

# All staff presentation

Final organisational structure

25 August 2025

# Acknowledgement of Country

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.

2



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"><li>- How our new structure supports the future &amp; opportunities</li><li>- What you told us</li><li>- How decisions were made</li><li>- Our final organisation structure</li></ul>	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

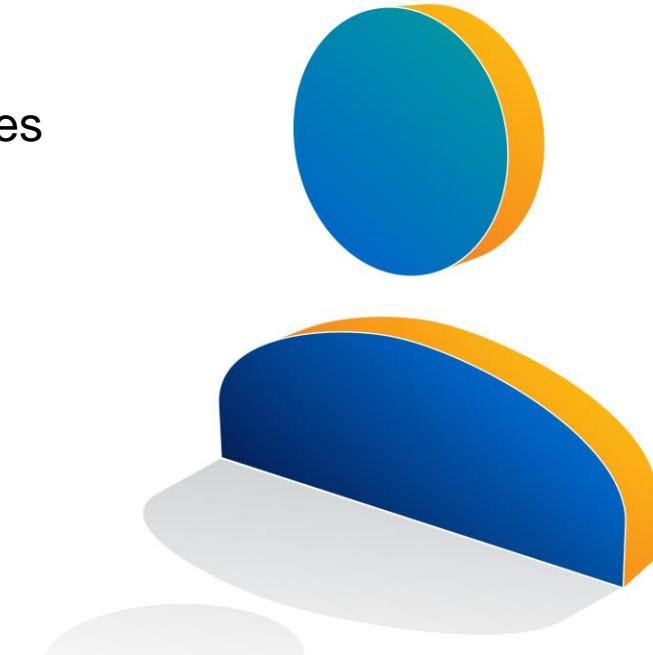
- We operate in a jurisdiction that is an early adopter of electoral integrity reforms
- Our existing structure has been in place, however, for 10 years
- The environment has changed in that time and independent electoral commissions all now have expanded accountabilities
- How we operate as an organisation 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:

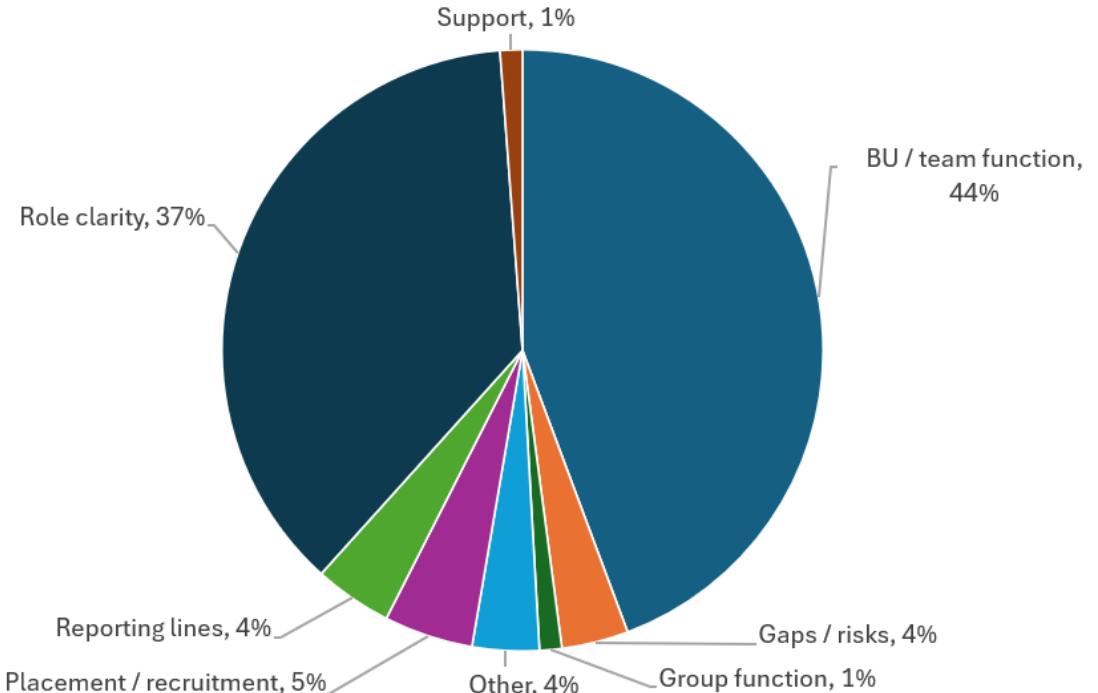
- Generate opportunities for you to diversify your skills, experience and career interests
- Help broaden your professional experience by providing opportunities for you to move around the organisation, with more roles to consider or aspire to

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



# 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

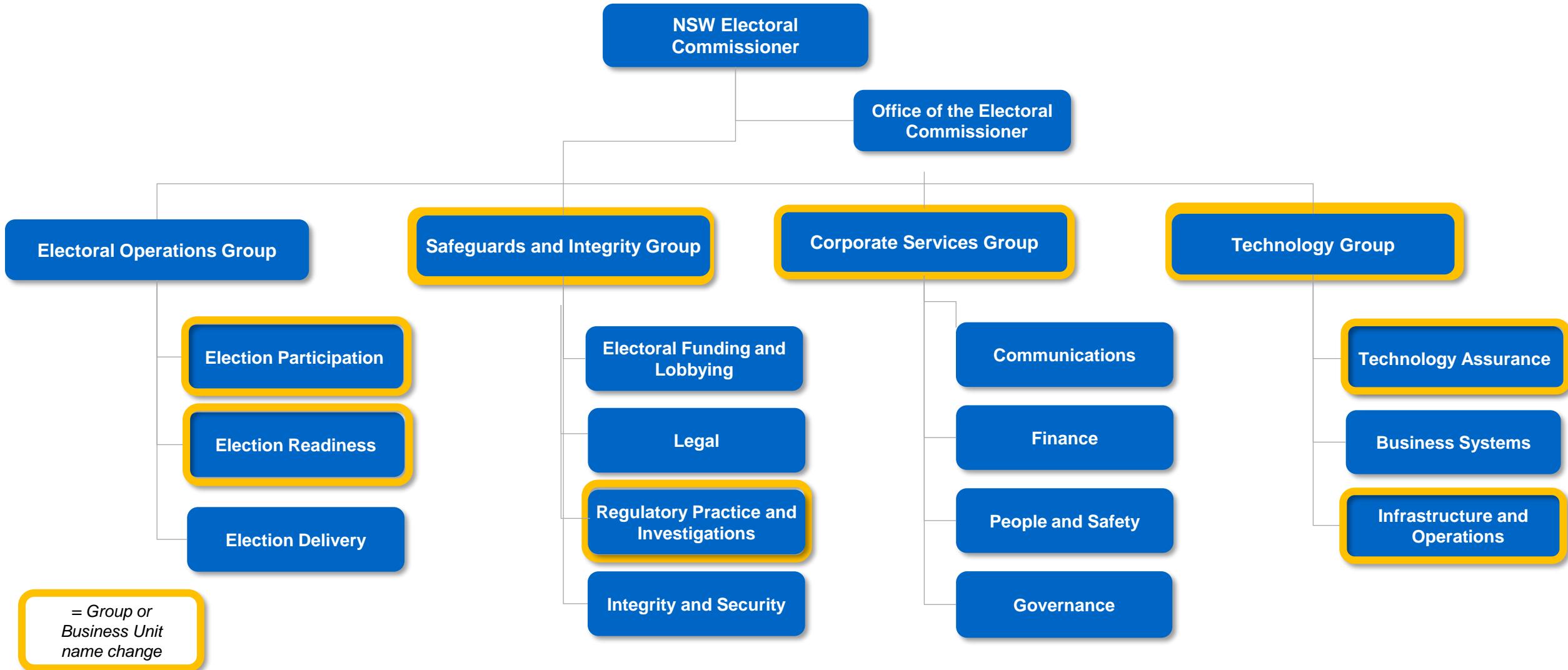
## We referred to our design principles when making decisions, checking for:

- 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.

