

- SafeWork NSW

Proposed Organisational Changes

All Staff

3 November 2025

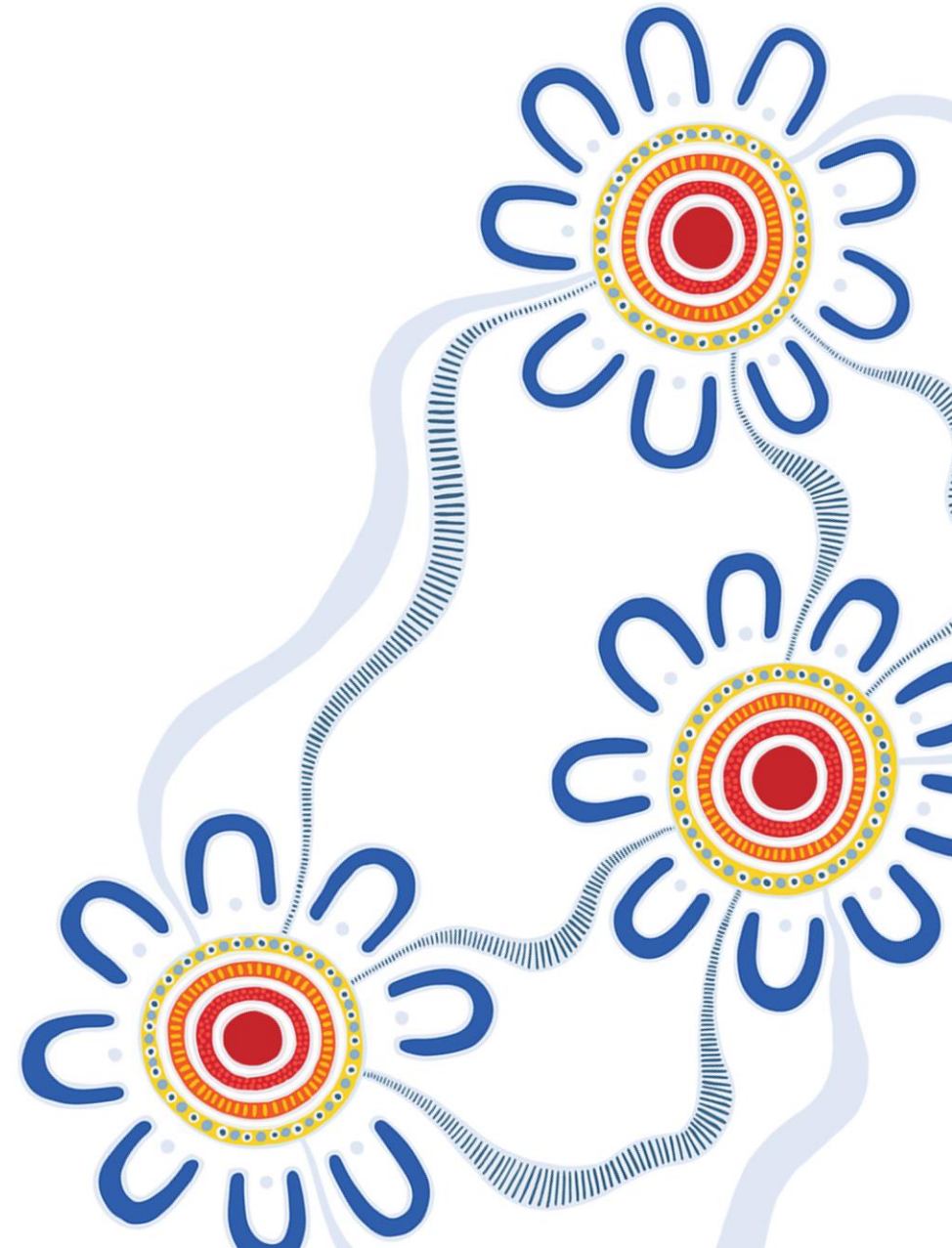


Acknowledgement of Country

SafeWork NSW acknowledges, respects and values Aboriginal peoples as the Traditional Custodians of the lands on which we live, walk and work. We pay our respects to Elders past and present. We recognise and remain committed to honouring Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships, and continuing connection to their lands, waters and seas. We acknowledge their history here on these lands and their rich contribution to our society.

We also acknowledge Aboriginal employees who are an integral part of our diverse workforce, and recognise the knowledge embedded forever in Aboriginal and Torres Strait Islander custodianship of Country and cultures.

The 'Connecting Communities' artwork used here is by Alison Williams, a proud Gumbaynggirr woman.



SafeWork NSW | Proposed Organisational Structure Changes



Why this review is happening

1. Ensuring we can deliver on the NSW Government's continued investment in strengthening SafeWork NSW's capacity and capability.
2. Delivering on leadership's commitment to review specific functions following the introduction of the new structure in November 2024.
3. Establishing an ongoing silica and dust diseases function as the temporary funding is due to conclude.
4. Enhancing data, analytics and intelligence to support a modern, future-proof SafeWork NSW.

The proposed changes will help ensure that our structure and resources remain fit-for-purpose and aligned with SafeWork's long-term objectives as an independent regulator

How we arrived at the proposed model

The new model has been informed by:

- the Hofmeyr Group's review of certain elements of our operating model
- our strategic direction and government priorities
- operational data and performance insights
- financial and budgetary considerations
- the principles of effective work design.

Our commitment

Monday 3 November 2025 marks the start of consultation on a proposed operating model. This is your opportunity to review the draft structure, share your feedback, and help shape how SafeWork NSW is positioned to deliver on the next phase of our reform.

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Implementation approach and timelines

A staged and considered approach to implementation



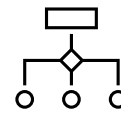
Stage 1 – consultation commences 3 November 2025	Stage 2 – consultation commences March 2026
Function	Function
Budget uplift	Data, digital and intelligence uplift
Psychosocial uplift	Research, data and digital functions
WHS amendment uplift roles such as RTW and 10 additional investigators	
Functional review	
Stakeholder Engagement	
Investigations & Enforcement	
Infrastructure & Renewables	
Authorisations & Verifications	
Occupational Health & Environment	
Embedding ongoing dust diseases and silica function	
Dust Diseases and Silica	
Other structural alignments	
Procurement	
Regulatory Engagement	

Proposed timeline for consultation and implementation in Stage 1



Consultation

- Launch 2-week formal consultation with all staff and unions
- Engage with HSRs on risk assessment
- Hold Q&A sessions, workshops, and one-on-one meetings
- Collect feedback and concerns.



Systems and support setup

- Set up support pods and escalation points for transition period
- Finalise SAP/intranet updates and team reporting structures
- Prepare and send formal transfer letters, org charts and system data
- Finalise system access, equipment, and reporting lines
- Issue formal transfer letters
- Activate new structures in SAP and intranet.



Review, Adjustments, Approval on the Final Structure and Communication

- Review consultation feedback and update proposals where needed
- Finalise structure, redeployment pathways, and transition decisions
- Confirm final list of impacted employees and required support
- Deliver updated comms to all impacted teams and leaders



Post Go Live & Transition Activities

- Welcome and induction meetings for new teams and leaders.
- Run handovers, shadowing, and team setup activities

High Level Impact on People Changes

- 14% (114 staff members) of the SafeWork NSW workforce is currently in scope.
- For the impacted roles not proposed to be included in the future structure, there are multiple suitable roles available for subsequent assignments.
- Most of the proposed changes relate to reporting line changes, org unit movements and/or renaming of the function.
- At this stage there are more roles in the proposed structure than there are people currently in scope.
- So, all impacted staff members are expected to have a role in the new structure.

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High level summary

Proposed Changes – Operations & Enforcement

About the Operations & Enforcement stream



Why is it changing?

- ❖ The Investigations & Enforcement directorate was in scope for the functional review following our 2024 realignment.
- ❖ Since the Government's announcement of increased funding, we needed to consider how best to implement our resourcing uplift, including additional inspectors to support investigations, and establish a Psychosocial Advisory Service.

What are the key changes that are proposed?

- ❖ 32 new psychosocial and return to work inspectors will be distributed across the operational directorates in response to the budget uplift.
- ❖ 15 new inspectors to support increased risk-based investigations which includes the establishment of a new team dedicated to psychosocial investigations.
- ❖ Foundational regulatory engagement functions - Advisory, Response and Triage – will have their own dedicated manager under the renamed *Psychosocial, RTW and Regulatory Engagement directorate*.

