

# CSNSW Line Managers' Guide to Supporting Flexible Work

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## Acknowledgement of Country

Strategy, Planning and Policy Directorate, Strategy and Governance acknowledge the Traditional Custodians of the lands where we work and live. We celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters of NSW.

CSNSW Line Managers' Guide to Supporting Flexible Work

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# 1 Purpose and rationale

This guide has been developed to support you, as CSNSW managers, to have discussions with your teams about the new flexible work policy and changes to flexible work arrangements in CSNSW.

It is to be read with the Premier’s Circular (C2024-03) circulated in August 2024, the Department of Communities and Justice (DCJ) Flexible Work Policy, Flexible Work Procedure and Flexible Work Toolkit effective 31 March 2025. The DCJ Policy, Procedure and Toolkit apply to Corrective Services NSW (CSNSW), as a standalone agency, and all CSNSW employees. These documents are located in the Corporate Policy Library on the [Intranet](#).

This guide aligns with the NSW Government’s direction to ensure that public sector employees work principally from an approved workplace, office, or worksite. The policy does not introduce nor expand the availability of remote working.

CSNSW is committed to an approach to flexible working that is dynamic and responsive to the needs of the people we support, our teams and our employees. It is based on an expectation that all employees are working towards working principally from an approved workplace, and that exemptions from the policy are temporary and subject to regular review. It is based on the understanding that teams must agree Team Flexible Work Plans that ensure the consistency and continuity of CSNSW operations.

This Guide is also based on the expectation that all Line Managers are leading respectful conversations with their teams to plan and arrange their work in ways that balance operational needs with the needs of the team and individual employees.

# 2 Key definitions and concepts

The Flexible Work Policy uses some terms that may not be familiar to CSNSW employees. Clarification has been provided below.

Term	Definition
Line Manager	The “Line Manager” is the employee to whom an employee directly reports.
Approved workplace, office, or worksite/s	<p>An approved workplace, office, or worksite/s is one in which an employee will work principally in one location or move between DCJ and CSNSW offices, workplaces, or related worksite/s depending on the requirements of their role as agreed with their Line Manager.</p> <p>This includes correctional complexes, transport hubs, community corrections offices, court houses, and reporting centres. It also includes NSW Government workplace hubs or whole-of-government touchdown workspaces. More information about these work locations can be found here: <a href="https://www.nsw.gov.au/nsw-government/public-sector/touchdown-workspaces">https://www.nsw.gov.au/nsw-government/public-sector/touchdown-workspaces</a></p> <p>Where CSNSW recruits to a regional location that requires travel to and from a metropolitan location, CSNSW will typically incur the costs for travel.</p> <p>Where CSNSW recruits to a regional location that requires travel to and from a metropolitan location, CSNSW will typically incur the costs for travel.</p>

## What does 'frontline' mean in CSNSW?

The policy notes that remote working is not generally available to 'frontline staff', and the policy is not intended to introduce or expand remote working availability. This is relevant to the approval of locations where work can be performed.

CSNSW takes a principles-based approach to determine which roles are 'frontline', noting the following elements of the roles performed by a duty and the circumstances in which it is performed are relevant factors to take into consideration.

Frontline staff may:

- a. Have direct contact and regularly engage with people completing orders, service providers, the public and other stakeholders as required. This can be in person, by phone or online.
- b. Deliver services that require physical presence at a specific location, e.g., a correctional complex.
- c. Have scheduled rosters and shifts that they work to, to ensure enough coverage.
- d. Often be the first to represent the organisation.
- e. Not be able to perform their duties remotely.
- f. Be performing a role that is eligible to receive an environmental allowance which requires substantial, regular and direct contact with inmates in a Correctional Complex.

## Who develops the 'Team Flexible Work Plan'?

Team plans must be developed by each organisational unit (Level 6) in your work location. These are to be developed by the Manager responsible for the location e.g. Governor/MOS/GM/Clerk Grade 11/12 or 9/10 Manager in conversation with their team members. This plan then needs to be approved by the respective Director and stored locally using the approved record keeping system, e.g., EDRMS.