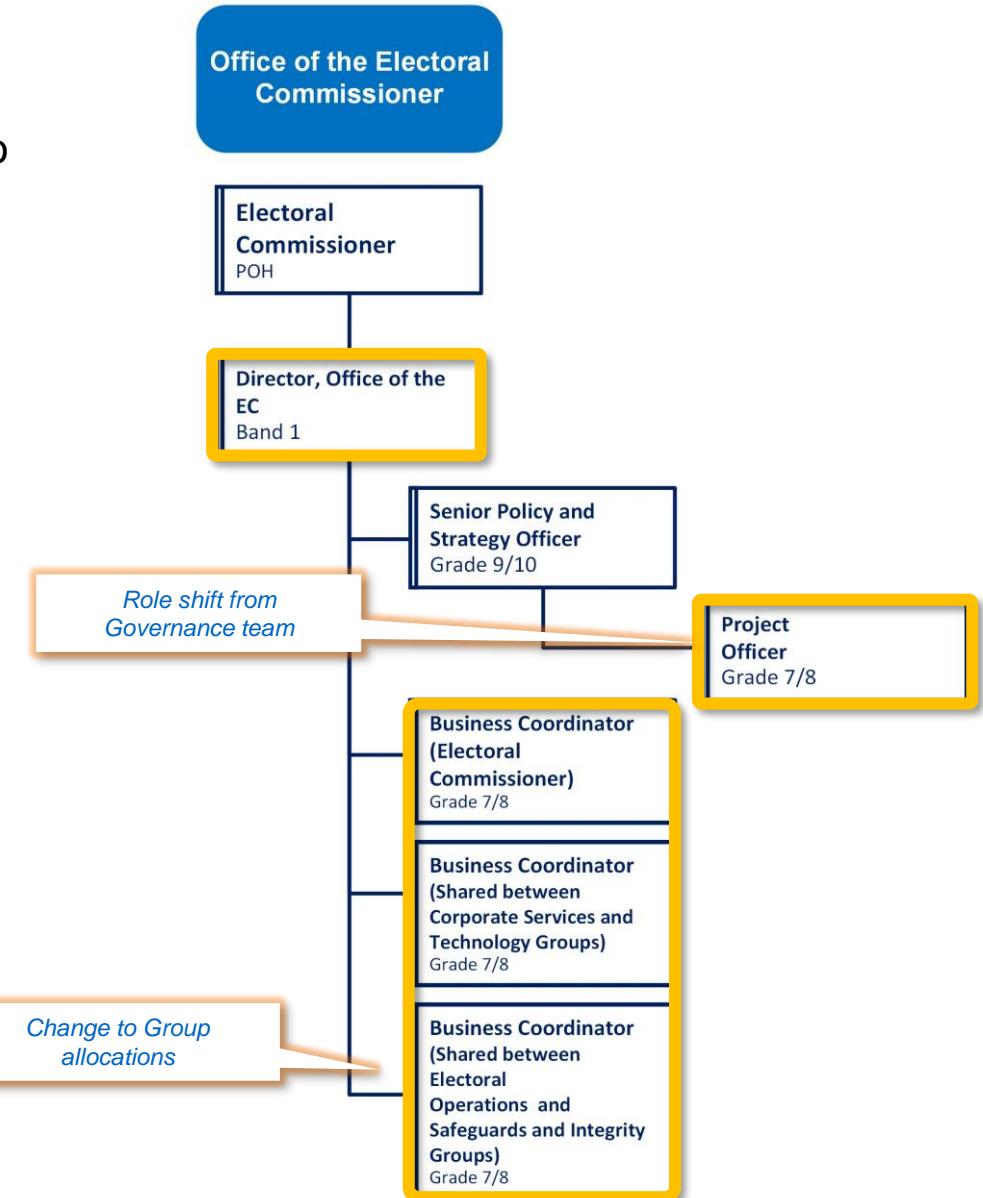
# Our final organisational structure



# 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 3<sup>rd</sup> role continues to support Corporate Services and Technology

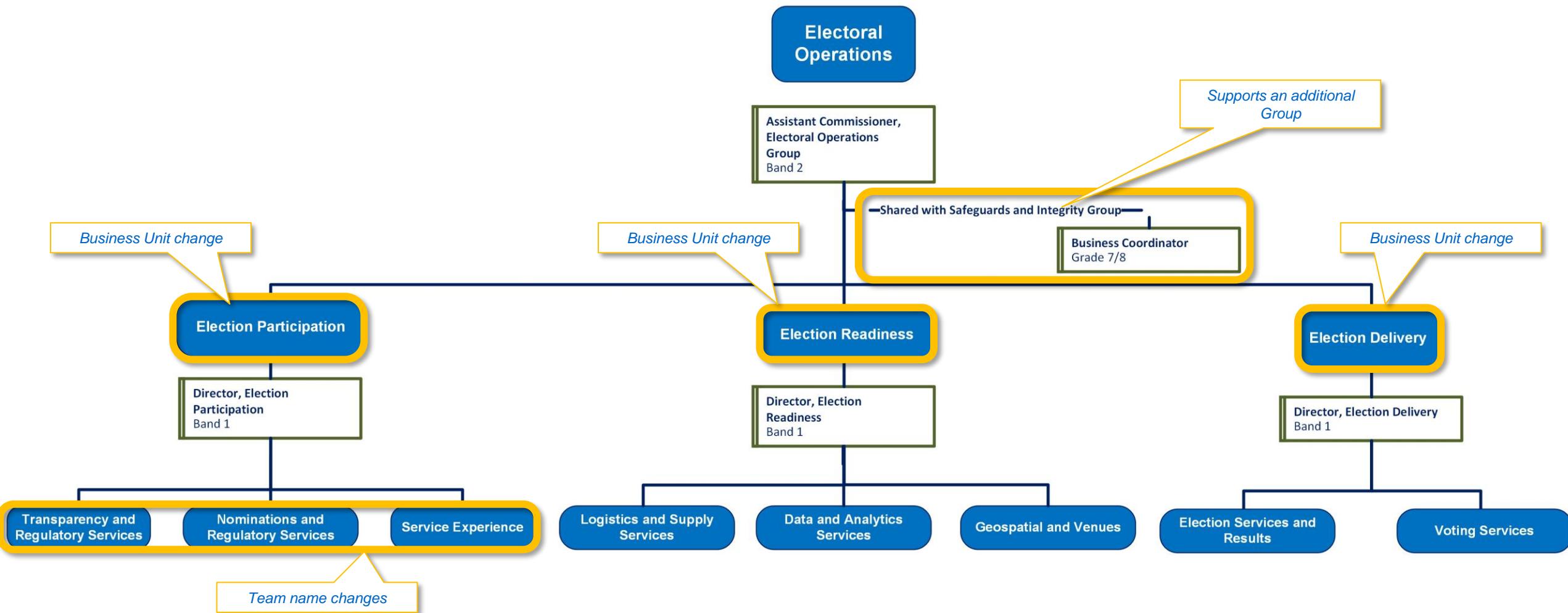


# Electoral Operations Group

# Electoral Operations Group

Note:

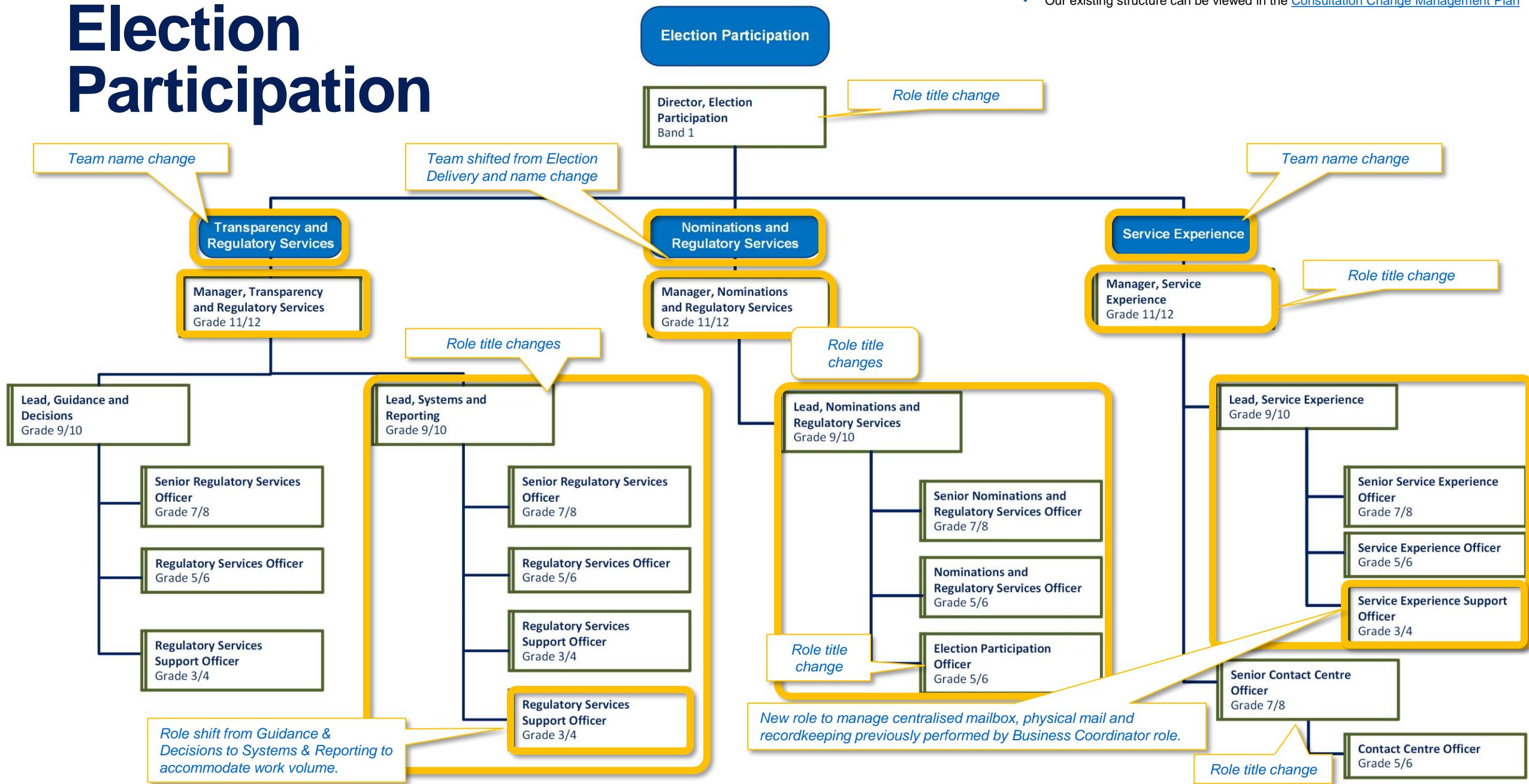
- Temporary roles funded by project and election budgets are not shown
- Our existing structure can be viewed in the [Consultation Change Management Plan](#)



