

# Executive-Level Divisional Realignment

Change proposal

5 September 2025

# 1

Why are we changing?

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## Purpose

To better align Museums of History's (MHNSW) structure with its strategic priorities and improve service delivery, operational effectiveness and staff capability

## Context

MHNSW was established in 2022 through the joining of Sydney Living Museums and parts of the State Archives and Records Authority; an ambitious reform involving legislative change and realignment of systems and functions.

Since then, the organisation has evolved through interim leadership, integration efforts and targeted structural adjustments. With the launch of its Strategy 2025-30, MHNSW has set bold vision to connect communities with the people, places and stories that shape NSW.

To support this vision, MHNSW is realigning its divisions to enable more effective, efficient and strategically aligned services.

## Change Objectives

To deliver on the MHNSW Strategy 2025-30, our structure must be focused, agile and aligned. The proposed divisional realignment aims to:

**Sharpen strategic alignment:** Realign teams and reporting lines around MHNSW's core strategic priorities.

**Clarify leadership and accountability:** Strengthen executive oversight, close existing leadership gaps and ensure clear delegation of responsibility.

**Support integration and collaboration:** Break down silos, improve cross-functional collaboration and enable coordinated delivery across teams.

**Support staff and service delivery:** Improve internal services, increase responsiveness to frontline needs, and provide greater clarity in team structures.

# Design principles

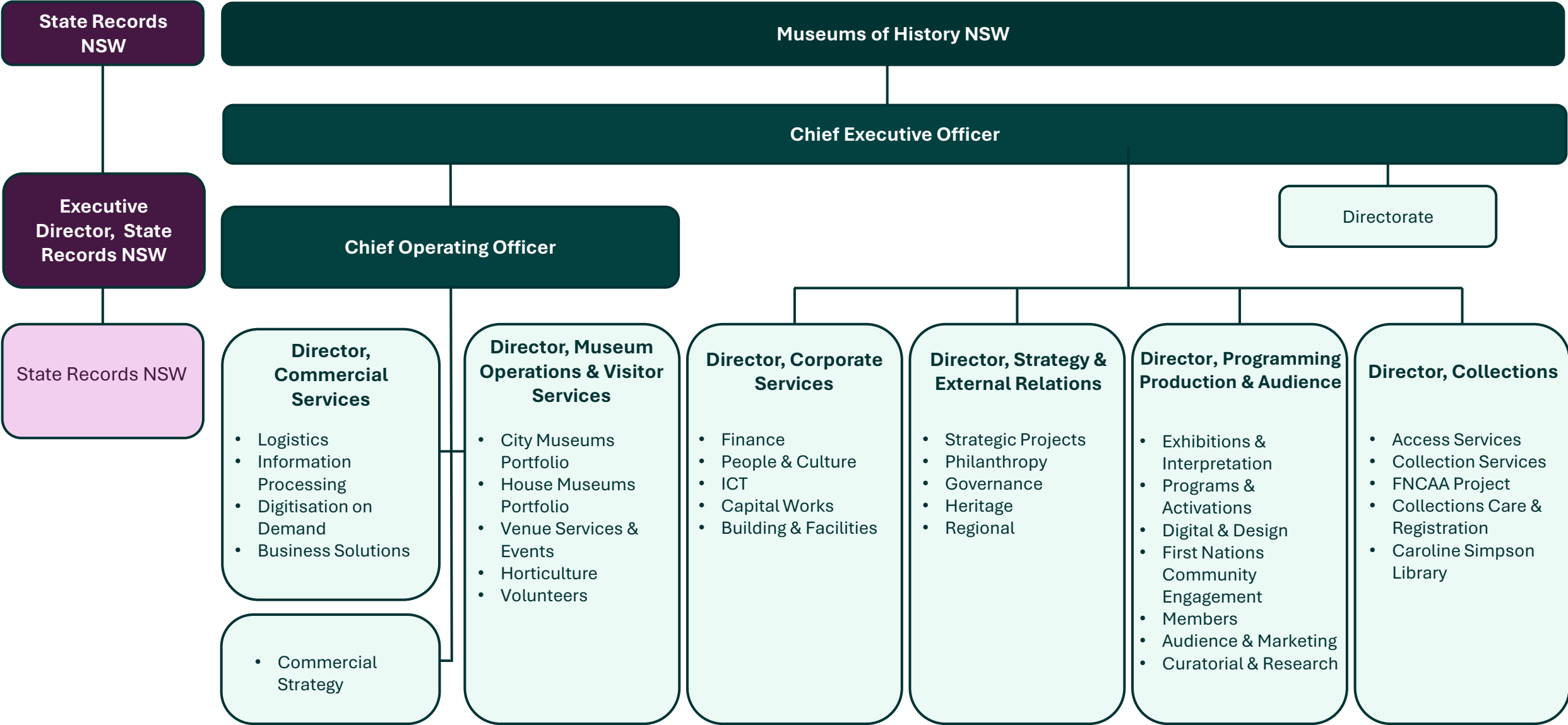
The following principles will guide the implementation of change:

1	Strategic fit	Ensure alignment with the MHNSW Strategy 2025-30 and broader NSW Government priorities
2	Clear and accountable	Streamline structures to put like functions together, simplify reporting lines and improve decision-making authority
3	Public impact	Strengthen delivery of inclusive, engaging programs and uphold the custodianship of our places, stories and collections
4	Service delivery	Improve coordination across teams, reduce fragmentation, and provide a more seamless and effective experience for our staff, stakeholders and audiences
5	Workforce capability	Build the skills, culture and structure needed for a flexible and future-ready workforce

# 2

What is changing?

# Current structure



State Records NSW

Executive Director, State Records NSW

State Records NSW

Museums of History NSW

Chief Executive Officer

Chief Operating Officer

Directorate

**Director, Commercial Services**

- Logistics
- Information Processing
- Digitisation on Demand
- Business Solutions

- Commercial Strategy

**Director, Museum Operations & Visitor Services**

- City Museums Portfolio
- House Museums Portfolio
- Venue Services & Events
- Horticulture
- Volunteers

**Director, Corporate Services**

- Finance
- People & Culture
- ICT
- Capital Works
- Building & Facilities

**Director, Strategy & External Relations**

- Strategic Projects
- Philanthropy
- Governance
- Heritage
- Regional

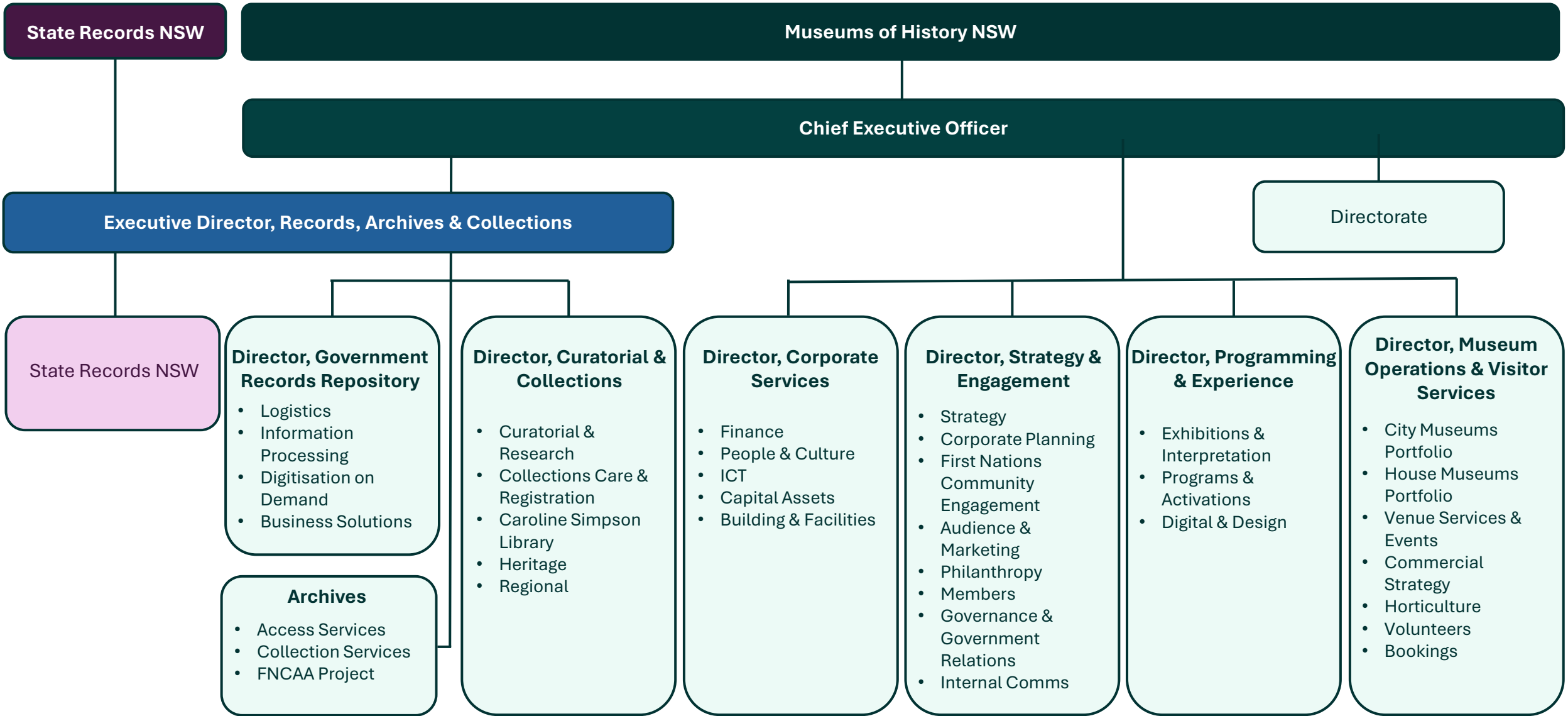
**Director, Programming Production & Audience**

- Exhibitions & Interpretation
- Programs & Activations
- Digital & Design
- First Nations Community Engagement
- Members
- Audience & Marketing
- Curatorial & Research

**Director, Collections**

- Access Services
- Collection Services
- FNCAA Project
- Collections Care & Registration
- Caroline Simpson Library

# Proposed structure



# Approach

The following commitments will guide how MHNSW manages the proposed divisional realignment, ensuring the process is inclusive, transparent and consistent with public sector best practice:

**Service continuity:** Maintain minimal disruption to MHNSW, programs, services and day-to-day operations throughout the transition.

**Constructive engagement:** consult openly and regularly with affected staff and the Public Service Association (PSA), ensuring all feedback is considered.

**Compliance and integrity:** Adhere to NSW government's legislative, policy and award obligations, including the *Government Sector Employment Act*.

**Support for Staff:** Provide timely communication and practical support resources to assist staff through the change process.

**Fair and accountable process:** Ensure changes are implemented using clear, transparent and equitable procedures.

# 3

What's next?

# Your input is important

Consultation on the proposed divisional realignment at MHNSW commenced **on Friday 5 September 2025** and will remain open until **5.00pm on Friday 19 September 2025**.