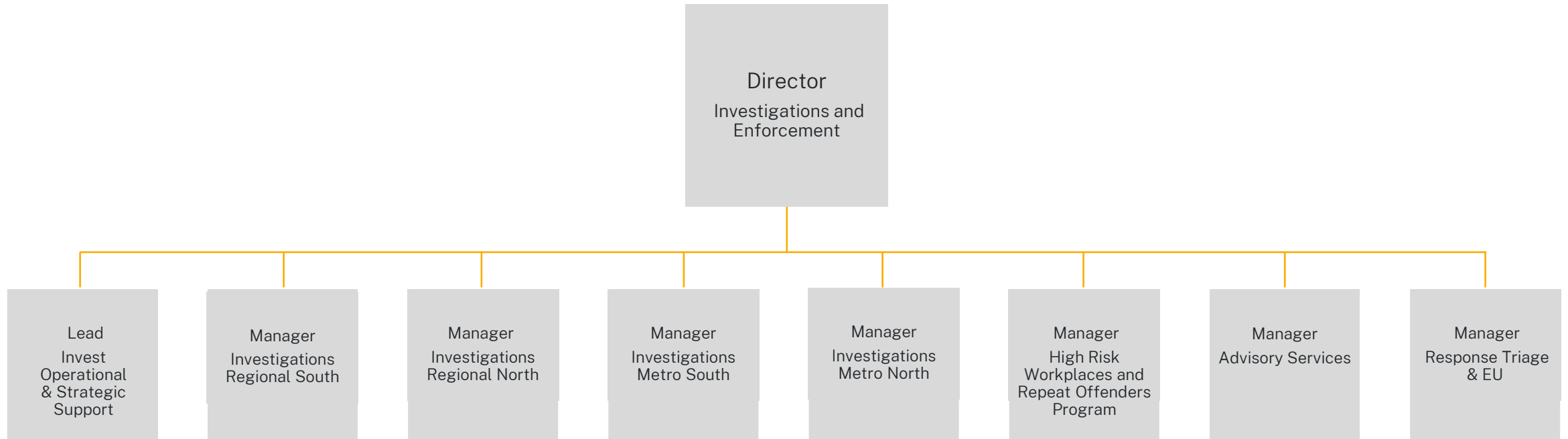
Other Operations and Enforcement Directorates



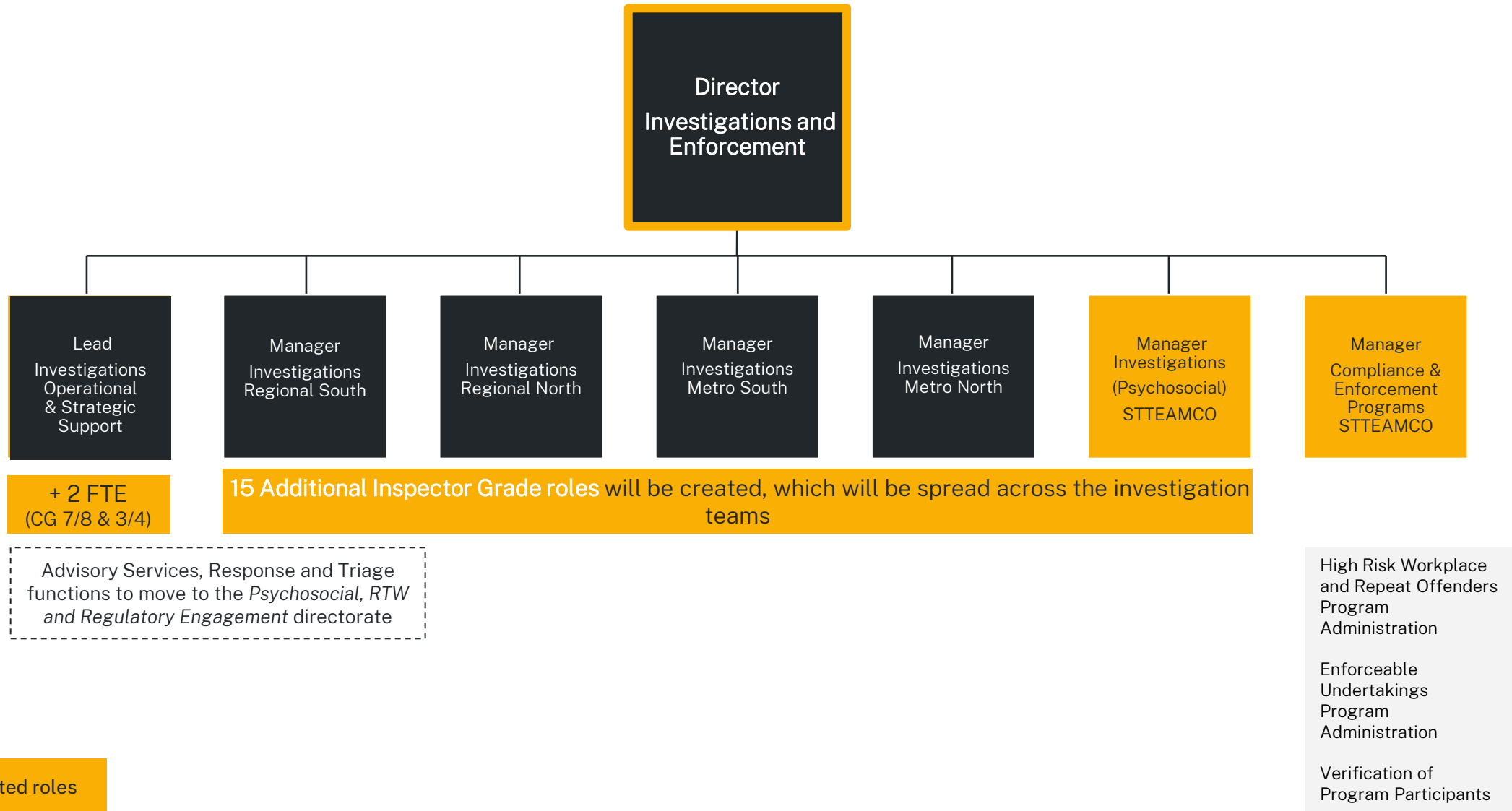
Psychosocial and return to work inspectors will be distributed across the operational directorates to ensure a state-wide footprint and support an uplift among the broader inspectorate.

	Operations Regional North	Operations Regional South	Operations Metro	Construction	Total
Psychosocial focused inspectors and Return to work inspectors	1 x State Inspector 1 x Assistant State Inspector 1 x Principal Inspector 1 x Senior Inspector 1 x Inspector	1 x State Inspector 1 x Assistant State Inspector 1 x Principal Inspector 1 x Senior Inspector 1 x Inspector	2 x State Inspector 2 x Assistant State Inspector 4 x Principal Inspector 2 x Senior Inspector 1 x Inspector PLUS funding for 8 inspector roles from SIRA	1 x State Inspector 2 x Assistant State Inspector	
Total	5	5	19	3	32

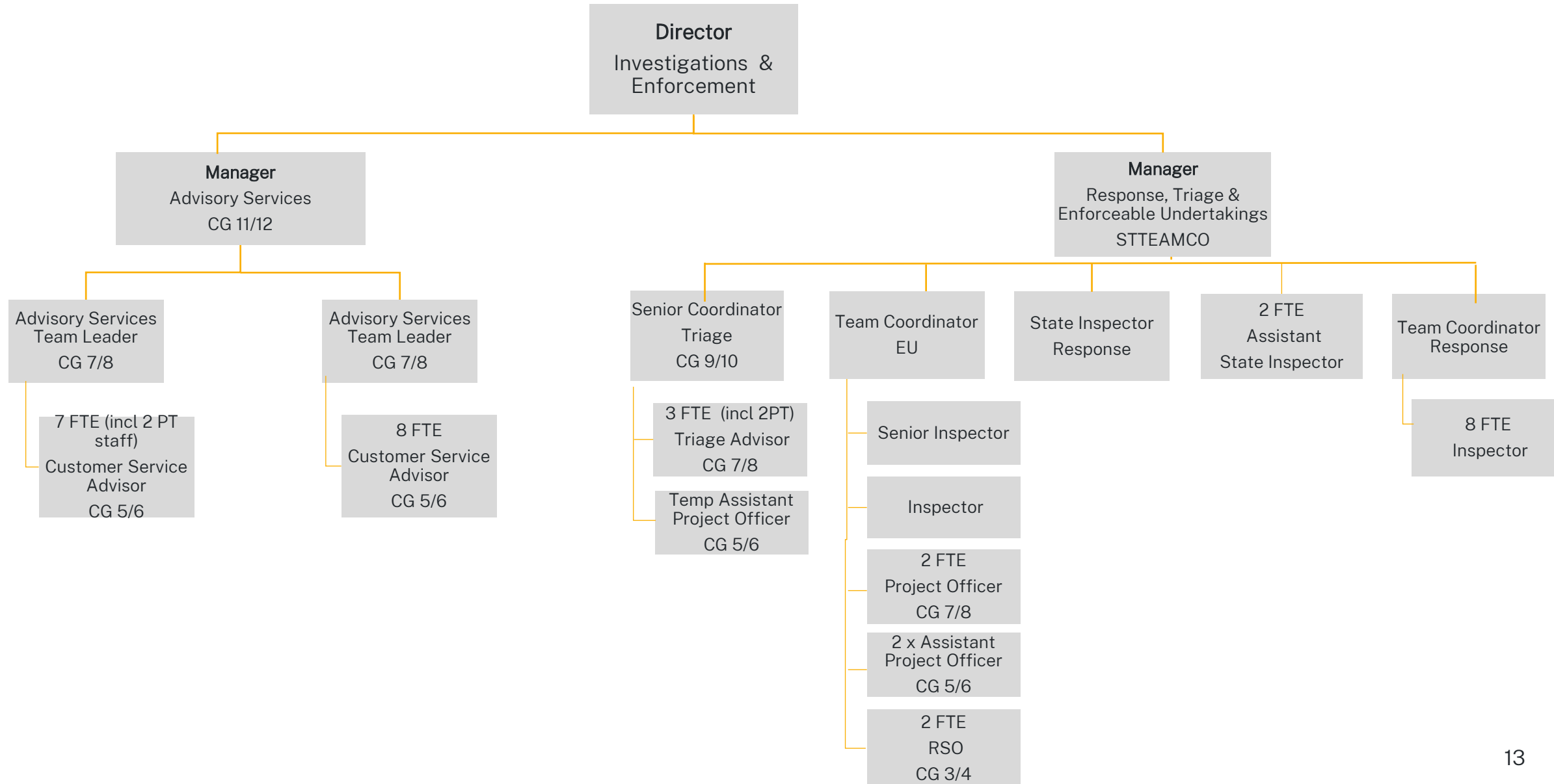
Investigations and Enforcement – current team structure



