

Organisational realignment

Staff consultation
September 2025

Mental Health
Commission
of New South Wales





Acknowledgement of Country

The Mental Health Commission of NSW acknowledges the Traditional Custodians of the lands where we work and live. We celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters of NSW.

We pay our respects to Elders past and present while celebrating the strength, resilience and wisdom of Aboriginal people on this land which has never been ceded.

Acknowledgement of Lived Experience

The Mental Health Commission of NSW acknowledges people who have lived experience of mental health issues and distress, and the lived experience of their carers, families and kinship groups. The Commission is committed to amplifying the voices of all those with lived experience. We value and respect their wisdom and expertise, and the bravery it can take to speak up. Together we will work to ensure people's right to live meaningful, healthy lives, free from stigma and discrimination.

Artwork: Spiritual Pathways by Lee Anne Hall

1

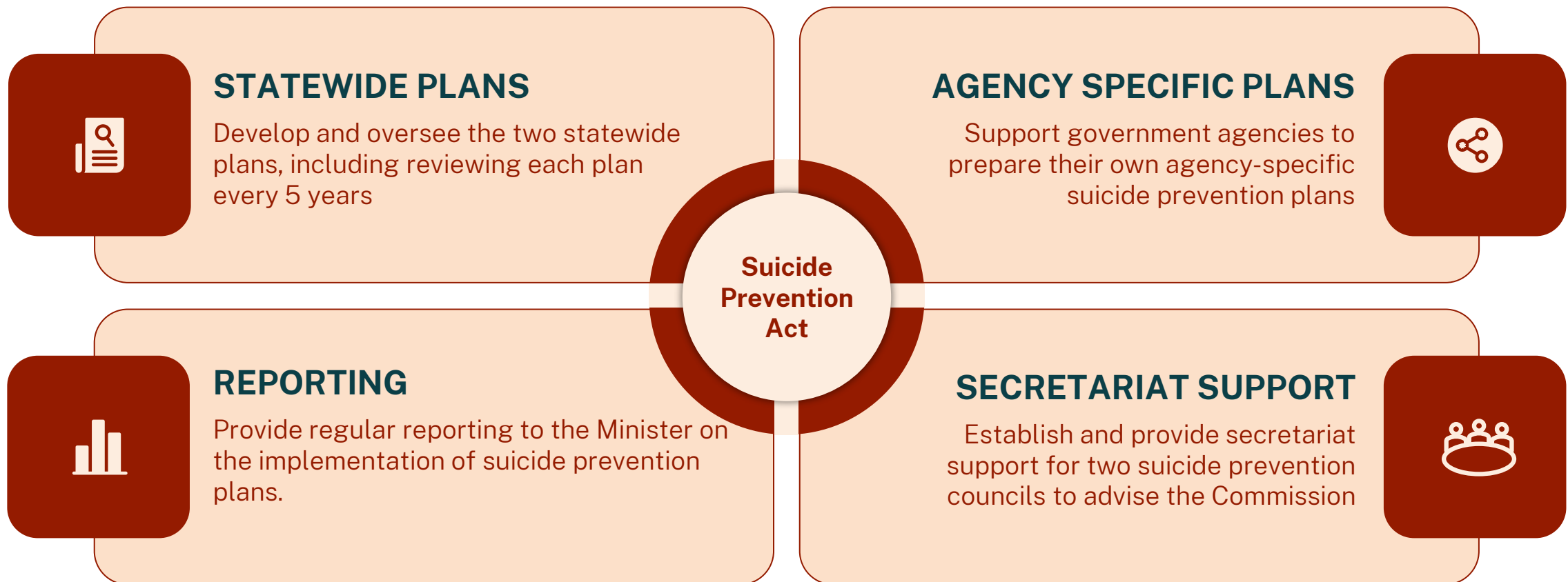
Reason for change

Drivers for change



Requirements under Suicide Prevention Act

Mental Health
Commission of
New South Wales



Steps for implementation of Suicide Prevention Act



2

Proposed changes

What is changing?



