

State Sentence Administration

Work Flow Change

August 2022

Proposed changes to operations

- There are inequities in workload under the current workflow operations model
- The current model does not allow flexibility to address operational and employee needs
- The ability to work remotely has provided an opportunity to review the current operations and promote a flexible, hybrid model of working remotely and from office locations
- The proposed model enables teams to provide SSA support across multiple centres to better meet workload demand and afford equity across teams
- The changes have minimal impact of employees with most already having responsibility for workload across multiple centres
- There is no impact to location of work for office sites for staff
- Where workload has been centralised (e.g. Oberon, Broken Hill), consultation has occurred and there has been no reduction in positions
- Benefits of the changes include:
 - Affords staff more flexibility (e.g. working part time) due to larger teams supporting centres
 - More opportunities for secondments, promotions etc.
 - Streamlined operations and efficiencies resulting in fewer employees needing to work longer to reconcile court results etc.

Map of the Proposal

Silverwater SSA	Windsor SSA	Long Bay SSA	Wellington SSA	Bathurst SSA	Lithgow SSA	Oberon	Kirkconnell	Broken Hill	Cessnock SSA	Muswellbrook SSA	Mid North Coast SSA	Tamworth SSA	Glen Innes	South Coast SSA	Goulburn SSA	Cooma	Mannus	SSA Lodgements – Processing
16 Positions	8 Positions	5 Positions	5 Positions	6 Positions	1 Position	NO SSA	NO SSA	NO SSA	8 Positions	1 Position	5 Positions	1 Position	NO SSA	5 Positions	3 Positions	NO SSA	NO SSA	19 Positions
MRRC Silverwater Women’s Dawn De Loas Mary Wade	JM1 Dillwynia Geoffrey Pearce CDTCC Emu Plains Bolwarra TC Parra TC	MSPC Long Bay Hospital Special Purpose	Wellington Macquarie	Bathurst	Lithgow	Oberon	Kirkconnell	Broken Hill	Cessnock Shortland Hunter	Muswellbrook	Mid North Coast	Tamworth	Glen Innes	South Coast	Goulburn HRMU	Cooma	Mannus	<i>Manage the admission, release and court reconciliation for 49 Court and Police cell locations across the state.</i>
Total 12 months Courts and releases 22983	Total 12 months Courts and releases 11803 1475 Avg per position	Total 12 months Courts and releases 5517 1103 Avg per position	Total 12 months Courts and releases 2316* Closed Part year estimate 6000 1200 Avg per position	Total 12 months Courts and releases 7511 1252 Avg per position	Total 12 months Courts and releases 1282 1282 Avg per position	Total 12 months Courts and releases 190	Total 12 months Courts and releases 230	Total 12 months Courts and releases 528	Total 12 months Courts and releases 9418 1177 Avg per position	Total 12 months Courts and releases 453 453 Avg per position	Total 12 months Courts and releases 7960 1592 Avg per position	Total 12 months Courts and releases 929 929 Avg per position	Total 12 months Courts and releases 197	Total 12 months Courts and releases 4448 890 Avg per position	Total 12 months Courts and releases 2323 774 Avg per position	Total 12 months Courts and releases 575	Total 12 months Courts and releases 162	<i>47727 Movements last 12 months</i>
BAU 1436 Average per position	All SSA staff to support those Centres 1332 Average per position	All SSA staff to support those Centres 1311 *Average per position						All SSA staff to support those Centres 1263 Average per position					All SSA staff to support those Centres 939 Average per position				BAU 2511 Average per position	

Communication and Stakeholder Engagement

Cessnock (CESS/HUN/SHLD/MBK)

- 15th November 2021 – Cessnock assumed responsibility for workload at St Hellier’s when the sole employee went on leave following informal consultation with the team.
- 28th February 2022 – Formal consultation with Cessnock staff and General Manager to permanently absorb St Hellier’s workflow. The St Hellier’s employee has also been consulted.
- Team meetings in March (4, 9,10,18 & 24) provided employees with a platform to discuss the ongoing workflow from St Hellier’s and provide feedback to management.
- The Cessnock working model has continued for the past 9 months with nil issues.