Under the Flexible Work Policy, Procedure and Toolkit, managers and staff should agree how often their Team Flexible Work Plan is reviewed to ensure it is working as intended for all stakeholders. This review should occur at least annually.

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# 3 Impact of policy changes

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## What is changing?

The Premier's Circular and DCJ Policy identify that employees are to work "*principally in an approved workplace, office or related work site*". This means some managers need to work with employees and confirm the location or locations they will principally work from.

The majority of 'frontline employees' have working arrangements that align with the policy and won't change. Some employees have current arrangements that do not align with the policy, and their arrangements may change.

CSNSW is introducing some additional process steps to better match our operational context and take a consistent approach across business units. This includes making team flexible work plans mandatory, requiring hybrid and remote work requests to be approved at Assistant Commissioner level, and requiring Deputy Commissioner review, if a hybrid and flexible work request is not supported.

No.	What is new?	Detail
1	All employees must work “ <i>principally in an approved workplace, office or related work site in NSW</i> ” during a four-week period.	<p>Employees must work at least 50% of the work time in a month at an approved location.</p> <p>CSNSW is defining ‘month’ as four weeks to align with the flex and rostering periods.</p>
2	Employees’ patterns of work must include a Monday or Friday at an approved location	Work time must include at least a Monday or a Friday in the approved location in one four-week period.
3	<p>If an employee is seeking work from home arrangements for more than 50% of the month, they must submit a ServiceNow request for approval</p> <p>Assistant Commissioner-level (Level 3 Delegation) consideration is required.</p>	<p>The <u>Hybrid and Remote Work Request Form</u> is located in ServiceNow.</p> <p>Employees should discuss with their line manager and seek written Assistant Commissioner approval via submission first before submitting the form.</p> <p>Requests already submitted and approved by the line manager in SNOW will be subject to review by the relevant Assistant Commissioner. The <u>policy</u> and <u>procedure</u> provide further guidance.</p>
4	Establishing Team Flexible Work Plans is mandatory in CSNSW.	<p>Information and tools are available in the DCJ Procedure and Toolkit. These are to be developed by the Manager responsible for the location, e.g., Governor/MOS/GM/Clerk Grade 11/12 or 9/10 Manager with their teams at the Level 6 Organisational Unit in conversation with their team members for approval by the Director.</p> <p>The Manager responsible must discuss with their Team their reasons, if they do not support their team’s ideas/proposal. The Director must provide written reasons if they do not approve the Team Flexible Work Plan.</p> <p>Team Flexible Work Plans must support the consistent delivery of frontline services, and ensure employees are reliably available to provide operational continuity, while balancing organisational, team and individual personal and role needs.</p>
5	If an employee and their line manager are unable to come to an agreement, and the Assistant Commissioner does not approve the request, the employee can request the relevant Deputy Commissioner reviews their request by email with their submission attached.	The Deputy Commissioner will provide their decision in writing to the employee, the line manager, Director and Assistant Commissioner within 10 business days of receipt of the review request.
6	CSNSW managers must approve ad hoc flexible working requests by email	While the DCJ Procedure allows managers to approve ad hoc requests verbally or in writing from time to time, CSNSW has a large and complex workforce, which means managers can only approve ad hoc flexible work requests by email.

No.	What is new?	Detail
7	All teams must be compliant with the DCJ Policy by 1 July 2025.	Where necessary, managers need to confirm with their employees which location/s are 'an approved workplace' before 1 July 2025.