Dedicated teams to focus on **Mental Health & Wellbeing** and **Suicide Prevention** and **Monitoring System Reform**



Dedicated team of Aboriginal Identified staff to lead **First Nations-specific suicide prevention work**



Identified Lived/Living Experience roles including carers embedded within specific teams to **strengthen lived experience, engagement in our core work**



Extended scope of Office of Commissioner to lead the **mental health and suicide prevention advocacy** and **stakeholder relations**

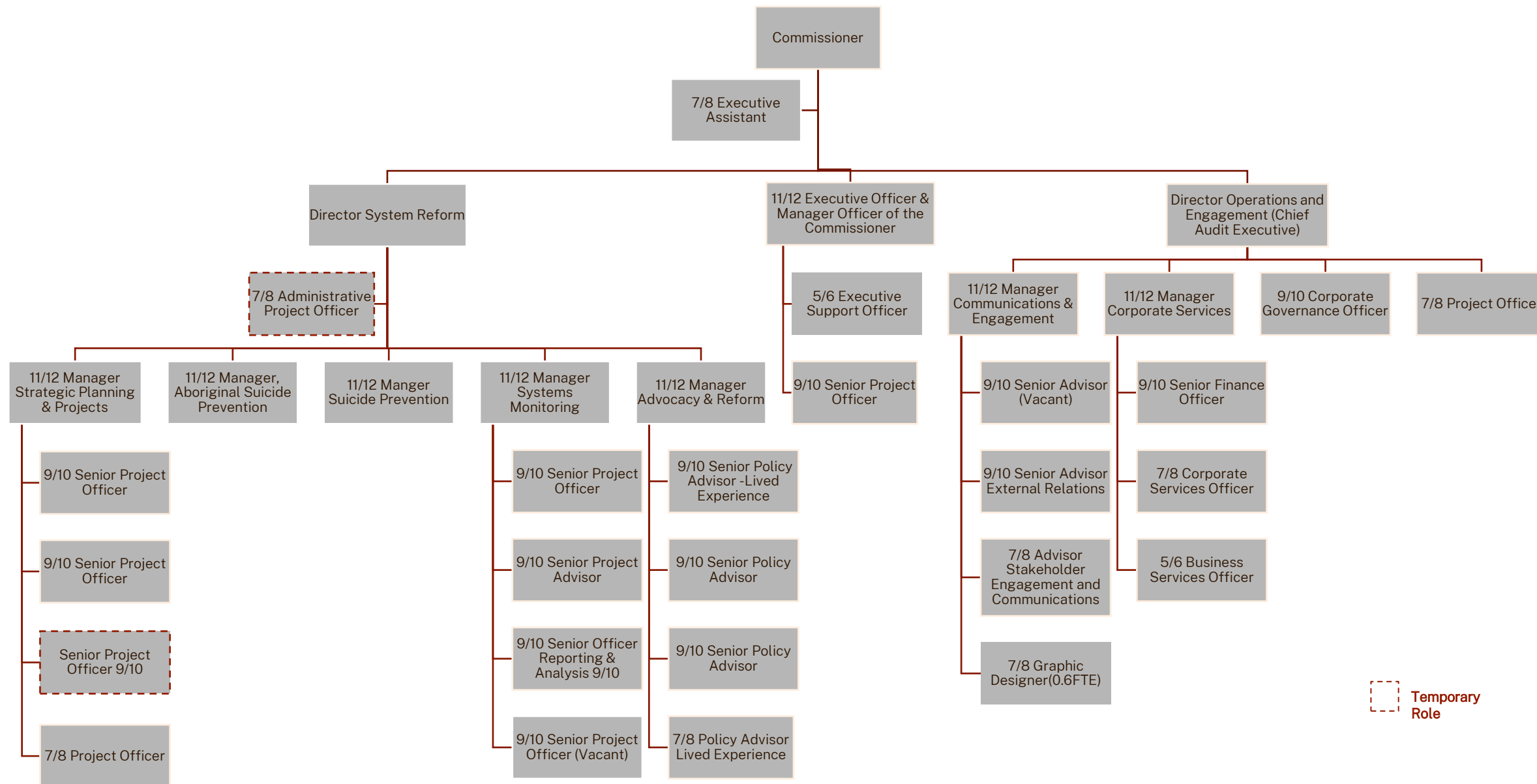


People and Culture function with specialist capability to drive **organisational culture** and **professional development**