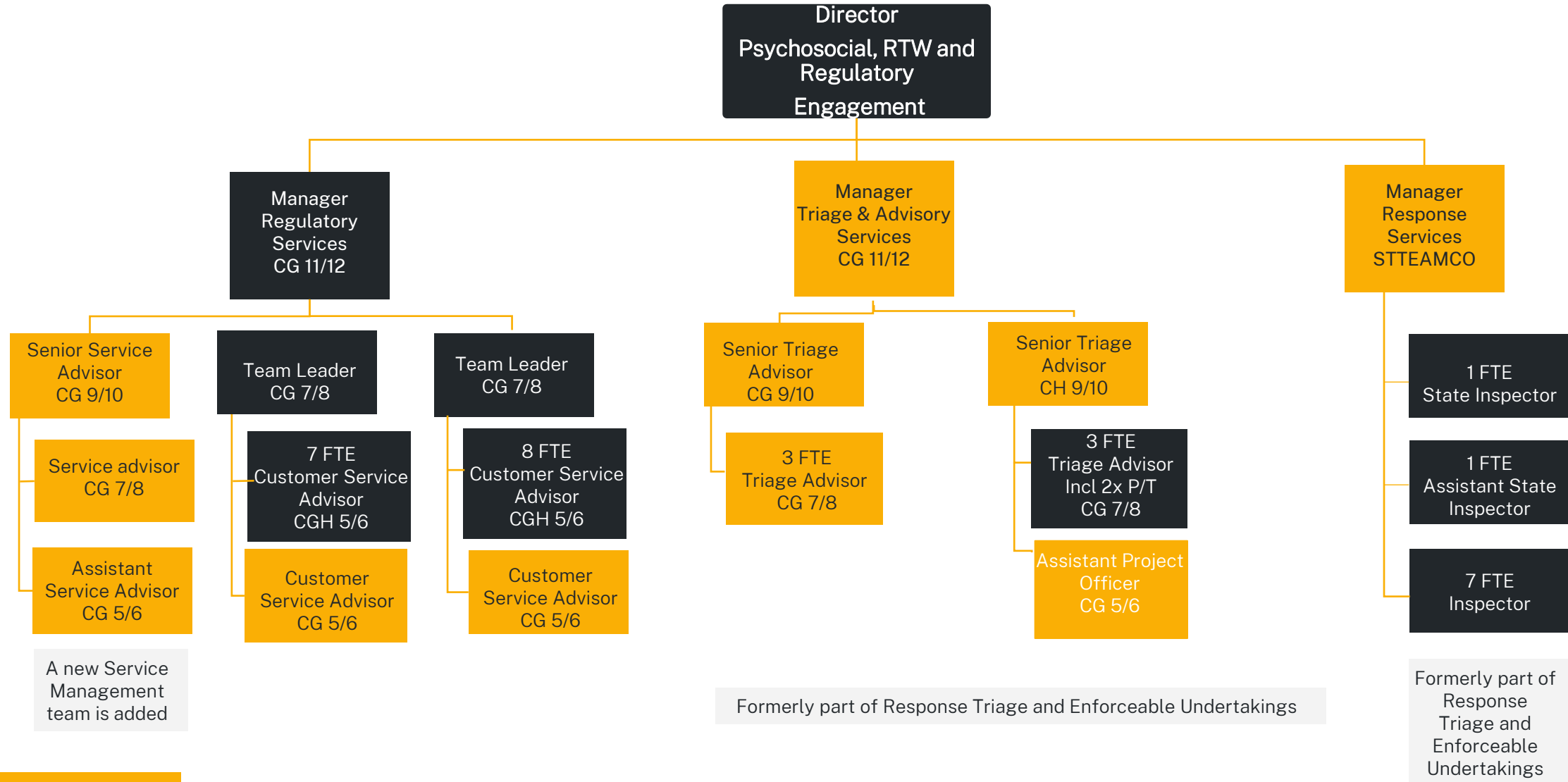
Investigations and Enforcement – proposed future structure



Advisory Services & RTEU – Current State

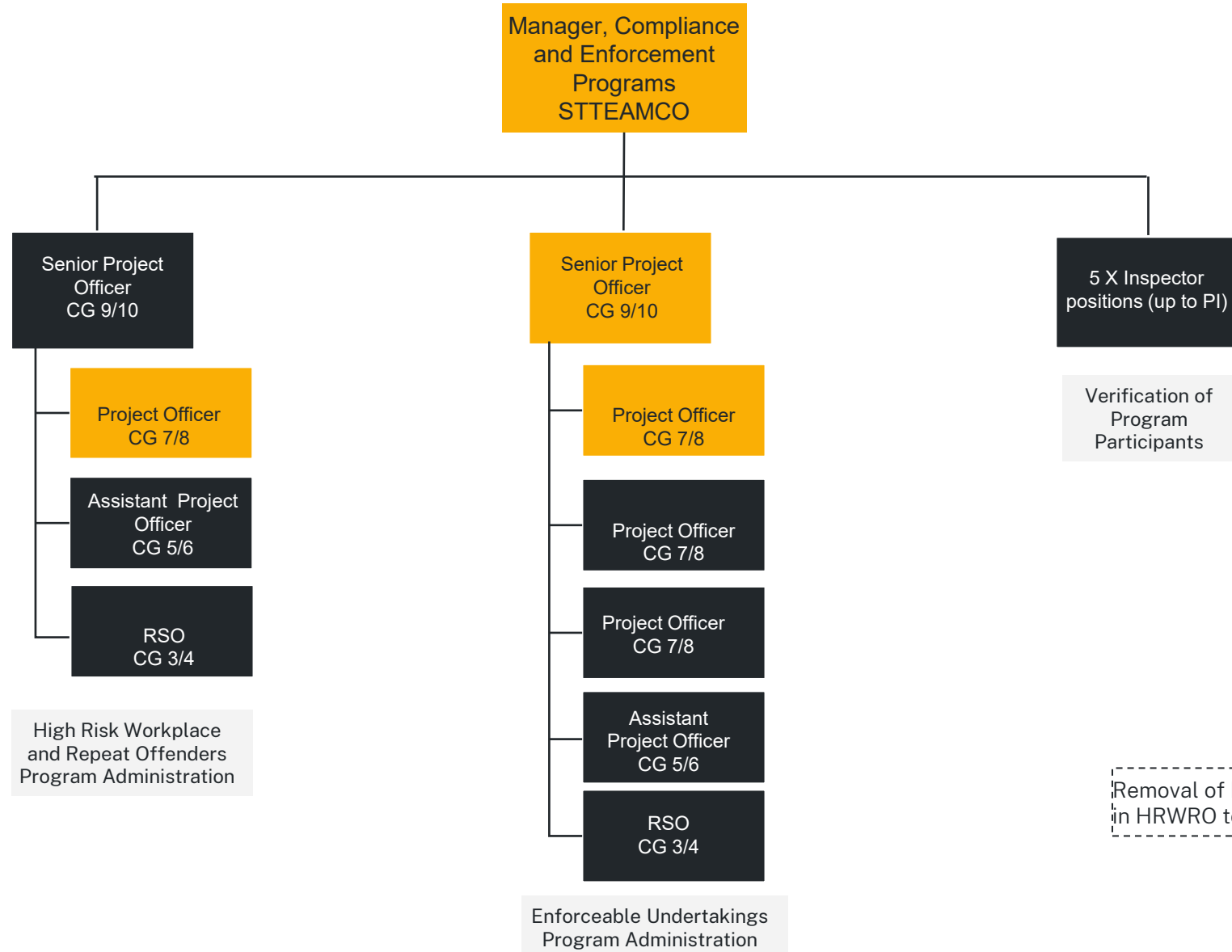


Regulatory Services, Triage & Advisory Services, Response Services – Proposed Future State