## What is not changing?

No.	What stays the same?	Detail
1	Employees (and teams) already working principally from an approved location do not need to make any changes.	This will be particularly the case for frontline service delivery employees/teams.
2	Remote working availability has not been expanded. Remote and hybrid working is not generally available to frontline employees.	CSNSW takes a principles-based approach to determine which roles are 'frontline', as set out above at Section 2.
3	Employees can still make reasonable requests for flexible work arrangements.	<p>The expectation remains that employees who are working from home remain contactable, that managers can make arrangements for their teams to share their work locations on a day-to-day basis, and that regular check-ins occur with the immediate line manager.</p> <p>All employees must complete a WHS checklist to do any work from home (regardless of the proportion of time spent working from home).</p> <p>CSNSW will not pay for equipment to be used at home under a Hybrid and Remote Work Agreement.</p>
4	For non-custodial employees working in correctional complexes, the environmental allowance continues to be calculated using the same formula.	See Section 4 below.
5	When an employee moves to a new team, the employee will need to discuss their existing arrangements with their new line manager and if required establish a new or revised arrangement following the steps in this Guide.	CSNSW is committed to an approach to flexible working that balances operational requirements, the needs of teams and employees.

## How will the 'new arrangements' be implemented and reviewed?

From **1 July 2025**, employees must be working in an approved office, workplace or related worksite(s) for at least 50% of the month, in accordance with the requirements of this policy.

The policy is being reviewed.

Human Resources Business Partners (HRBP's) continue to be available to provide advice and guidance when needed. Please keep a look out for some stand-alone training that is being developed specifically for CSNSW line managers.

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## 4 What do I need to do?

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### Discuss flexible work options with your team and compile a Team Flexible Work Plan

Section 4.1 of the Flexible Work Procedure provides the steps that teams can undertake to develop, formalise, monitor and review Team Flexible Work Plans. The Team's Flexible Work Plan will determine how much an individual employee can work remotely, if at all (see **Figure 1** below), and need to be based on a conversation about flexibility between line managers and their teams.

Remote/hybrid work including working from home is not the only way employees can achieve flexibility and work life balance, noting that CSNSW offers a range of flexible work options, leave and other arrangements including Workplace Adjustments.

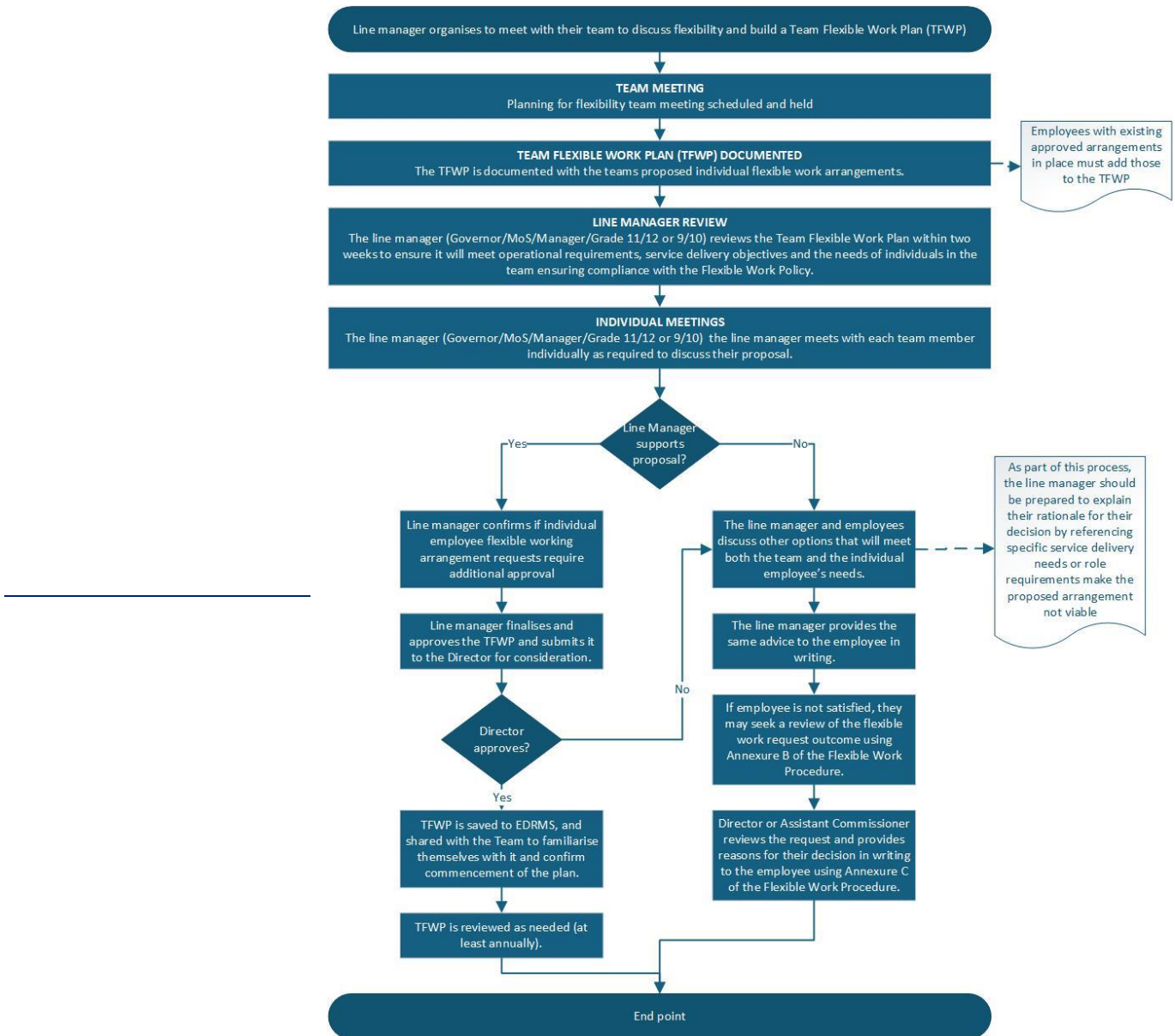
It is important that Team Flexible Work Plans are sustainable and balance organisational and operational needs, the needs of the team and individual team members. Team Flexible Work Plans must support the consistent delivery of frontline services.