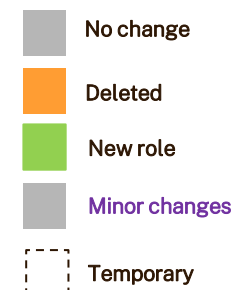
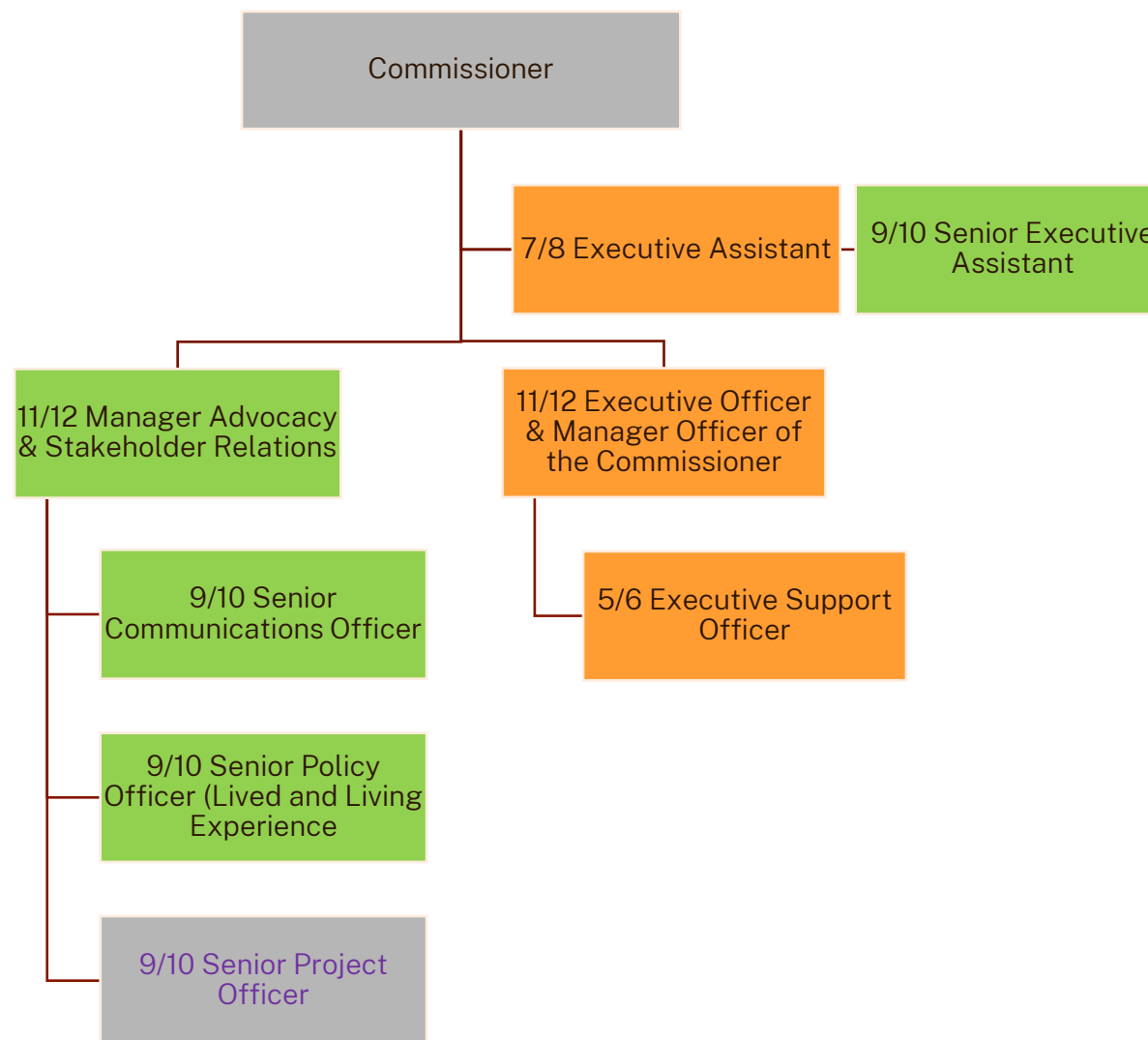


Clarification of the Communications team as both **strategic and day-to-day communications**

