

Finance & Operations Branch Organisation Change – July 2025

Change Management Plan (CMP) for the Organisational Change of the Operations Team, within the Finance & Operations (F&O) Branch, of the Premier's Department

1. Background and reasons for the org change

Background

The Executive Director Finance & Operations (ED F&O), is proposing to realign the Operations Team organisational structure to better support its customers, align similar skills and re-organise delivery of functions. This follows multiple Machinery of Government (MOG) changes to the former Department of Premier and Cabinet (DPC), Premier's Department (PD) and The Cabinet Office (TCO), which over the last two years has had significant impact on the F&O Branch.

Rationale and Intended Benefits

The proposed restructure is driven by key considerations stemming from the MOG changes over the last few years, which has increased the number of PD and TCO staff together with the movement of several staff into F&O Branch. These changes have significantly impacted the F&O branch in multiple ways:

- The customer base has expanded by 40%, including adding overseas locations and more regional offices, thus increasing demand for day-to-day support services significantly.
- MOG changes to the former DPC to separate departments under PD and TCO in 2023, and subsequent MOGs, resulted in transfer of functions into the portfolio. The size and function of the teams within Workplaces, Strategic Security, Transport and Fleet Services requires transformation to ensure the teams are adequately resourced and organised to deliver the services required by the departments and portfolio agencies they support.
- Within the current Workplaces and Strategic Security teams, the addition of offshore sites through Investment NSW means the teams now support numerous international office locations.
- Within the Transport and Fleet Services teams, sustained confusion about role clarity borne from having two separate teams with equally graded managers managing operations for both sides of the same function. Further, the current structure has over 50 driving staff reporting into one manager. This is a significant people management risk and currently means a lack of proactive staff management in this area due to the sheer volume of team members. Bringing those functions together under one manager, with additional staff added to improve the people management function, will mitigate this risk and bring greater role clarity and accountability.

In addition to the impacts of MOG changes, several other factors have been taken into consideration of the proposed realignment:

- Service delivery and incident management have become key functions for F&O, due to an increased number of office locations and staff to be supported across metropolitan and regional areas of NSW and overseas locations.
- Governance and business operations within the F&O Branch could be enhanced. The current organisational structure has these responsibilities distributed across several teams within the F&O Branch which presents a risk of inconsistency in accountability and decision-making.

- An independent security review for Transport operations, undertaken by Daris Group, highlighted operational issues with the current structural arrangements for Transport Services and Fleet Services teams which identified some gaps in roles and responsibilities, which will be addressed in the proposed structure.
- Reallocation of functions and an increase in staffing costs to ensure the continued and improved delivery of key services.
- A slight reduction and re-organisation of the number of direct reports to the ED F&O will reduce management responsibilities and enhance executive focus, leading to clearer accountability and an improved span of control.
- An updating of titles to better reflect the functional activity of roles and to improve consistency in naming convention of roles.

2. Summary of the changes

The proposed structure represents a change to the current structure at Appendix 1. Appendix 2 provides a visual overview of impacted roles, whilst Appendix 3 provides the proposed future structure.

Deleted roles

The proposed change will involve the abolishment of up to five (5) existing roles including:

Table 1: Excess roles

Excess roles		
Position number	Role title	Clerk Grade
100591	Associate Director, Transport Services	11/12
89278	Associate Director, Fleet	11/12
76549	Associate, Workplaces (completed)	7/8
140463	Scheduler, Transport Services	5/6
89461	Fleet Administration Officer	3/4

Minor changes in role (no impact)

The proposed change will involve minor amendments to the following nine (9) roles, including:

Table 2: Changes to role

Changes to role			
Position number	Current Role Title	Clerk Grade	Minor change
80355	Associate Director	11/12	Title change and minor amendment to role responsibilities
76612	Associate Director, Workplaces	11/12	Title change and minor amendment to role responsibilities
54790	Senior Associate, Workplaces	9/10	Title change and minor amendment to role responsibilities
54788	Senior Associate, Workplaces	9/10	Title change and minor amendment to role responsibilities
37483	Associate, Transport Services	7/8	Title change and minor amendment to role responsibilities
84084	Associate, Workplaces	7/8	Title change and minor amendment to role responsibilities
86122	Assistant Associate, Workplaces	5/6	Title change and minor amendment to role responsibilities
121217	Scheduler, Transport Services	5/6	Title change and minor amendment to role responsibilities
121218	Scheduler, Transport Services	5/6	Title change and minor amendment to role responsibilities

New roles

The proposed change will involve the establishment of up to seven (7) new roles including:

Table 3: New roles

New roles		
Position number	Role title	Clerk Grade
TBC	Project Manager, Operations (<i>temporary</i>) (<i>noting this role will be fully capitalised to deliver 52MP refit works</i>)	11/12
TBC	Associate Director, Vehicle & Travel Operations	11/12
TBC	Senior Associate WH&S, Vehicle & Travel Operations	9/10
TBC	Senior Associate, Vehicle & Travel Operations (x2 roles)	9/10
TBC	Associate Security, Operations	7/8
TBC	Associate, Vehicle & Travel Operations	7/8

3. Employee engagement and communication strategy

Communication Plan

The communication plan is an integral component of the broader change management plan. It has been designed to streamline the Department's approach to managing the realignment, ensuring the Department meets industrial obligations while fostering a transparent and inclusive change process and environment.