If the line manager responsible does not support their team's ideas for how their work is planned and arranged, the manager must discuss with their team their reasons why they do not support the team's ideas/proposal. Directors must provide written reasons if they do not approve the Team Flexible Work Plan



Figure 1. Team Flexible Work Plan development and endorsement process

Please note: All employees who work from home, whether it is for 50% or more/less time must complete a *Work from Home Work Health and Safety checklist*



## Consider and escalate requests to principally work from home or another non-work-related location

If someone in your team wants a hybrid/remote working arrangement to work more than 50% of their time from home or another non-work-related location, under the policy they must have a specific discussion about this with you. For CSNSW the Assistant Commissioner (Level 3 Delegation holder) must approve the request outside the ServiceNow system via submission and give written reasons for their decision if they do not support it. The flowchart below outlines the process steps. These submissions must be saved in a secure folder in EDRMS in line with privacy principles.

As the line manager, depending on your delegation, you are required to consider the request and recommend it is either approved or declined by the delegate on the submission for their approval before the employee submits the form in SNOW, or if you are Assistant Commissioner level (Delegation Level 3) or above, you can approve or decline the request (see **Figure 2** below).

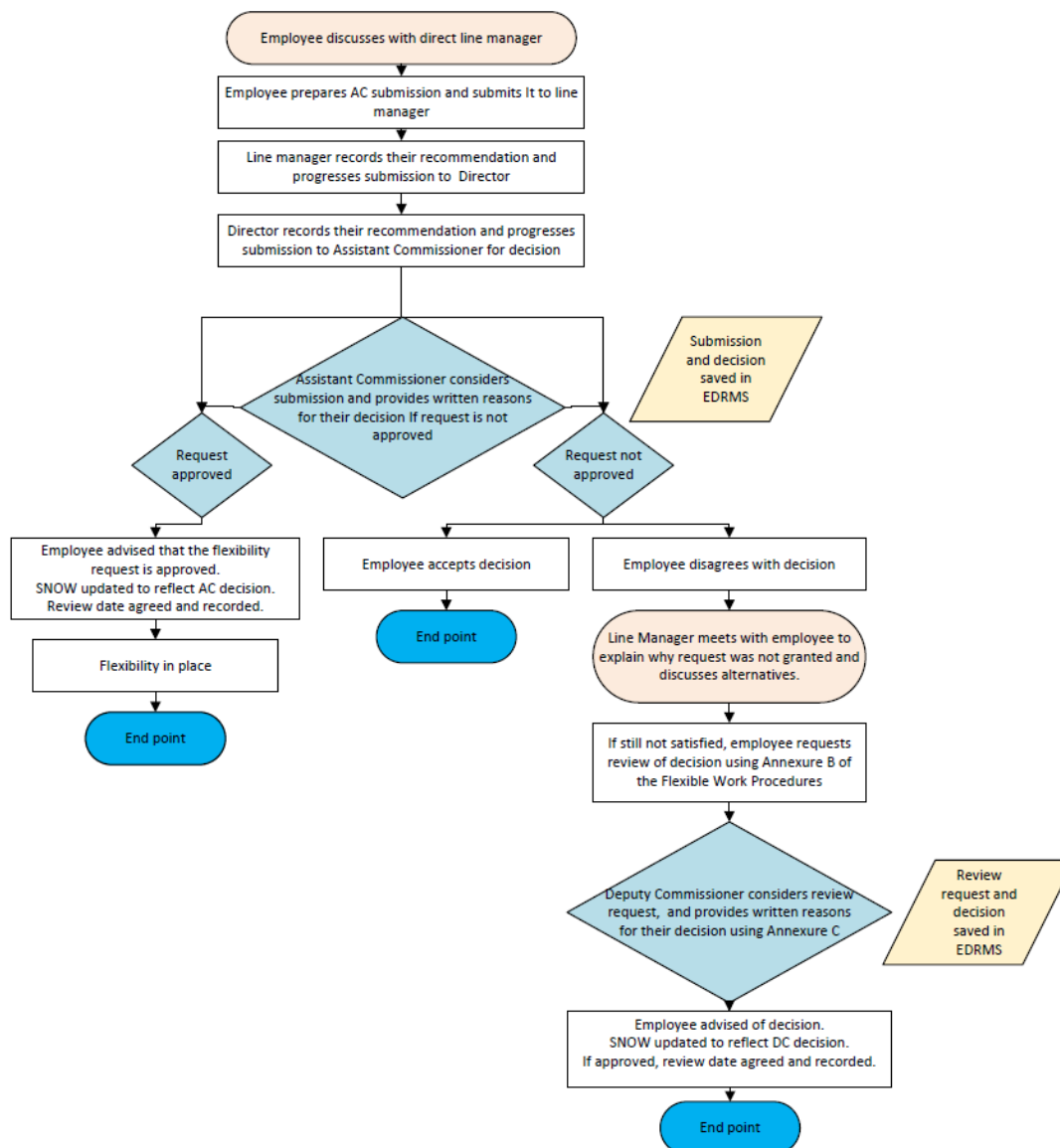
Your recommendation or decision should be communicated verbally to your team member and then confirmed in writing on their submission to the Assistant Commissioner.

Once the Assistant Commissioner has made their decision on the submission, the employee should enter a Hybrid and Remote Request form in SNOW and the manager should reflect the Assistant Commissioner's formal decision on the request in SNOW.

Where managers are uncertain or need to seek clarification as to 'reasonable grounds' for requests; they are encouraged to connect with their HR Business Partner.

**Figure 2. Individual hybrid and remote work request submission and approval process**

Please note: All employees who work from home, whether it is for 50% or more/less time must complete a *Work from Home Work Health and Safety checklist*



## Assess physical and psychological safety of employees

As line managers, it is important that you actively manage and support the health and safety of your workers regardless of any flexible arrangements in place or their workplace location. Managers must be aware of, not only the physical safety needs of their employees, but also their psychological needs.

To help you with this, the comprehensive DCJ Safety Management System (SMS) gives you and all CSNSW employees access to information and resources. Links provided below are some (but not all) that you may find particularly useful. However, it is important you access and become familiar with the full suite of provisions in the SMS yourself.