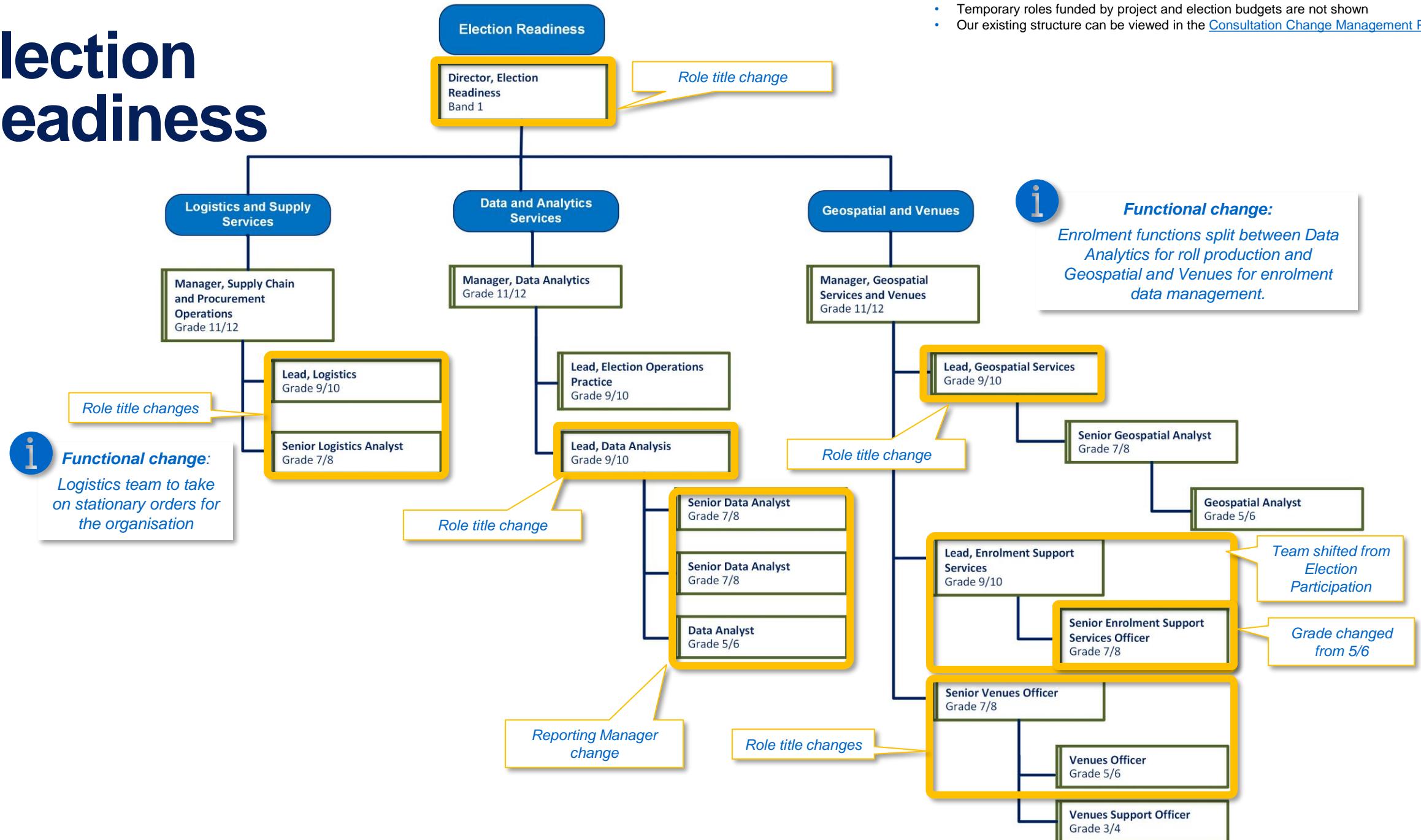
# Election Participation

## Note:

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

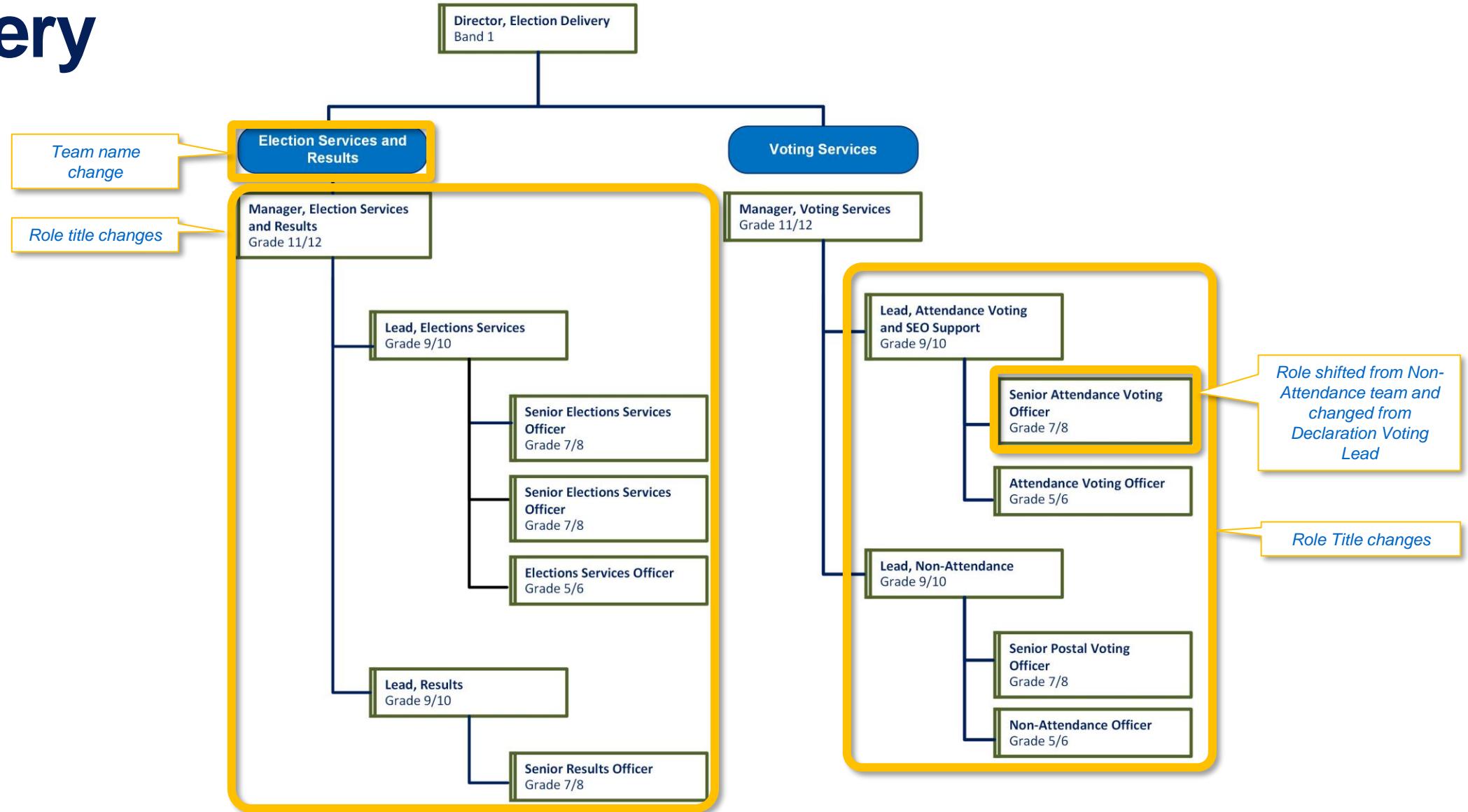


# Election Readiness



# Election Delivery

## Election Delivery



### Note:

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

# 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

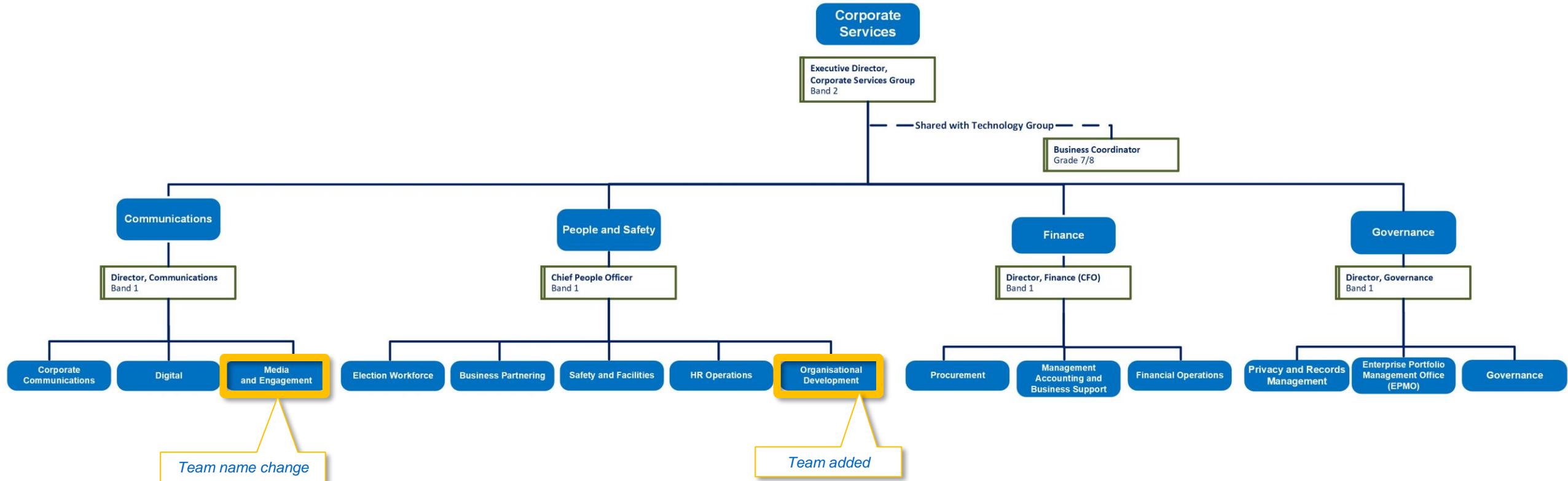


Recognise longer-term temporary staff by transitioning individuals to ongoing roles - retaining and increasing expertise