Mental Health Commission - Current structure



Proposed changes – Office of the Commissioner



Key functions – Office of the Commissioner



Advocacy and Stakeholder Relations

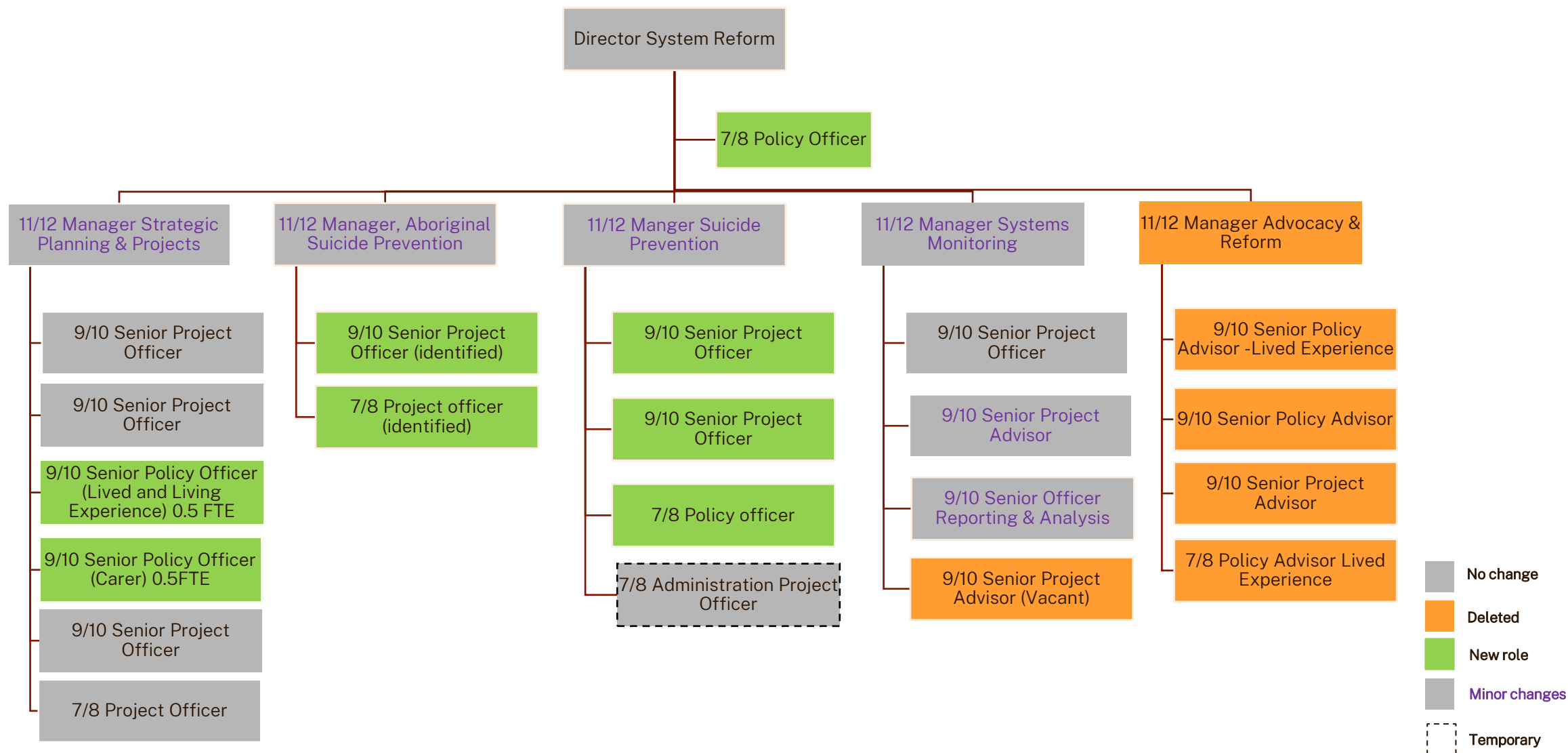
- Supports Commissioner and Deputy Commissioners fulfill their statutory functions
- Primary point of liaison with the office of the Minister for Mental Health
- Supports to develop and drive the Strategic Plan
- Prepares reports and papers
- Supports development of cross government relationships
- Advises, consults, prepares and writes position papers and submissions for advocacy
- Oversees the functioning and support of the Community Advisory Council
- Oversees governance processes for three advisory councils
- Manages Commissioner and Deputy Commissioner Communications
- Manages all aspects of community visits and Commissioner events and communications
- Prepares speaking notes for Commissioner and Deputy Commissioners



