Trading. Managers will reach out to those people to check in to see how they would like to be communicated to and provide the relevant information and feedback form.

### **5.6 How do I access information on the hub about the proposed changes if I am on secondment to another Government agency? \*NEW\***

Please provide your email address to your line manager and they will email the [FT Change Team mailbox](#) with your email address to request direct access.

## **6. Recruitment**

Section 9 of the draft RMP provides an outline of the means for filling roles and any required assessment processes.

### **6.1 What are the selection phases for filling roles? \*UPDATED\***

The general process for filling roles includes four stages, and this process commences once a final structure has been approved and announced following consultation

#### **Stage 1 – Direct Assignment to roles**

If there is no change to a role description and/or number of positions and employees are the same, ongoing employees may be directly assigned to a role in the proposed structure and advice will be sent to these employees to confirm this.

##### **Scenario:**

*“I am an ongoing grade 5/6 Consumer Protection Investigator and can see my current substantive role unchanged in the future structure. I can see there are fewer grade 5/6 roles available overall in the future structure, however there are 16 x 5/6 Consumer Protection roles in the future structure which is the same as the current structure, what does this mean for me?”*

Based on this scenario, where the employee is performing the same role today as they will be in the proposed in the future state, they are eligible to be directly assigned (Stage 1).

#### **Stage 2 – EOI and Suitability Assessment**

Where direct assignment is not identified for ongoing employees and/or there is a change to a role description and/or the number of positions is less than number of impacted employees, ongoing employees will be asked to submit an expression of interest.

This involves expressing interest in up to 3 roles at level via a dedicated Microsoft Form, including a CV and cover letter, and employees should specify their preferred employment type to be considered e.g. job share, full time, part time.

**Scenario:**

*“I am an ongoing grade 3/4 Engagement & Complaints Representative. I can see in the future structure that there are fewer Engagement & Complaints Representative roles available than ongoing grade 3/4 employees. What does this mean for me?”*

*In this scenario this employee does not meet the criteria for direct assignment (Stage 1) and would be invited to submit an EOI during Stage 2.*

### **Stage 3 – Mobility Sourcing**

We will be launching Stage 3 for any remaining vacant roles that have not been filled after Stages 1 and 2. These vacant roles will move into the sector wide mobility pool for 5 business days where any assignments will be made based on skill match and suitability. More details about the mobility process can be found on the [DCS Mobility Hub](#).

**Scenario:**

*“I was employed on a temporary basis in January 2025. Am I eligible to participate in stage 3?”*

*This will depend on how the role was advertised for the position you are currently assigned to. If the role was advertised externally as a temporary role **without** the possibility of conversion to ongoing, you must remain in the at-grade role for at least 12 months before being eligible to be converted to ongoing at-grade.*

**Note:** This is at the discretion of the business delegate and subject to the satisfactory conduct and performance of the employee.

### **Stage 4 – Internal and External recruitment**

Where remaining vacant roles have not been filled after Stages 1 – 3, these vacant roles will be advertised through internal and external advertisement. These roles will be open to any applicants, internal and external, including contractors and temporary employees. At this stage, employees can apply for any role, including above-grade roles, and talent pools may be considered/utilised at this stage.

Comparative assessments will be undertaken to assist in the assessment of knowledge, skills, and abilities against the new Fair Trading role requirements. Successful candidates will be appointed to a role.

**Scenario:**

*“I am temporarily acting (TAA) in a grade 7/8 Customer Care Advisor role, and my substantive role is a grade 5/6 Regulatory Operations Officer. What does this mean for me?”*

*Based on the above scenario this employee must participate in the RMP process at the **substantive grade 5/6**.*

*If the temporary assignment was based on an external comparative assessment, the employee may be eligible for an assignment at Grade 7/8 at the end of Stage 3, otherwise they are eligible to apply for any role advertised internally or externally as part of stage 4 regardless of the grade.*

Please refer to the [P&C drop in presentation pack](#) for detailed information on the stages including scenarios.

## **6.2 When do we commence the phases for filling roles?**

As we are currently in consultation, the phases for filling of roles does not commence until feedback from consultation is reviewed. Once the final structures are approved and announced for implementation, the filling of roles process can commence.

It is important to emphasise that this process does not commence until the final RMP is approved, once feedback from consultation has been reviewed.

## **6.3 How do I find out more about the phases for filling roles? \*UPDATED\***

In addition to the process outlined in question 6.1, optional calendar invitations have been sent for a series of information sessions. These sessions are hosted by the People & Culture Team and are designed to help you understand the general process for filling roles as part of a Restructure Management Plan. Each session will cover the same content, so you only need to attend one.

Please refer to the [P&C drop in presentation pack](#) for detailed information on the stages including scenarios.

## **6.4 Is there going to be a recruitment freeze during the draft RMP and post consultation? \*UPDATED\***

External advertising for Clerk Grade roles will be temporarily paused while in consultation for the draft RMP. During implementation, if any role is unable to be filled through the placement process at stages 1-3, it will then be advertised externally at stage 4.