Newly created roles

Compliance and Enforcement Programs – Proposed Future State



Newly created roles

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High level summary

Proposed Changes – Regulatory
Capability & Harm Prevention

About the Regulatory Capability & Harm Prevention stream



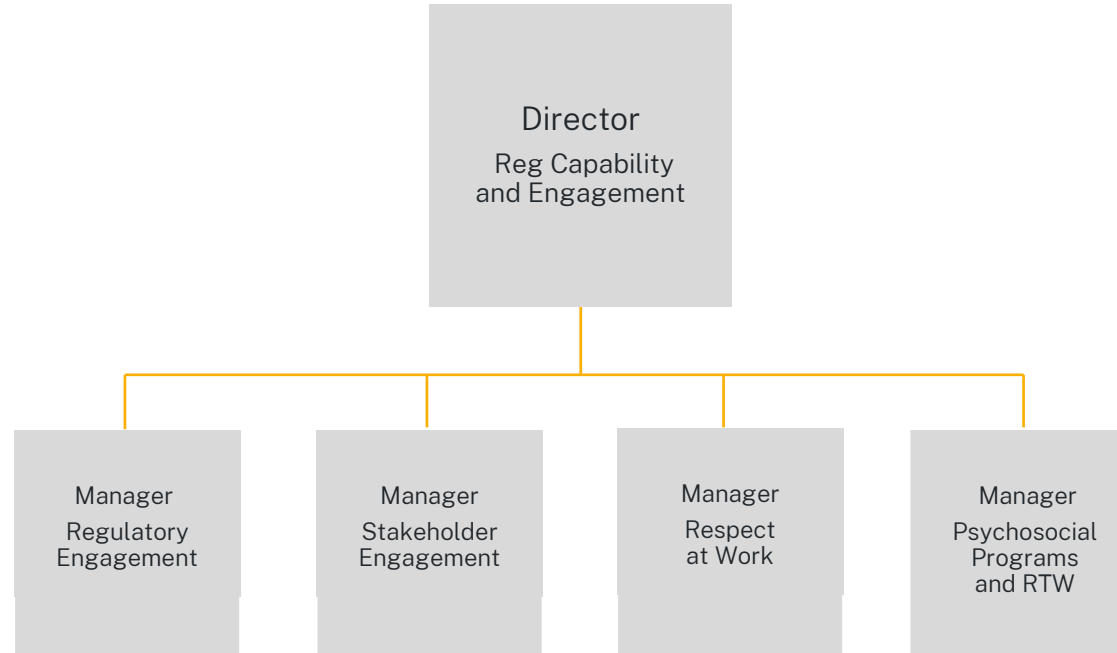
Why is it changing?

- ❖ Stakeholder Engagement, Authorisations & Verifications, Infrastructure & Renewables and Occupational Health & Environment were in scope for the functional review following our 2024 realignment.
- ❖ Temporary funding for the Silica teams is scheduled to conclude at the end of the calendar year, so we needed to consider how to embed the function on an ongoing basis.
- ❖ Since the Government's announcement of increased funding, we needed to expand our psychosocial and return to work capacity and capability and establish a dedicated Psychosocial Advisory Service.

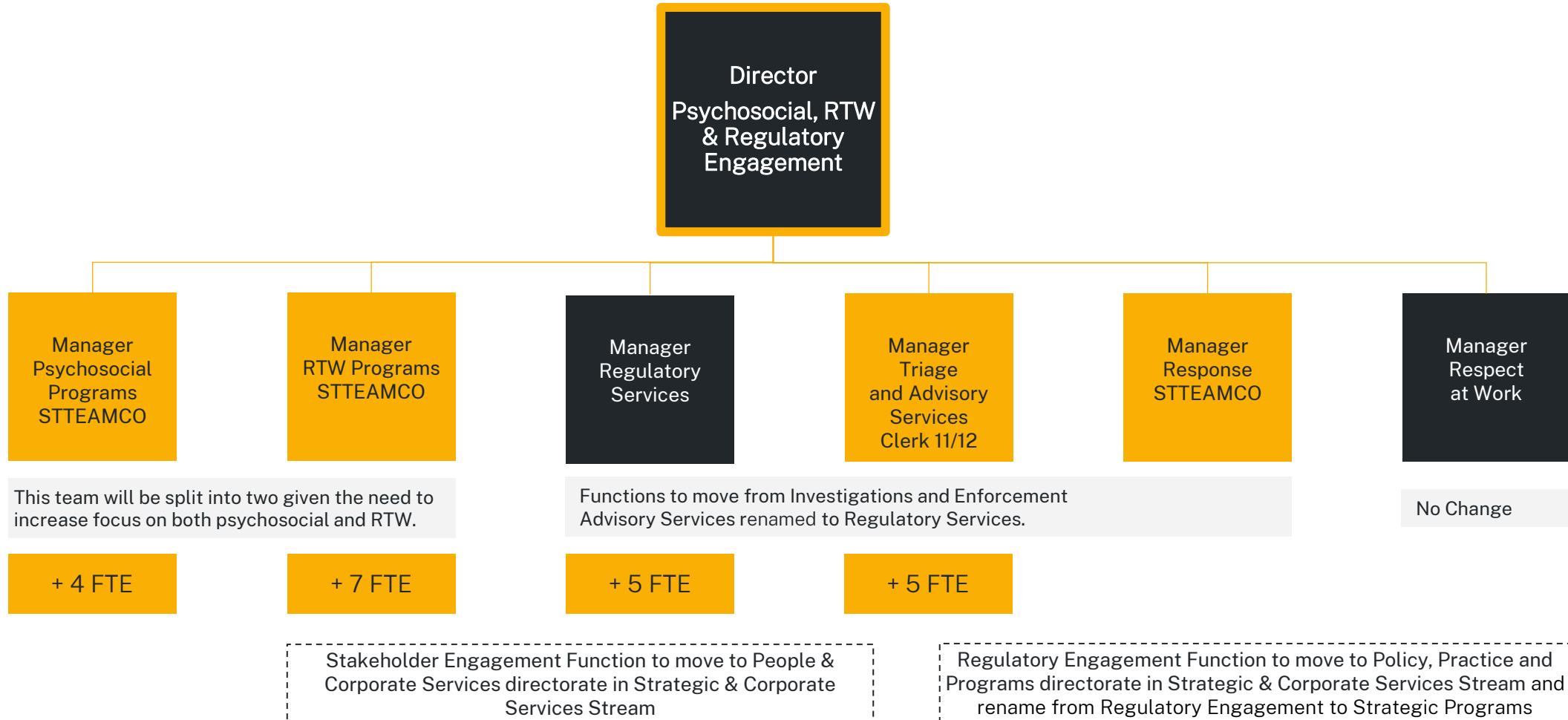
What are the key changes that are proposed?

- ❖ Dedicated teams for Psychosocial and RTW as these are key priorities for government.
- ❖ Foundational regulatory engagement functions - Advisory, Response and Triage – will have their own dedicated manager under the renamed *Psychosocial, RTW and Regulatory Engagement directorate*.
- ❖ The Psychosocial Advisory Service will be performed by the new Triage and Advisory Services and Regulatory Services teams to achieve good work design and variety in the roles.
- ❖ The existing Stakeholder Engagement and Regulatory Engagement teams to transfer to Strategic and Corporate Services due to synergies with other business areas.
- ❖ Safe Auditing Interventions & Assurance will be no longer, as these audits are no longer required.
- ❖ Additional roles to Dangerous Goods & Explosives and Occupational Health & Environment to support their workload.
- ❖ Establishing a Silica and Dust Diseases team to ensure ongoing capability and dedicated focus to these harms.

