

Supplementary  
Submission  
No 187a

**INQUIRY INTO THE PRIVATISATION OF PRISONS AND  
PRISON-RELATED SERVICES**

**Name:** Name suppressed  
**Date received:** 5/03/2009

---

Partially Confidential

Dear Madam,

I do not know what value the Inquiry will be as it appears the Department of Corrective Services has already made up its mind. Attached please find a document from the Department's website called the Way Forward. On page 16 it gives dates for the takeover.

FYI

**NSW DEPARTMENT OF CORRECTIVE SERVICES  
REDEPLOYMENT OF STAFF DUE TO ORGANISATIONAL CHANGE**

**PART 1**

**INTRODUCTION**

A redeployment plan has been developed in light of the decision of the NSW Government to market test and subsequently contract out a number of correctional centres and court and escort security functions. The redeployment plan will include the management of staff relating to staff establishment reductions as a result of new management plans for correctional centres.

The Department (DCS) has given an assurance that no officer who wishes to be retained will lose their job as a result of implementing the Way Forward workplace reforms.

Any employees who are excess as a result of this decision will be managed in accordance with the "Managing Excess Employees in the NSW Public Sector" policy issued by the Department of Premier and Cabinet (DPC) in November 2008; and the transitional arrangements including redeployment that apply when a government function or facility is outsourced.

**1.1 APPLICATION**

This plan applies to:

- Permanent employees whose substantive position is deleted.
- Temporary employees with more than 12 months' continuous service and who have not been engaged for a specific period or project and who no longer have a position.
- Classifications of permanent employees affected by the changes and closures are Correctional Officers, Senior Correctional Officers, Assistant Superintendents, Senior Assistant Superintendents, Managers of Security, General Managers, Industries Staff, Offender Services and Programs Staff, Teachers and Education Officers, Field Officers, Administration and Stores staff.

## **PART 2**

### **CHANGE MANAGEMENT**

The redeployment plan includes the following details:

- Background and the reasons for the organisational change
- Plans for employee and union consultation
- Details of information sessions for employees
- Workforce planning needs
- Impact on services and functions
- Positions and classifications identifying, where possible, their location
- The proposed means for filling positions
- The proposed timetable for implementation

## **PART 3**

### **CHANGE MANAGEMENT PLAN**

#### **3.1 BACKGROUND AND REASONS**

As a result of a decision by the NSW Government the following services are to be contracted out to private operators:

1. Parklea Correctional Centre: a remand facility accommodating 823 inmates and 327 positions.
2. Cessnock Correctional Centre, a variable facility accommodating 451 inmates and 204.5 positions.
3. Court and Escort Security Units, where there are 487 positions in 34 locations across NSW who are responsible for the management of inmates in the court cells and their transfer to and from correctional facilities.
4. The external perimeter patrol and the operation of boom gates at Silverwater, Long Bay and John Morony Correctional Complexes; and Lithgow, Parklea and Goulburn Correctional Centres.

Additionally, action is proceeding for the contracting out of the security of the Long Bay Hospital wards to Justice Health.

Implementation of Correctional Centre Management Plans will include the management of staff relating to staff establishment variations. A feasibility study will be undertaken to examine the replacement of Grafton Correctional Centre with a new privately funded and operated 600 bed Centre within the Grafton shire. The closure of Grafton Correctional Centre may consequently not take place for a period of 3-4 years. Grafton Correctional Centre is a variable facility accommodating 273 inmates and 127.8 positions.

The Department of Corrective Services (DCS) also intends to continue to close a number of correctional centres. These centres will be re-opened with new staffing levels and management plans. This action has commenced with the partial closure of Silverwater Correctional Centre and the closure of John Morony Correctional Centre 2.

Changes are continuing with a plan to shortly open the Outer Metropolitan Multi-Purpose Correctional Centre at Windsor. This Centre will initially hold 250 minimum security inmates, however the profile will change as demand requires.

