



# Leading in Times of Change

**Lee Shearer**  
**Coordinator General for the Central Coast**

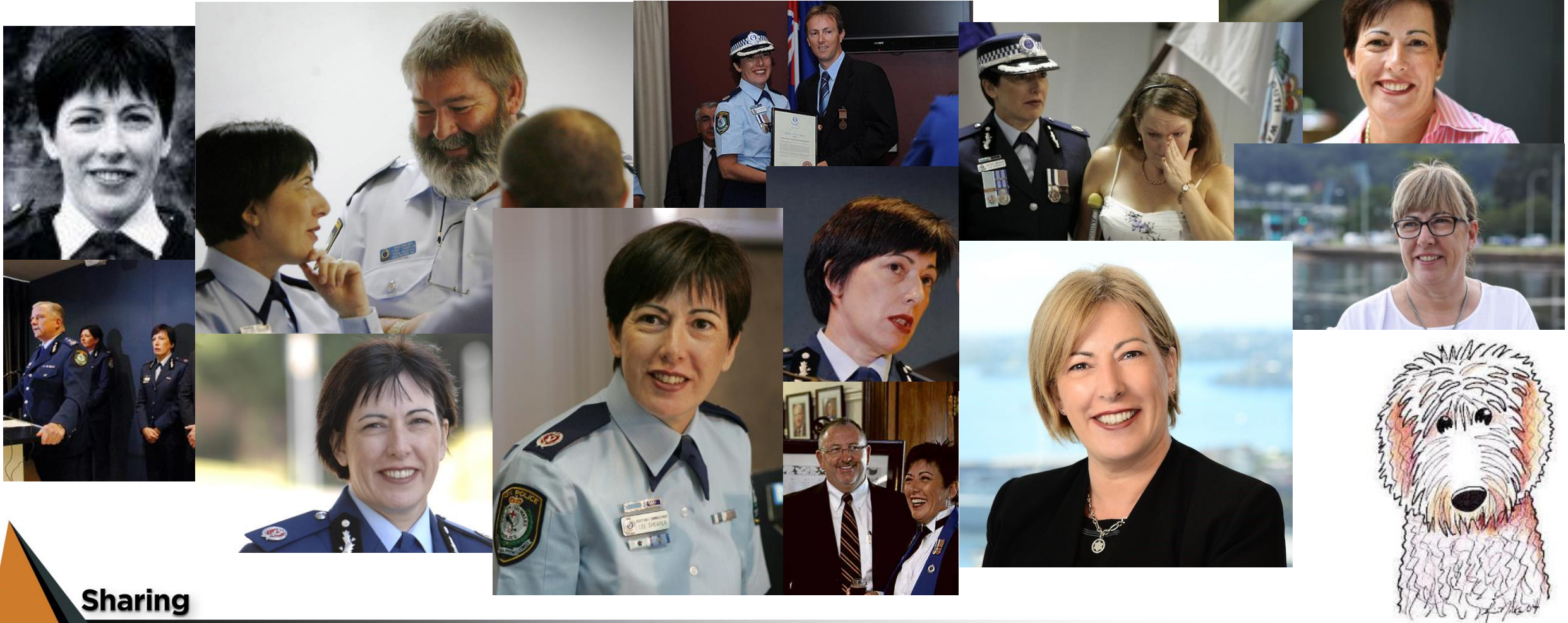
Central Coast Coordination and Resources Regulation Division  
**NSW Department of Planning & Environment**

