

All staff presentation

Final organisational structure

25 August 2025

Acknowledgement of Country

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The NSW Electoral Commission acknowledges the Traditional Owners of Country throughout New South Wales and their continuing connection to land, waters and community. Our head office is located on Gadigal land. We pay our respects to Elders past and present.



Artwork: Amy Allerton, Indigico Creative (June 2025). *First Voices, Shared Futures*.

Introduction

NSW Electoral Commissioner

This morning's agenda

Content	Duration	Presenter
Open & acknowledgement of country	0930 – 0935	The Electoral Commissioner
<ul style="list-style-type: none">- How our new structure supports the future & opportunities- What you told us- How decisions were made- Our final organisation structure	0935 – 1015	The Electoral Commissioner
Overview of Group-level changes and how each Group will contribute to the vision:		
- Electoral Operations Group	1015 – 1025	Andrea Summerell
- Corporate Services Group	1025 – 1035	Peter Hukins
- Technology Group	1035 – 1045	John Cant
- Safeguards & Integrity Group	1045 – 1055	Hugo Bergeron
Transition approach	1055 – 1105	Peter Hukins
Q&A, call to action and closing remarks	1105 – 1130	The Electoral Commissioner

Our vision & where we have landed

NSW Electoral Commissioner

How our new structure supports the future

- We operate in a jurisdiction that is an early adopter of electoral integrity reforms
- Our existing structure has been in place, however, for 10 years
- The environment has changed in that time and independent electoral commissions all now have expanded accountabilities
- How we operate as an organisation must be set up to better respond to current and future challenges
- Evolving our structure, through focusing more formally on safeguards and integrity and on engagement with our stakeholders, signals this
- We have increased ongoing resources in various teams to create capacity to focus on the longer-term and strengthen core resilience



The opportunities ahead

We need to:

- Have the expertise and knowledge to continually focus on our accountabilities and our interests as an integrity agency and election regulator
- Align our people and skills in a more functional way, especially where we have similar or complementary skillsets and clients
- Enable more robust succession planning for the unique, bespoke skills we need

We want to:

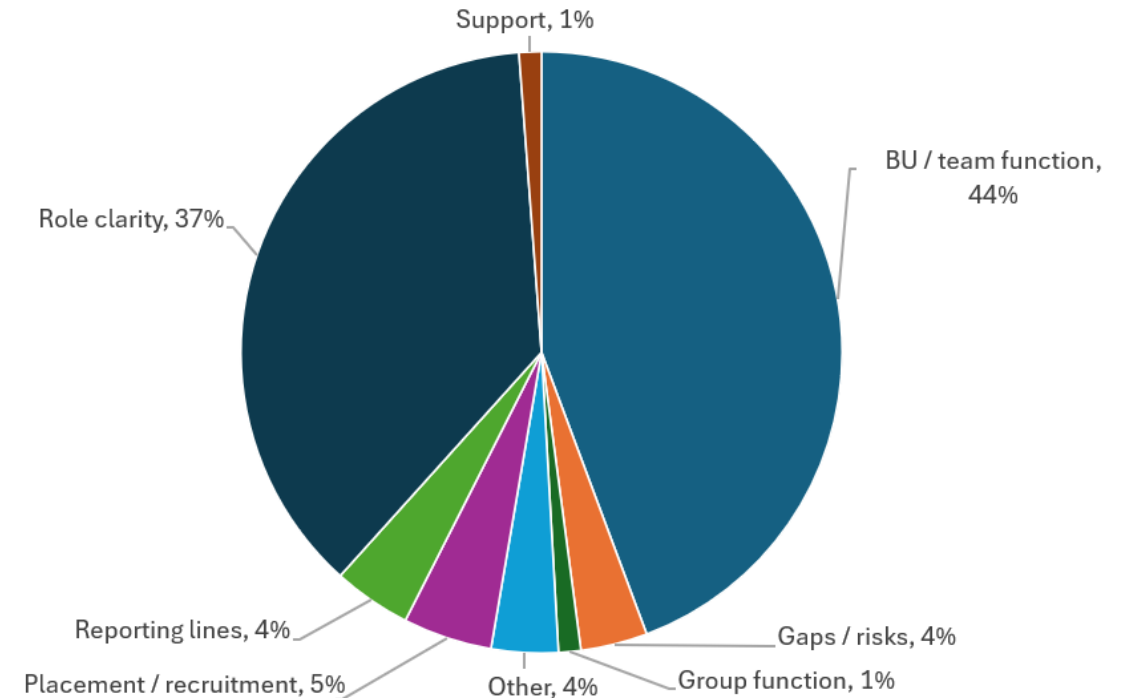
- Generate opportunities for you to diversify your skills, experience and career interests
- Help broaden your professional experience by providing opportunities for you to move around the organisation, with more roles to consider or aspire to



What you told us

- We received 165 items of feedback, 84% relating to the structure
- You actively considered our structure's viability and effectiveness and were thoughtful and considered with your reflections and suggestions
- You were balanced with your considerations of your own role and your broader team, and your suggestions to balance resources in ways that support workload and requirements

Feedback themes:



Business unit & team function	Role clarity	Placement/ recruitment	Spotlight areas
<ul style="list-style-type: none"> • Reorganisation of BU/teams to better reflect your group • Suggestions for BU/Team names across groups that better reflect function • Role title suggestions that better reflect the nature of work being delivered • Role descriptions vs individual tasks/ activities 	<ul style="list-style-type: none"> • Scope of roles, including key accountabilities • Clarification of reporting lines/ relationships where a team has moved to another Group • Span of control/ ways of working/ process workflows • Role of the Business Coordinators and the Office of the Electoral Commissioner 	<ul style="list-style-type: none"> • Recruitment pathways • Recruitment timelines • Resume/ interview preparation support 	<ul style="list-style-type: none"> • Procurement & Commercial/Contract legal expertise within Legal • Client Services merge into Electoral Operations • Testing team move to TA • Corporate Systems move to IS • Scope of Safety & Facilities and HR Operations

How choices & decisions were made

We have been thorough in considering your feedback:

- At least 15 people have been involved in processing and reviewing your feedback
- More than 15 hours of structured review sessions to explore and consider your suggestions

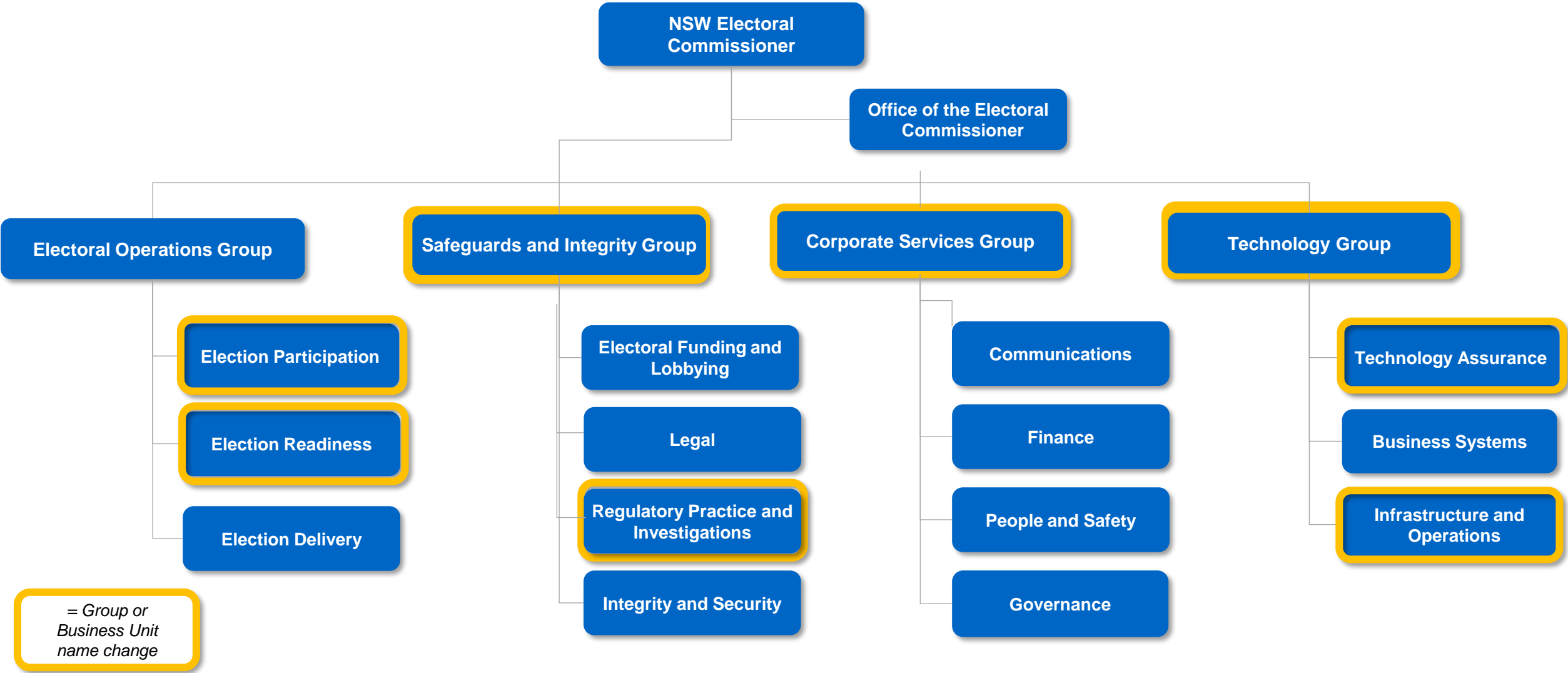
We referred to our design principles when making decisions, checking for:

- Synergies and efficiencies that improve operational sustainability
- Where knowledge management and retention can be bolstered
- Opportunities for our people to develop across operational areas

We checked for fair and reasonable allocation of resources across Groups and needed to assess where suggestions were truly related to structural design versus where capability shortfalls or functional gaps have been revealed.

Where we have found gaps, we are considering how we will address these in the near term.