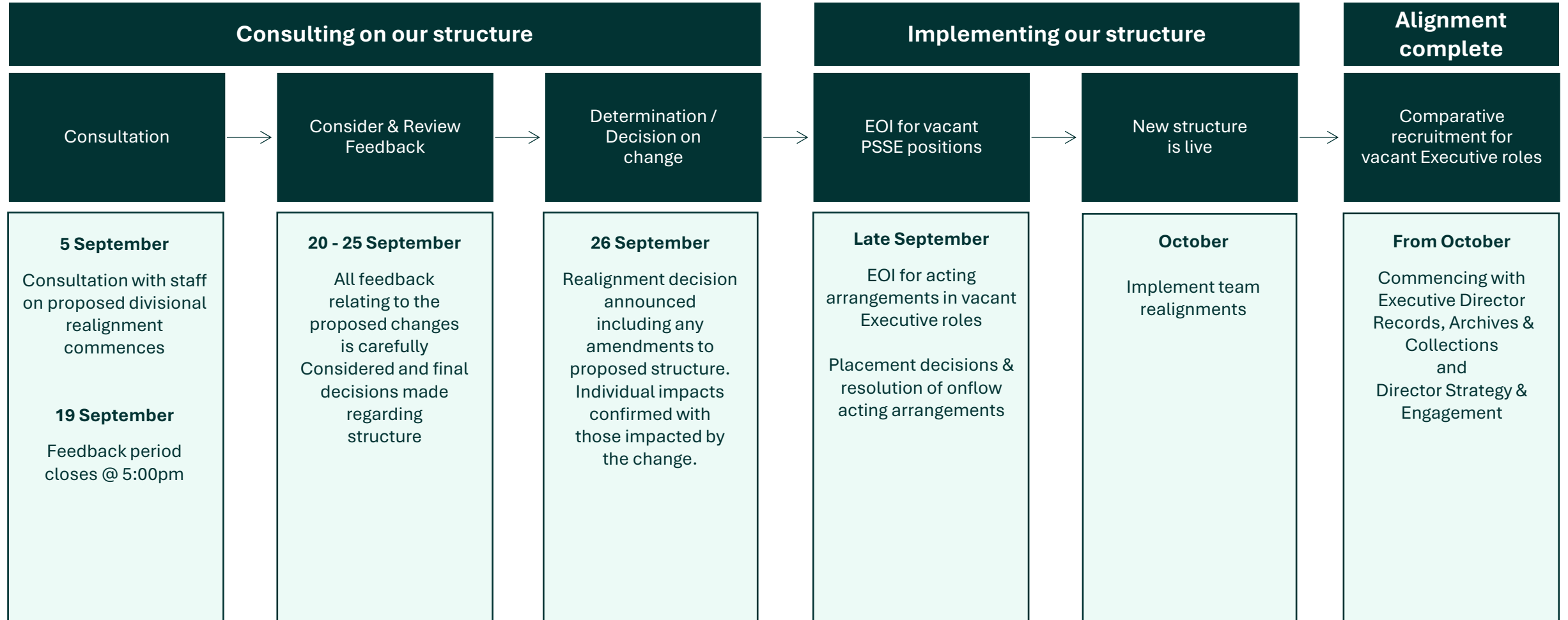
All staff are encouraged to review the proposal and provide feedback on any aspect of the proposed structure during this consultation period. Your insights are valued and will help shape the final outcome.

The change management plan, including all relevant Role Descriptions, will be made available for consultation.

All documents related to the proposal can be accessed via the [People & Culture page on MHNSW Workspaces](#).

**Feedback can be provided via:** [humanresources@mhnsw.au](mailto:humanresources@mhnsw.au)

# Timeline



# Support for you

The Chief Executive Officer, Executive Leadership Team and People & Culture team are committed to supporting you throughout the change process by ensuring open, timely and respectful communication.

This includes:

- Clearly explaining the rationale for the proposed changes, including the potential impacts on individuals and teams
- Meeting with staff to answer questions, listen to concerns and discuss the proposed changes
- Ensuring staff can access support by contacting team members in People & Culture, either in person or via email
- Providing information about available support services, including the Employee Assistance Program (EAP)
- Keeping the Joint Consultative Committee informed and consulting with the PSA
- Providing regular updates to all staff as the process progresses

Throughout the transition, you can find further information, guidance and support through the resources below:



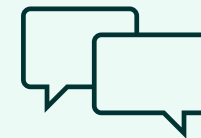
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