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# My story





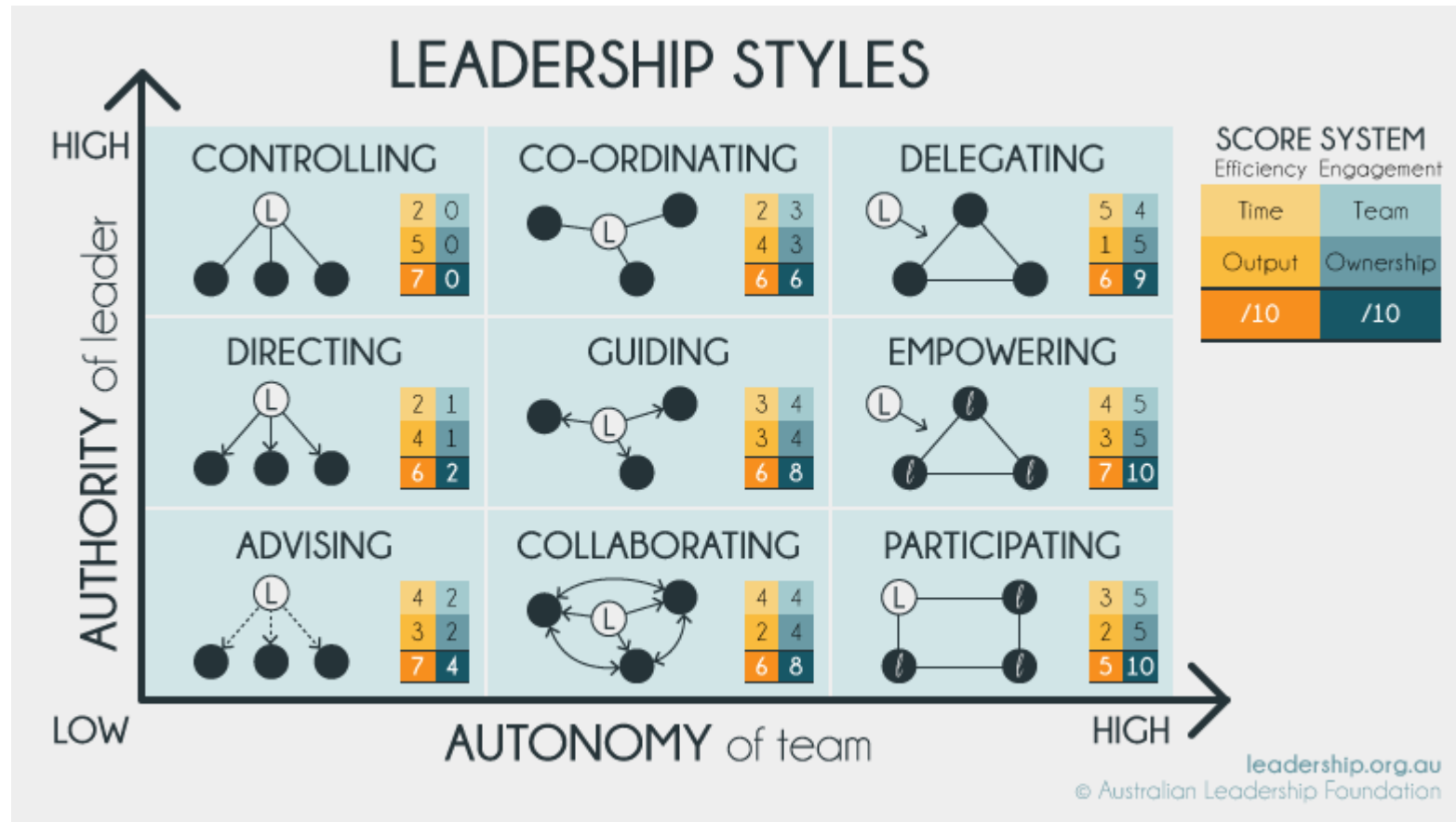
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# Leadership



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# As an active leader you need to know your Operating Environment

- ☐ Most operating environments are subject to continual change
- ☐ As a leader you need to know your operating environment

# Problem....not any more!



"I didn't have any choice — she was raising her consciousness."

# NSW Police – alcohol related violence

- ❑ Licencing intervention Newcastle
- ❑ There needed to be a rethink on how 'we' thought about alcohol and violence problems in the inner city areas of Newcastle

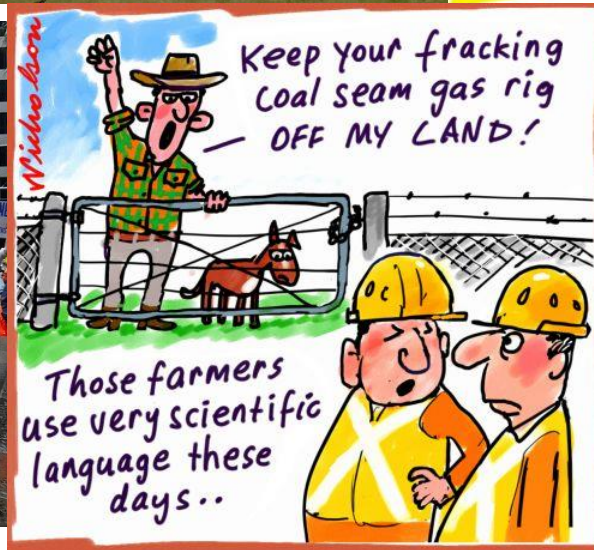


# Active Leadership requires you to understand the authorising environment

- ❑ Concept coined by Mark Moore – linked to 'public value'
- ❑ Public Value is determined by concepts at an institutional and individual level which are informed by assumptions about what constitutes value in the wider public arena
- ❑ In a democracy authorisation of what is to be considered as 'publicly valuable' and is determined by the political process