The new South Coast Correctional Centre will be completed by the end of October 2010.

## **PART 4**

### **EMPLOYEE AND UNION CONSULTATION**

The outsourcing of any functions and/or facilities will take place over an extended period and there will be a transitional period while any changes are being implemented. During this period consultation will continue with both staff and Unions.

Staff and unions will be provided with full details relating to:

- Proposed implementation schedule
- Positions classifications and locations which are affected
- Services and functions which will be affected.
- Transitional arrangement
- Proposed redeployment plans for displaced employees
- Details of any proposed redundancy plan

#### **4.1 METHOD OF CONSULTATION**

The Managing Excess Employees policy provides that agencies are required to consult and, as far as possible, reach agreement with the relevant unions on appropriate services.

The following consultative steps have been undertaken and information disseminated to staff and union representatives:

- Advice to all staff of the Government's decision
- Briefing and letters to the General Secretary of the NSW Teachers Federation and the Public Service Association of NSW formally advising of the details of the NSW Government's decision
- Information sessions conducted by senior management at each location where organisational change will impact
- Regular letters to staff and Union representatives
- Bulletin articles
- Intranet information on the change process, including FAQ sheets
- Discussion and update on the change process during consultative forums
- Responses to individual requests
- Establishment of a 'hotline'; and 'shop front' particularly at Parklea and Cessnock Correctional Centres to respond to inquiries and support staff.

## **PART 5**

### **IMPACT ON SERVICES AND FUNCTIONS**

Details of the proposed changes are as follows:

#### **5.1 Parklea Correctional Centre:**

Staff will be primarily relocated to other metropolitan centres. There are 272 custodial positions and 55 non uniformed positions at this facility (total of 327 positions).

The Department has given an assurance that no officer who wishes to be retained will lose their job as a result of implementing the Way Forward workplace reforms.

As part of the workplace reform strategies, it is the Department's intention to transfer staff at their substantive rank from Parklea Correctional Centre additional to the staffing profile at the new location.

Those staff members seeking a voluntary redundancy will be given prompt consideration. Some staff may seek to become excess officers to be considered for positions in other Departments.

Additionally, some staff may wish to stay at Parklea Correctional Centre and work for the private operator.

#### **5.2 Partial closure of Silverwater Correctional Centre:**

Staff have progressively been redeployed to positions primarily within the metropolitan area. There were 110 custodial positions, 19 industrial positions and 31.3 non uniformed positions (total of 160.3 positions) at Silverwater.

The Works Release Program is to transfer to Community Offender Services to manage and operate the program. This situation is nearing finalisation with the transfer of 100 inmates to the newly proclaimed Dawn De Loas Correctional Centre on 2 March 2009.

#### **5.3 Court and Escort Security functions**

A market testing study was undertaken of the management and operation of the court and escort security functions for possible transfer to private enterprise. As a result, certain functions are to be contracted out but this will not include the conduct of high risk escorts.

The Department will retain statewide escort co-ordination; a senior officer at 24 hour court complexes (with exception of Albury); and high risk escorts. The Court and Escort Security functions at Broken Hill will also be retained and managed from the Broken Hill Correctional Centre roster.

#### **5.4 External perimeter patrols and boom gate operation**

This function is being contracted out to a private operator. Staff undertaking those functions will be rostered to other duties on a correctional centre roster.

#### **5.5 Cessnock Correctional Centre**

Cessnock Correctional Centre has 139 custodial positions, 32 industrial positions and 33.5 non uniformed positions (total of 204.5 positions).

The Department has given an assurance that no officer who wishes to be retained will lose their job as a result of implementing the Way Forward workplace reforms.

As part of the workplace reform strategies, it is the Department's intention to transfer staff at their substantive rank from Cessnock Correctional Centre additional to the staffing profile at the new location.

Those staff members seeking a voluntary redundancy will be given prompt consideration. Some staff may seek to become excess officers to be considered for positions in other Departments.