Reg Capability & Engagement - current team structure

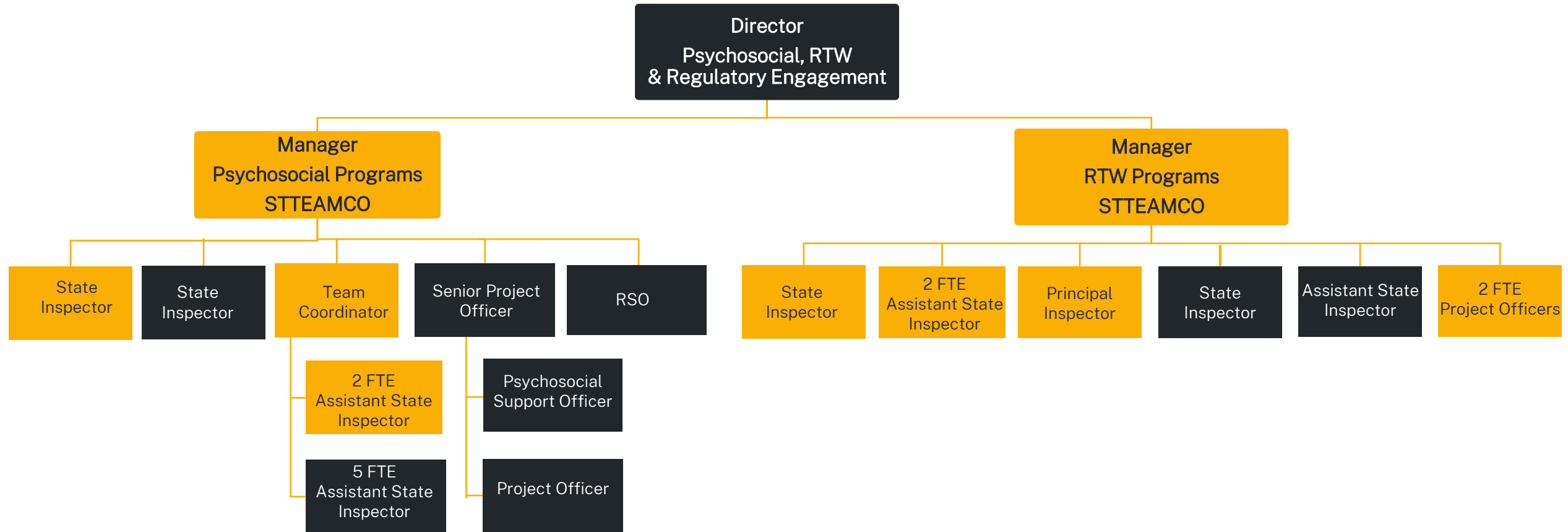


Psychosocial, RTW & Regulatory Engagement- proposed future structure



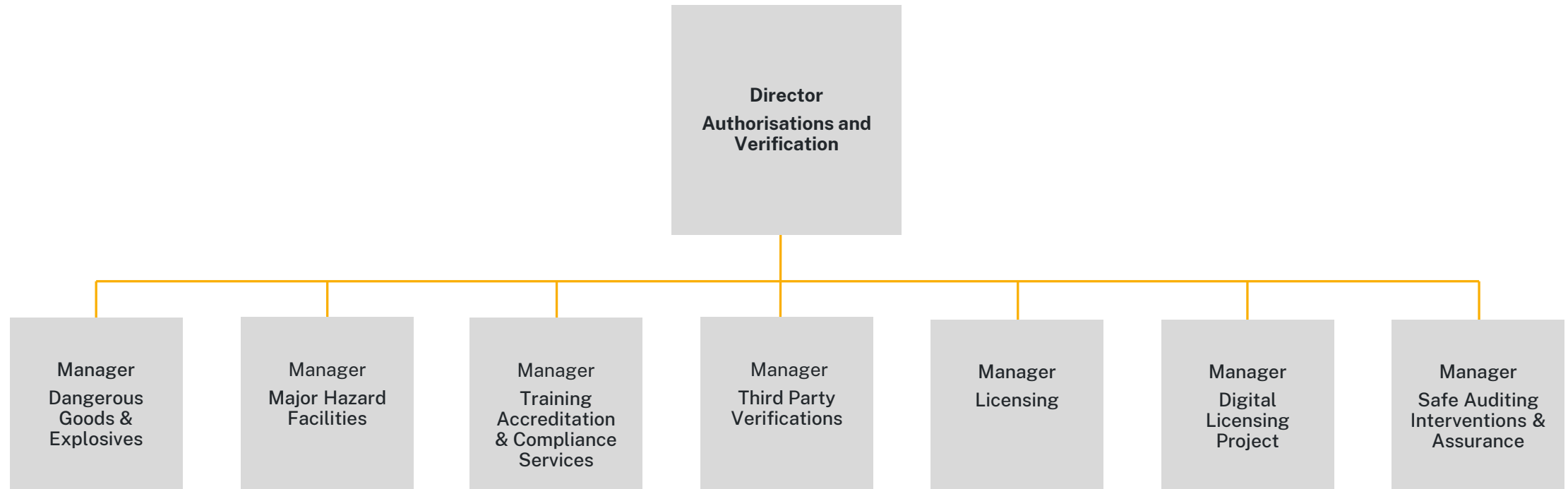
Newly created roles

Psychosocial Programs & RTW Programs proposed future structure

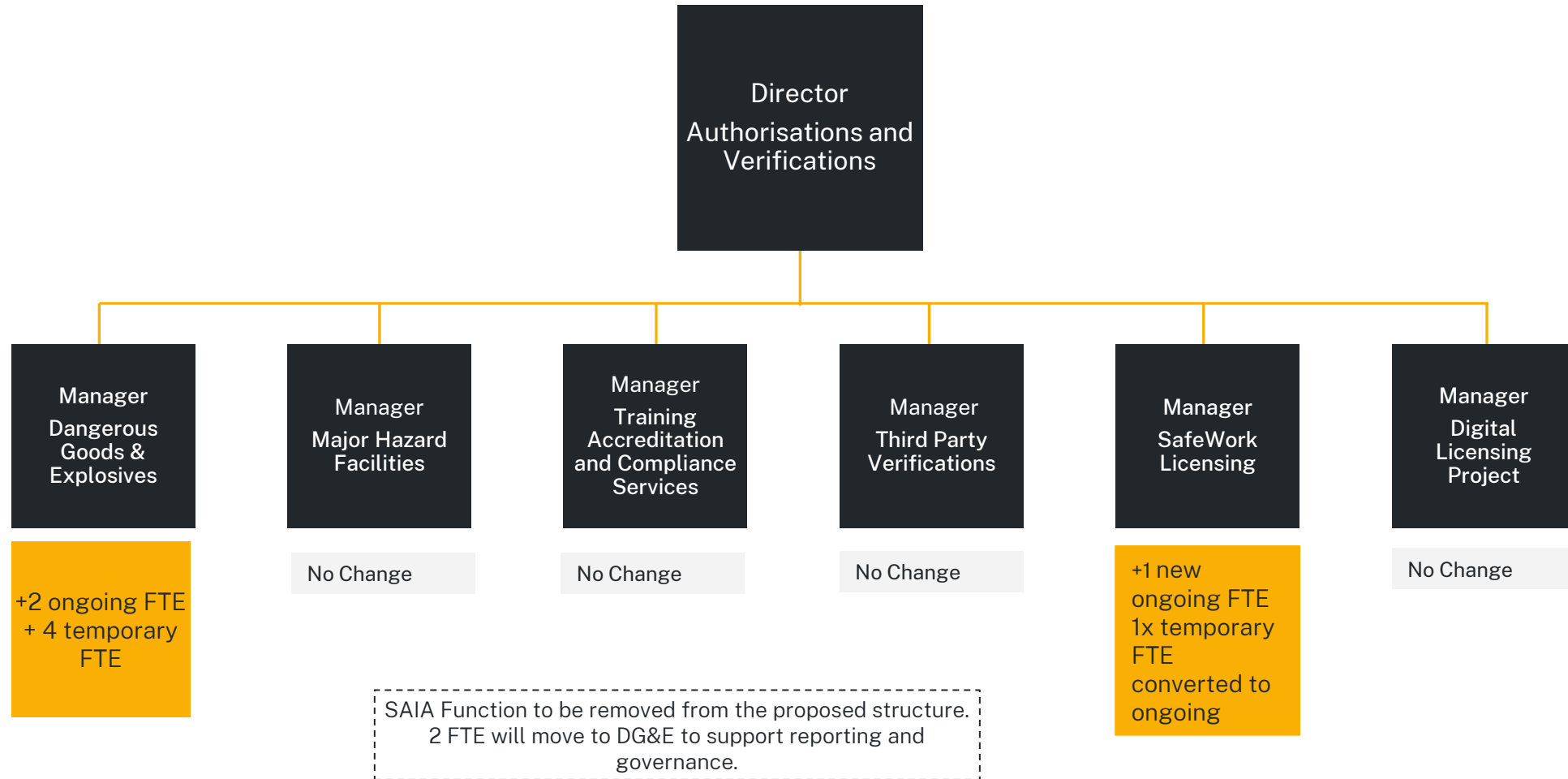


Newly created roles

Authorisations and Verifications - current team structure



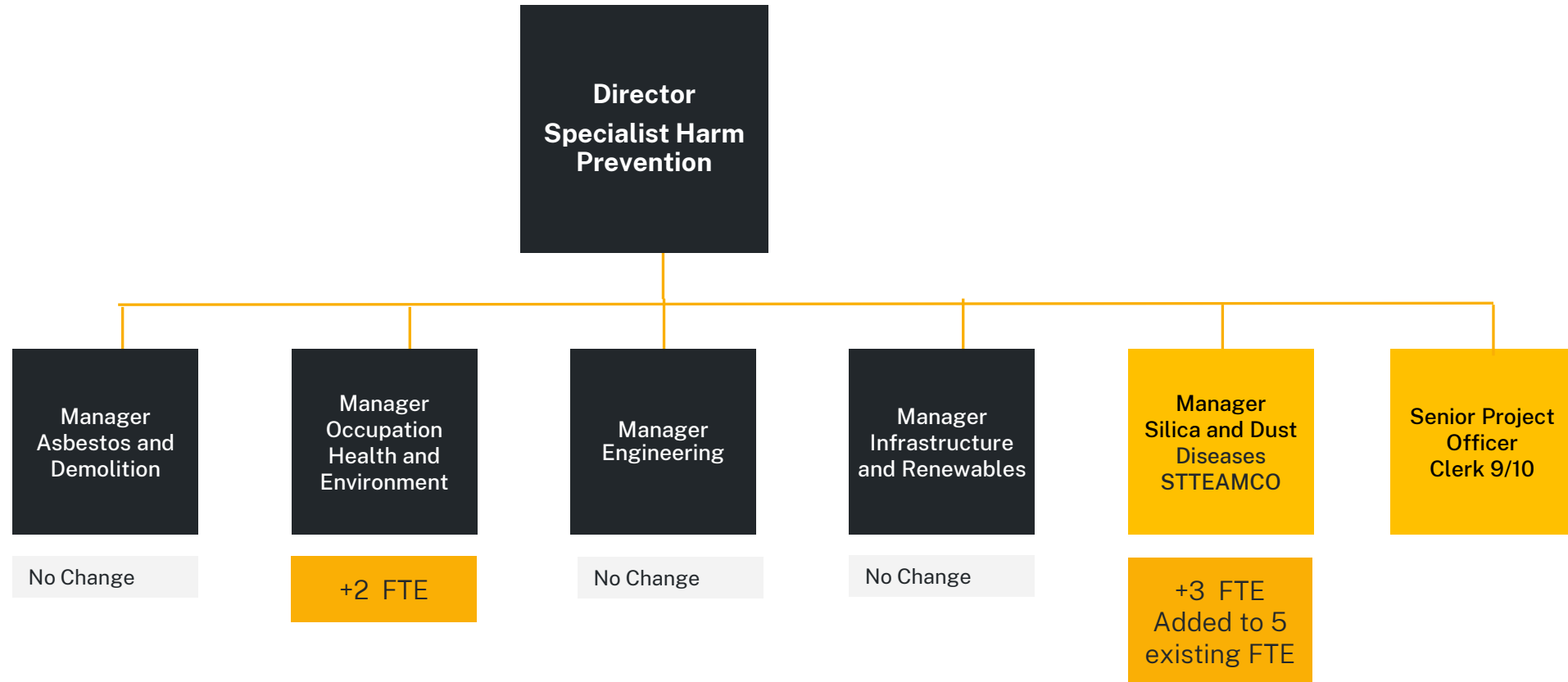
Authorisations and Verifications – proposed future structure