It is important to consider how you can effectively manage your team and the work you need done, as well as build strong team connections inclusive of virtual settings. There are a range of resources available to assist you to embed flexible work practices in your team, which can be accessed via the CSNSW intranet.

A good starting point is the [‘Supporting Employee Wellbeing: A Manager Toolkit’](#).

## Assess changes to employee allowances

Employees who work under the Crown Employees (Public Sector - Salaries 2022) Award (i.e. non-custodial) may be eligible to be paid an environmental allowance. The eligibility for the environmental allowance is reviewed regularly and is considered on a case-by-case basis.

The environmental allowance is paid to employees assigned to non-custodial roles which meet both the following criteria:

1. The role must be performed within a gazetted Correctional Complex; AND
2. The role must involve substantial, regular and direct contact with inmates (and the contact is for professional purposes).

If an employee who meets these criteria seeks to utilise hybrid/remote working arrangements, this may impact the environmental allowance they receive. It should be calculated using the following formula:

Environmental allowance payable	Eligibility criteria
100%	The employee works in a gazetted Correctional Complex full-time (4-5 days / 28-35 hours per week).
50%	The employee works principally from an approved gazetted Correctional Complex. This would equate to 2-3 days / 14-21 hours per week.
0%	The employee has an approved hybrid/remote working arrangement which means they work more than 50% of their work time over a period of one month, working from home or another non-approved work location, or the employee works from an approved workplace that is not a gazetted Correctional Complex.

Part-time roles that meet the criteria are entitled to receive the allowance at a pro-rata rate. An Environmental Allowance Review Form and Checklist must be completed and approved prior to the allowance being paid.

There may be occasions where the employee may request to work remotely as they need to complete a complex report, need uninterrupted time to catch up on administrative work, or attend training. This can be negotiated and agreed with the line manager on an ad-hoc basis. If it becomes a regular arrangement, and the eligibility criteria for the environmental allowance is not met, it will be subject to review by the line manager.

For more information, please refer to [Environmental Allowance – Frequently Asked Questions \(D19/0124049\)](#) or speak to your HR Business Partner.

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## 5 Office space / work location

Teams may be directed to work at locations on specific days, especially where space is limited. This should be incorporated into the development of the Team Flexible Work Plan.

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### Supporting requests for employees to work at a local site

If an employee lives and works regionally, they must still comply with the workplace presence policy and seek to work from a local site. This can be organised by contacting your HR Business Partner. If there is no available space at a local site, the employee may seek to principally work from home or another non-work-related location. This would be considered reasonable under the policy.

It is anticipated that demand for office accommodation in offices outside of major city centres (e.g., outer metropolitan and regional offices) may well increase. If you are the manager of one of these offices, there will be no reimbursement for employee-related expenses such as rates, rent, electricity, etc., related to the office. As the manager with responsibility for the site, there is an expectation/understanding that you will only approve/agree to the request when there is **underutilised** space available. Your existing employees should not be displaced or asked to make significant adjustments to accommodate employees external to your business unit.

As a manager you are given responsibility to ensure that workers feel safe, are welcomed in the environment and do not experience hostility or isolation. It may be valuable to send a welcome email to your staff, so that they are aware a new person from a different team is planning to work from the office for a while. All managers are encouraged to re-familiarise themselves with the Psychosocial Framework to ensure that you meet your 'duty of care' to employees on your work site.

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## 6 Links and Attachments

DCJ Intranet link: <https://intranet2.dcj.nsw.gov.au/employee-resources/my-employment/flexible-work-at-DCJ.html>

Flexible Work Policy: [https://intranet2.dcj.nsw.gov.au/documents/policies-forms-tools/corporate-policy-library/dcj/flexible\\_work\\_policy.pdf](https://intranet2.dcj.nsw.gov.au/documents/policies-forms-tools/corporate-policy-library/dcj/flexible_work_policy.pdf)