## **6.5 What if I have a preference for one of the proposed branches, can I select preferences for a branch if I have to re-apply when we get to that stage?**

Preferences for proposed branches will be considered once we get to the EOI and suitability assessment stage, however the selection process will be based on business need.

## **6.6 I want to apply for a vacant role in the new structure. When will these roles be advertised?**

It is important to emphasise that this process does not commence until the final RMP is approved, once feedback from consultation has been reviewed.

## **6.7 Will voluntary redundancy (VR) be offered? \*NEW\***

A formal Voluntary Redundancy (VR) Program will not be conducted as part of the restructure. The intention of the RMP is to place as many ongoing employees as possible in the new structure for NSW Fair Trading once this has been finalised. The NSW Government

mobility placement program will be offered to any impacted employees following the implementation stages.

Please refer to the [P&C drop in presentation pack](#) for detailed information on the stages including scenarios.

## **7. Consultation**

### **7.1 What do we mean by consultation?**

The consultation process provides an opportunity for affected employees to express their views, communicate and exchange information to promote a thorough understanding of the proposed changes. The consultation process is key to developing cooperation and a spirit of trust between management, employees and their representatives. The union will also be consulted with regarding the proposed changes.

### **7.2 How long is consultation?**

A 2.5 week consultation period has commenced from Wednesday, 27 August ending Wednesday, 17 September.

### **7.3 How do we submit feedback during consultation?**

All of Fair Trading can share feedback via this form. Your feedback will be kept confidential by the change team and P&C. If you wish to be identified through your feedback, please state this clearly in the form.

Any questions about the proposed changes or consultation can be sent to the [FT.Changeteam@customerservice.nsw.gov.au](mailto:FT.Changeteam@customerservice.nsw.gov.au). If you wish to be identified through your question, please state this clearly in the email.

You can also ask questions about the proposed changes by speaking to you Executive Directors or you can also reach out to our People & Culture team Will Pritchard, Manager People and Knowledge Management or Michele Paphitis, Director People & Culture.

### **7.4 When will the relevant unions be notified?**

The People & Culture team have notified the relevant union (Public Service Association) of the proposed changes and consultation period shortly after the All Staff Fair Trading briefing.

## 8. Questions

Any questions about the proposed changes or consultation can be sent to the [FT.Changeteam@customerservice.nsw.gov.au](mailto:FT.Changeteam@customerservice.nsw.gov.au).

If you wish to be identified through your question, please state this clearly in the email.

## 9. More information and support

### 9.1 Where can I get more information on the proposed RMP?

You can access all the information you need about the proposed RMP, including FAQs, draft RMP, proposed role descriptions, proposed organisational structures, briefings, recordings and support information, on the Proposed Restructure Management Plan page on our [NSW FT Change Hub](#).

If you have questions, please reach out to your People leader, who will answer your questions where they can (or seek answers from their Director/Executive Director) and support you through this process.

We continue our scheduled monthly Fair Trading all-staff meetings to provide updates on progress and the Deputy Secretary's weekly videos on the functional review.

### 9.2 Where can I get more support?

Your wellbeing is very important during this time and there are several provisions in place to support you through times of change.

You can reach out to your People leader or a member of the ELT.

#### People & Culture

- You can also contact People and Culture (Will Pritchard, Manager People & Knowledge Management, Mary Elia, Manager People & Knowledge Management, or Michele Paphitis, Director People & Culture).
- Optional People & Culture drop in sessions will be held online on:  
Tuesday, 2 September - 1:30pm-2:00pm  
Tuesday, 9 September - 1:30pm-2:00pm
- Optional information sessions will also be held online on the general phases of filling roles by People & Culture on:  
Wednesday, 3 September - 2:00pm-2:30pm

#### Employee Assistance Program

- Dedicated support for all employees and their immediate family members is available through our [Employee Assistance Program \(EAP\)](#) provider, PeopleSense:
  - Call 1300 307 912.

- Visit [peoplesense.altius.au](http://peoplesense.altius.au)
- Download the AltiusLife app.

## Other support

- An Aboriginal and Torres Strait Islander support line is available by calling 13 YARN (call **13 92 76**). Visit [www.13yarn.org.au](http://www.13yarn.org.au) for more information.
- Connect with a [DCS Mental Health First Aid Officer](#) (MHFAO), trained volunteer employees across DCS.
- The '[Navigating Change Together](#)' [employee support playbook](#) has been designed for team members to work through independently to better understand change transition, build adaptability and resilience, and identify strengths and skills.
- NSW Fair Trading is committed to adhering to the Disability Discrimination Act 1992 and Privacy and Personal Information Protection Act 1998 (NSW) and will continue to support all employees equally throughout the RMP process. If you have a disability and need any additional support, please reach out to your People Leader.