Additionally, some staff however may wish to stay at Cessnock Correctional Centre and work for the private operator.

#### **5.6 Long Bay Hospital**

The security of the Long Bay Hospital wards are to be contracted out to Justice Health. The Department will maintain responsibility for the perimeter towers, the Gate, the visits and any external escorts. It is envisaged that between 30 and 40 officers will need to be retained for these functions.

Additionally, the Metropolitan Medical Transient Centre will require approximately 35 officers.

#### **5.7 Grafton Correctional Centre**

The feasibility study has been completed and Budget Committee of Cabinet has directed that a business case be prepared. If approval is given to proceed, due to the processes required and the need to build a new correctional centre, closure of Grafton Correctional Centre is not expected to take place until 2011-2012. Currently there are 84 custodial positions, 16 industrial positions and 27.8 non uniformed positions at Grafton (total of 127.8 positions).

#### **5.8 Outer Metropolitan Multi-Purpose Correctional Centre**

Changes are continuing with a plan to shortly open the Outer Metropolitan Multi-Purpose Correctional Centre at Windsor. This Centre will initially hold 250 minimum security inmates, however the profile will change as demand requires.



## **PART 6**

### **TRANSITIONAL ARRANGEMENT**

When a service is contracted out to another provider, DCS and the contractor are required to enter into a Transitional Agreement which sets out the terms and conditions of the transition of the management and operation from the outgoing operator to the new operator.

The transitional agreement requires the private operator to make an offer of employment on the basis of merit selection to existing staff. DCS as the outgoing operator will be required to pay out the accumulated recreation and extended leave entitlements for those employees who accept an offer of employment with the new operator. DCS will provide salary supplementation to an officer's existing base salary where a staff member is employed by the incoming operator for a period of up to twelve months.

## **PART 7**

### **IMPLEMENTATION PLAN**

The above schedule of closures and cessation of major functions currently performed by departmental staff could potentially result in approximately 800 staff to be redeployed. These staff will be spread across both metropolitan and regional locations. However, it is acknowledged that it will be more difficult for staff to be redeployed in rural locations.

#### **7.1 Metropolitan Correctional Centres and Court and Escort Security staff**

Affected staff will be primarily relocated to other metropolitan centres.

The Department has given an assurance that no officer who wishes to be retained will lose their job as a result of implementing the Way Forward workplace reforms.

As part of the workplace reform strategies, it is the Department's intention to transfer staff at their substantive rank from metropolitan correctional centres and Court and Escort Security additional to the staffing profile at the new location.

These staff will also be used to replace those officers who have excess recreation leave and who will be required to reduce their accrued recreation leave in accordance with a personal leave reduction plan.

Those staff members seeking a voluntary redundancy will be given prompt consideration. Some staff may seek to become excess officers to be considered for redeployment to positions in other Departments.

In regard to the contracting out of Parklea Correctional Centre and Court and Escort Security functions, some staff may wish to stay at Parklea Correctional Centre and Court and Escort Security locations and work for the private operator(s).

It is anticipated that both the Administrative and Clerical, Offender Services and Programs, Teachers and Educational staff who are affected by these changes will be primarily absorbed by placement in other permanent vacancies in the metropolitan area.

Staff in the metropolitan area affected by these changes have been/will be invited to complete an Expression of Interest form to indicate three preferences for placement. Preferences for particular locations will be given to staff who have a particular need to work at a location having regard to reasonable travel time, family circumstances and other needs.

Staff will also be given access to the Employee Assistance Program for counselling purposes if required.

Human Resources and Staff Health Services are available to answer inquiries and support staff throughout this process.

## **Staff in Rural Locations**

### **7.2 Court and Escort Security staff**

Staff employed in rural locations may be offered employment with the private operator.

Staff will be invited to complete an Expression of Interest for placement in either a metropolitan or country location.

It is possible that some staff who are currently working in these locations will not wish to transfer to metropolitan or other rural centres or be employed by the private operator. These staff may be considered for a voluntary redundancy package.