# The end result of not understanding the authorising environment and adapting....



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# And more for us to think about

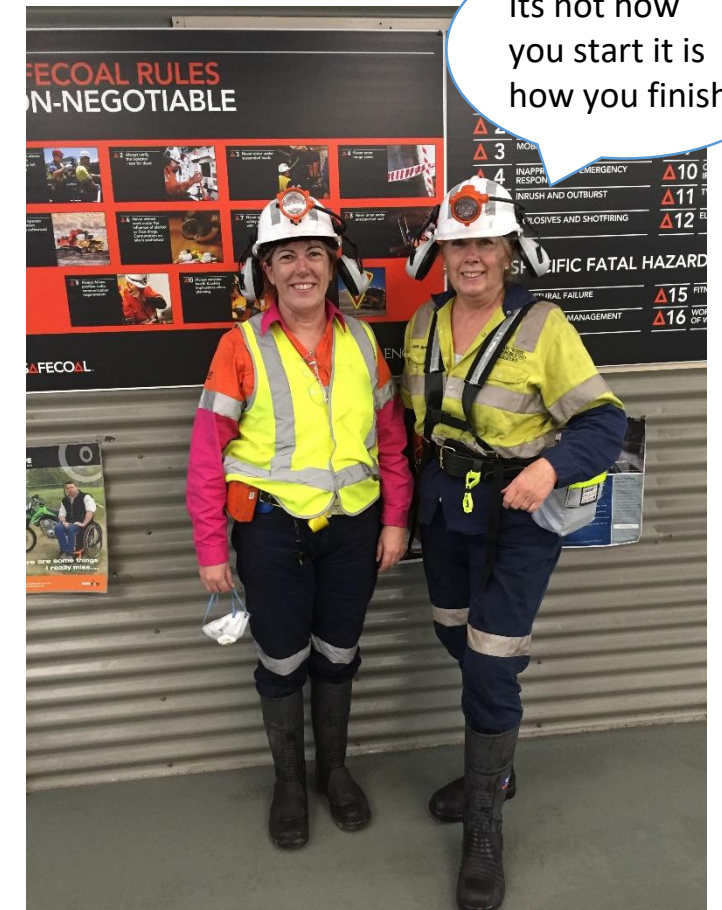
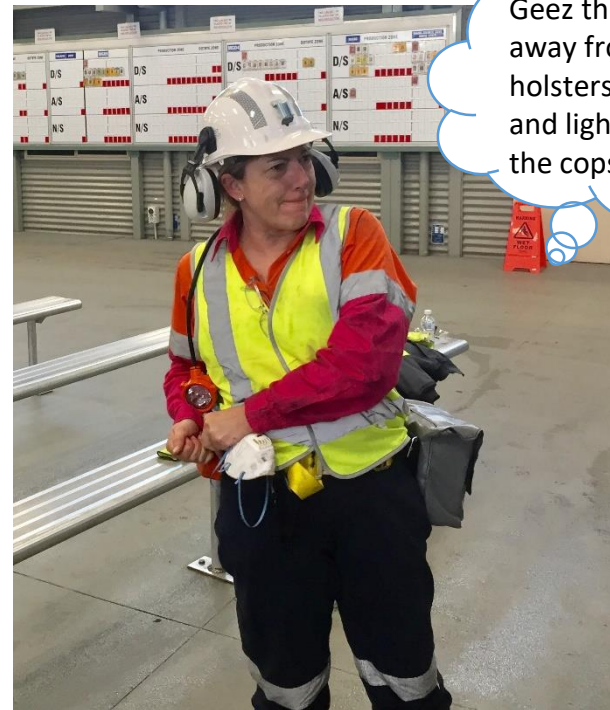
- ❑ The banking inquiry through the Commonwealth – rockets and feathers
- ❑ Shipping of live exports
- ❑ Greyhounds – live baiting

# Active Leadership requires that you challenge the status quo





# NSW Police to.....



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# Wilkinson review



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# Did we have a crisis?