This plan offers a structured roadmap for guiding the Branch through this transition period. It identifies the key communication activities and specifies the necessary artefacts. The plan aims to effectively engage all staff and provide clarity and consistency in messaging throughout the change process.

The plan outlines a series of strategically timed communications, ranging from information sessions to staff briefings, all tailored to enhance understanding and participation with the workforce.

The proposed artefacts will be prepared in advance. Adopting a thorough and proactive communication plan increases the likelihood of sustainable change, and identified risks can be mitigated or managed.

The Communications Plan can be made available.

4. Consultation

Meetings with impacted staff

Staff (and their representatives, if any) potentially impacted by the proposed changes will be invited to meet individually with their manager and a People, Culture, and Talent (PCT) representative. These preliminary meetings are designed to inform the impacted staff about the proposed changes in detail, including potential effects. Following the meeting, a record of the meeting will be provided to each impacted staff member.

Information Session

Following the initial meetings with potentially impacted staff, all Operations Team members will be invited to an information session. This session will provide an overview of the proposed changes and marks the beginning of the formal consultation period.

Staff who cannot attend this information session will be contacted separately. They may wish to provide written feedback on this change proposal.

Feedback on the change proposal can be submitted to the email address: financeworkplacestransportservices@premiersdepartment.nsw.gov.au (noting this inbox will have restricted access).

Consideration of feedback

The ED F&O and Deputy Secretary, Corporate Services will consider staff feedback before making a final recommendation to the Secretary about whether to implement the proposed change or any changes to it.

Final notification

Staff will be notified of the consultation outcomes before the proposed implementation.

5. Support services

A range of support services will be made available to affected staff; these include:

- Support provided by line and senior managers.
- Support provided by the PCT team.
- Support services, including counselling support, are available through the Employee Assistance Program.
- Departmental Mobility Program engagement, which includes assistance in applying for roles.

6. Impact of the realignment on EEO groups and staff with special needs

The proposed realignment is designed with careful consideration of its effects on Equal Employment Opportunity groups and individuals with special needs. We are committed to ensuring the restructuring does not disproportionately affect these groups.

7. Management of impacted staff

Through the proposed restructuring process, up to seven (7) employees could become excess as outlined in Table 1.

The management of this transition will be handled with sensitivity and transparency. During the consultation period, impacted staff will be notified, allowing them to prepare and respond appropriately. Following notification, the Department will follow existing policies for mobility and management of excess employees including the 8-week mobility process.

In addition to the standard procedures for mobility and being declared excess, the impacted staff will have access to a range of other support measures. Support includes counselling services, resume writing support, and interview preparation sessions through EAP Career Assist.

8. Proposed timetable for implementation

The table below provides an overview of the proposed implementation timetable for the change process. It accounts for industrial and Departmental requirements, including minimum durations for key phases such as the consultation period. While some dates may extend slightly during the change process, efforts will be made to keep adjustments to a minimum.

Work Day(s)	Actions	Person responsible
Day 0	<ul style="list-style-type: none"> Secretary approval to commence this change management plan. <i>(Following CPO and Dep Sec Corporate Services).</i> 	Secretary, Premier's Department
Day 1	<ul style="list-style-type: none"> Distribute calendar invitations for the seven (7) impacted employees and offer to invite a support person. Distribute calendar invitations for the five (5) employees with proposed role changes and offer to invite a support person. Distribute calendar invitations for all staff briefing. Conduct pre-brief with Operations Teams Leadership. Call Public Service Association (PSA) to advise them. 	ED F&O in conjunction with PCT Associate Director, PC&T
Day 2 -3 (All day)	<ul style="list-style-type: none"> Meet with seven (7) potentially impacted employees individually, describe the proposed timetable for implementation and discuss the consultation process. Explain workforce mobility placement (WMP) and subsequent processes, including Voluntary Redundancy (VR) offers. Advise of support services available to employees. Meet with six (6) staff with proposed role changes individually, providing proposed Role Descriptions for consideration. 	Associate Director PCT ED F&O Director, Operations
Day 4 (Morning)	<ul style="list-style-type: none"> Operations Team Information session to explain proposed structure, PSA invited to attend. Session to be recorded. Email to PSA to advise of consultation period commencement, proposed change plan. 	Led by the ED F&O and the Dep Sec Corporate Services Associate Director PCT to advise PSA
Day 4-13	<ul style="list-style-type: none"> Formal consultation period commences (14 calendar days – 10 workdays). 	
Day 5-13	<ul style="list-style-type: none"> Open consultation for Operations Team and employees are invited to ask questions by email. Respond to questions about proposed structural changes and change processes during the two-week consultation period. Receive feedback about the proposed structure for consideration. 	ED F&O Director, Operations
Day 13	<ul style="list-style-type: none"> Consultation closes at 5pm. 	
Day 15 - 21	<ul style="list-style-type: none"> Consider feedback and discuss variations. Finalise role descriptions and organisational structure. 	ED F&O Deputy Secretary, Corporate Services Director Operations

