

Marine Rescue NSW

New MRNSW Structure

Announcement: September 2021



Background

Marine Rescue NSW is a growing organisation operating in a changing environment.

Since late 2020 work has been underway to understand the expectations of the Board and membership and how these may affect our future directions.

We have analysed our organisation to define what we do now, what we will need to do in the future, and the skills and capabilities that we want to have as an organisation.

Following consultation with staff, we are pleased to announce a new structure that will set up MRNSW for success as a world class marine rescue organisation.

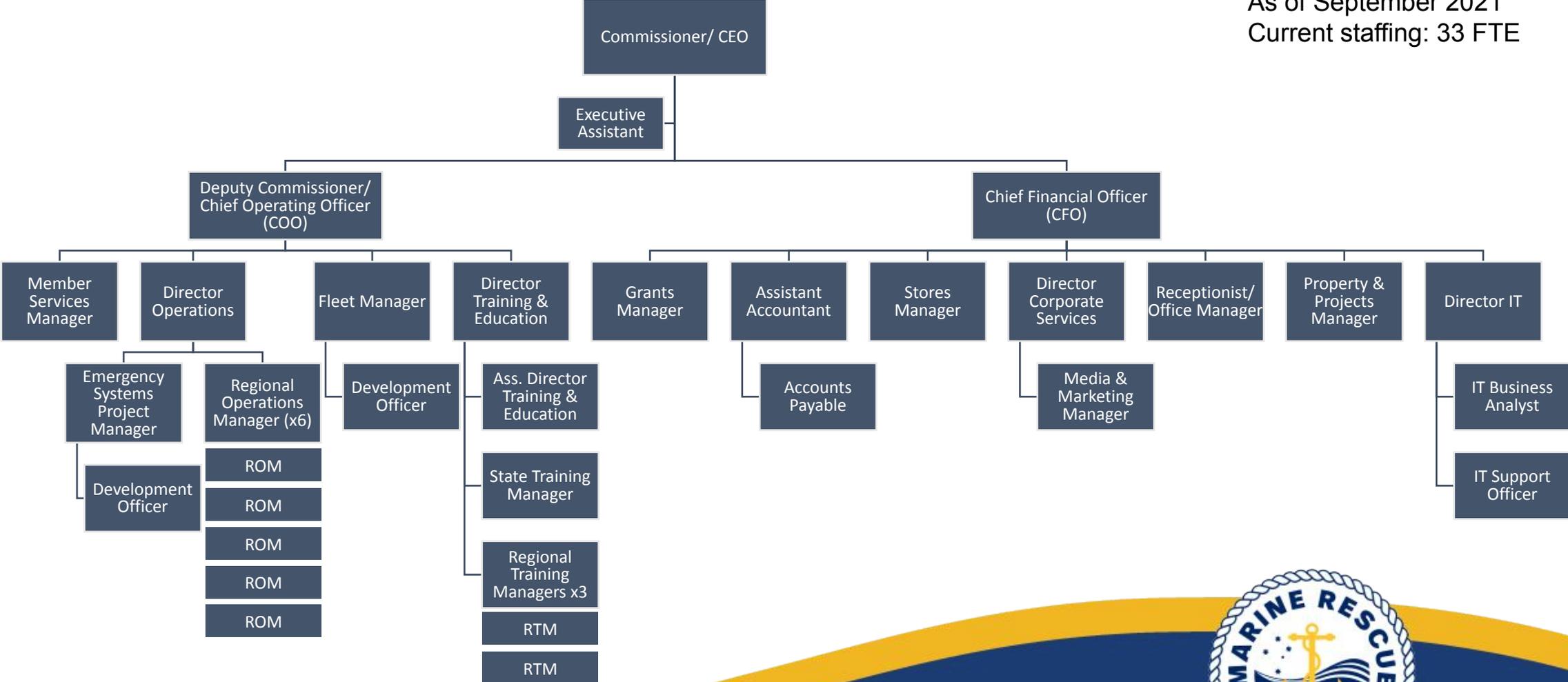
Work to date

- Board discussions about future directions started late 2020
- Board 'investment logic mapping' sessions and discussions May/ June 2021
- Survey of membership July 2021
- Definition of MRNSW Functions (our activities) and capabilities July 2021
- Board briefed on proposed structural change August 2021
- Proposed new structure consulted with staff (two weeks) Aug/Sept 2021
- Board briefed on final structure Sept 2021
- New structure announced Sept 2021