Flexible Work Toolkit: [https://intranet2.dcj.nsw.gov.au/documents/staff-resources/my-employment/flexible-work/dcj\\_flexible\\_work\\_toolkit.pdf](https://intranet2.dcj.nsw.gov.au/documents/staff-resources/my-employment/flexible-work/dcj_flexible_work_toolkit.pdf)

Conversation guide for managers:

[https://www.psc.nsw.gov.au/assets/psc/documents/FW\\_ConversationGuide\\_Managers\\_V2.InDesign-101019.pdf](https://www.psc.nsw.gov.au/assets/psc/documents/FW_ConversationGuide_Managers_V2.InDesign-101019.pdf)

CSNSW Intranet link: <https://intranet2.dcj.nsw.gov.au/corrective-services-nsw/csnsw-human-resources/csnsw-human-resources-policy-and-procedures/flexible-work-at-csnsw.html>

Commissioner's Memorandum No: 2025/05:

<https://facs365.sharepoint.com/sites/csnswresources/SitePages/08-Commissioner-Memoranda.aspx>

Assistant Commissioner submission template (for hybrid and remote work requests):

<https://intranet2.dcj.nsw.gov.au/corrective-services-nsw/csnsw-human-resources/csnsw-human-resources-policy-and-procedures/flexible-work-at-csnsw.html>

Hybrid and Remote Work Request Form user guide and form:

<https://intranet2.dcj.nsw.gov.au/employee-resources/my-employment/flexible-work-at-DCJ.html>.

FAQ: <https://intranet2.dcj.nsw.gov.au/staff-resources/my-employment/flexible-work-at-DCJ/frequently-asked-questions-for-workplace-presence.html>

Workplace Adjustment Policy: <https://intranet2.dcj.nsw.gov.au/employee-resources/workplace-inclusion/dcj-employee-supports/workplace-adjustments.html>

Pathways to Retirement Guide: A guide for employees and managers:

<https://intranet2.dcj.nsw.gov.au/employee-resources/workplace-inclusion/inclusion-strategy/managing-with-maturity-action-priorities/pathways-to-retirement.html>

Psychosocial health:

<https://intranet2.dcj.nsw.gov.au/content/intranets/dcj-intranet/dcj-intranet-home/employee-resources/my-safety/work-health-safety-management-system/7---psychosocial.html>

Remote and Isolated work:

<https://intranet2.dcj.nsw.gov.au/content/intranets/dcj-intranet/dcj-intranet-home/employee-resources/my-safety/work-health-safety-management-system/5-hazards-and-risk0/5-5-remote-and-isolated-work.html>

Fatigue management:

<https://intranet2.dcj.nsw.gov.au/content/intranets/dcj-intranet/dcj-intranet-home/employee-resources/my-safety/work-health-safety-management-system/5-hazards-and-risk0/5-6-fatigue.html>

Ergonomics (the physical work environment):

<https://intranet2.dcj.nsw.gov.au/employee-resources/my-safety/work-health-safety-management-system/8---ergonomics.html> (Element 8)

Supporting Employee Wellbeing: A Manager Toolkit:

[https://intranet2.dcj.nsw.gov.au/documents/employee-resources/health-and-wellbeing/resources/A\\_Manager\\_Toolkit.pdf](https://intranet2.dcj.nsw.gov.au/documents/employee-resources/health-and-wellbeing/resources/A_Manager_Toolkit.pdf)

Environmental Allowance – Frequently Asked Questions:

<https://intranet2.dcj.nsw.gov.au/documents/corrective-services-nsw/strategy-and-governance/strategy-and-policy/misc/environmental%20Allowance%20FAQ.pdf>

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## 7 Document information

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<b>Business unit:</b>	Strategy, Policy and Planning Directorate
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<b>Approver:</b>	Jennifer Galouzis
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<b>EDRMS container:</b>		D25/1356566
<b>Version</b>	<b>Date</b>	<b>Reason for amendment</b>
1.0	25/06/25	Initial publication.
1.1	27/10/25	Amendments per Commissioner's review.

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Strategy, Planning and Policy Directorate  
Strategy and Policy Branch



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