Our final organisational structure



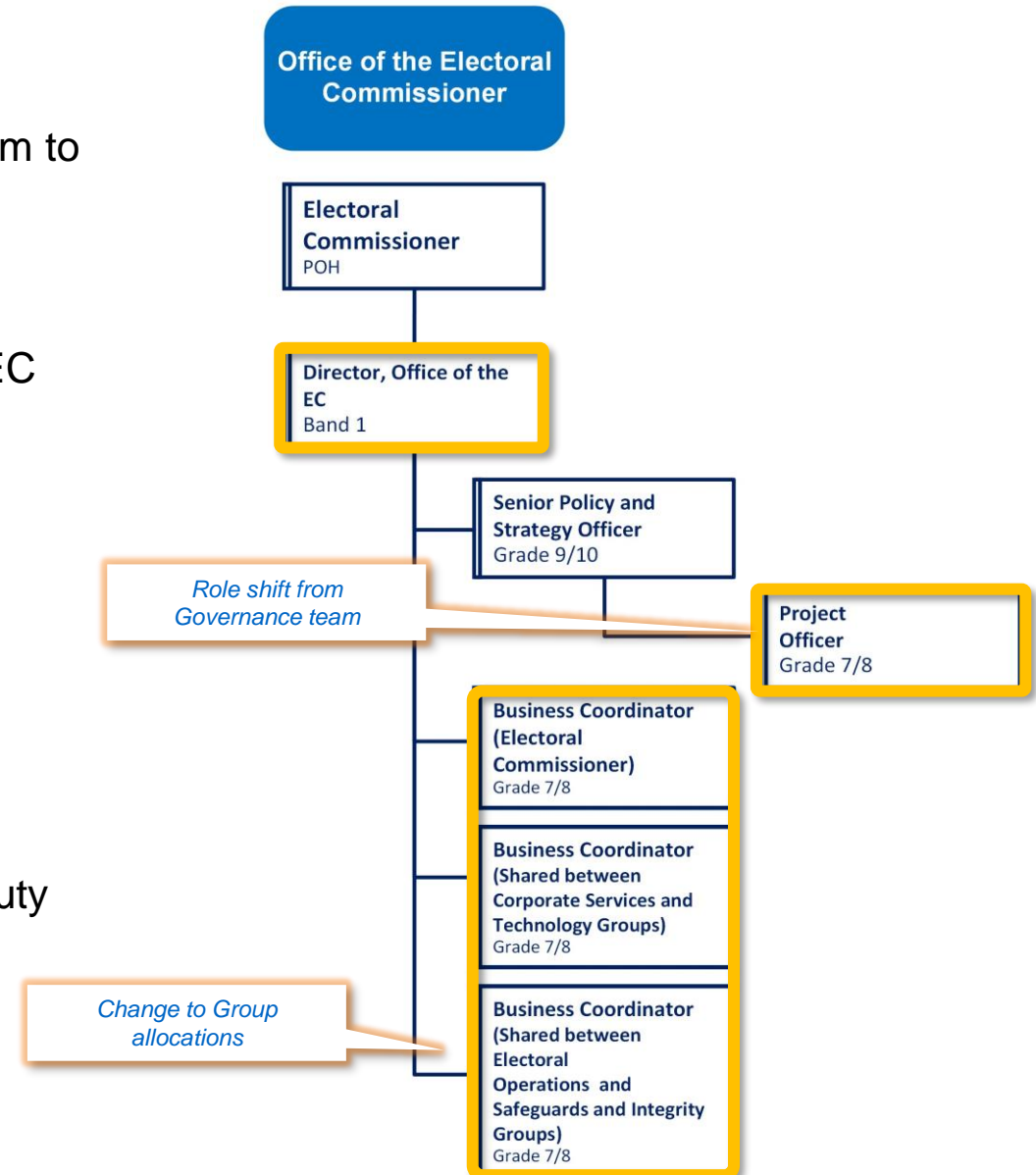
Office of the Electoral Commissioner

Key changes to organisation structure:

- Grade 7/8 Governance Officer role moved from Governance team to manage internal audit – necessary to separate audit and risk functions
- Change to Group allocation of Business Coordinator roles:
 - One role will provide dedicated support to the Office of the EC
 - One role will support both Election Operations and Safety & Integrity
 - The 3rd role continues to support Corporate Services and Technology

Key changes to functions:

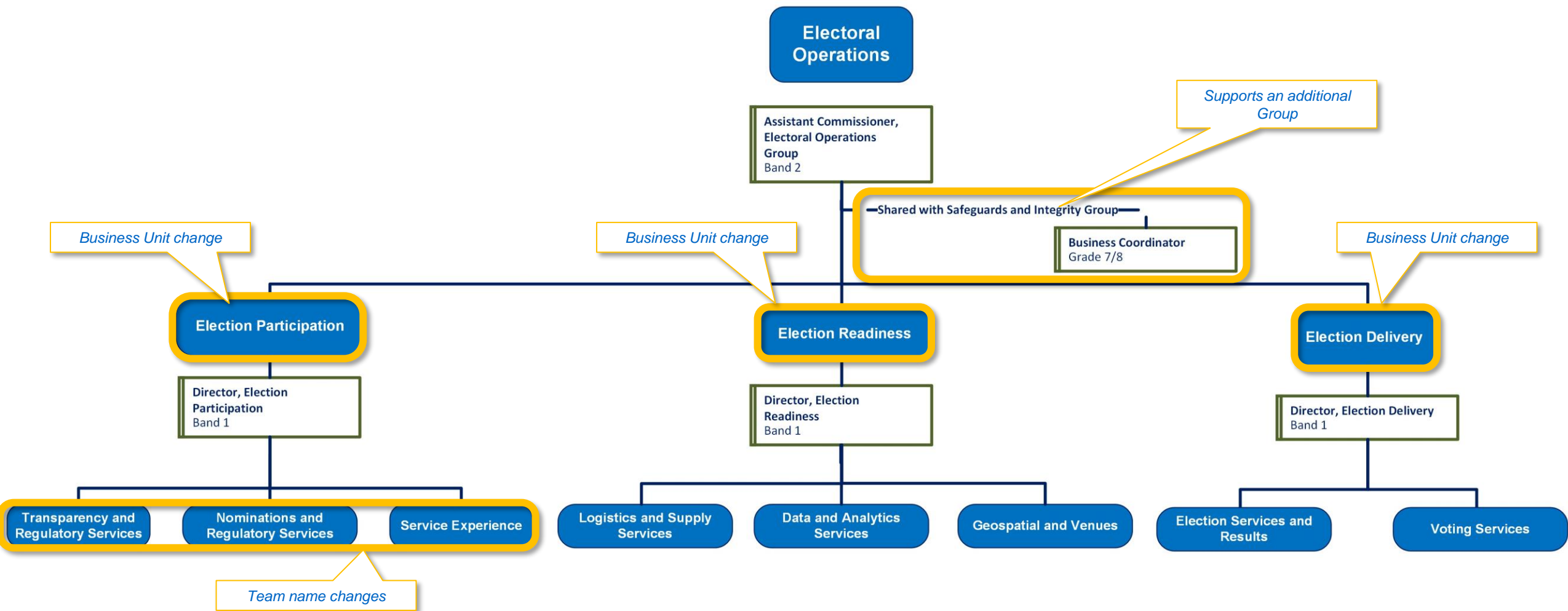
- Corporate Strategy development and maintenance
- Manage internal audit
- Director, Office of the EC now also assumes the position of Deputy Chief Audit Executive



Electoral Operations Group

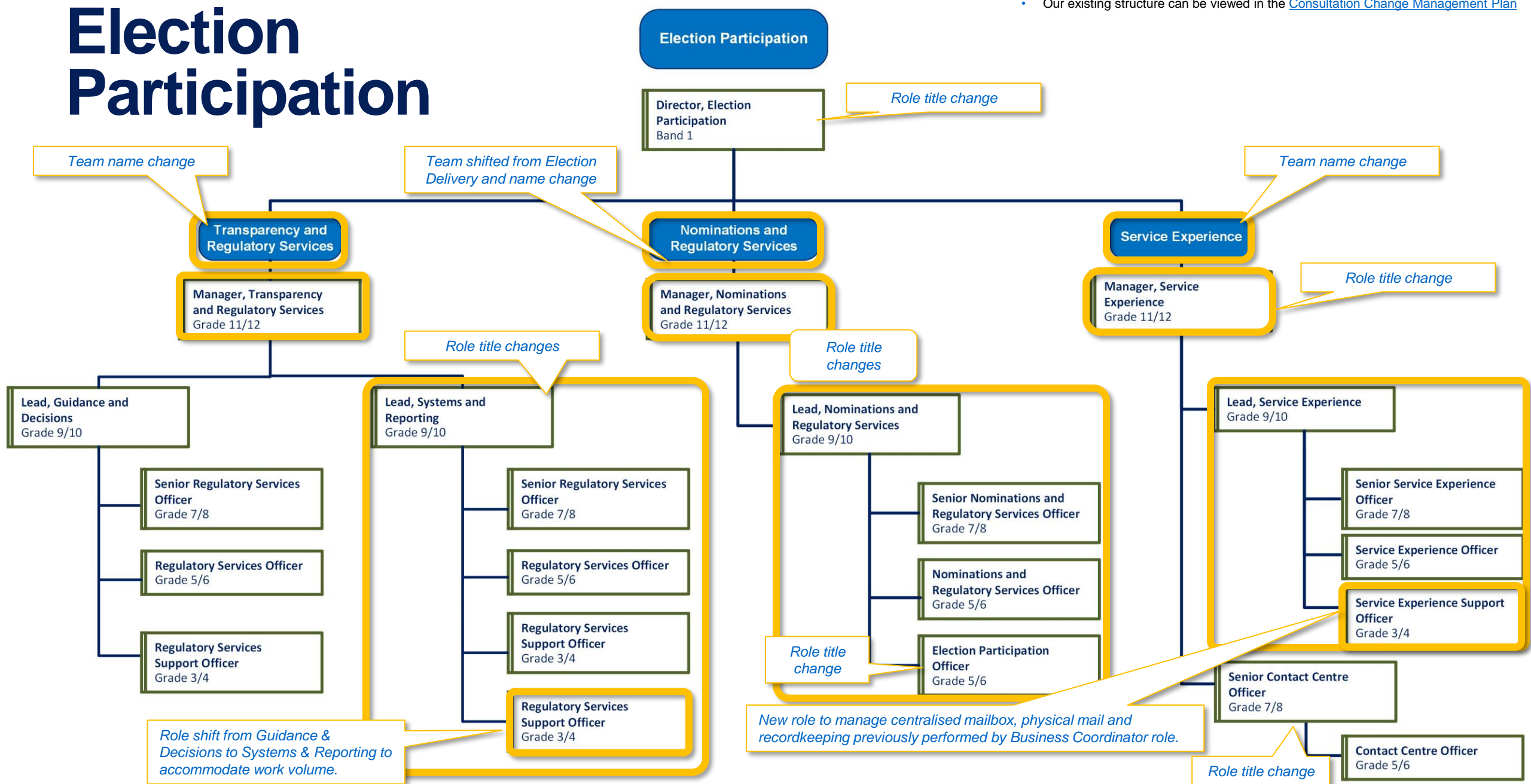
Electoral Operations Group

- Note:
- Temporary roles funded by project and election budgets are not shown
 - Our existing structure can be viewed in the [Consultation Change Management Plan](#)