Some staff members may seek to become excess officers to be considered for redeployment to positions in other Departments.

### **7.3 Cessnock and Grafton Correctional Centres**

Cessnock Correctional Centre is to be contracted out to a private operator; and Grafton Correctional Centre may be contracted out to a private operator. Staff may be offered the opportunity for employment with the private operator(s).

Staff have been/will be given the opportunity to complete an Expression of Interest for placement in either a metropolitan or country location.

It is possible that some staff who are currently working in these locations will not wish to transfer to metropolitan or other rural centres or be employed by the private operator. These staff may be considered for a voluntary redundancy package.

Some staff members may seek to become excess officers to be considered for positions in other Departments.

### **7.4 South Coast Correctional Centre**

The new South Coast Correctional Centre is planned to be completed by the end of October 2010 and will be operated by DCS under the Way Forward staffing model and not an island agreement.

## **PART 8**

### **REDEPLOYMENT**

Staff who do not take up an employment offer with a private operator will be considered for redeployment to another location. Staff are asked to complete an Expression of Interest form indicating their interest in relocation to another centre. Relocation costs will be met in accordance with the Crown Employees (Transferred Employees Compensation) Award.

The Department of Premier and Cabinet policy on Managing Excess Employees provides that agency heads must seek approval from their Minister for a voluntary redundancy program. It also states that voluntary redundancy may be offered in one or more of these cases:

- Restructuring within the Department has resulted in loss of positions.
- A facility is to close or functions associated where the positions/jobs at a facility are discontinued. This includes where a position is moved to a significantly different geographic location.
- The Department, the Recruitment and Redeployment Unit of the Department of Premier and Cabinet and the relevant union(s) consider it impractical to retrain the displaced employees for the purposes of redeployment and the knowledge and skills relevant to the deleted positions are not in demand within the NSW public sector.

As a last and unavoidable resort only, an agency head may make redundant a displaced employee.

It is possible that some staff who are currently working in these locations will not wish to transfer to metropolitan or other rural centres or be employed by the private operator. These staff may be considered for a voluntary redundancy package.

## **PART 9**

### **RESOURCE IMPLICATIONS**

#### **A. Voluntary redundancy package**

The Department has approval to offer up to 300 redundancies.

#### **B. Payment of accumulated entitlements to employees accepting employment with a service provider**

Employees accepting employment with the private provider will be required to resign from the Department. The employee will be paid the monetary value of recreation and extended leave entitlements by the Department.

#### **C. Establishment of a case management team to manage and coordinate staff redeployment and voluntary redundancy program.**

A central coordination point is necessary to accommodate the scale of the redeployment of large numbers of employees and the management of the voluntary redundancy program.

This function is to be undertaken as part of the Career Recruitment Office operations of the Human Resources Division.

## **PART 10**

### **EMPLOYEE MANAGEMENT**

The Department is committed to the fair and transparent management of its employees who are affected as a result of organisational change.

The change management process involves:

- communication and support to employees.
- consideration of relocation options.
- offering voluntary redundancy (VR) for those staff directly affected by the change.
- or for other staff, not affected by the change, to be offered VR to facilitate the redeployment of employees who want to remain with the Department.
- Providing retraining to employees following acceptance of VR offer.

#### **Communication & Support Services to employees:**

- Regular information sessions on the change management process and its progress.
- Information session briefing notes communicated to all affected staff.
- Access to the Human Resources Division staff who can provide information or advice.
- A redeployment Hotline to take, log and answer staff questions has been established.
- A Human Resources Shop Front has been established at Parklea and Cessnock Correctional Centres to advise and support staff.
- Consultation with all relevant unions on all aspects of the change management process, including dealing with any staff concerns.
- Feedback to staff on individual questions/concerns.
- Development of a Frequently asked Question Sheet for publication on Intranet.
- Advice on employment options that are available, including job requirements.
- Information on Transferred Officer entitlements (where applicable).
- Counselling through the Employee Assistance Program.
- Information on superannuation to be provided on site to staff.