- ❑ Unlike many reforms of a safety regulator this wasn't as a result of a major event or external review following a disaster (commission of inquiry, coroners findings)
- ❑ A departmental restructure and organisational reform – alignment of all compliance functions in one area with a new executive with fresh eyes from outside the mining industry

# Wilkinson review

## Recommendation 1

...consider how information on the implementation of risk controls for significant risks could be routinely collected, analysed and used to support a data led incident prevention strategy...

## Recommendation 2

...Drawing on discipline of human factors, including human and organisational factors expertise, identify the reasons which make it more likely risk controls will be successfully and reliably implemented...

## Recommendation 3

...Consider if the regulator should explicitly focus on critical controls for significant risks as part of an incident prevention strategy...

# The Challenge for Us

Were we going to be a regulator for the mining industry in the 21<sup>st</sup> century or stay tethered to the 20<sup>th</sup> century model?



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# The Incident Prevention Strategy

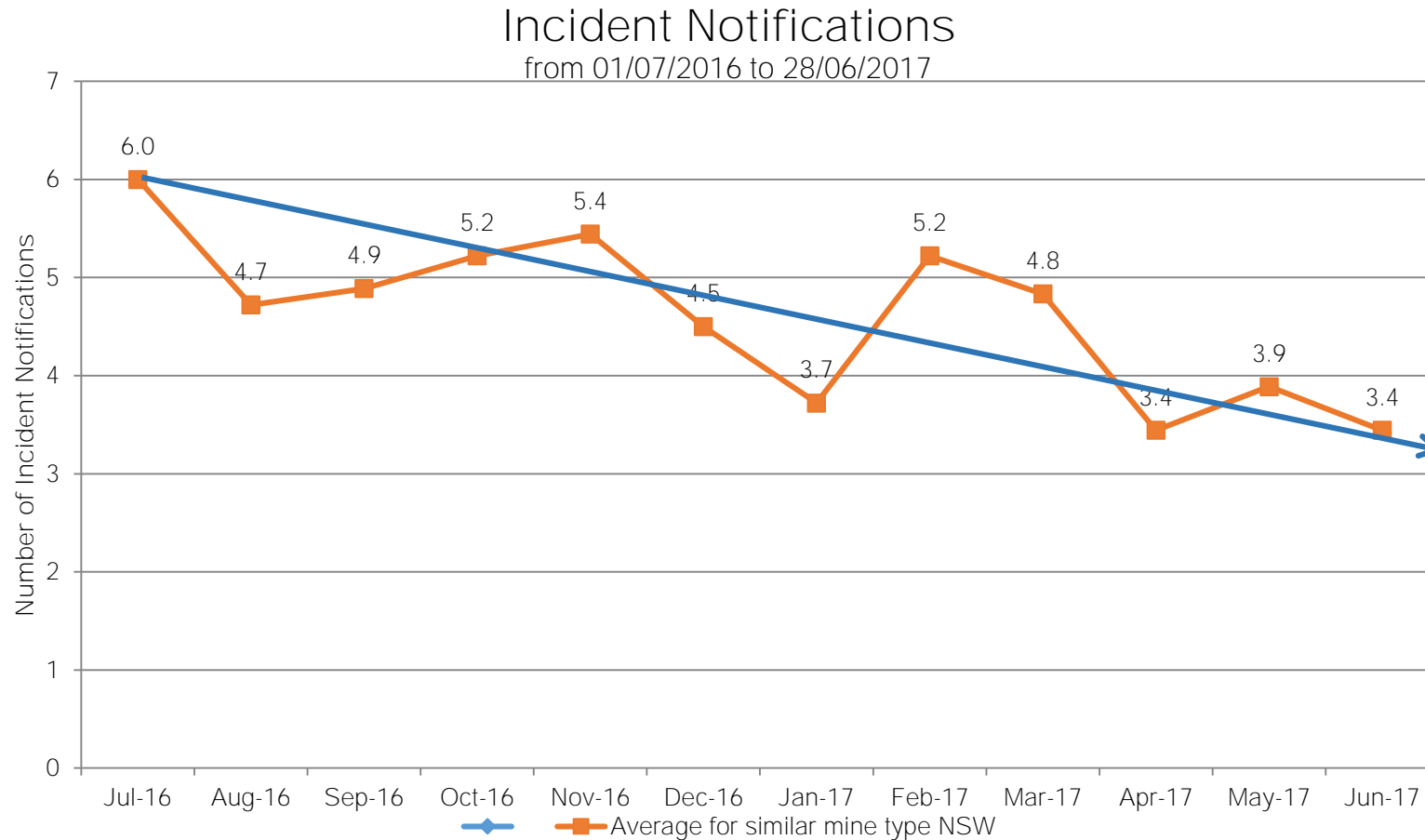
- ❑ Inception of the *Incident Prevention Strategy*
- ❑ At the heart of the new strategy was proactive assessment and intelligence-driven deployment
- ❑ Deployment principally around assessment of how effectively mine operators are managing the principal hazards
- ❑ Reactive deployment limited to high risk matters
- ❑ Monthly reporting of outcomes  
<http://www.resourcesandenergy.nsw.gov.au/regulation/compliance-and-enforcement/compliance-reports>