Executive Support

- Supports the Commissioner and Deputy Commissioners with day-to-day logistical and administrative support
- Coordinate scheduling and availability of Commissioner's calendar
- Manage travel, venue coordination and logistical support of the Commissioner's and Deputy Commissioner's participation in events and community visits
- Provide secretariat and minute-taking support for relevant Commissioner meetings and all three advisory councils
- Draft and manage correspondence for the Commissioner
- Prepare reports and papers as required for the Minister and Commissioner

Proposed changes – System Reform



Key functions for System Reform



Mental Health and Wellbeing

- Develop Whole of government Mental Health & Wellbeing Strategic Plan
- Develop knowledge base including literature reviews of best practice in Mental Health and Wellbeing
- Drive projects aligned with elements of the Mental Health and Wellbeing Plan
- Provide strategic advice across government on Mental Health and Wellbeing
- Develop networks for the Commission to actively seek broad views of people with a lived experience of mental ill-health, their carers and kinship groups to contribute to the work of the Commission
- Manage, coordinate and report on strategic projects related to progressing the strategy
- Support the work of the OOC for enquiries, submissions and policy advice
- Manage outsourced contracts



Suicide Prevention

- Develop Statewide Suicide Prevention Plan
- Develop knowledge base including literature reviews of best practice suicide prevention
- Drive projects aligned with the Suicide Prevention Plan
- Support government agencies in developing their own suicide prevention plans
- Develop networks to actively seek broad views of people with a lived experience of the impacts of suicide and attempted suicide
- Provide strategic advice across government on suicide prevention
- Manage, coordinate and report on the progress as required by the Minister
- Seek advice and support the work of the Suicide Prevention Council
- Support the work of the OOC for inquiries, submissions and policy advice
- Manage outsourced professional contracts



Suicide Prevention Aboriginal

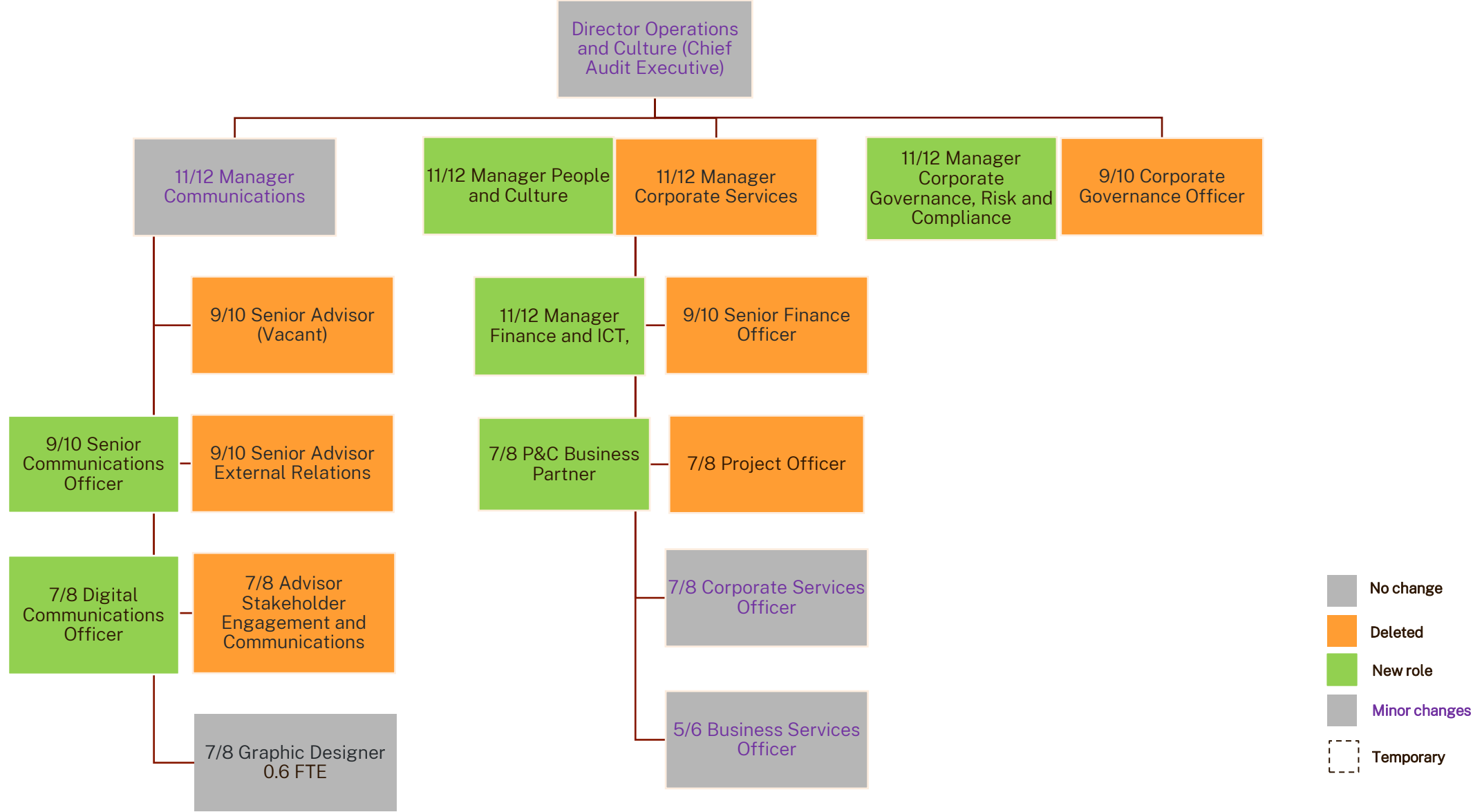
- Develop Statewide Aboriginal Suicide Prevention Plan
- Develop knowledge base and evidence of best practice suicide prevention in the context of Aboriginal people
- Support government agencies by providing advice and leadership on the development and implementation of culturally appropriate plans and initiatives for Aboriginal people
- Develop networks for the Commission to actively seek broad views of Aboriginal people to contribute to the work of the Commission
- Manage, coordinate and report on the progress as required by the Minister
- Seek advice and support the work of the Aboriginal Suicide Prevention Council
- Support the work of the Office of the Commissioner for inquiries, submissions and policy advice
- Manage outsourced professional contracts