# Corporate Services Group

## Note:

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

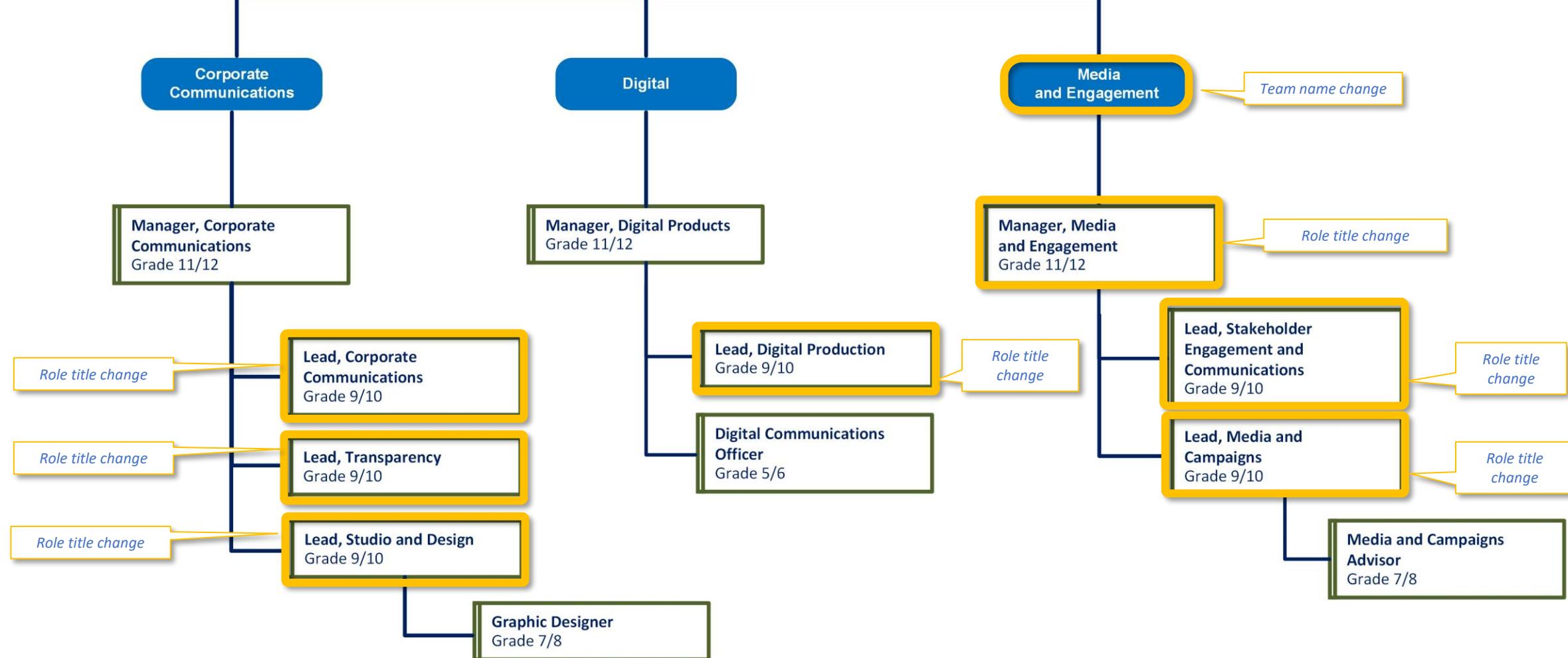


# Communications

## Communications

*Note:*

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

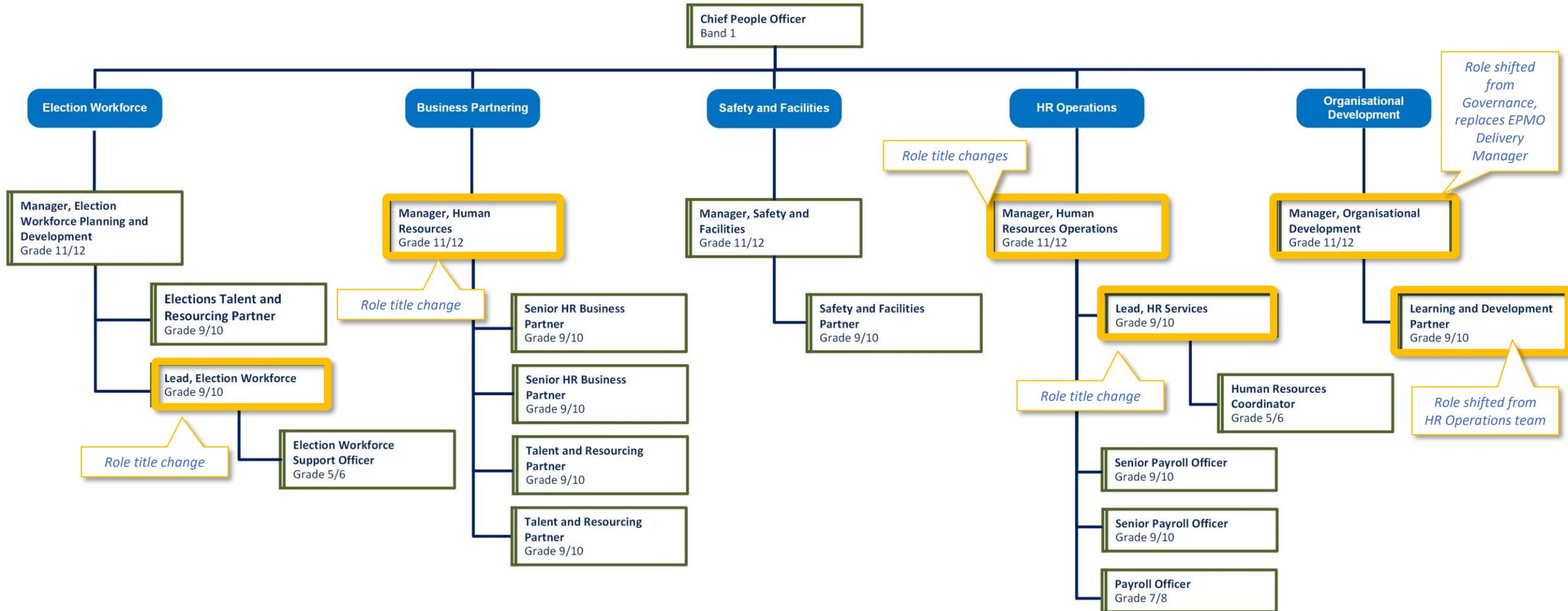


# People and Safety

## People and Safety

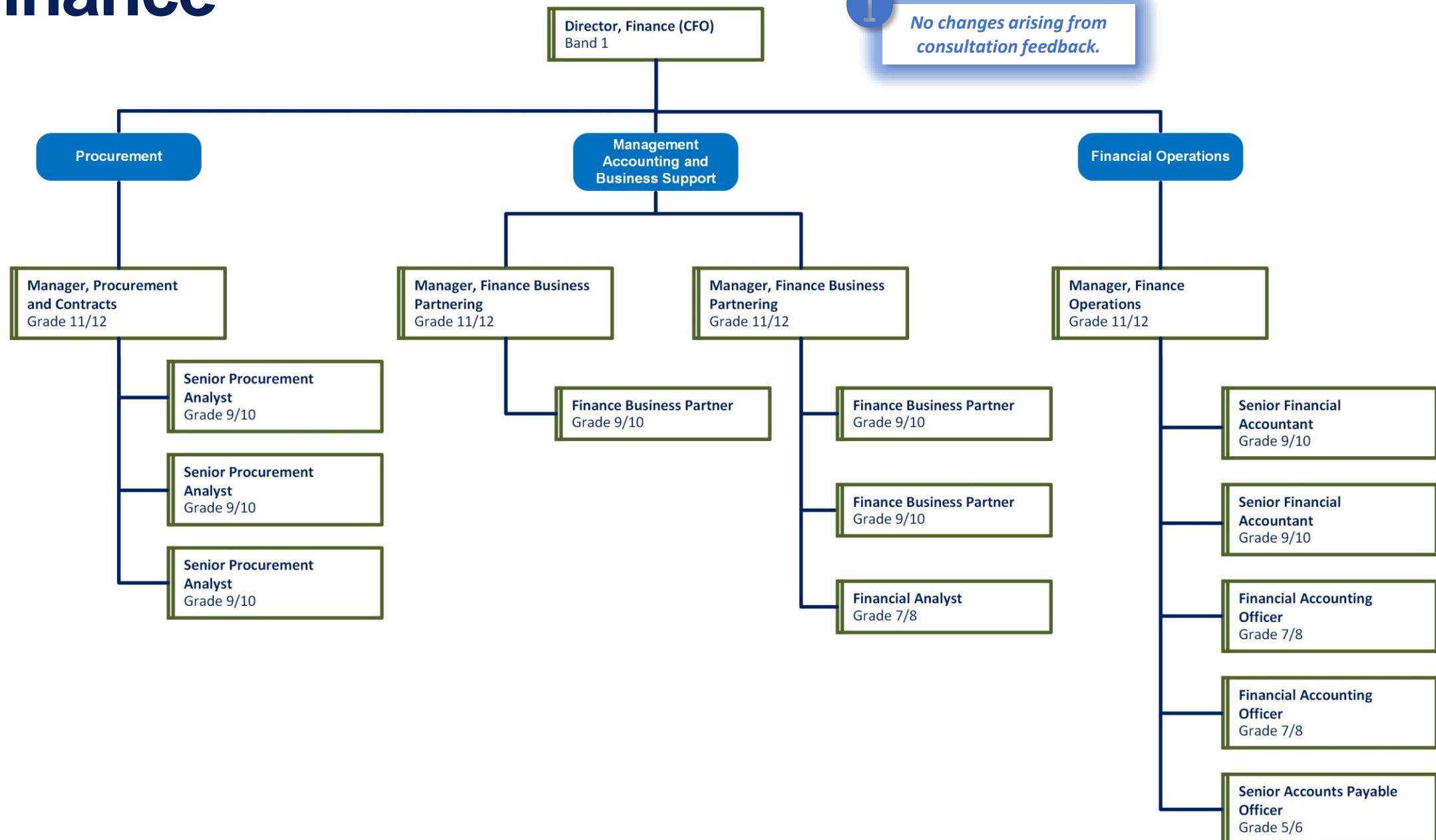
### Note:

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



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

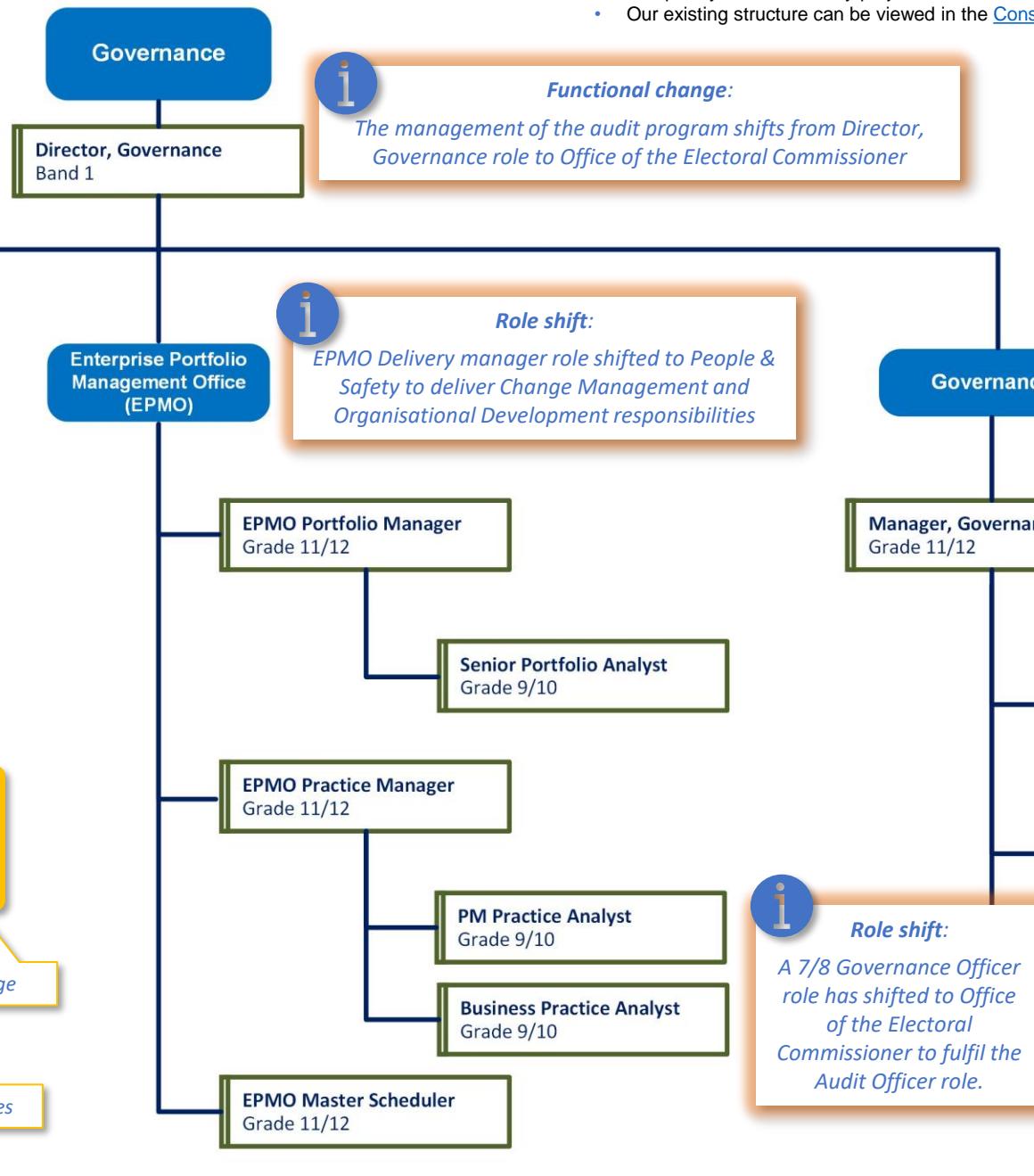
# Finance



# Governance

## Note:

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



# 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.

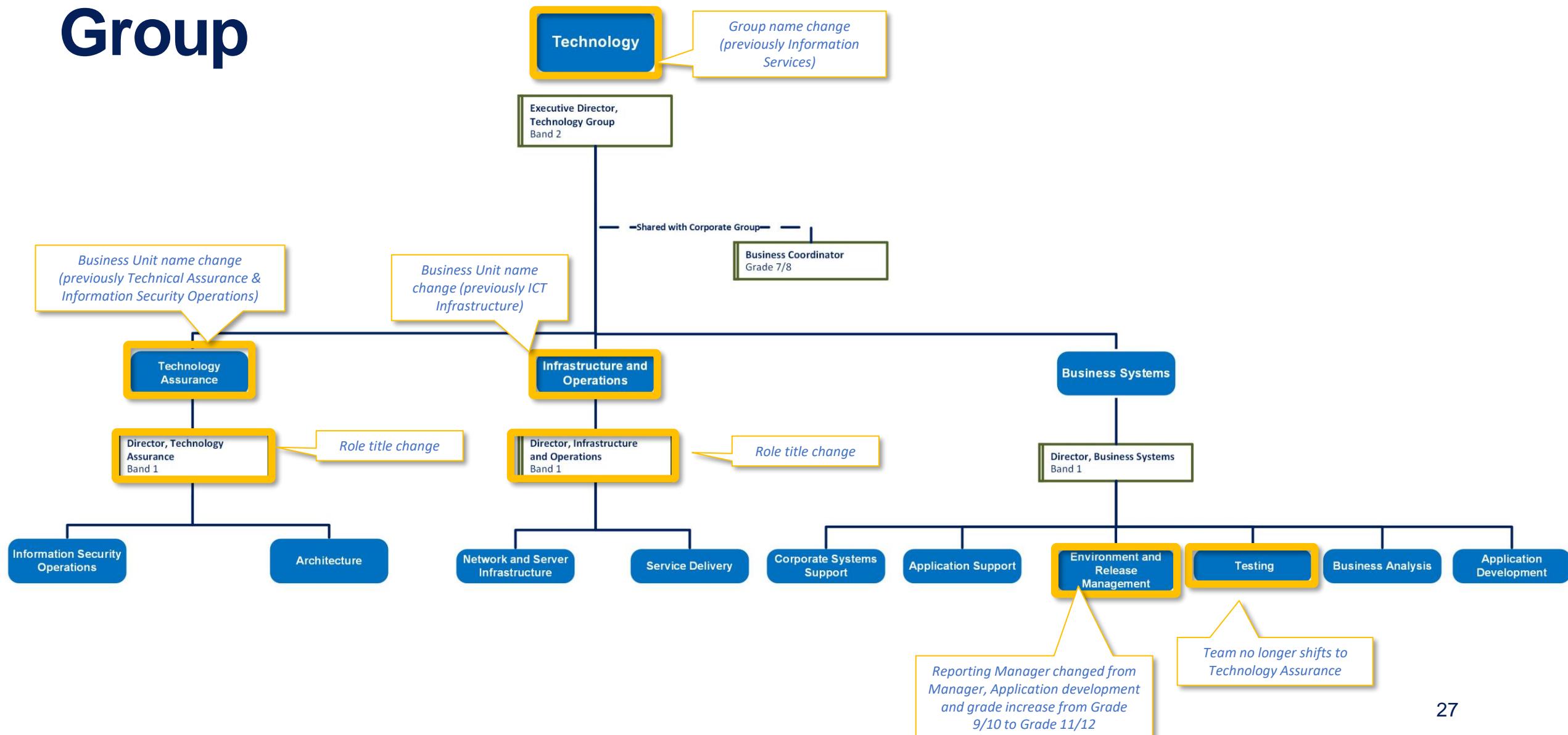


Collective ownership and responsibility to be far more proactive.

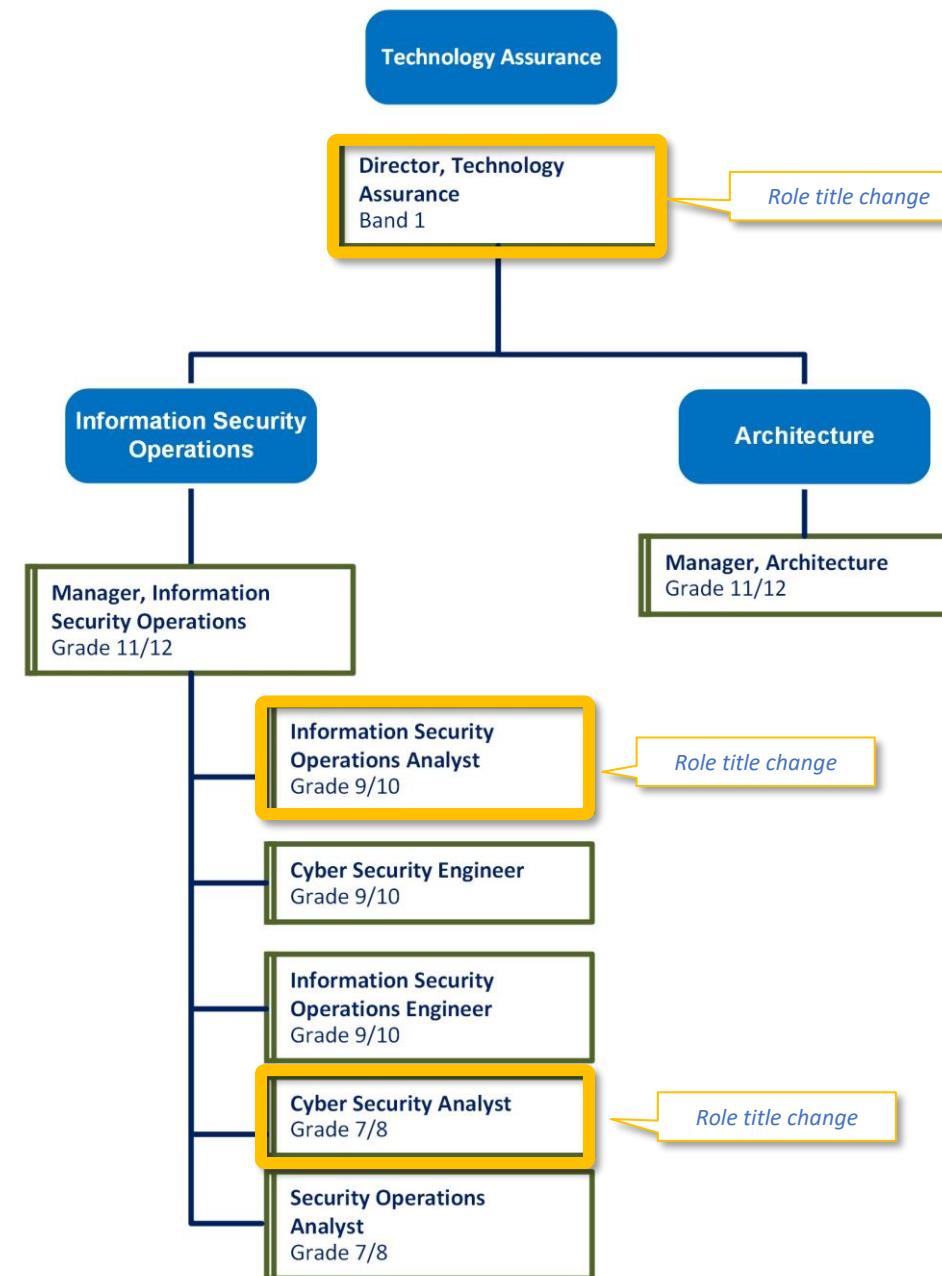
# Technology Group

## Note:

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



# Technology Assurance



Note:

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

# Infrastructure and Operations

## Infrastructure and Operations

Business Unit change

### Note:

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



### Network and Server Infrastructure

Manager, Network and Server Infrastructure  
Grade 11/12

Infrastructure Engineer  
Grade 9/10

Senior Server Systems Administrator  
Grade 9/10

Cloud Engineer  
Grade 9/10

Telephony Engineer  
Grade 9/10

Network Engineer  
Grade 9/10

Network Security Engineer  
Grade 9/10

Systems Administrator  
Grade 7/8

### Service Delivery

Manager, IT Service Delivery  
Grade 11/12

Lead, IT Service Delivery  
Grade 9/10

Senior IT Service Desk Officer  
Grade 7/8

Senior IT Service Desk Officer  
Grade 7/8

IT Service Desk Officer  
Grade 5/6

IT Service Desk Officer  
Grade 5/6

Role title change

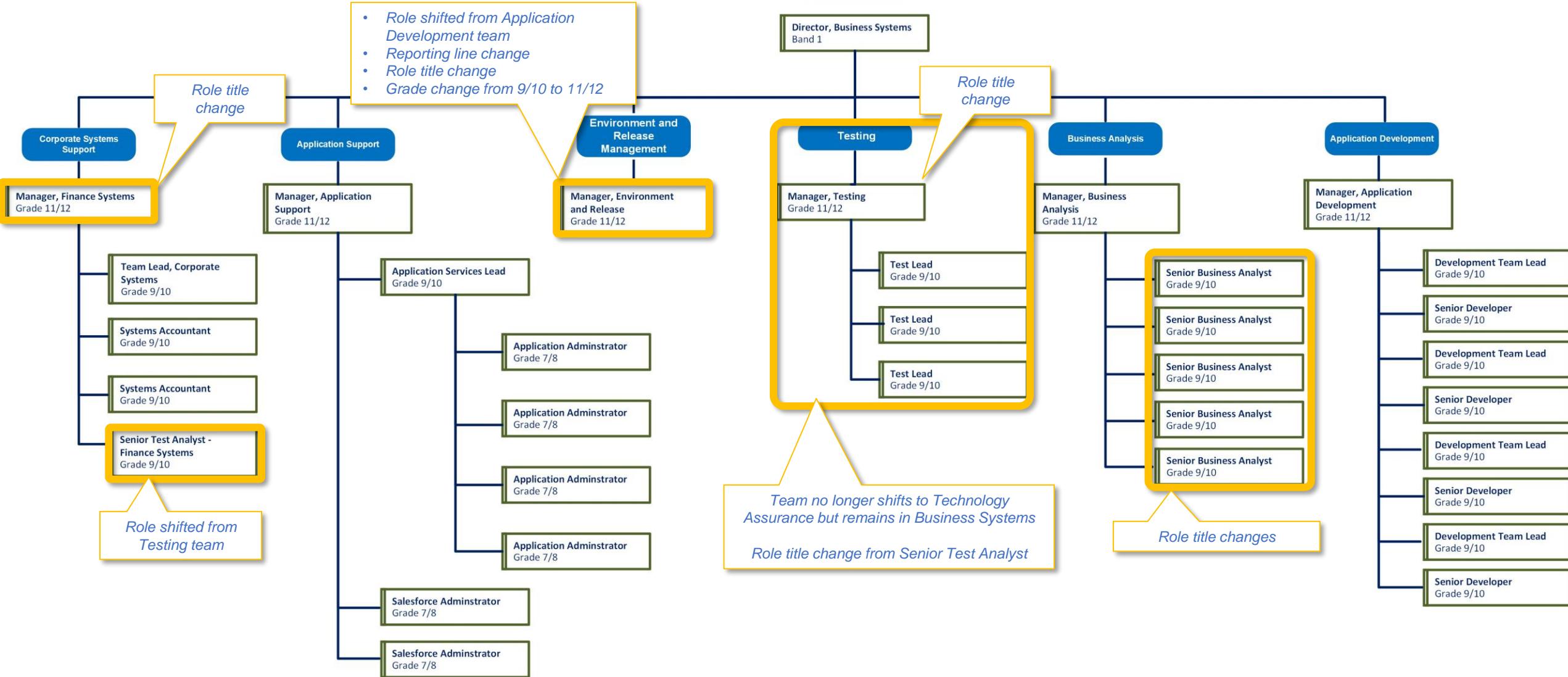
Role Title changes

Reporting line shift from Manager, IT Service Delivery

# Business Systems

**Note:**

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