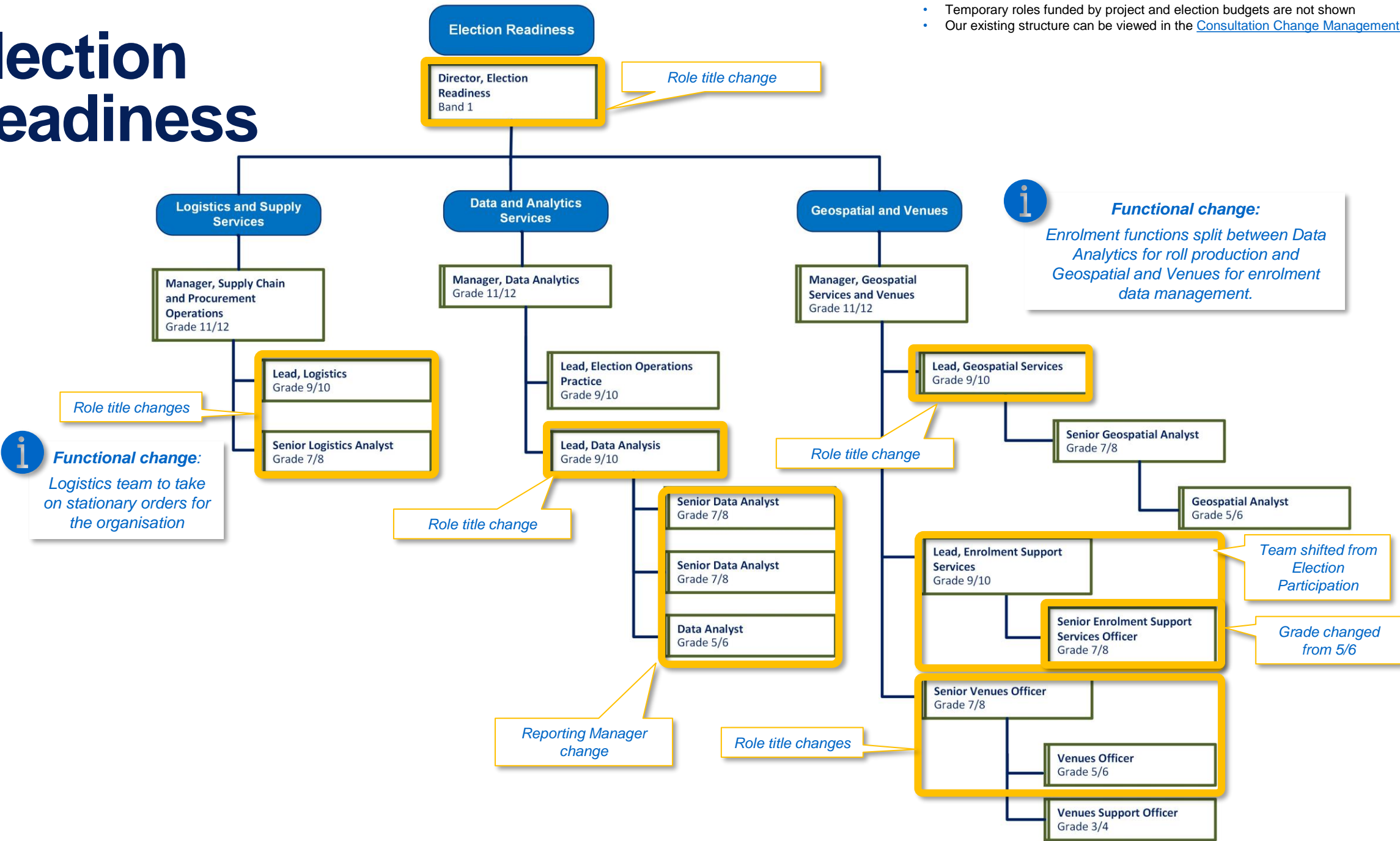
Election Participation

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Election Readiness

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Functional change:
Enrolment functions split between Data Analytics for roll production and Geospatial and Venues for enrolment data management.

Functional change:
Logistics team to take on stationary orders for the organisation

Role title change

Role title changes

Role title change

Role title change

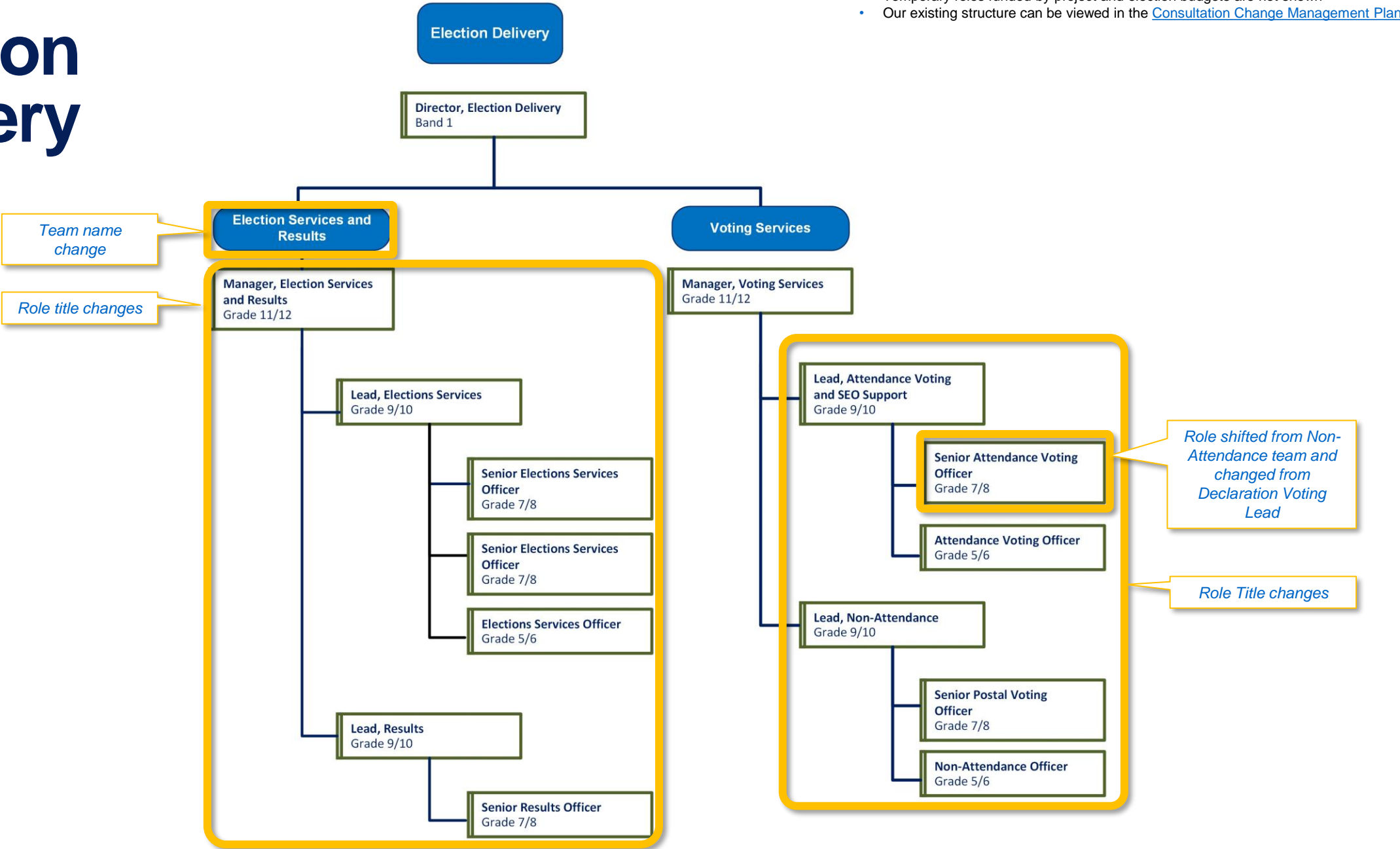
Reporting Manager change

Role title changes

Team shifted from Election Participation

Grade changed from 5/6

Election Delivery



The opportunities ahead



The three teams – Election Participation, Election Readiness and Election Delivery = transparent, end to end electoral services.



This Group will continue to work closely across all Groups to seek advice, knowledge and support.



Provide more streamlined, seamless service to political participants.



Bringing the Client Services and Candidate teams together helps move towards a more streamlined service – sharing knowledge and processes will uncover further opportunities.

Corporate Services Group

Our role & what we need to do



A critical enabler for the Electoral Commission



We need to be able to scale up and down to support election cycles and be flexible



Many changes made relate to what we do – with systems, practices and processes – to help the Electoral Commission deliver well



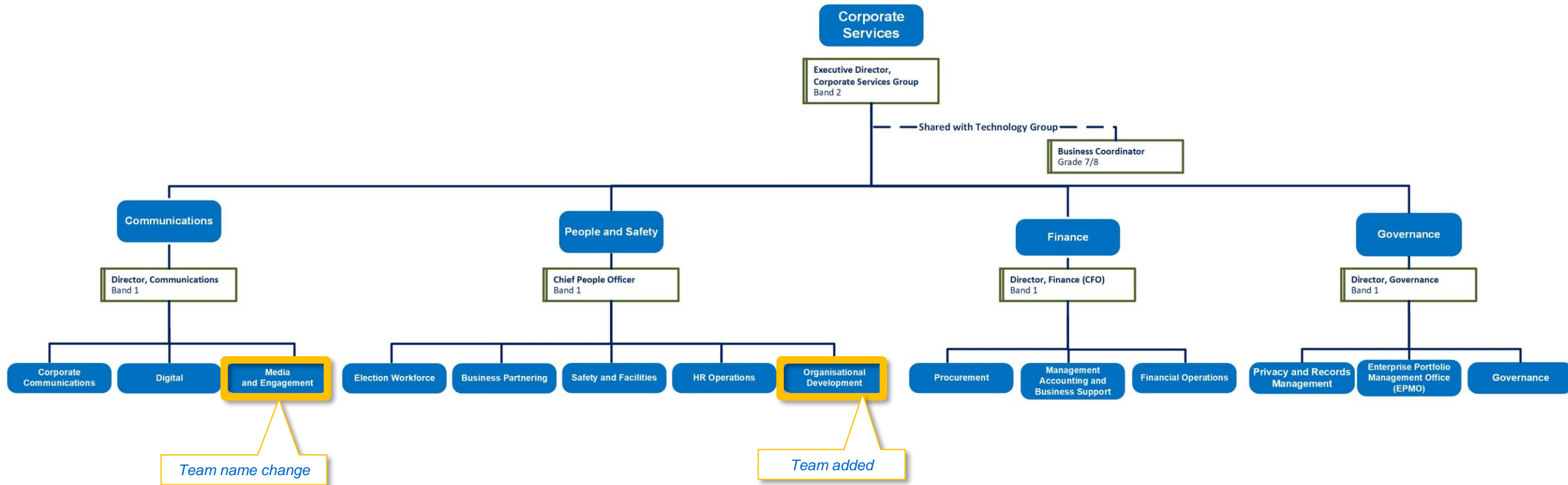
We need to invest in areas that provide greater depth of capability



Recognise longer-term temporary staff by transitioning individuals to ongoing roles - retaining and increasing expertise