Communication and Stakeholder Engagement cont:

Mid North Coast (MNC/TAM/GNS)

- 11th May – Formal consultation with the sole SSA at Tamworth and Managers to discuss working with Mid North Coast team. Nil issues raised.
- 25th May – Formal consultation with Glen Innes Admin Manager regarding the Mid North Cost Centre absorbing the SSA workflow for the centre. The impacted admin manager was supportive of the proposal.
- 26th May – Consultation with the MOS Emma Barkley to discuss moving forward with release packages and how the work will be undertaken by MNC. No issues were raised.
- Regular Team Meetings were held throughout the month of June/July with Managers regarding tasks being undertaken by staff under new model. Nil issues raised.
- 4th July - SSA Tamworth staff commenced receiving workflow with MNC. New task lists were reformed prior, to include Tamworth SSA work with MNC coinciding with GNS.

Communication and Stakeholder Engagement cont:

Cessnock and Mid North Coast

- 14th July - North Teams (including Cessnock, Tamworth, Mid North Coast) meeting to discuss changes to workflow and workshop any issues. No issues reported.

South – West Region:

Bathurst, Lithgow, Kirkconnell, Oberon and Broken Hill

7 June – Email Kirkconnell, Oberon and Broken Hill Managers regarding SSA Processing of work

- Management and staff consulted advised SSA services to the Centre would not be impacted
- Now frees up administrative staff to complete other tasks specific to the centres

23 June – Team meeting – Bathurst Staff – points of discussion & staff phone calls

- Equity of workload discussed
- Processing of tasks remains the same as per SSA manuals guides
- Excess hours – this will be absorbed by the 24hr unit in the future, better work/life balance for employees
- Nil issues raised – staff were encouraged to raise any concerns

30 June – Team Meeting – Lithgow MOS

- Meeting with MOS Mick Green via teams
- Explained SSA service would remain the same no impact on the Centre
- SSA position would work within a team at Bathurst and can visit whenever is required.
- Nil issues raised

26 July Bathurst Cluster in person

- Employees provided information regarding the proposal and provided with an opportunity to raise questions
- Nil issues raised

Macquarie and Wellington – ongoing discussions have been held with staff since June with nil issues raised.

South Region

Cooma, Mannus, Goulburn & HRM and South Coast Correctional Centres

Mannus

- 10 May – Consulted with centre managers on proposed changes
- 11 May - Teams meeting with managers and employees to discuss timeline which was followed up by emails
- 31 May - Phil Patricks emailed entire Centre staff list advising of Sentence Admin functions being handed over by STH.
- Nil issues raised to date regarding the changes

Cooma

- 14 June – Consultation with impacted staff at Cooma to discuss absorption of SSA work by central team. Centre management advised that the workload for impact Admin employee was sustainable.
- Changes came in on 4 July.

Goulburn and HRM

- 15 June – Formal consultation held with all staff to discuss the proposal to centralise workflow
- 7 July – Staff meeting held to discuss changes to processes etc.
- 15 July – Formal meeting held to provide staff with platform to raise any concerns, queries etc.
- No concerns have been raised to date.

Long Bay / Windsor

Long Bay Complex, Francis Greenway Complex, CDTCC, Emu Plains, Parramatta Transitional Centre, SPC

LONG BAY:

- 2 June - Teleconference held with Long Bay SSA to advise of proposed changes. Some staff raised concerns with keeping up with volume of work – it was highlighted to staff that the proposed changes allowed for more workload equity.
- 15 July – Staff emailed Task List at Long Bay for review. No concerns were raised.
- 22 July - SSA Teams Meeting arranged to discuss the changes and any concerns or issues. The only feedback received was the volume of phone calls not being diverted evenly across the staff, this has been rectified.
- No further concerns have been raised.

WINDSOR:

- 2 June - spoke with the staff at Windsor to provide information on the proposed changes. No issues raised.
- 15 July – emailed Task Lists to staff at Windsor for review - nil issues.
- No issues raised to date.

Next steps

- Ongoing monitoring of new workflow operations
- Team meetings to continue to provide staff with opportunities for feedback
- PSA to provide feedback in the next week