# 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

## Safeguards and Integrity

Group name change



No substantial changes arising from consultation feedback.

### Assistant Commissioner, Safeguards and Integrity Group Band 2

Role title change

Change of group supported

—Shared with Electoral Operations Group—

### Business Coordinator Grade 7/8

Note:

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

### Regulatory Practice and Investigations

Business Unit name change

#### Director, Regulatory Practice and Investigations Band 1

Role title change

##### Investigations

##### Regulatory Practice

### Electoral Funding and Lobbying

#### Director, Electoral Funding and Lobbying Band 1

##### Audit

##### Electoral Funding and Lobbying

### Legal

#### Chief Legal Officer Band 1

##### Legal

### Integrity and Security

#### Director, Integrity and Security Band 1

##### Integrity and Security

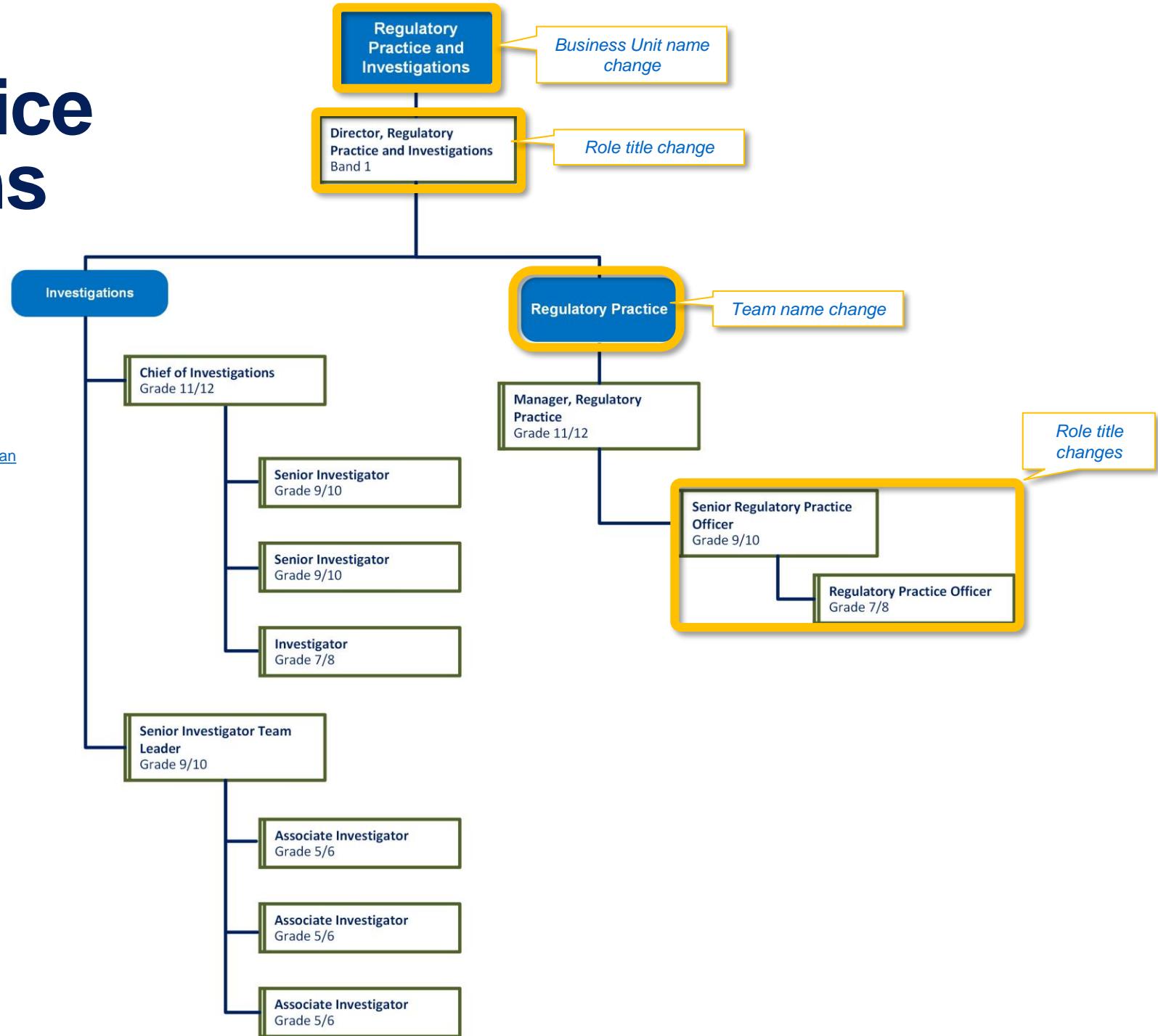
# Regulatory Practice and Investigations

i

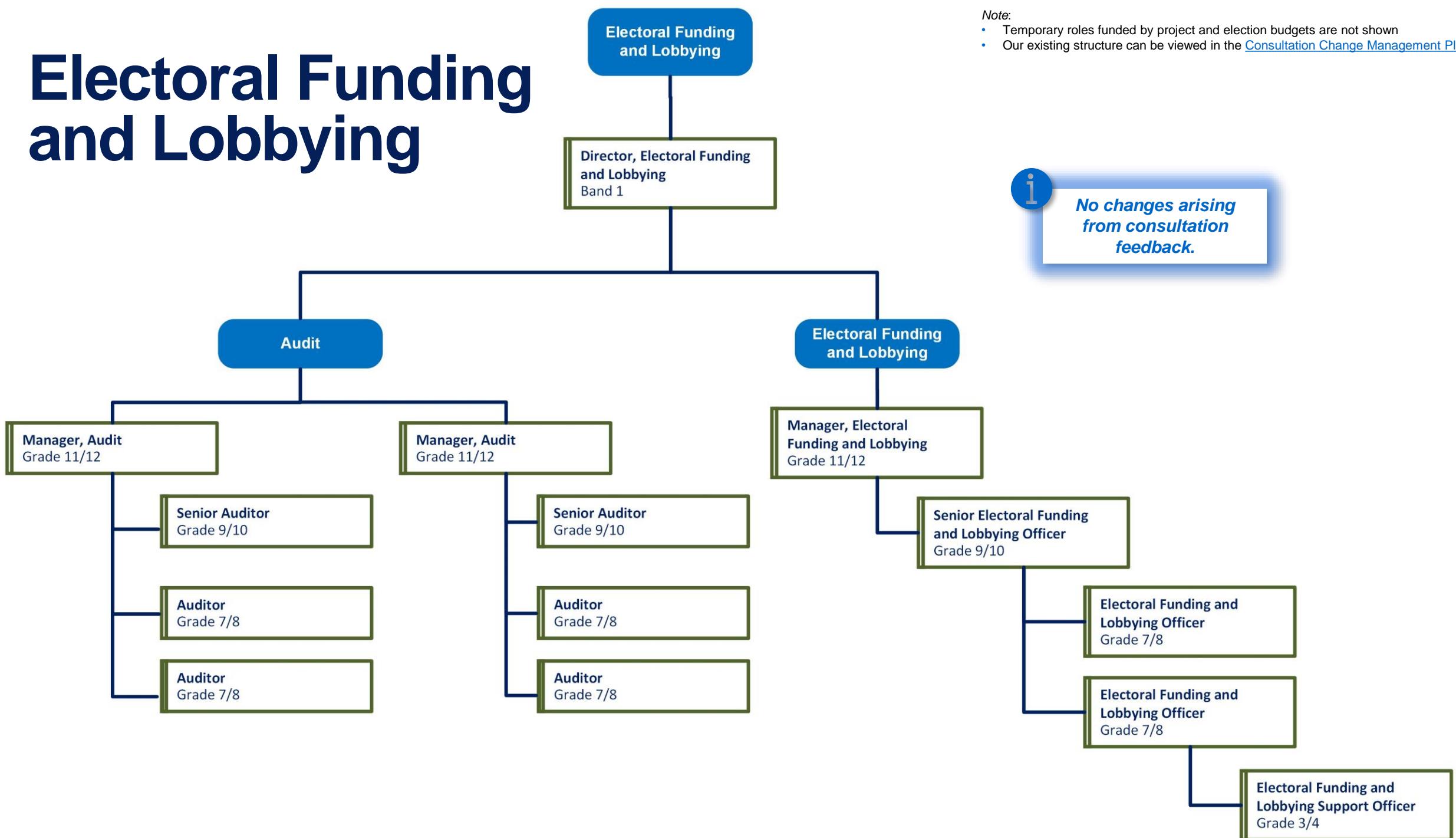
**No substantial changes arising from consultation feedback.**