# The Incident Prevention Strategy

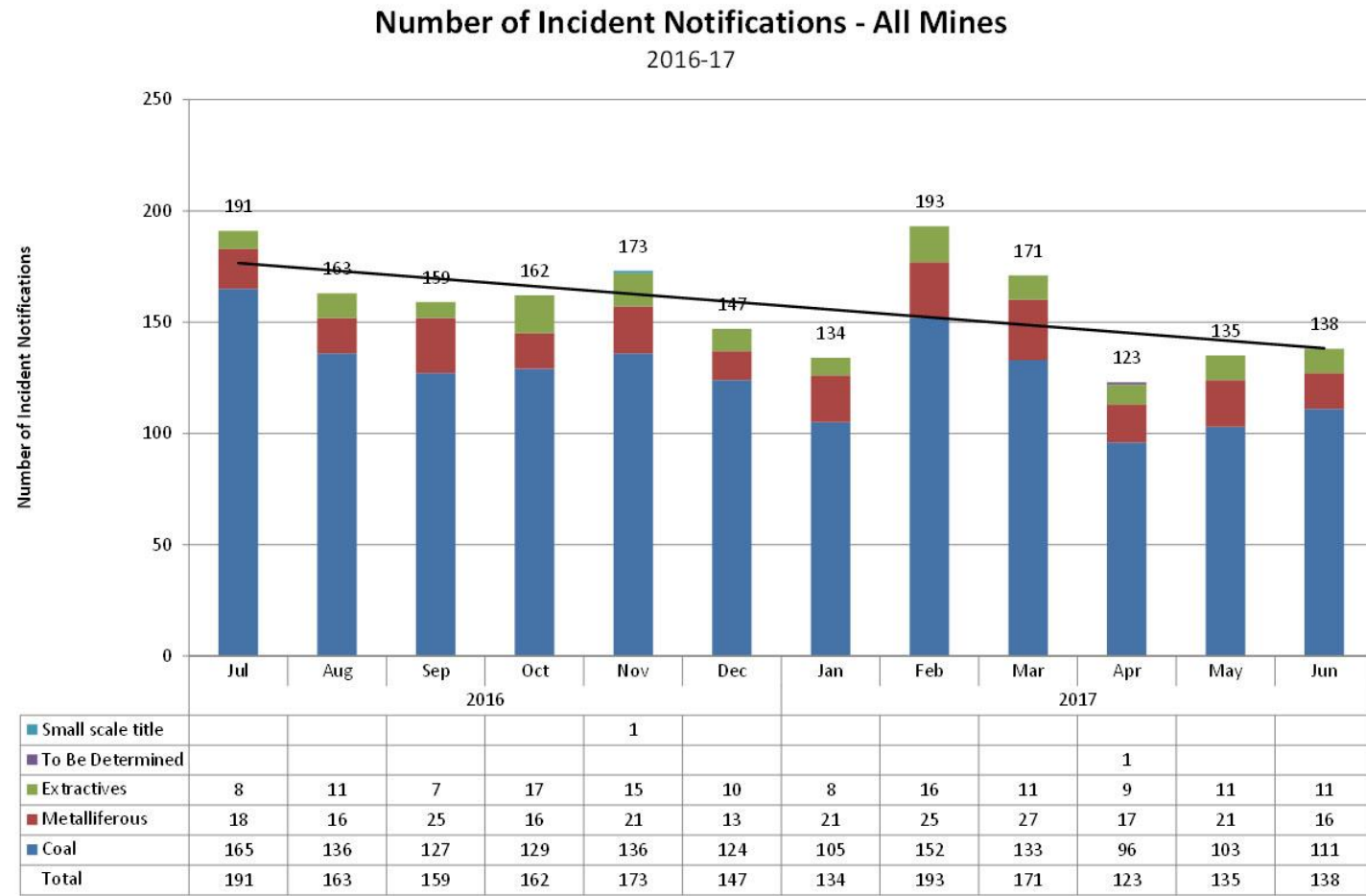
- ❑ 3 principle proactive deployment strategies around risk profiling
  - ❑ TAP - Announced
  - ❑ TIP – Announced short notice
- ❑ Planned Inspections – can be a mix of announced V unannounced
- ❑ <http://www.resourcesandenergy.nsw.gov.au/regulation/compliance-and-enforcement/compliance-reports>