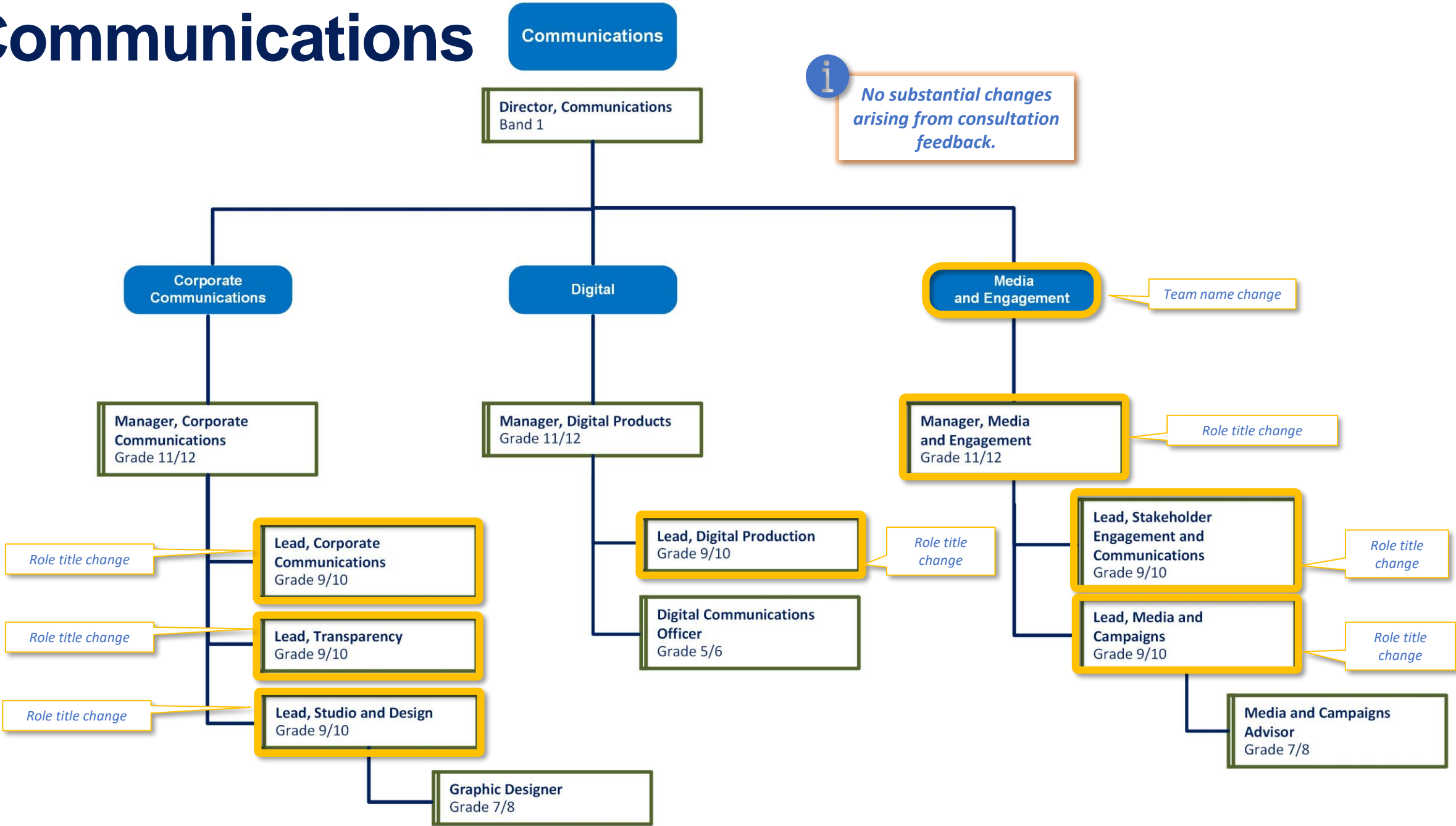
Corporate Services Group

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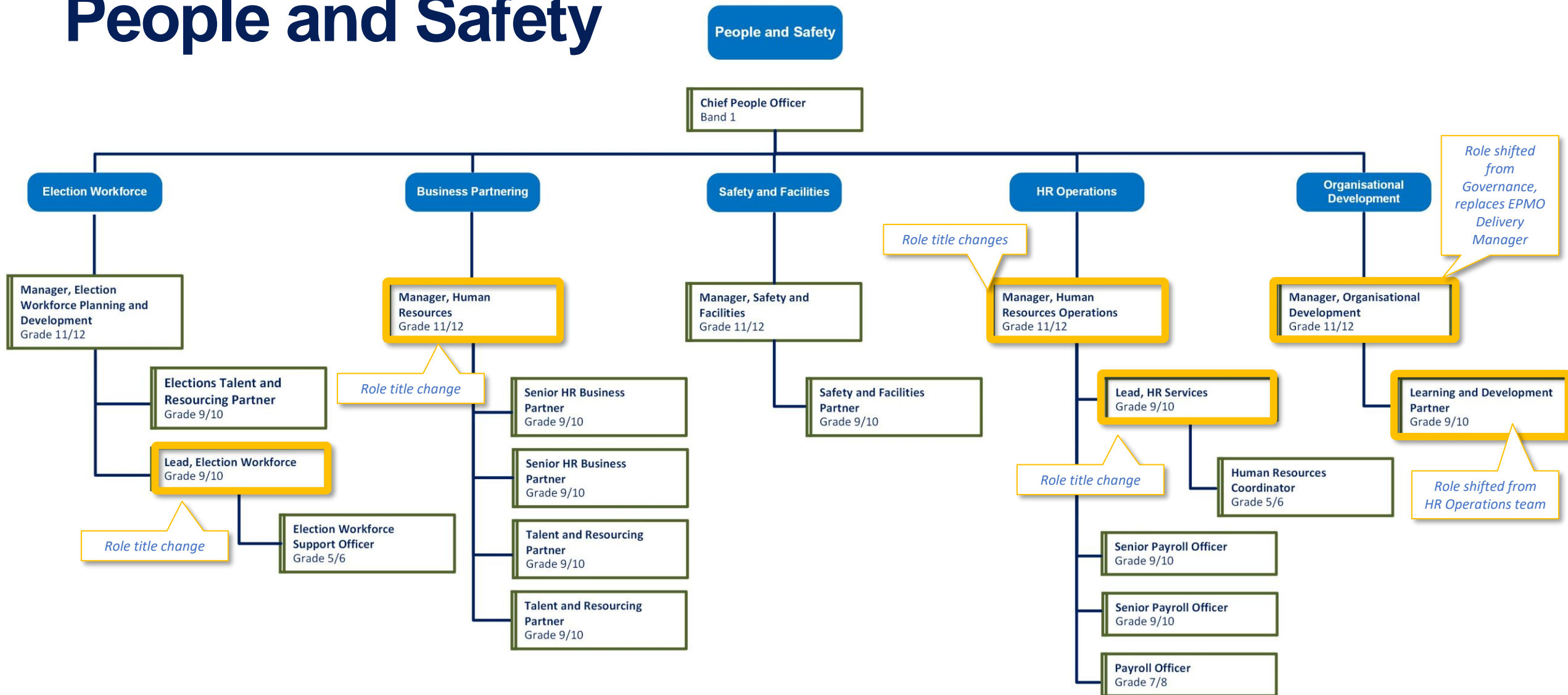
Communications

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People and Safety

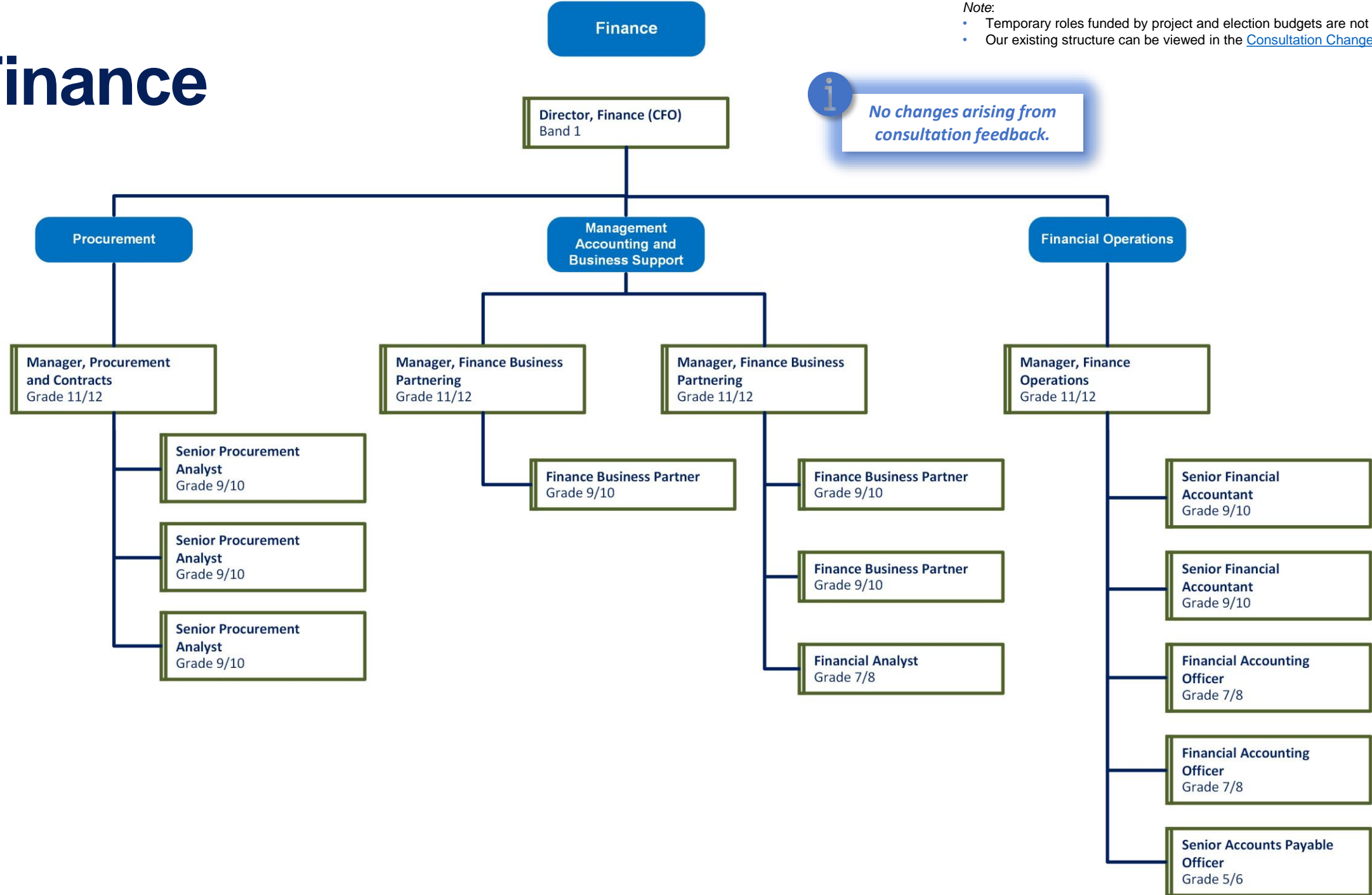
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Finance