System Monitoring

- Identify and establish an outcomes frameworks aligned with the statewide mental health and suicide prevention strategies and plans
- Monitor, evaluate and report on metrics identified
- Provide public accountability and transparency through providing independent reports and advice to the NSW Government, other agencies and the Community
- Provide strategic advice across government on data analytics, evaluation and reporting
- Identify gaps in data and develop relationships with data custodians and universities to address these gaps
- Support the work of the Office of the Commissioner for inquiries, submissions and policy advice
- Manage outsourced professional contracts

Mental Health Commission – Operations and Culture



Key functions for Operations and Culture



Corporate Governance, Risk and Compliance

- Corporate governance
- Legislative compliance
- Legal
- Policy compliance & internal operating procedure register
- Enterprise Risk Management Framework
- Internal Audit –external vendor
- Audit & Risk Committee coordinator and secretariat
- Right to Information officer – Government Information Public Access (GIPA)
- Public Interest Disclosure (PID) Coordinator
- Privacy Officer
- Fraud & Corruption
- Conflict of Interest, Secondary Employment & Gifts & Benefits registers
- Support the work of the Office of the Commissioner for ministerial inquiries



Communications

- Internal and external stakeholder engagement and Communications e.g. MHC Newsletter
- Website management
- Staff Intranet
- Brand and corporate identity
- Social media
- Media & Public relations
- Production of Digital and print publications
- MHC Annual report coordination
- Graphic design
- Commission Events
- Copyright
- Support the work of the Office of the Commissioner for ministerial inquiries