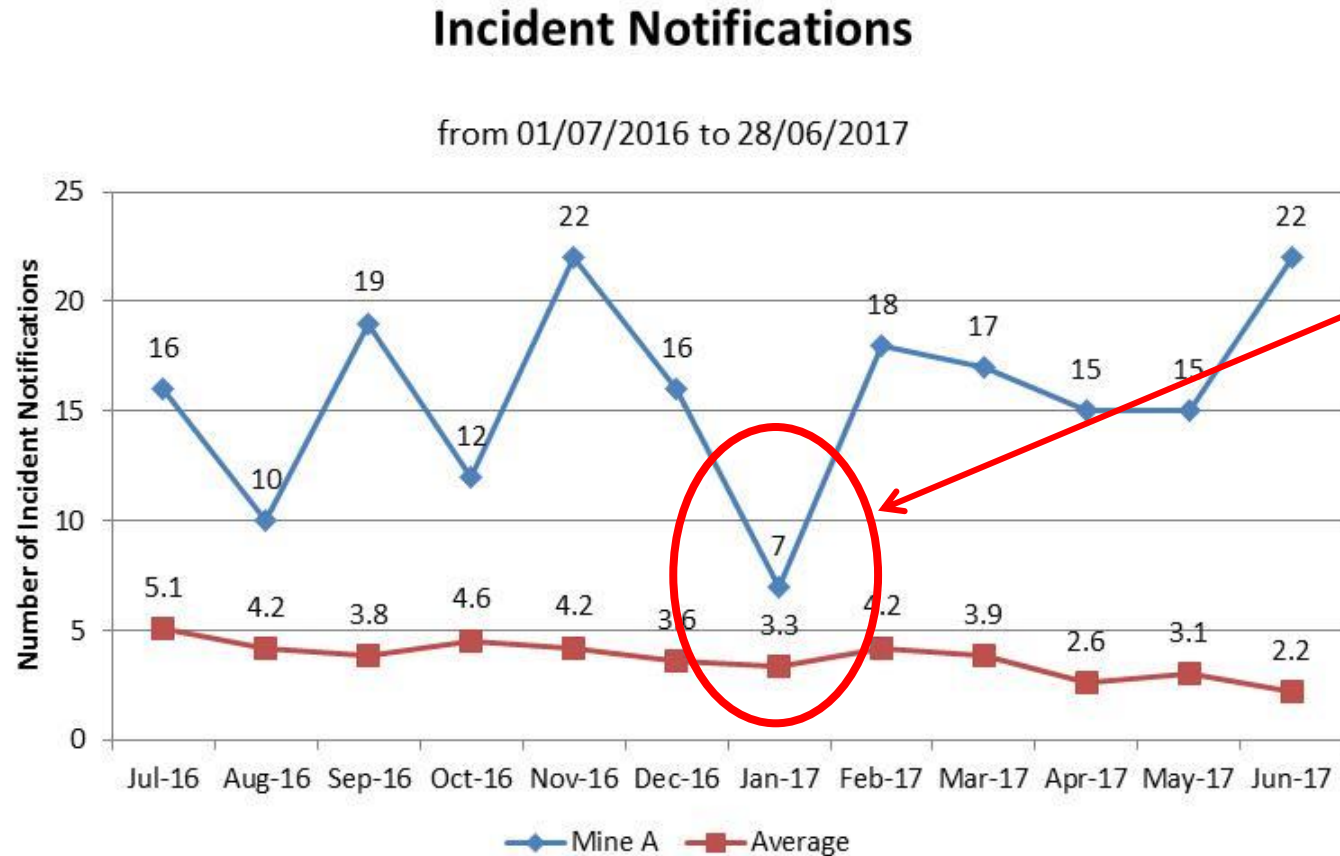
# How is early success looking?