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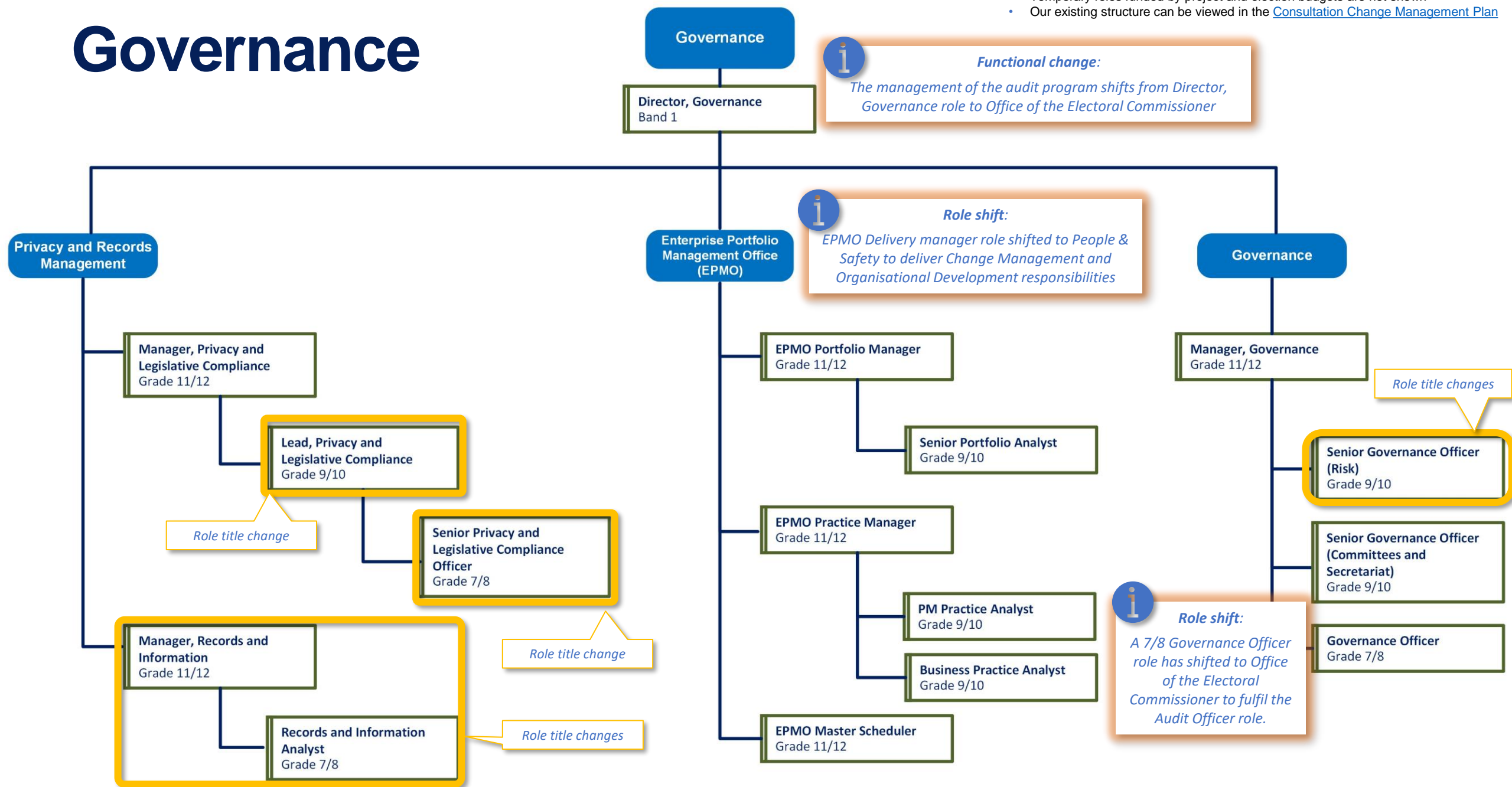
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Governance

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Technology Group

The opportunity & the challenge



Value - building capacity that isn't just project-based but moves us towards a service-based model.



Shift our thinking – how can we become more effective within our new structure? Move away from finding reasons why we can't do things.



Maintain an ongoing focus on the future, not just election events.



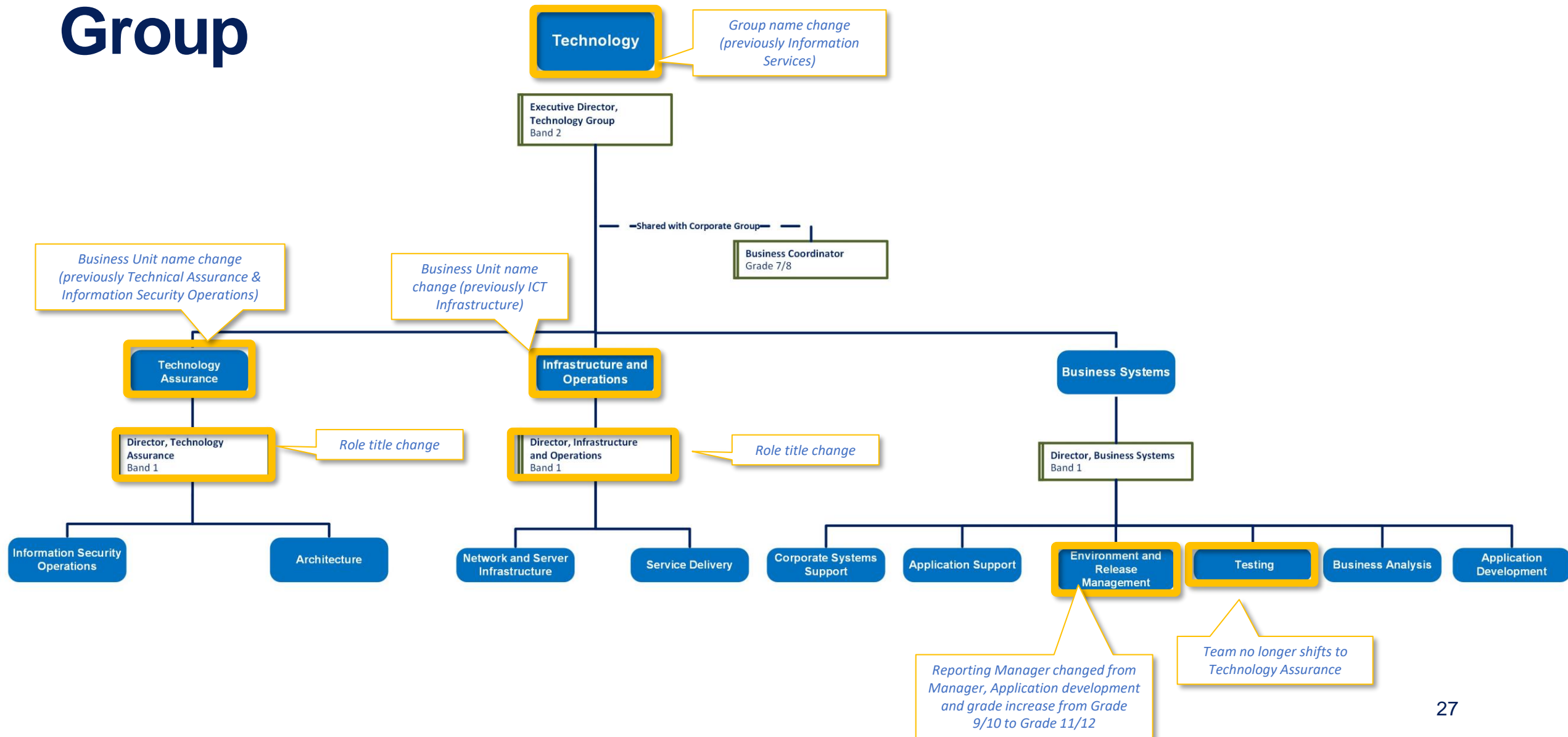
Work across Groups to break down silos and deliver outcomes.



Collective ownership and responsibility to be far more proactive.