Current Organisational Structure

As of September 2021
Current staffing: 33 FTE



Objectives of new structure

1. **Strengthen connections between staff and membership** to reinforce a safety culture, improve communication, increase operational standards and increase engagement
2. **Provide clarity on service delivery to members** and what “good service” looks like, using this to align messages, coordinate work and make service quality consistent
3. **Ensure all our work supports effective service delivery** including governance, systems, and ways of working including resource levels and allocation



New structure features

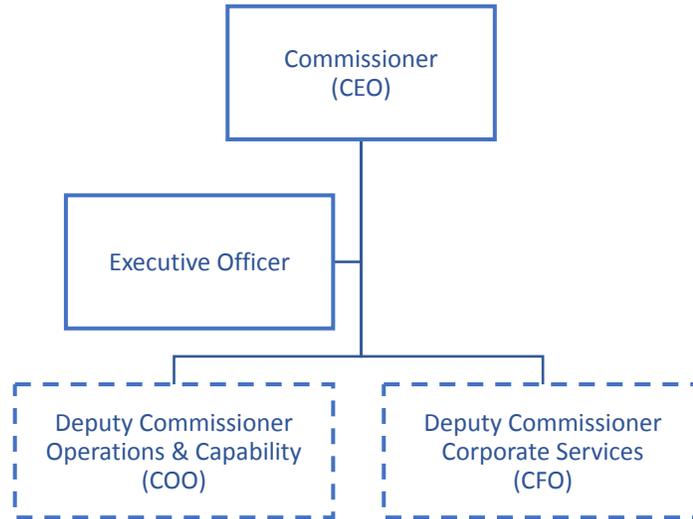
- **Three operational zones** to make sure a full suite of coordination and support is available for our Units from their local region
- **New teams in Head Office** to ensure that staff in related jobs have support, professional development, acting opportunities for improved career paths, and the ability to work jointly on projects to improve our organisation
- **Develop skills in key areas** that will be important for the future including:
 - Increased member and supporter engagement
 - Ensuring workplace health, safety and wellbeing
 - Modernising our property, facilities, and stores.

New structure overview

- 2 Divisions
 - Operations & Capability
 - Corporate Services
- 11 teams
 - Office of the Commissioner
 - 6 in Operations & Capability
 - 4 in Corporate Services
- 8 new / significantly changed positions
 - 3 new Zone Commanders
 - Senior Manager Health, Safety & Culture
 - General Manager Communications & Engagement
 - Manager Marketing & Supporter Engagement
 - Manager Media
 - Property & Infrastructure Project Officer