# The current trend across the sector



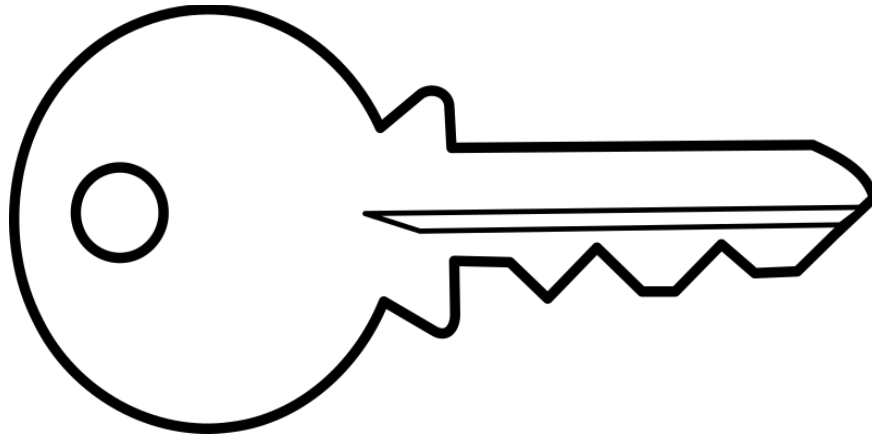
# The Data produced into a typical trend Chart



# Coordinated Whole-of-Regulator Approach

- ❑ Moved to a coordinated whole of Regulator approach
- ❑ No longer have ownership of mines by Inspectors
- ❑ Require all incidents to be reported through a centralised unit or online

# Centralised Reporting



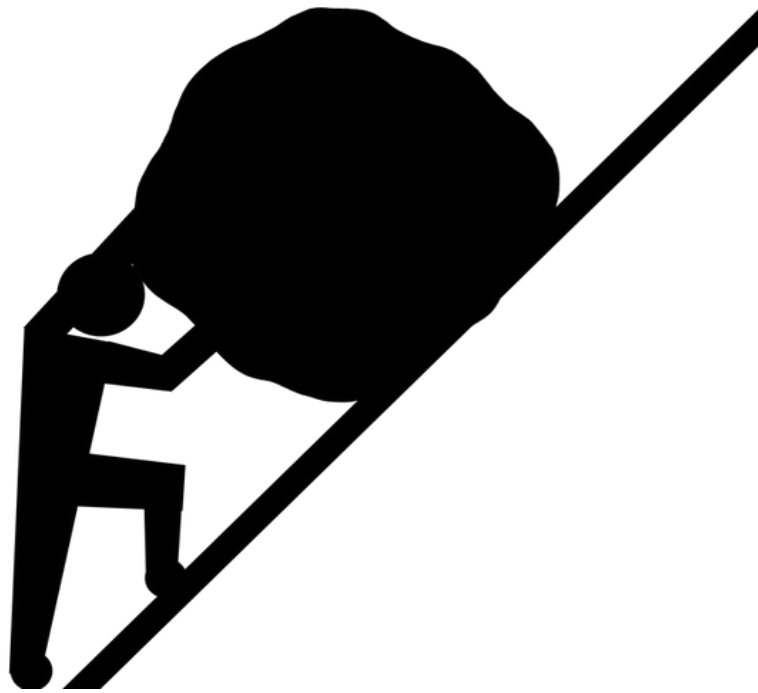
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# Was it easy?