Work Day(s)	Actions	Person responsible
Day 22 - 32	<ul style="list-style-type: none"> Review and approval by Chief People Officer Submit final change plan and brief to Deputy Secretary for approval of proposed changes, highlighting variations, risks or concerns arising from consultation. Submit final change plan and brief to Secretary for approval of proposed changes, highlighting variations, risks or concerns arising from consultation. 	Chief People Officer Deputy Secretary, Corporate Services Secretary, Premier's Department
Day 33	<ul style="list-style-type: none"> Ensure that responses are sent to each email, suggestion, alternate proposal or item of feedback received. 	ED F&O
Day 34	<ul style="list-style-type: none"> If approved, meeting with each of the impacted employees to confirm finalised structure and impact. Discuss the WMP process. Commencement of WMP process for the impacted employees. (8 weeks) Advise the implementation timeline of proposed changes. 	ED F&O / Director, Operations in conjunction with PCT Team
Day 35	<ul style="list-style-type: none"> Provide update to staff with proposed reporting line changes and advise the implementation timeline of proposed changes. 	ED F&O
Day 36-39	<ul style="list-style-type: none"> Prepare for Operations Team briefing on the consultation outcome. 	ED F&O A/Director Operations
Day 40	<ul style="list-style-type: none"> Communicate outcome of consultation with Operations Team. Advise on implementation timeline and effective date(s). 	ED F&O A/Director Operations
Day 60	<ul style="list-style-type: none"> Implement proposed changes 4 weeks after day 38 announcement. 	ED F&O A/Director Operations
Day 74	<ul style="list-style-type: none"> Conclusion of 8-week mobility process. 	
Day 75 – 79	<ul style="list-style-type: none"> Submit brief to Secretary to declare impacted employees 'excess', consistent with Managing Excess Employees Policy 2011. 	Secretary, Premier's Department
Day 80	<ul style="list-style-type: none"> Meet individually with eight (8) impacted employees that have not been assigned to a role and declare them 'excess', consistent with Managing Excess Employees Policy 2011. Excess employees to receive formal letter. Employees have two weeks to accept the offer of a VR. If a VR is not accepted, the employee will enter 3-month retention period for redeployment. 	ED F&O in conjunction with PCT Team

Work Day(s)	Actions	Person responsible
Day 90	<ul style="list-style-type: none"> Closing date for acceptance of VR offer (14 calendar days from offer). 	ED F&O
Day 100	<ul style="list-style-type: none"> Exit employees who have accepted a VR offer (14 days from offer acceptance). 	PCT Team
Day 100 – 160	<ul style="list-style-type: none"> For excess employees who did not accept VR offer, commencement of 3-month retention period. Communicate with ‘excess’ employees who are within the retention period regarding potential job matches in daily mobility report. 	PCT Team
Day 161	<ul style="list-style-type: none"> Exit ‘excess’ employees who have not been redeployed and have been made forcibly redundant. 	PCT Team

Contact us

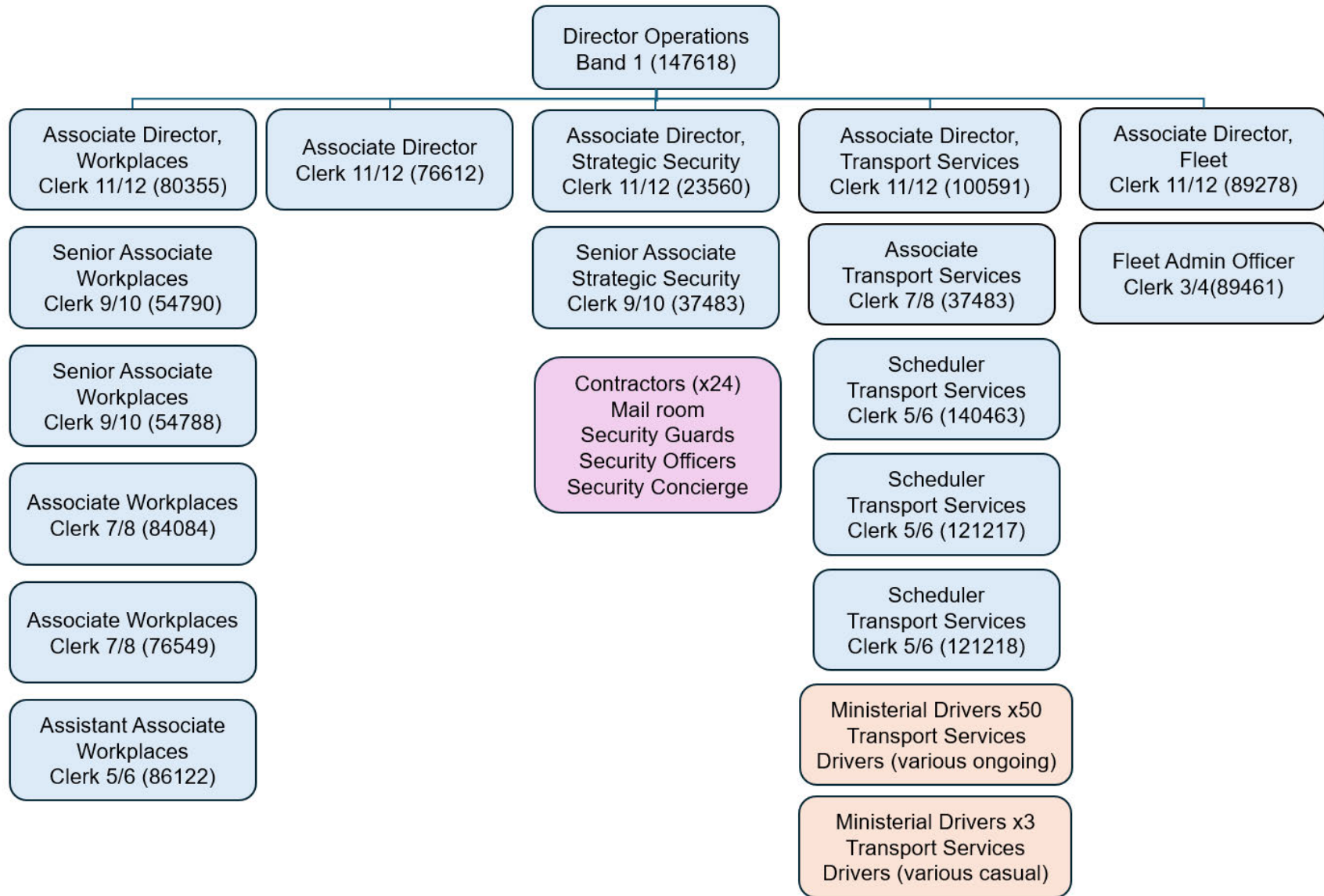
For more information please contact:

E: helen.vallance1@premiersdepartment.nsw.gov.au

9. List of Appendices

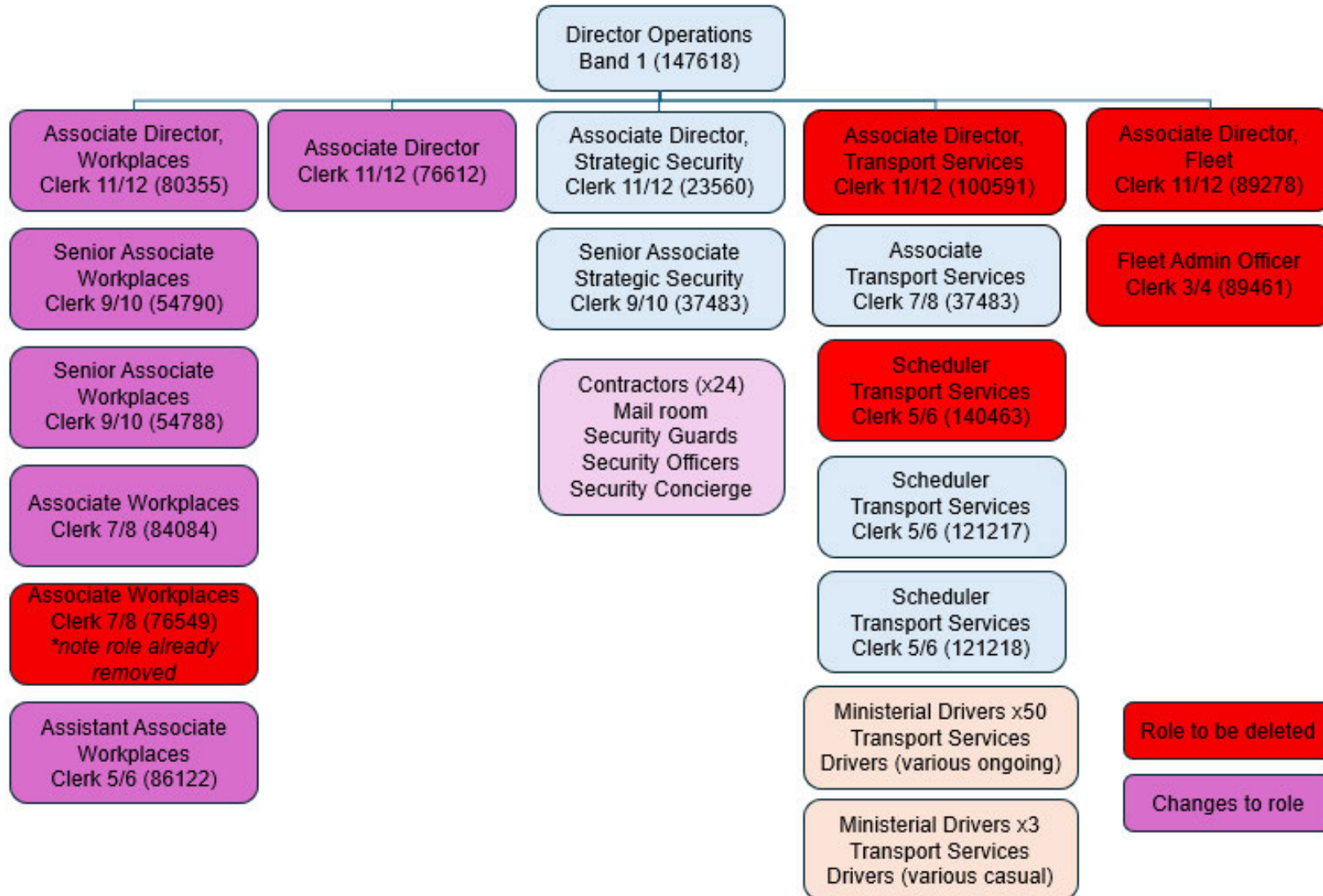
No	Description
1	Current Organisation Chart – Operations team
2	Impacted Roles Mapped to Organisational Chart – Operations team
3	Proposed Organisational Chart – Operations team