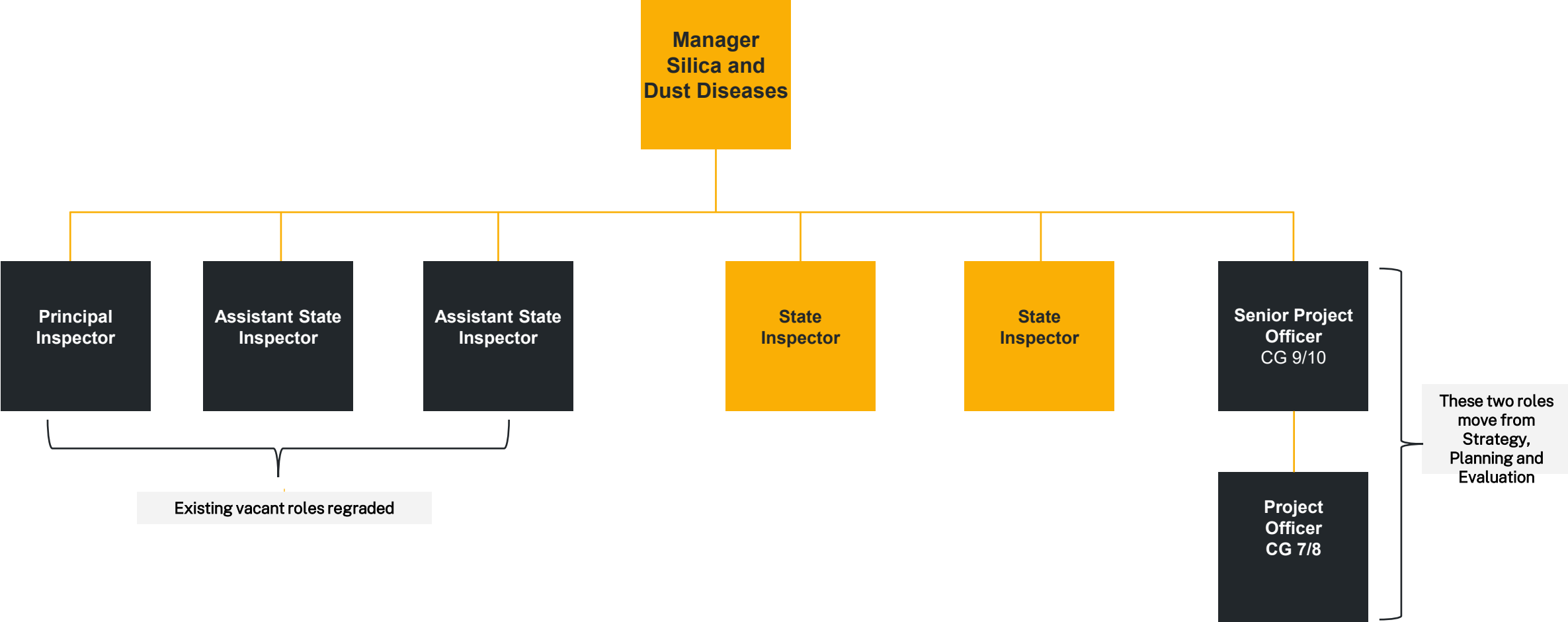
Specialist Harm Prevention - current team structure



Specialist Harm Prevention – proposed future structure



Silica and Dust Diseases program



Newly created roles

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High level summary

Proposed Changes – Strategic &
Corporate Services

About the Strategic & Corporate Services stream



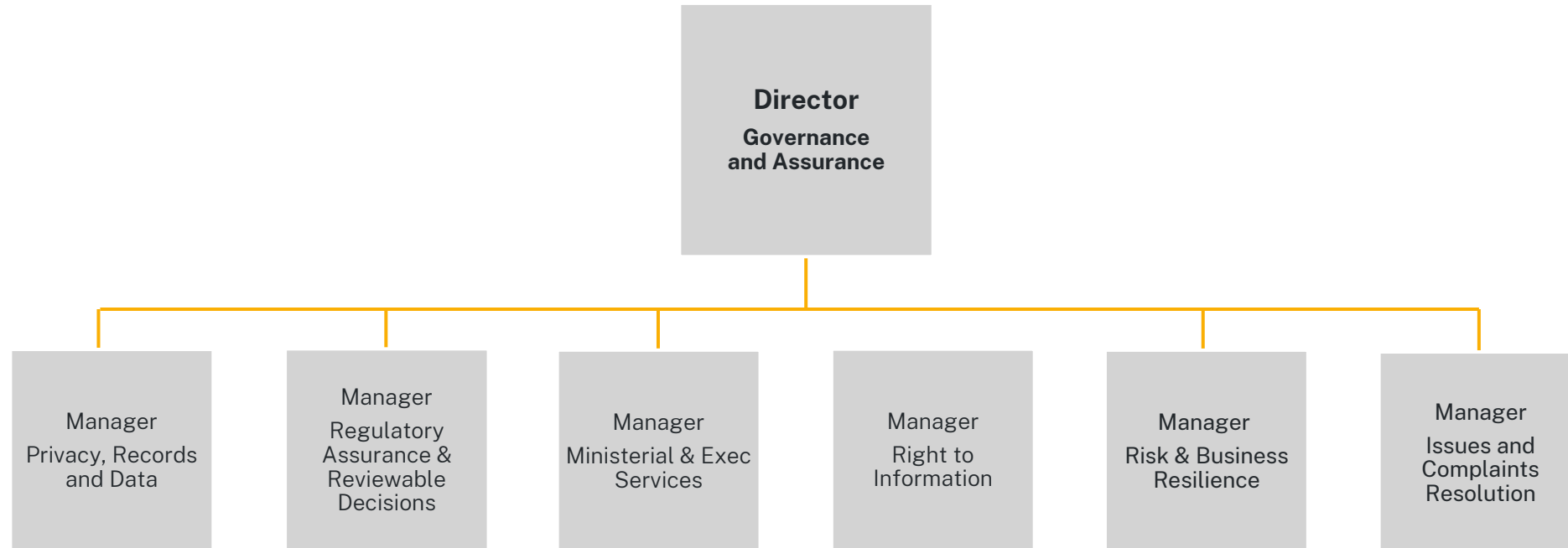
Why is it changing?

- ❖ To expand some functions to implement the recent WHS changes such as mandatory Codes of Practice, statutory reporting and increased reviewable decisions.
- ❖ To increase focus and streamline procurement support for all SafeWork NSW staff.