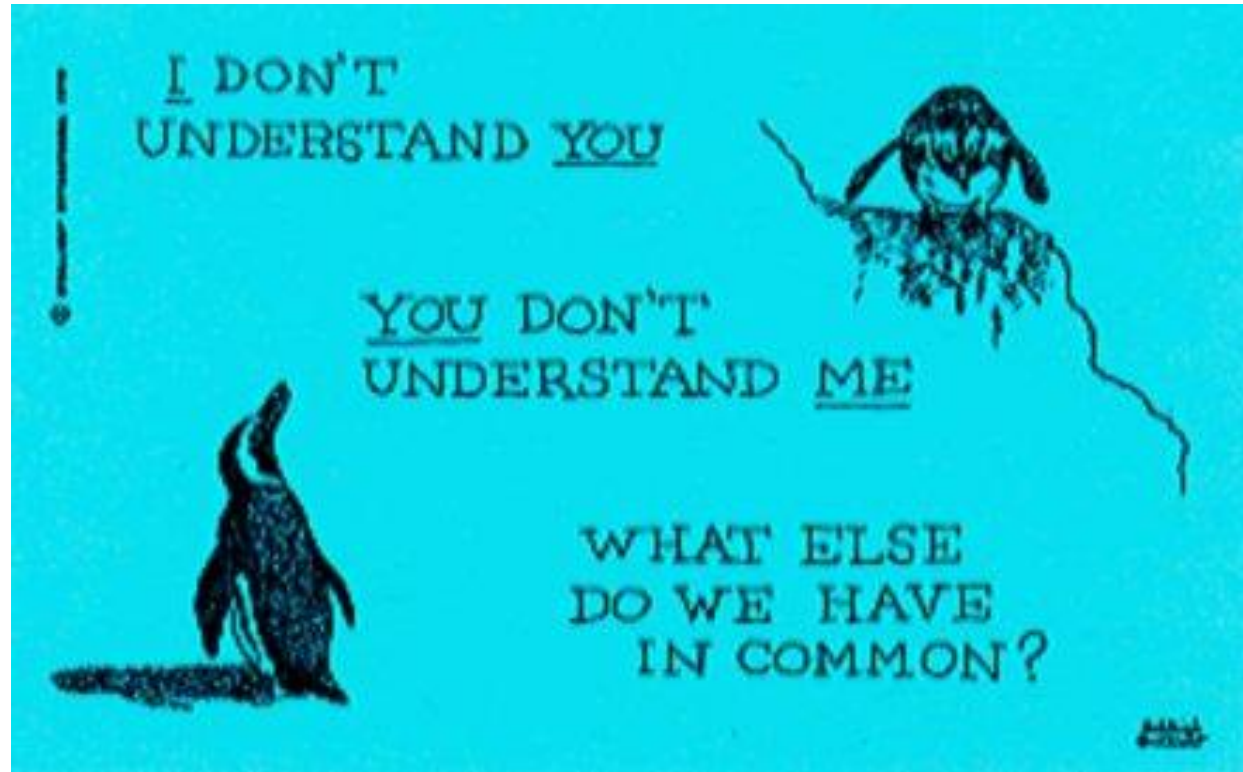
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# You don't understand mining!



# Have we arrived yet?



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# Queensland from a 3<sup>rd</sup> party perspective

- ☐ It appears a large chunk of your authorising environment has been diminished
- ☐ If this is true it is important to regain that support and quickly
- ☐ I am sensing the authorising environment is not prepared to wait for change

# Key message



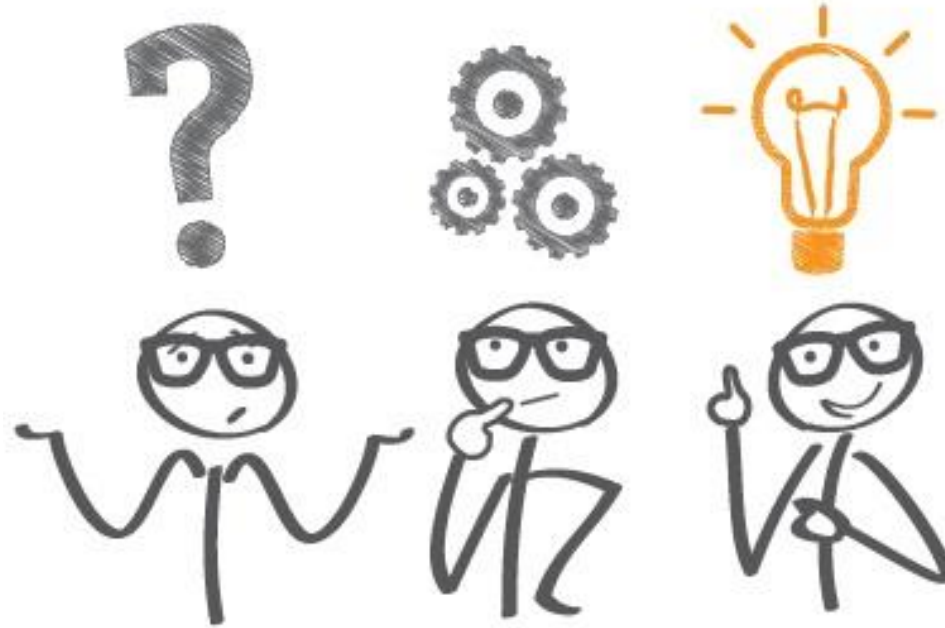
<https://edreformnow.org/stop-burying-your-heads-in-the-sand-colleges/>

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