Appendix 1 - Current Organisation Chart – Operations team

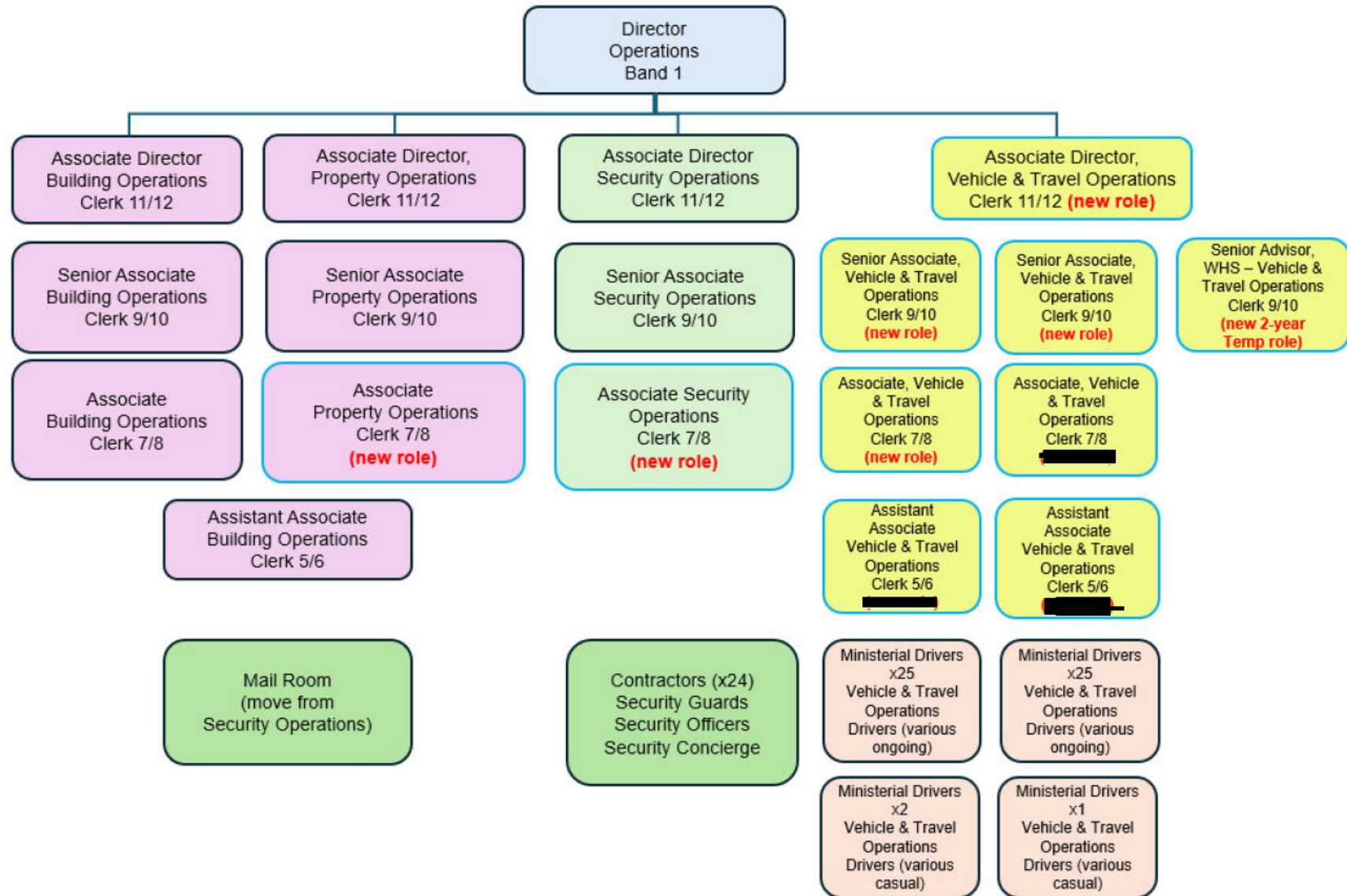


Appendix 2 - Impacted