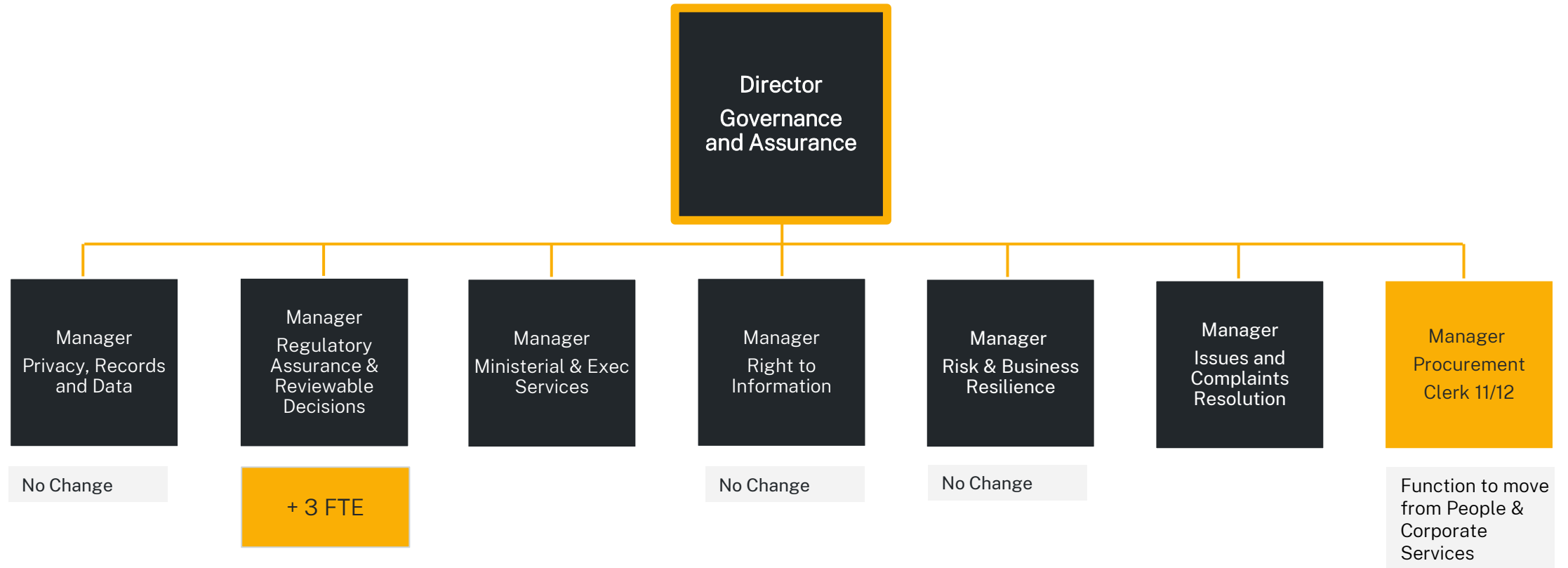
What are the key changes that are proposed?

- ❖ Additional roles to Strategy, Planning & Program Evaluation, Regulatory Policy and Regulatory Assurance and Reviewable Decisions to support WHS changes.
- ❖ Establishing a dedicated procurement function under a new manager role in the Governance and Assurance directorate to strengthen support and improve service delivery.