Office of the Commissioner

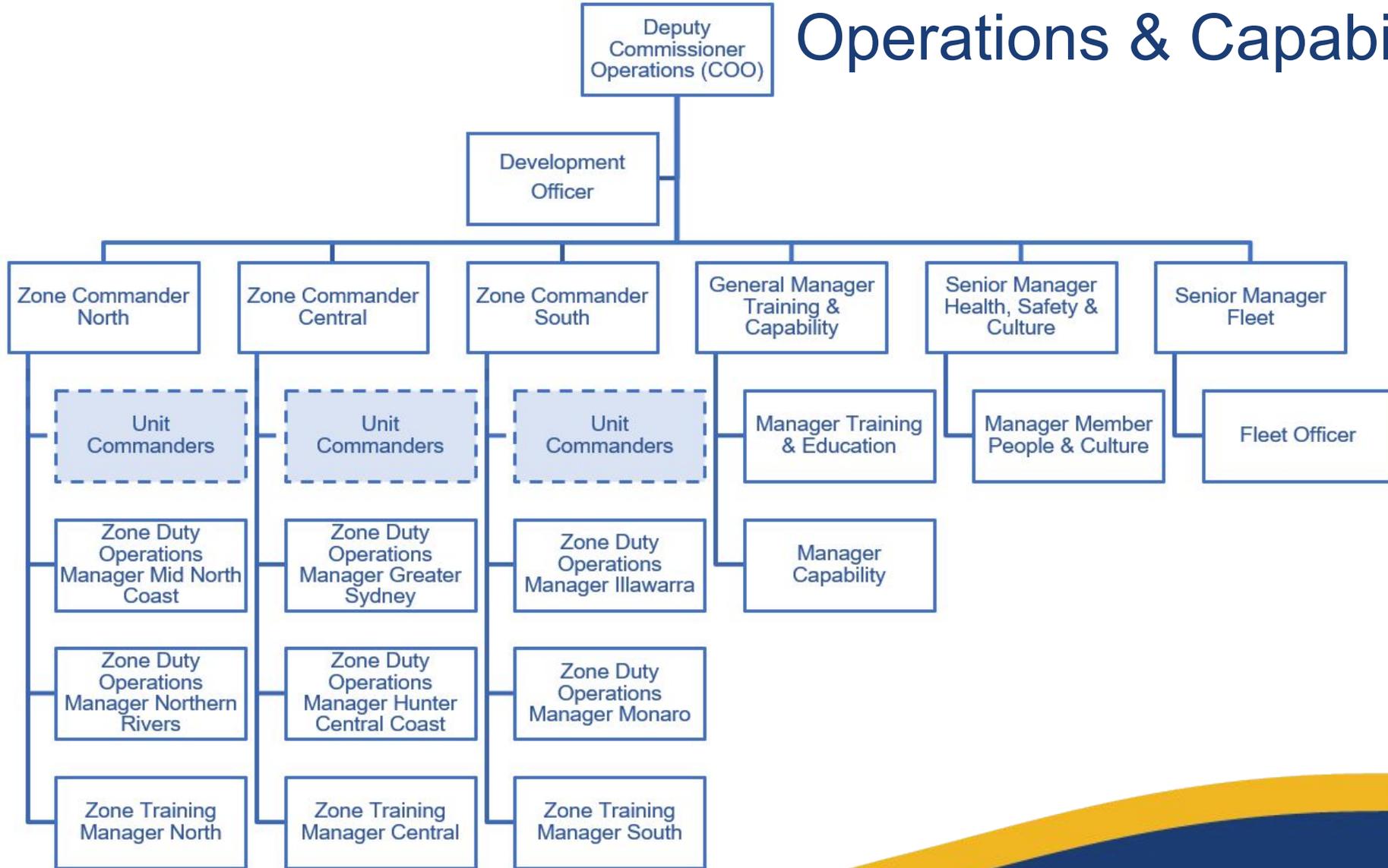


The Office of the Commissioner is the senior executive team of MRNSW and provides strategic leadership and decision-making on organisation-wide policies, programs and settings.

The Office of the Commissioner supports the Board in their role setting strategic direction and overseeing the effectiveness of the organisation as a whole.