Roles Mapped to Organisational Chart

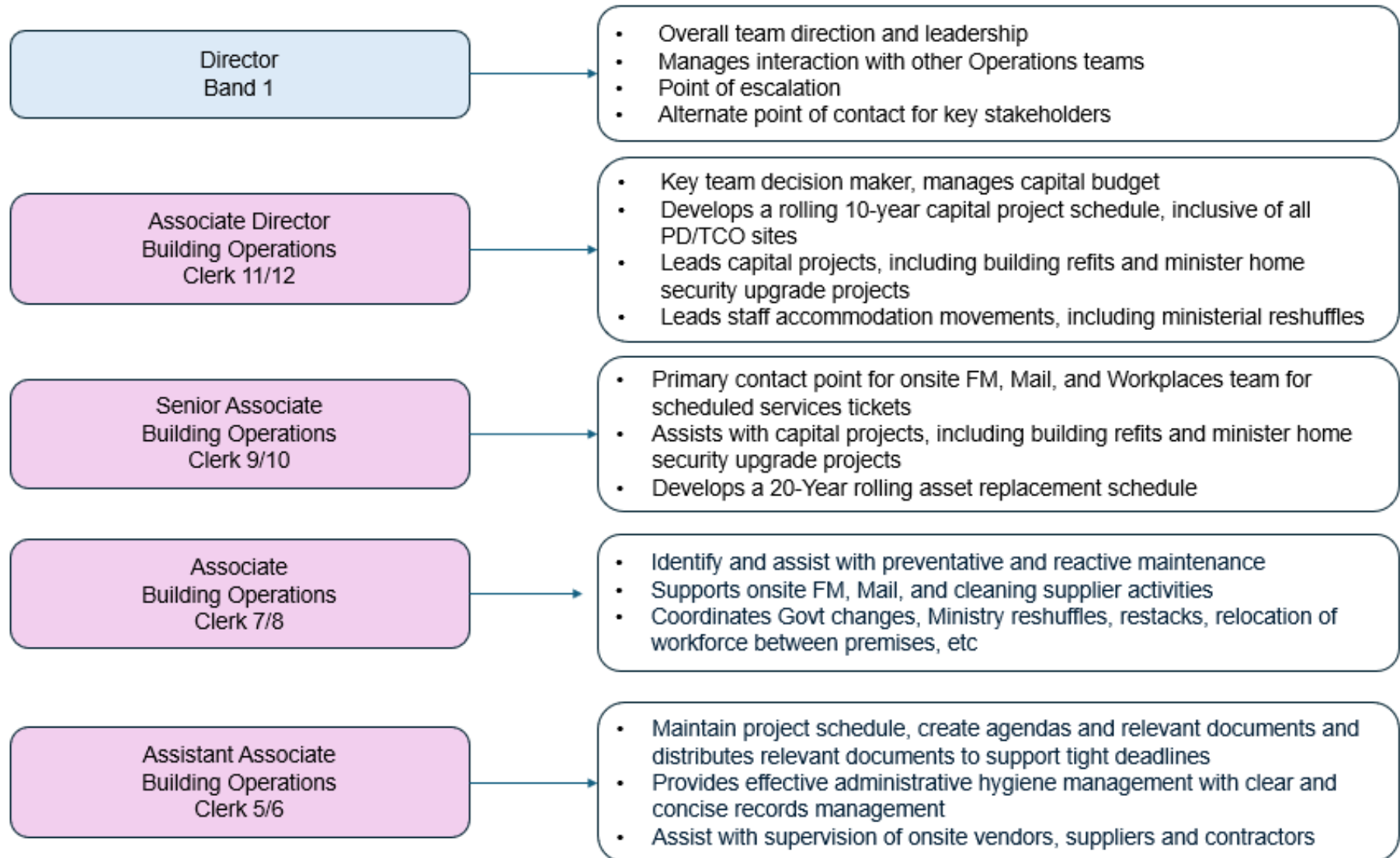
Impacted roles – Operations Branch - July 2025