Governance and Assurance - current team structure

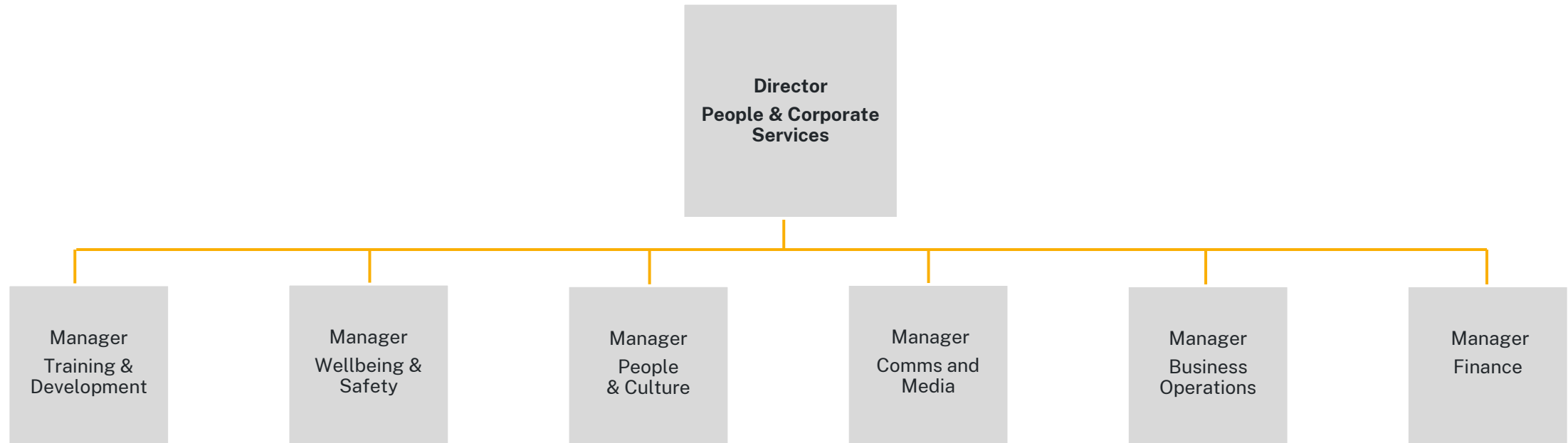


Governance and Assurance – proposed future structure

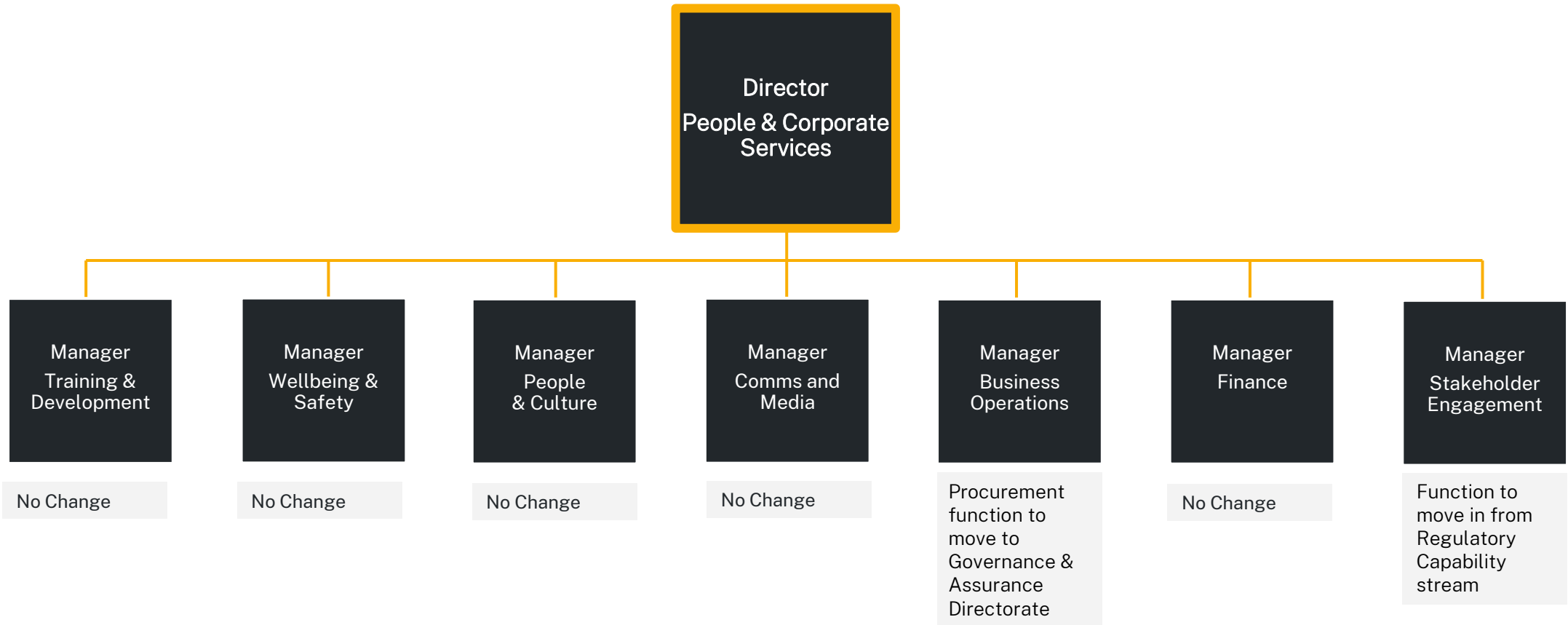


Newly created roles

People & Corporate Services - current team structure

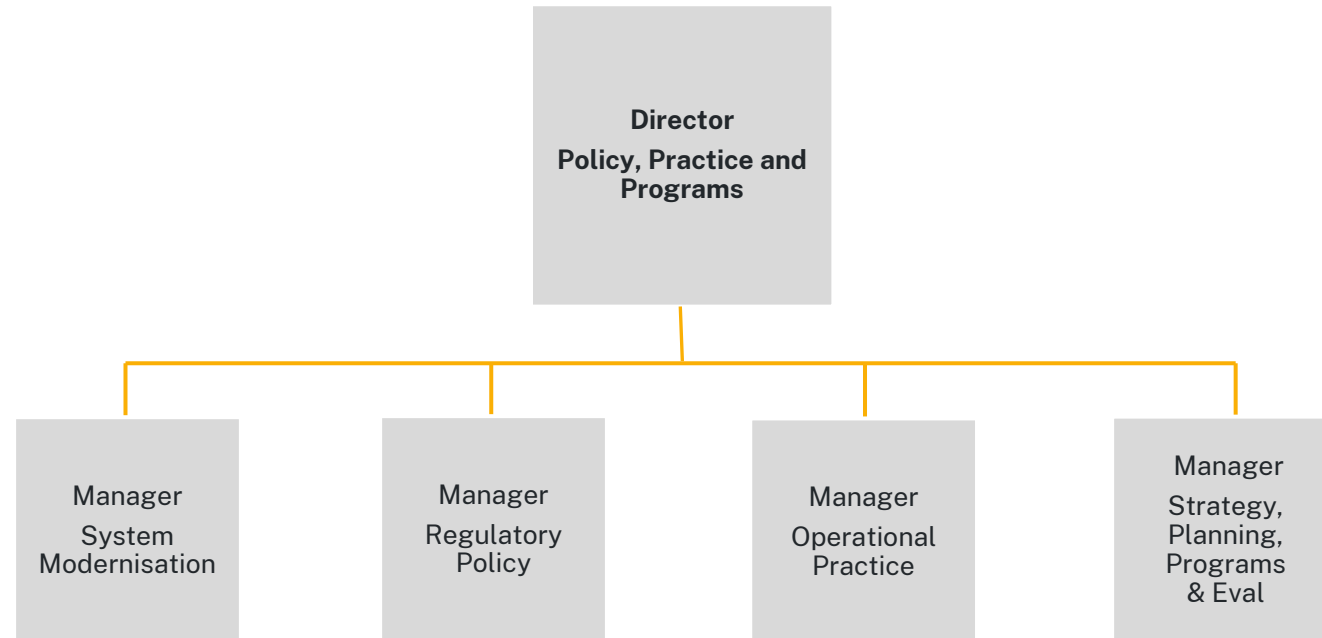


People and Corporate Services – proposed future structure

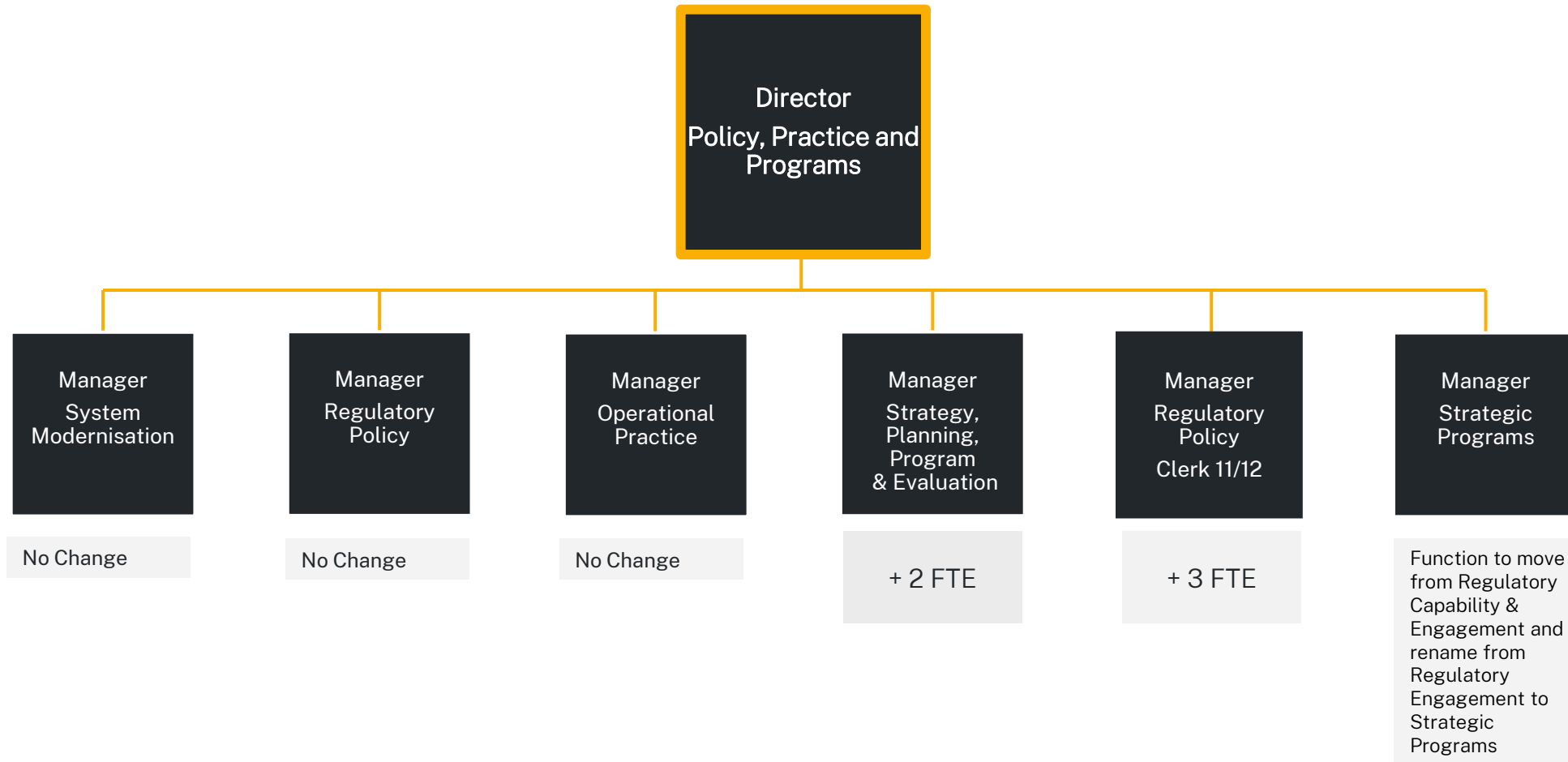


Newly created roles

Policy, Practice and Programs - current team structure



Policy, Practice and Programs – proposed future structure



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Consultation Process

Timeline for Stage 1 – Consultation Period



Provide your feedback using this form - SafeWork Reform Uplift Consultation Feedback

Monday 3 Nov	Tuesday 4 Nov	Wednesday 5 Nov	Thursday 6 Nov	Friday 7 Nov
<ul style="list-style-type: none"> ED led meeting with impacted staff in stream with EAP Individual and team briefings led by Directors and P&C Briefing HSRs Commissioner led all staff meeting Change resources go-live on SharePoint 	<ul style="list-style-type: none"> HSR session on risk assessment and controls EAP on-site at Gosford and 4PSQ 	<ul style="list-style-type: none"> ED led drop-in session with Directors & P&C EAP on-site at Gosford and 4PSQ 	<ul style="list-style-type: none"> ED led drop-in session with all staff Weekly check-in with PSA 	
Monday 10 Nov	Tuesday 11 Nov	Wednesday 12 Nov	Thursday 13 Nov	Friday 14 Nov
<ul style="list-style-type: none"> ED led drop-in session with all staff ED led drop-in session with Directors & P&C 	<ul style="list-style-type: none"> HSR session on risk assessment and controls 	<ul style="list-style-type: none"> ED led drop-in session with all staff 	<ul style="list-style-type: none"> Weekly check-in with PSA 	
Monday 17 Nov				
Consultation closes				

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Support system
available

Supports available



We are dedicated to supporting staff during this transition and are offering a range of resources and support services

These options include:

- Schedule a session with your People Leader or Director
- Contact your P&C team via email peopleandculture@safework.nsw.gov.au
- Reach out to our Employee Assistance Program PeopleSense via [Employee Assistance Program \(EAP\)](#).
- Additional resources for navigating change are available on [The Wellbeing Hub](#).

Date	Support Offered
Monday 3 Nov	EAP will join impacted staff teams meetings and provide a briefing on available support
	EAP clinician on standby immediately following meetings up until 8pm . Employees can call 1300 307 912 and reference #203526 to speak with the psychologist.
Tuesday 4 Nov	EAP onsite at 4PSQ & Gosford (10am – 3pm)
	Virtual EAP clinician on standby (8am – 8pm). Employees can call 1300 307 912 and reference #203526 to speak with the psychologist.
Wednesday 5 Nov	EAP onsite at 4PSQ & Gosford (10am – 3pm)
	Virtual EAP clinician on standby (8am – 8pm) Employees can call 1300 307 912 and reference #203526 to speak with the psychologist.
Thursday 6 Nov	Virtual EAP clinician on standby (8am – 8pm) Employees can call 1300 307 912 and reference #203526 to speak with the psychologist.
Friday 7 Nov	Virtual EAP clinician on standby (8am – 8pm) Employees can call 1300 307 912 and reference #203526 to speak with the psychologist.
	Employees can call 1300 307 912 and reference #203526 to speak with the psychologist

You can also contact EAP anytime to access support beyond the above options.

Additional wellbeing & change support

-
- **Regular staff briefings** - led by ELT and P&C, providing space for Q&A and real-time updates.
 - **Drop-in sessions** - Informal forums for staff to raise concerns or seek clarity.
 - **Centralised Information Hub** - FAQs, timelines, and updates hosted on the Transformation & Change SharePoint.
 - **Optional psycho-education workshops for people leaders** - Facilitated by EAP to assist managers in navigating change.
Contact P&C team via email if you're interested: peopleandculture@safework.nsw.gov.au
 - **Union support** - from PSA member.support@psa.asn.au or 1800 772 679 or VG Executive
VG.Executive@safework.nsw.gov.au
 - **Work health and safety concerns** - can be discussed with your leader and the SafeWork Health and Safety Representatives (HSRs) via safeworkhsrs@safework.nsw.gov.au
 - **Mental Health First Aid Officers** across SafeWork NSW and DCS.
 - **Online Learning Modules available on MyCareer** to support Individuals and Leaders manage through change.
 - **Confidential feedback** can be provided to the Manager Regulatory Assurance and Reviewable Decisions if required.
-