- Career support workshops to assist employees in identifying their skill sets, preparing job resumes and interview practice.
- Visitation program to different work sites to assess redeployment options.
- Assessment of staff requirements for retraining opportunities.

## **PART 11**

### **VOLUNTARY REDUNDANCY (VR)**

VR is an option where redeployment is not practicable or viable within a reasonable period of time and is a genuine choice of the employee affected by the organisational change. It can also be offered to other staff to facilitate redeployment of employees who want to remain in the Department.

#### **Who is eligible for VR?**

- All permanent Departmental staff whose positions are deleted by these changes.

#### **Who is not eligible for VR?**

- Employees on workers' compensation whose claim is based on compensation for termination (unless the agreement of the workers' compensation insurer is obtained to any VR payment being made).
- Employees where action has commenced to terminate their services i.e. dismissal.
- Temporary and casual employees.

#### **What is the criteria for VR?**

Where redeployment of the employee is not practicable or viable within a reasonable period of time based on:

- Work available for the employee at their current job classification.
- Difficulty in retraining employee.
- Difficulty in relocating to a new location.
- Difficulty in organising a redundancy swap with another employee.
- Knowledge and skills are not in demand within the Department.
- Satisfactory service including sick leave.
- No current workers compensation claims. Employees on workers' compensation whose claim is based on compensation for termination (unless the agreement of their workers' compensation insurer is obtained to any separation payment being made) or others awaiting determination of claims against the employer for termination of services.
- No action being taken to terminate services.



## **How do employees express an interest in VR?**

Employees directly affected by the organisational change are provided with an Expression of Interest (EOI) for VR.

The initial EOI form is to assess the potential numbers for a VR offer, however it does not commit the Department or the employee to this course of action.

Employees who have been approved for VR will receive a formal offer of VR. The formal offer letter will include a separation date (where known) and the employee's VR calculations.

Employees approved to receive a voluntary redundancy are entitled to Job Assist and details of the scheme are outlined in the "Managing Excess Employees in the NSW Public Sector" Policy.

## **PART 12**

### **PROJECTED TIMELINE**

#### **12.1 Outer Metropolitan Multi Purpose Correctional Centre**

Expressions of Interest (EOI) close: 20/2/09

Selection process: from 2/3/09

#### **12.2 Parklea and Cessnock Correctional Centres**

Assessment of staff preferences: from 2/3/09

Assessment of staff redundancy requests: from 2/3/09

Relocation of staff: from 9/3/09

Tenders close: 30/4/09

Contract commencement: from 1/8/09

Screening of staff by private provider: after 1/8/09

#### **12.3 Court and Escort Security**

Expressions of Interest (EOI) close: 20/4/09

Selection process: 27/4/09

Assessment of staff preferences: 2/5/09

Assessment of staff redundancy requests: from 2/5/09

Tenders close: 30/6/09

Contract commencement: 1/10/09

Screening of staff by private provider: 1/10/09

Relocation of staff: from 1/10/09

## **PART 13**

### **CONTACTS**

Hotline – Career Recruitment Office (02) 8346 1555 (ext. 1555)  
Email [redeployment@dcs.nsw.gov.au](mailto:redeployment@dcs.nsw.gov.au)  
Employee Assistance Program (EAP) 1300 363 202  
Staff Psychologists (02) 8346 1423

#### *Human Resources Managers*

Senior Manager HR Services (02) 8346 1350  
North West Region (02) 6549 0420 (ext. 6420)  
Outer Metropolitan Region (02) 9854 7219 (ext. 6219)  
Inner Metropolitan Region (02) 9289 2088  
South West Region (02) 4824 2400 (ext. 2400)  
Security and Logistics &  
Strategic Operations Divisions (02) 8372 5028

#### *Brush Farm Corrective Services Academy*

Retraining opportunities (02) 9804 5444