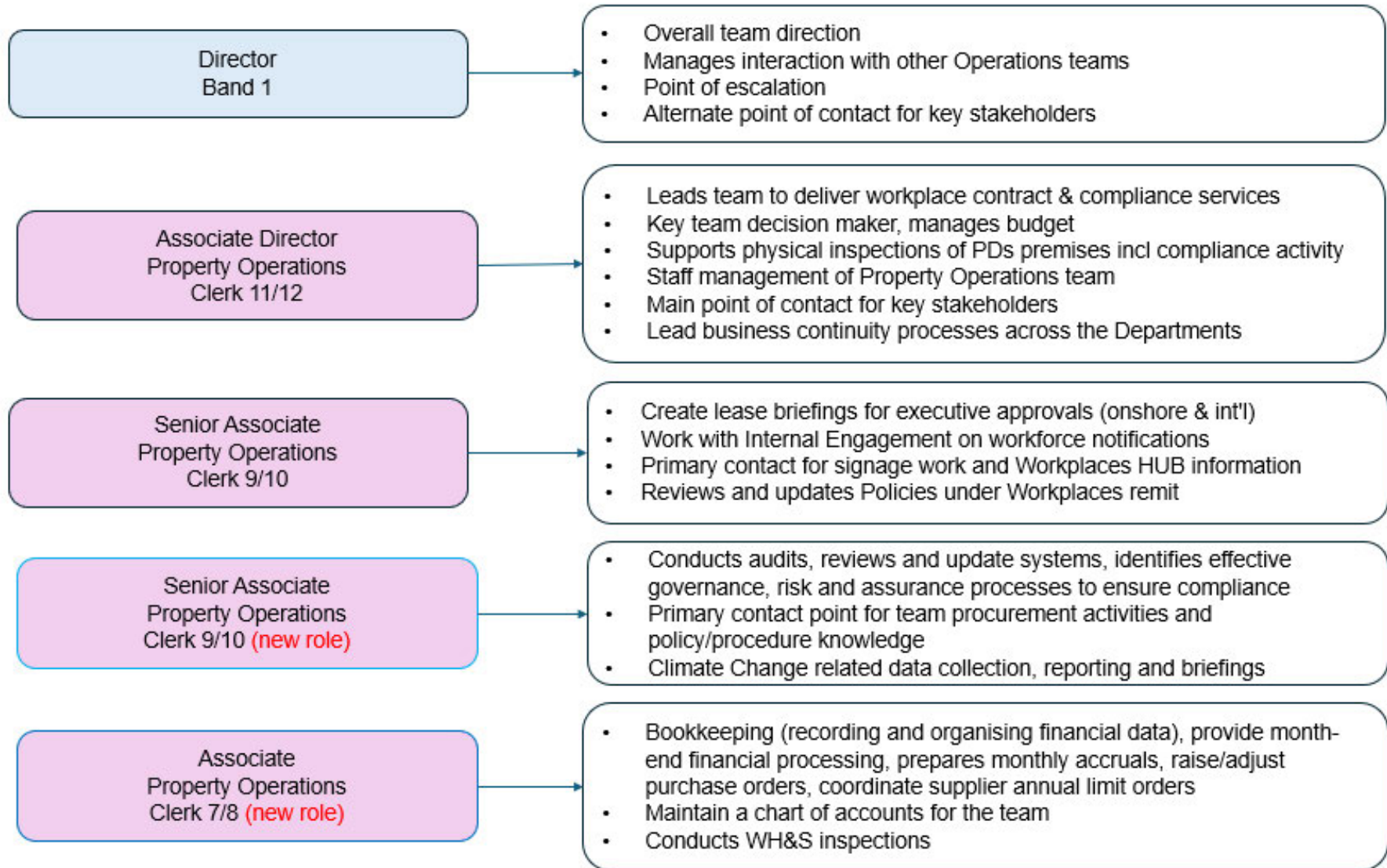
Appendix 3 – Proposed Organisational Chart and functional structures– Operations team



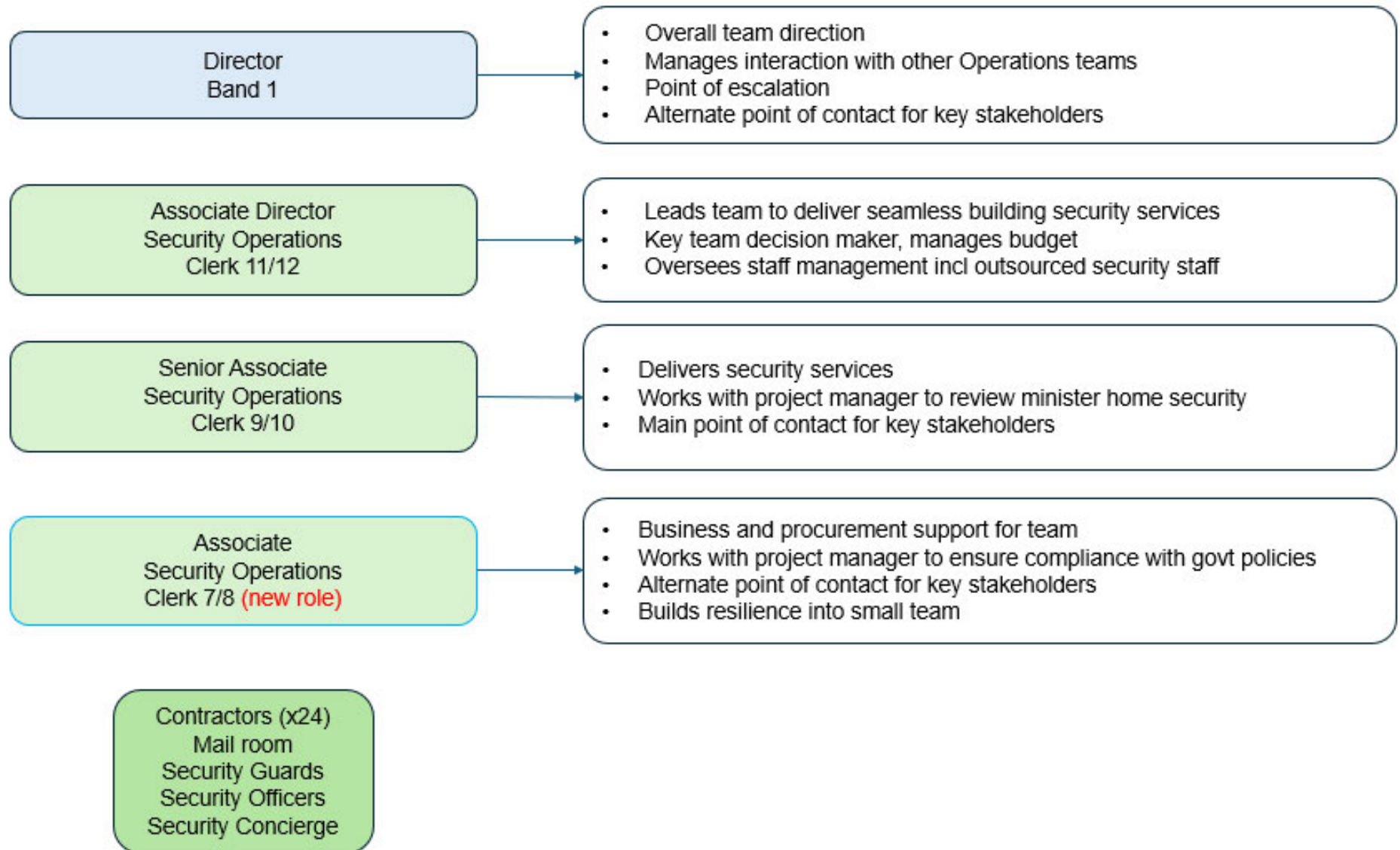
Proposed functional structure – Building Operations team