Operations & Capability Division

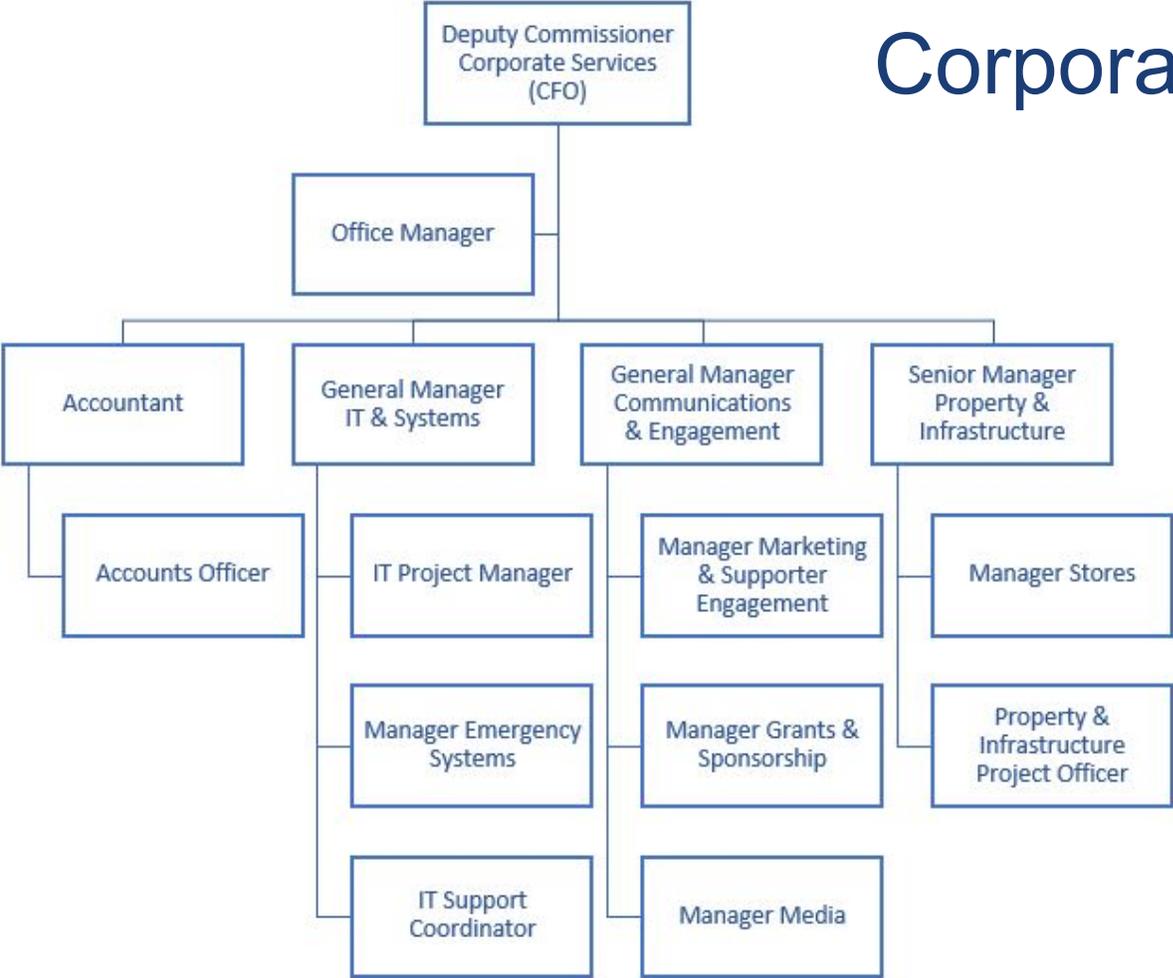


The Operations & Capability Division provides on-water and radio support to the boating community of NSW including monitoring VHF marine radio network and preparing for and undertaking incident response and search and rescue activities.

This Division leads in ensuring that all MRNSW contributors – both staff and members – have the skills and on-water tools to operate as a world leading marine rescue organisation.



Corporate Services Division



The Corporate Services Division ensures the effective coordination and delivery of a wide range of support and enabling activities for all MRNSW stakeholders.

This Division leads in providing and coordinating the systems, infrastructure, finances and communications, ensuring all our work supports effective service delivery to the boating community of NSW.



Marine Rescue NSW Rank, Ratings and Insignia

| Rank | Insignia | Position/s | Comments |
|----------------------------------|--|--|---|
| Commissioner |  | Chief Executive Officer | |
| Deputy Commissioner |  | Chief Operations Officer, Chief Financial Officer | |
| Superintendent |  | Zone Commanders, | Rank for State Operations Senior Officer (staff) as determined by the Commissioner of MRNSW |
| Inspector |  | Senior Manager Fleet Operations, Zone Duty Operations Managers, Zone Training Managers, Manager Emergency Systems, | Rank for State Operations Management Officer (staff) as determined by the Commissioner of MRNSW |
| State Operations Officer Level 3 |  | State Operations Officer (staff) | Insignia for State Operations Officer (staff) as determined by the Commissioner of MRNSW |
| State Operations Staff Level 2 |  | State Operations Officer (staff) Fleet Officer | Insignia for State Operations Officer (staff) as determined by the Commissioner of MRNSW |
| State Operations Staff Level 1 |  | State Operations Officer (staff) | Insignia for State Operations Officer (staff) as determined by the Commissioner of MRNSW |
| Specialist Media |  | State Operations Media | Insignia for State Operations Media Officer (staff) as determined by the Commissioner of MRNSW |
| Member Rating Rank & Insignia | No Change to Existing | No Change to Existing | |

Rank and Insignia



Next steps

- New leadership positions advertised ASAP
 - Recruitment a priority
 - Staff encouraged to apply
- Implementation
 - No immediate change: Stay in current structure until further notice
 - New structure will start as leadership positions appointed
 - **Watch for announcements**
 - Aim to operationalise early in boating season – target end November