Note:

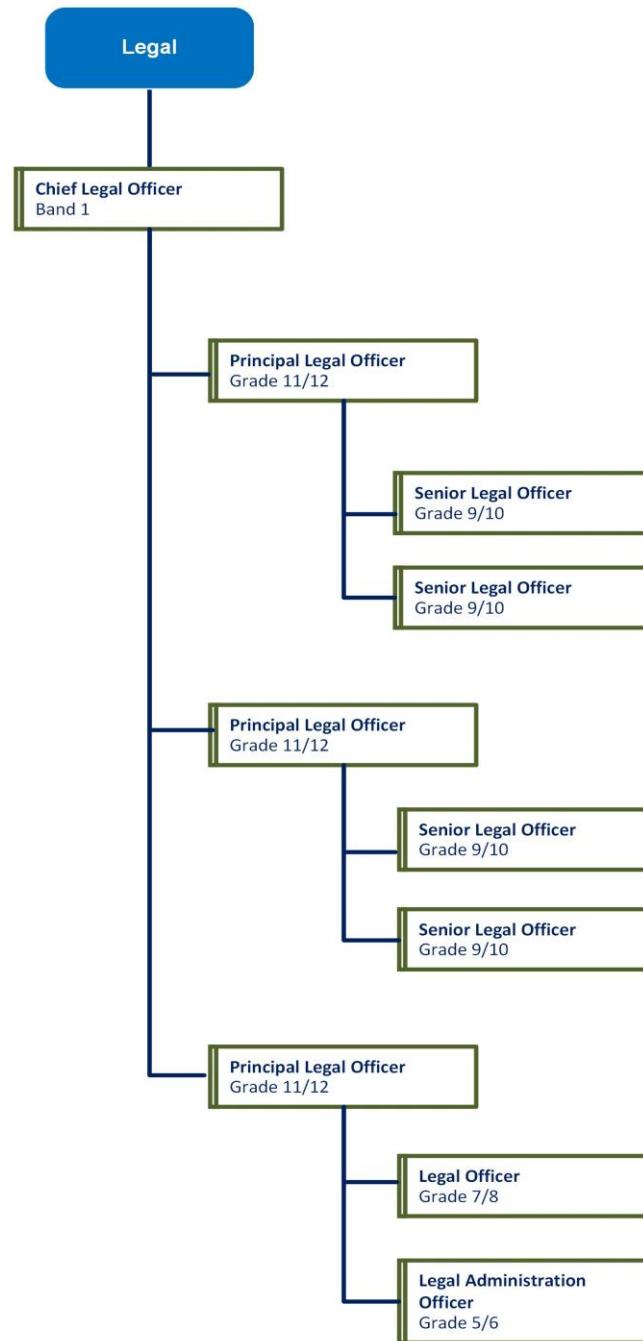
- Temporary roles funded by project and election budgets are not shown
- Our existing structure can be viewed in the [Consultation Change Management Plan](#)



# Electoral Funding and Lobbying



# Legal



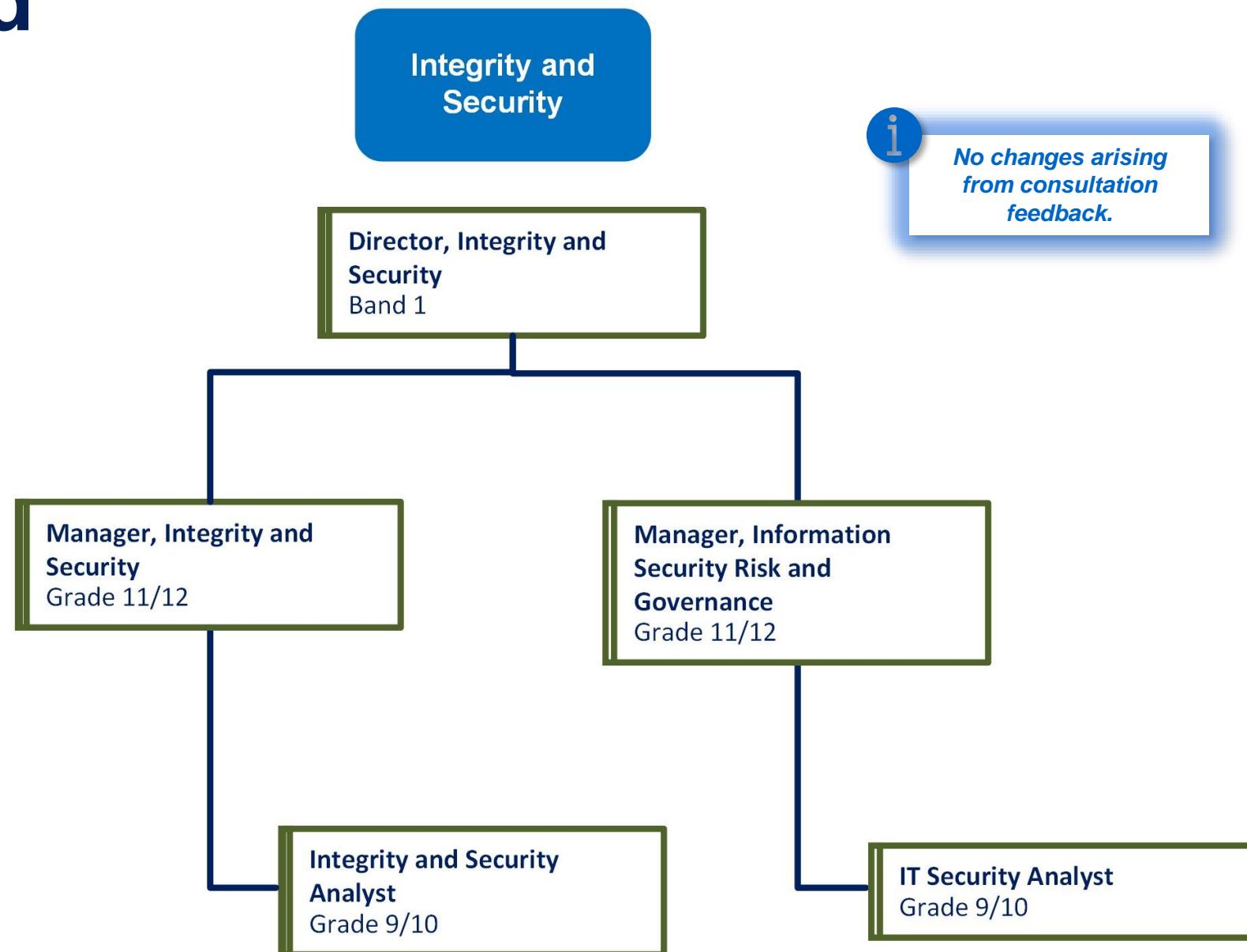
Note:

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



**No changes arising  
from consultation  
feedback.**

# Integrity and Security



Note:

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



*No changes arising from consultation feedback.*

# Transition approach

# Indicative transition timeline



\*Some variations may be required for specific teams; this will be discussed and managed on a case-by-case basis, directly with those teams.

<sup>^</sup>The Realign transition team will work closely with Groups, Business Units and teams to enable and support working effectively in the new structure.

# 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](mailto:christy.mckay@elections.nsw.gov.au)
  - Michelle Bowers, Senior Manager HR (**Elections**) [michelle.bowers@elections.nsw.gov.au](mailto:michelle.bowers@elections.nsw.gov.au)
  - Catherine Barrett, Senior HR Business Partner (**Corporate & FDC&GC**)  
[catherine.barrett@elections.nsw.gov.au](mailto:catherine.barrett@elections.nsw.gov.au)
  - Cass De Conceicao, Senior HR Business Partner (**Information Services**)  
[cass.deconceicao@elections.nsw.gov.au](mailto:cass.deconceicao@elections.nsw.gov.au)
- Contact the Realign project team: [restructure@elections.nsw.gov.au](mailto: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

NSW **Electoral** Commission  
231 Elizabeth Street, Sydney NSW

**P** 1300 135 736

**F** 02 9290 5991

[elections.nsw.gov.au](http://elections.nsw.gov.au)