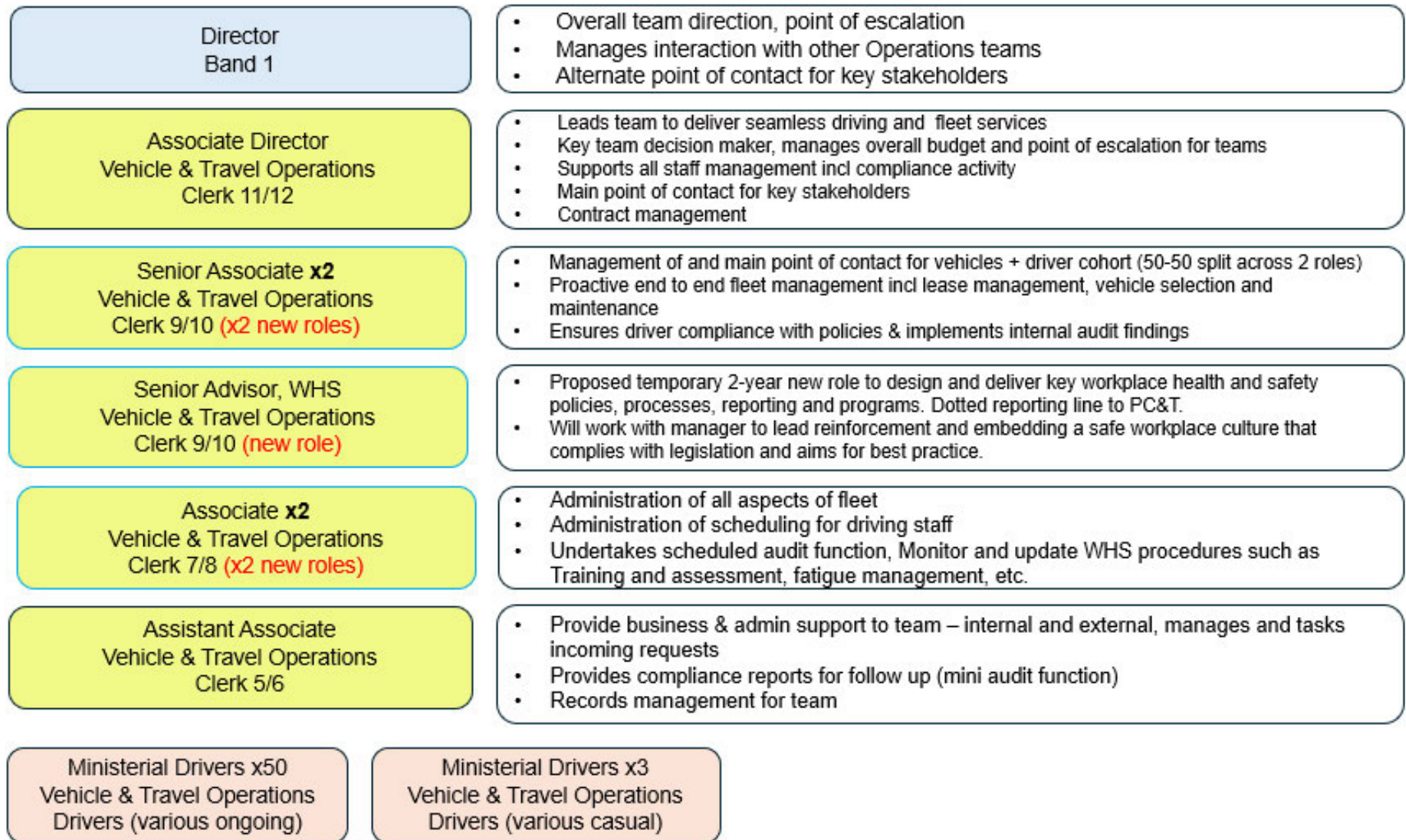
Proposed functional structure – Property Operations team



Proposed functional structure – Security Operations team



Proposed functional structure – Vehicle & Travel Operations team



Note - team has an on-call function (24/7) out of standard business hours, need to ensure enough resource capacity to service that