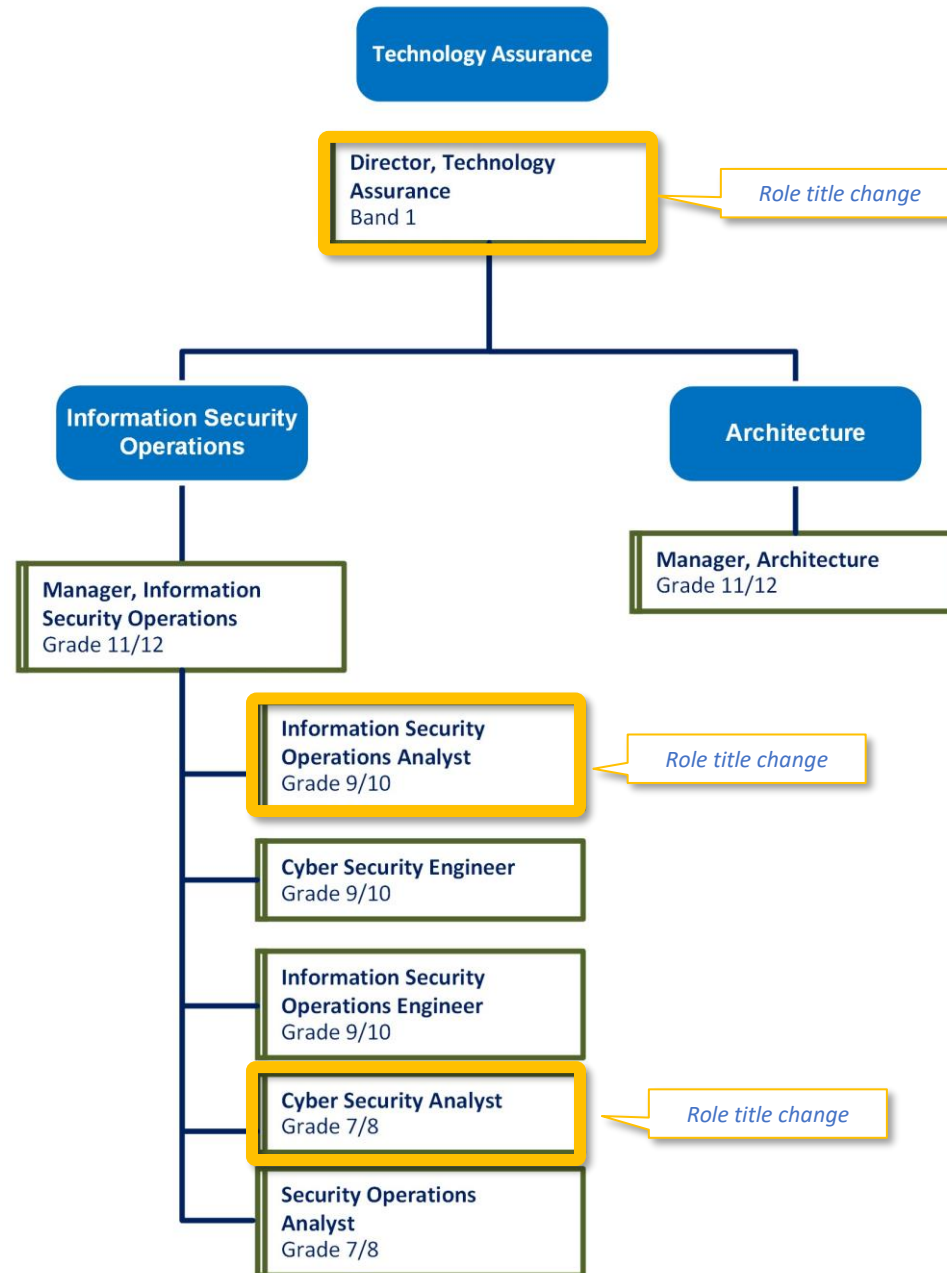
Technology Group

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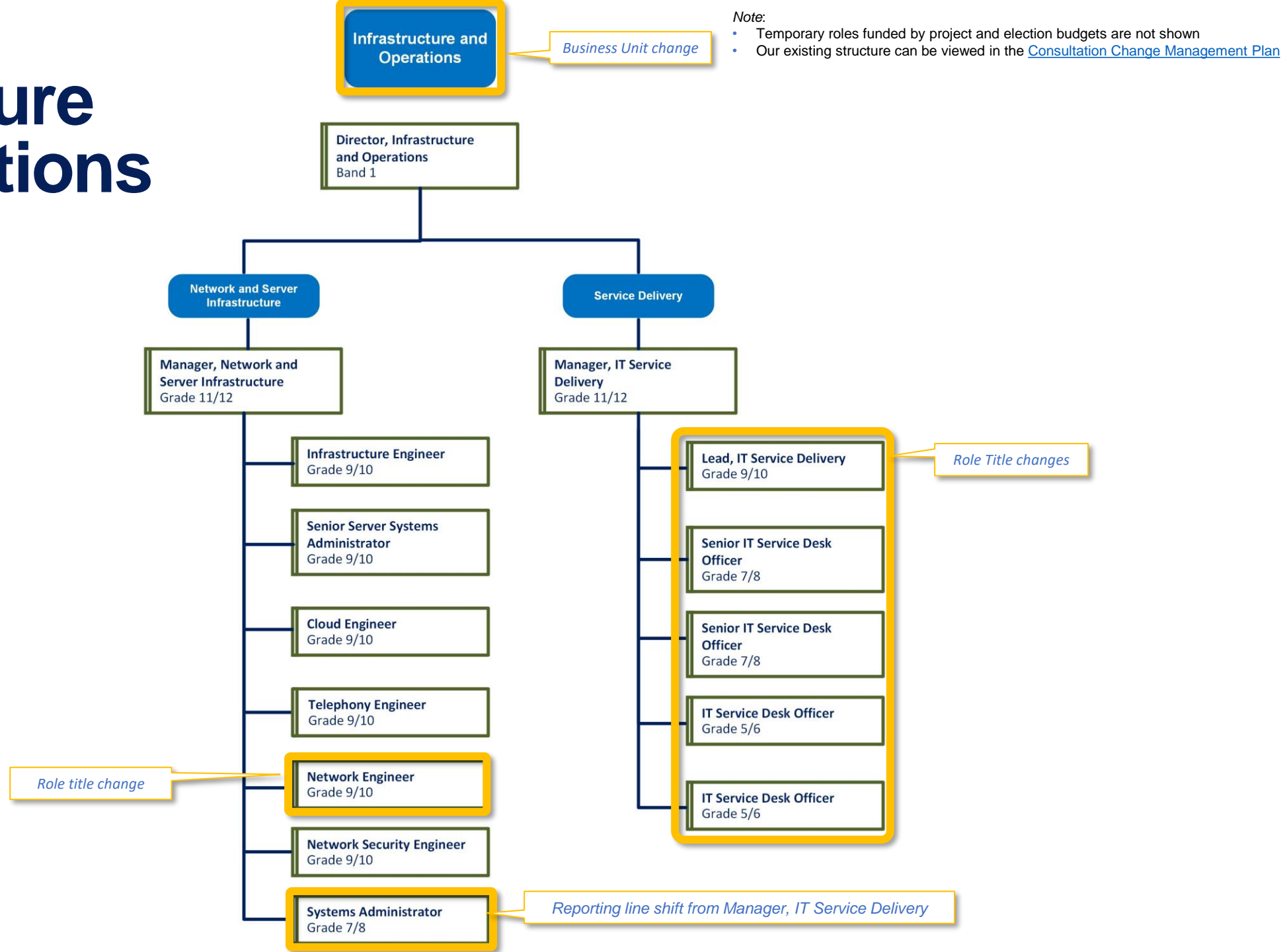


Technology Assurance

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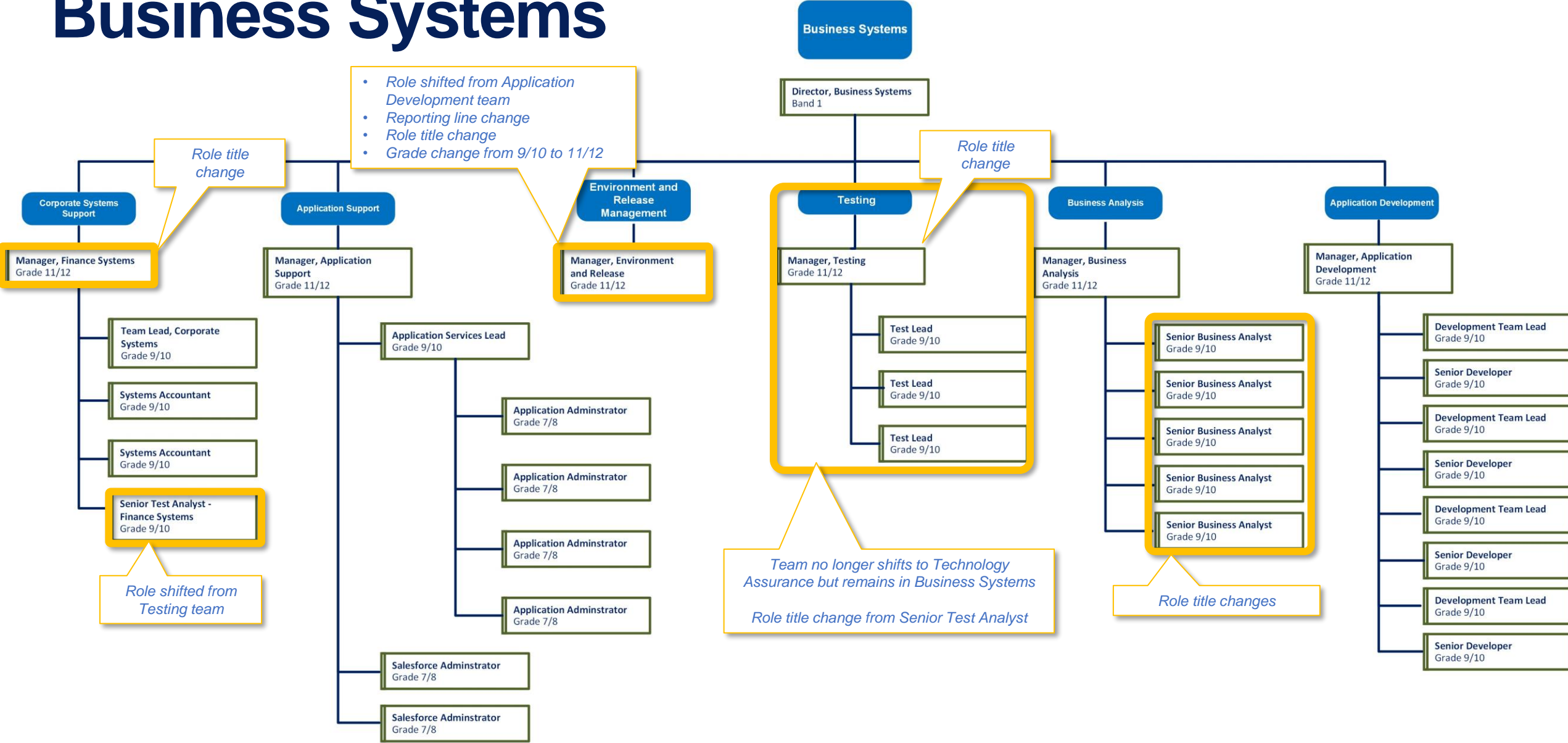
Infrastructure and Operations



Business Systems

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Safeguards and Integrity Group

The important changes we are making



Strengthening our capabilities, reducing key person dependencies and position for long term success.

Strengthening our expertise in lobbying and electoral funding oversight.



Bringing safeguarding and integrity accountabilities into one cohesive group, helping to monitor and respond more effectively to emerging risks and maintain public trust.

This will involve proactively working with each Group to drive integrity practices across our processes and deliver more robust regulatory oversight.

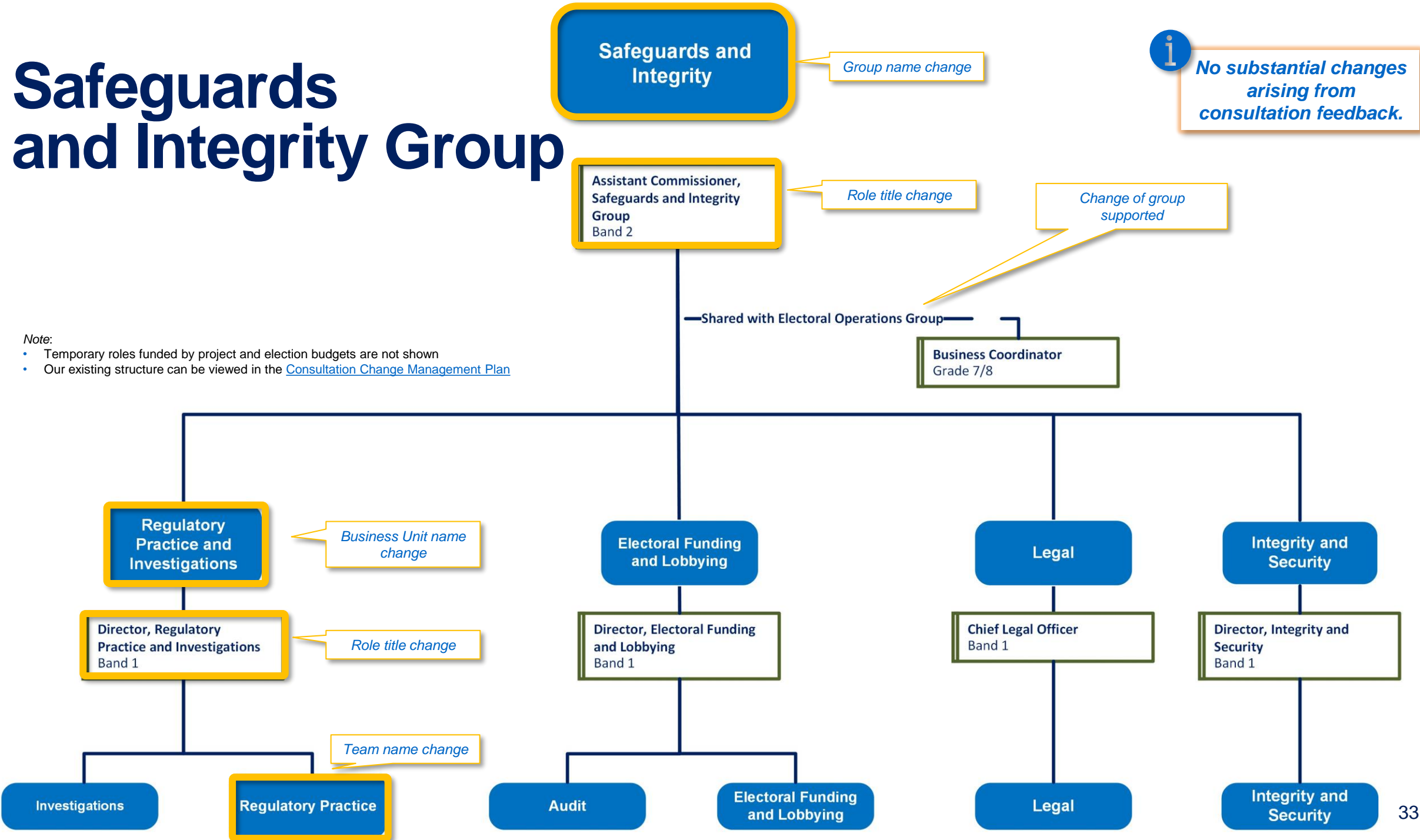


Taking a more targeted approach to talent through the separation of Electoral Funding and Investigations teams – better able to match capabilities available in the market and attract specialists with the right mix of expertise.



Building capacity, enhancing opportunities for collaboration.

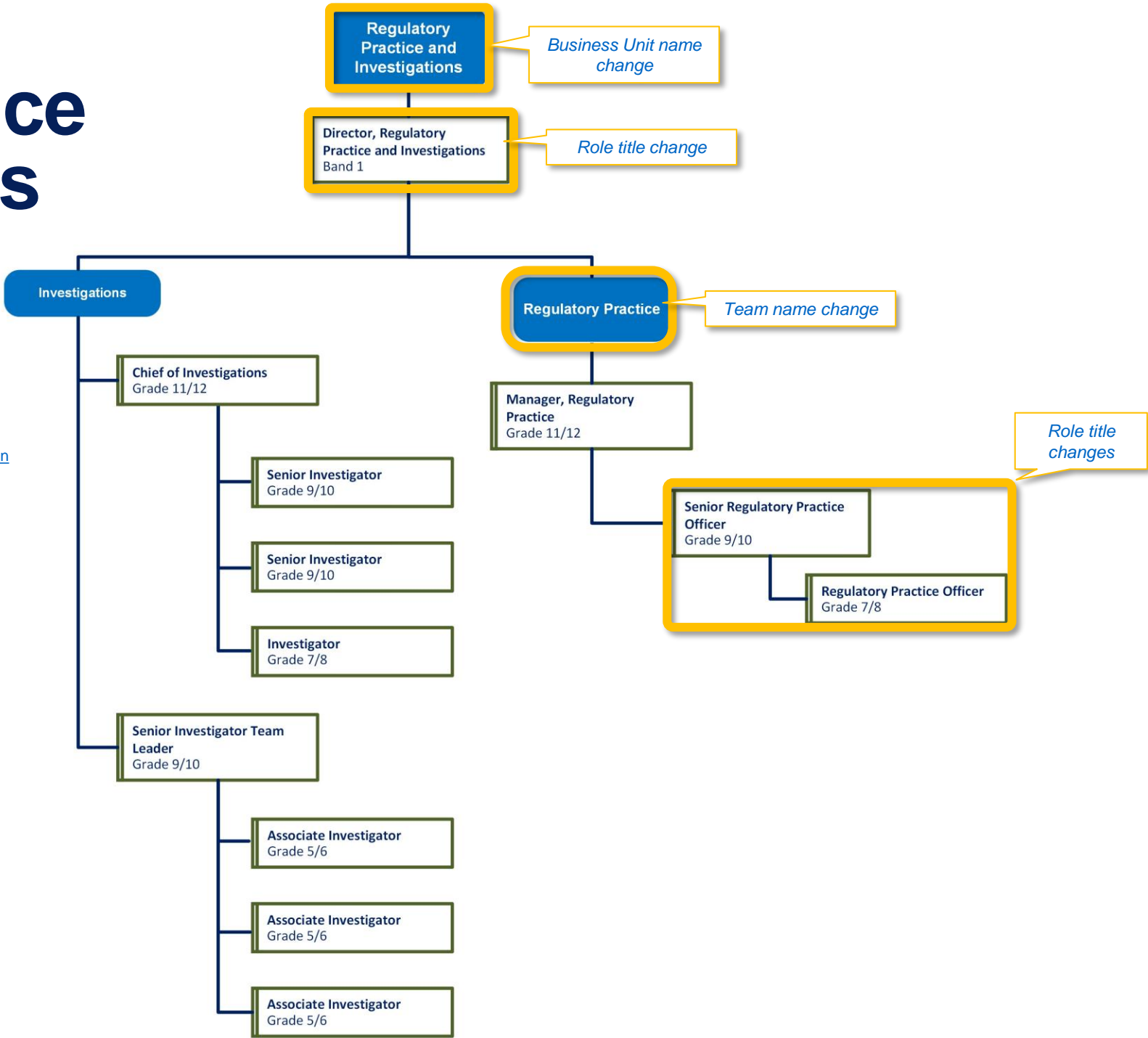
Safeguards and Integrity Group



Regulatory Practice and Investigations

i No substantial changes arising from consultation feedback.

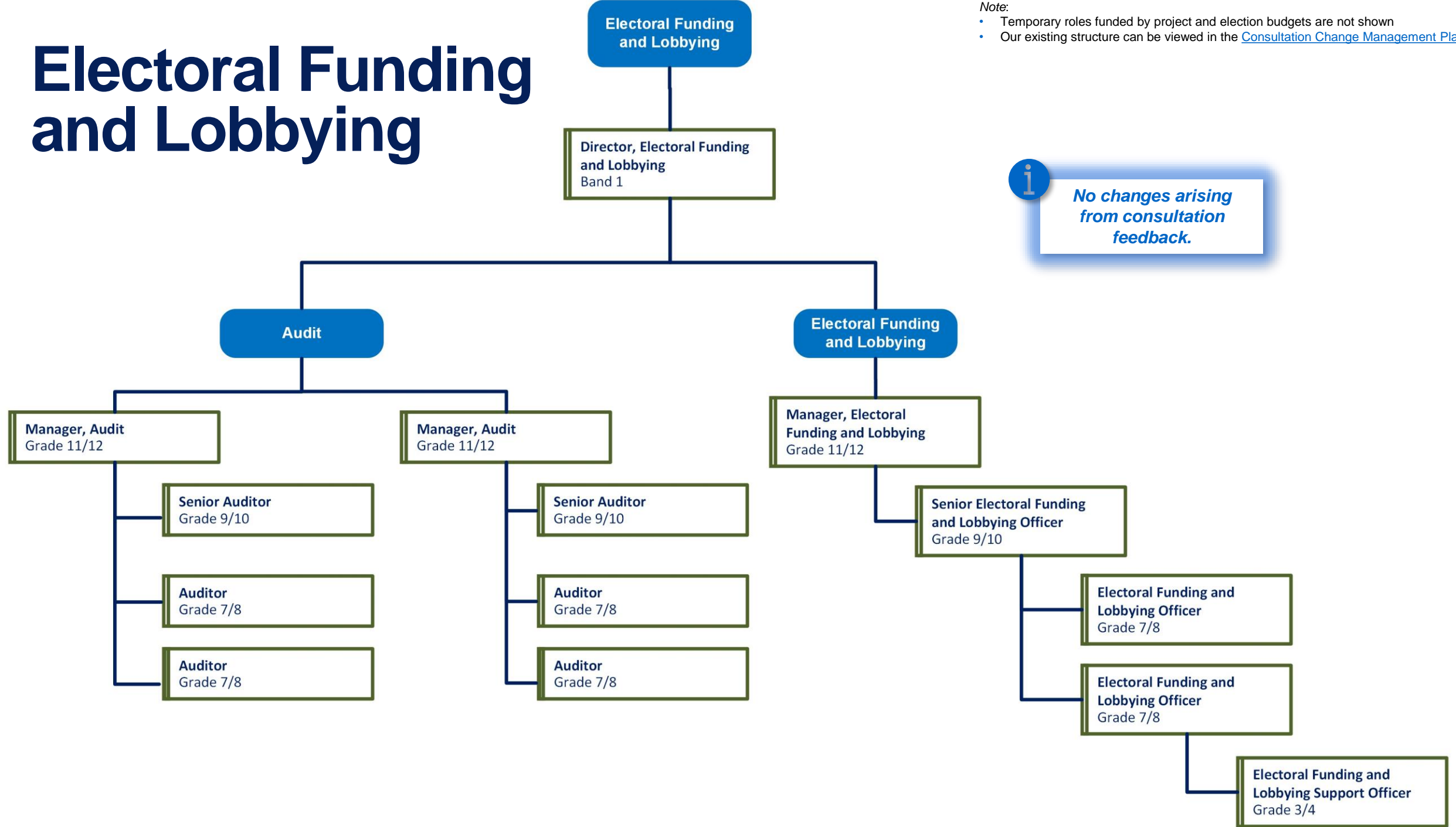
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Electoral Funding and Lobbying

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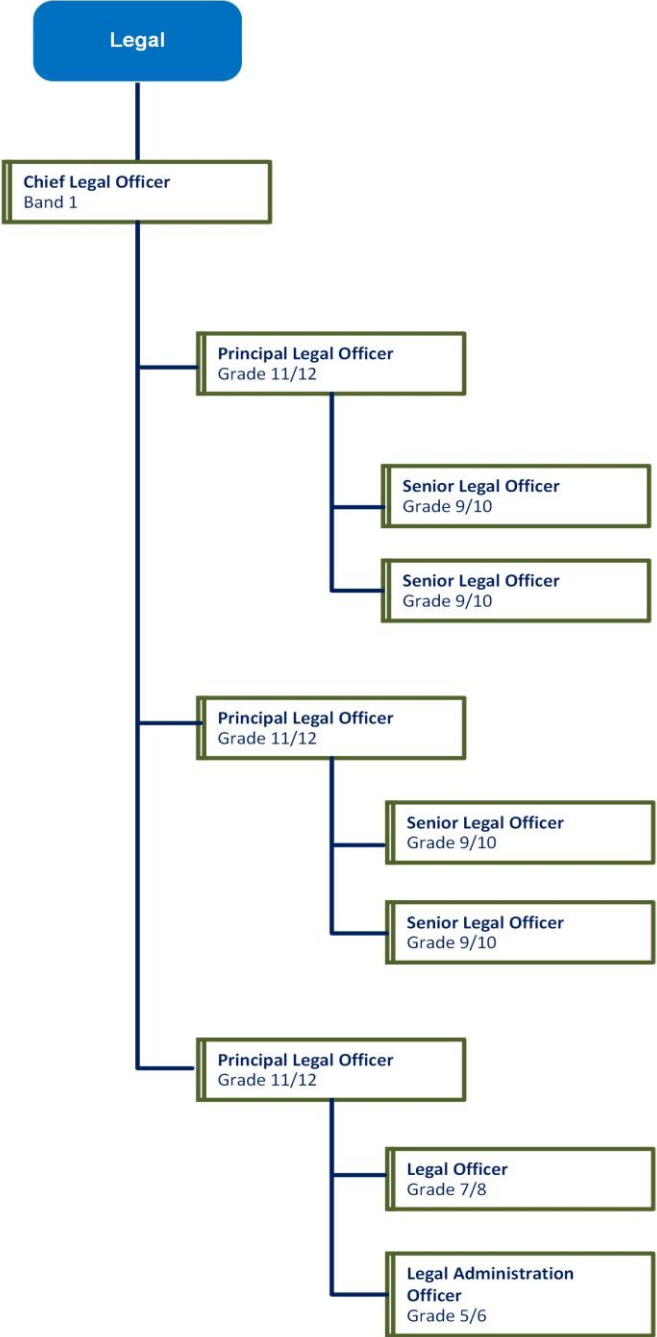
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i

No changes arising from consultation feedback.

Legal



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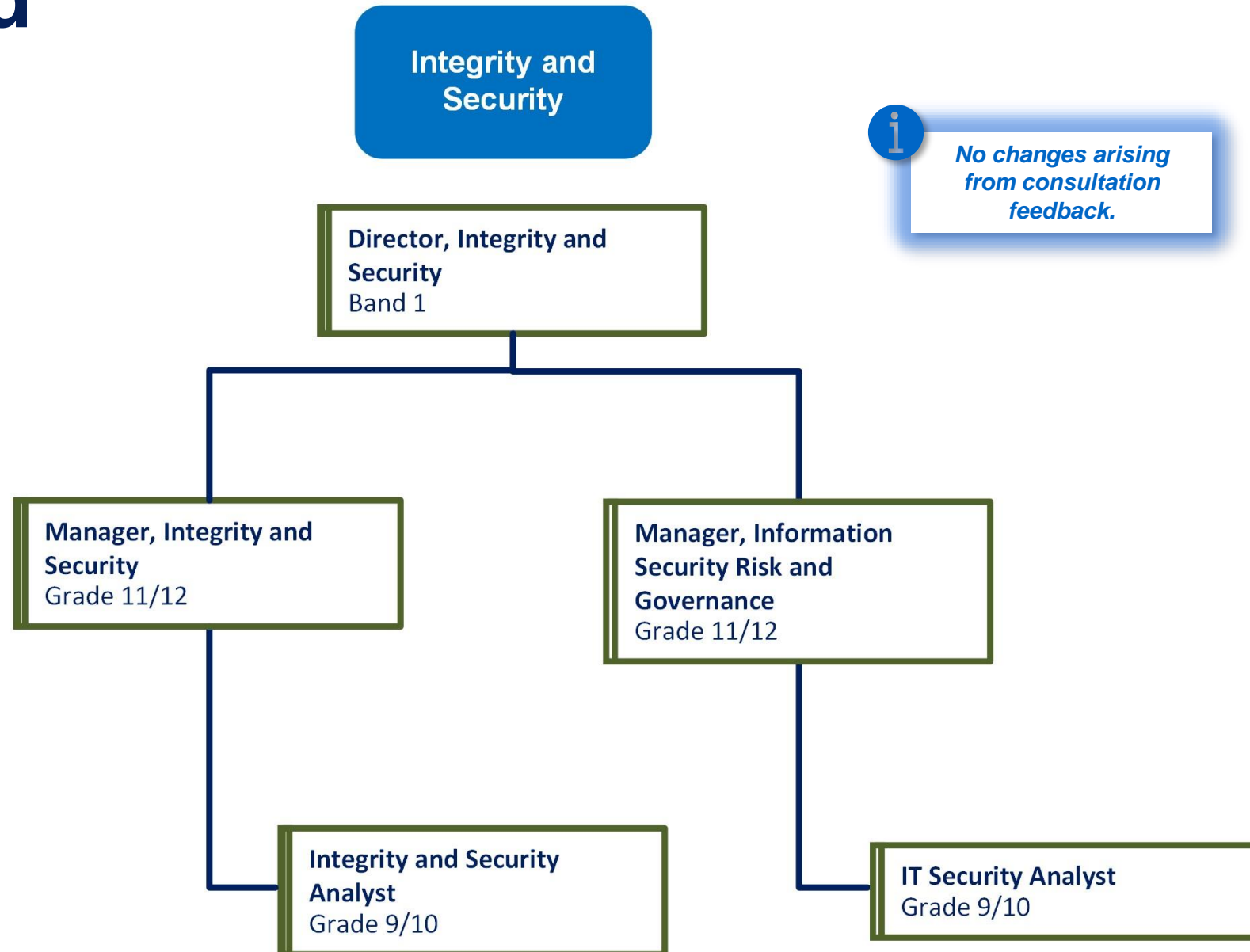


***No changes arising
from consultation
feedback.***

Integrity and Security

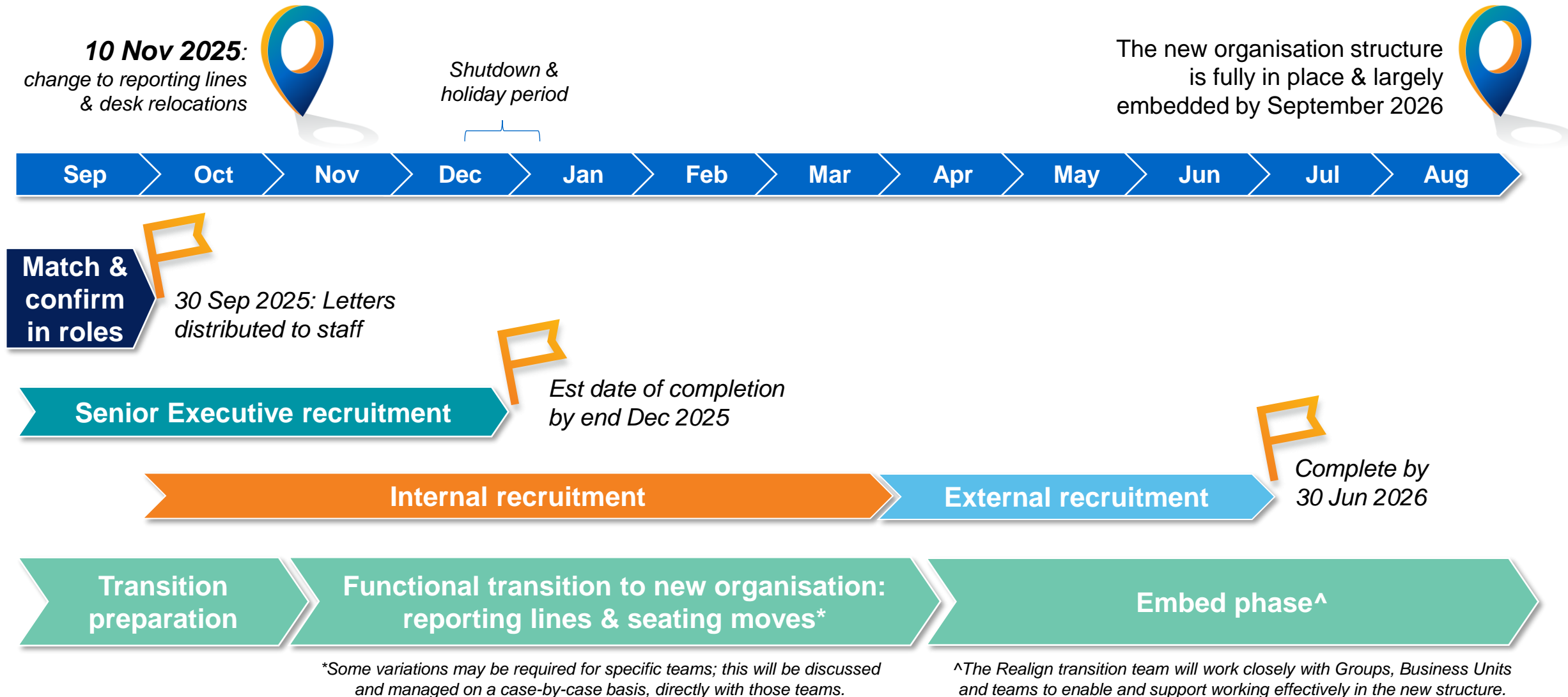
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Transition approach

Indicative transition timeline



Q&A



Close & next steps

- We need to be proactive about the challenges we face, and shift away from being reactive
- There are exciting opportunities ahead
- Our teams are now set up for greater collaboration, but it will take every one of us to make the new structure a success
- The Realign project team will continue working closely with the senior executive team to plan and prepare for the change
- What you can do:
 - ☐ Familiarise yourself with the final structure
 - ☐ Consider the opportunities becoming available, and of interest, to you
 - ☐ When advertised - if you're interested in applying for a role, consider how you might best prepare yourself
 - ☐ Reach out for support
 - ☐ Support your managers and teams as we transition to the new structure

Ongoing support available

- Your Executive Directors and Directors
- The following HR team members:
 - Christy McKay, Director, People & Safety christy.mckay@elections.nsw.gov.au
 - Michelle Bowers, Senior Manager HR (**Elections**) michelle.bowers@elections.nsw.gov.au
 - Catherine Barrett, Senior HR Business Partner (**Corporate & FDC&GC**)
catherine.barrett@elections.nsw.gov.au
 - Cass De Conceicao, Senior HR Business Partner (**Information Services**)
cass.deconceicao@elections.nsw.gov.au
- Contact the Realign project team: restructure@elections.nsw.gov.au

Our Employee Assistance Program, (EAP) Converge International:

Contact Converge 24/7 by phoning 1300 687 327 or connect via the [Converge International](#) website.

Thank you

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