Finance, ICT, Facilities and Records

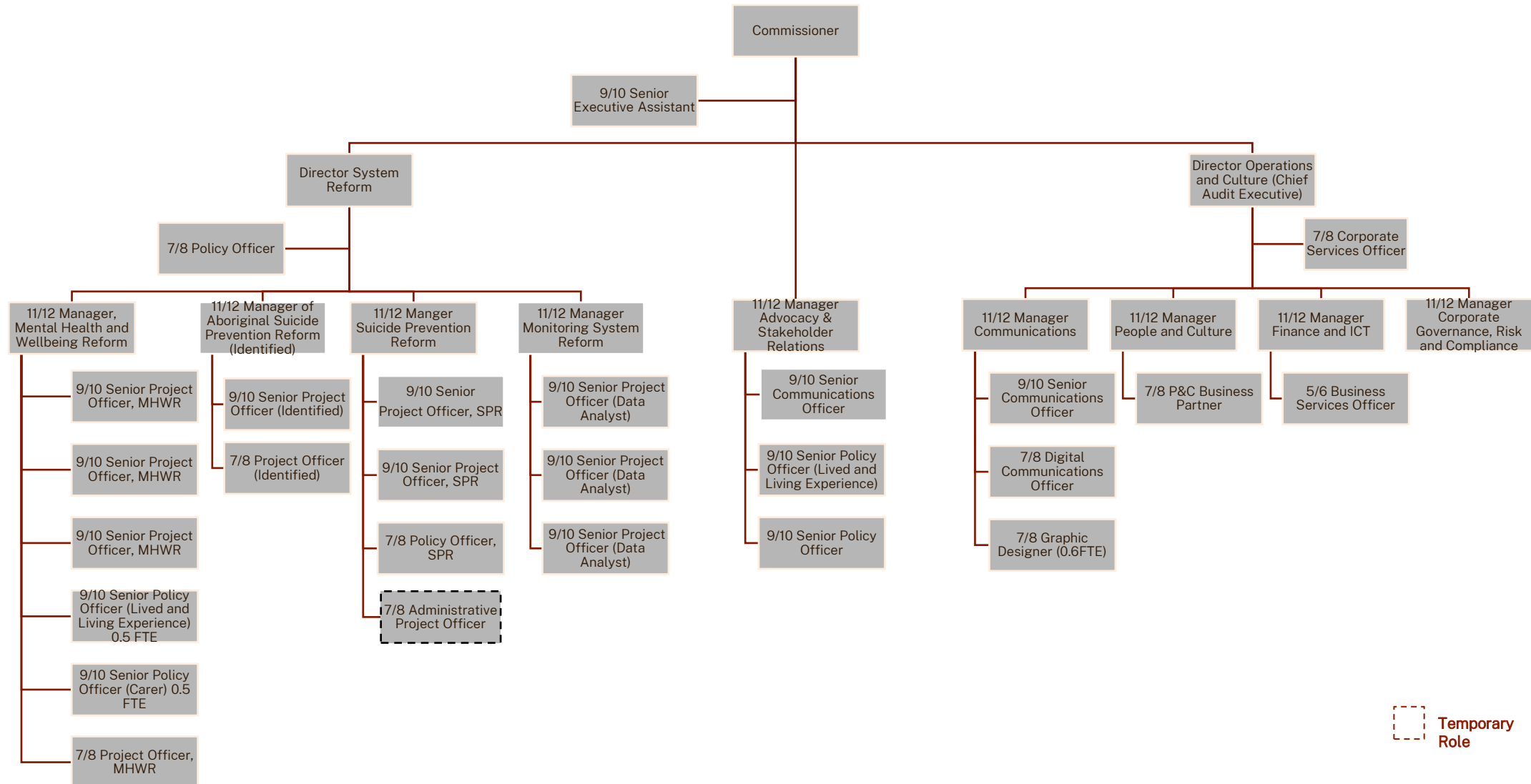
- Finance, budget management, external audit and statutory reporting
- Delegation's framework
- Information and Communication Technology (ICT) and cyber security
- Procurement and contract management
- Liaison and relationship management of shared services for HealthShare NSW contracts & procurement and eHealth NSW Bill of IT and MoH CFO
- Facilities Management (and lease)
- Senior Responsible Officer- corporate records management (including content management system TRIM)
- Business continuity planning
- Support the work of the Office of the Commissioner for ministerial inquiries



People and Culture

- Human Resources- employee lifecycle support services including payroll and recruitment
- Onboarding and offboarding
- Liaison and relationship management of the HealthShare NSW HR Service Level Agreement
- Annual People Matter Employee Survey rollout and action planning
- Drive cultural initiatives
- Workforce planning – including diversity and inclusion
- Work Health & Safety including psychosocial safety
- Support the work of the Office of the Commissioner for ministerial inquiries

Mental Health Commission – Proposed new structure



3

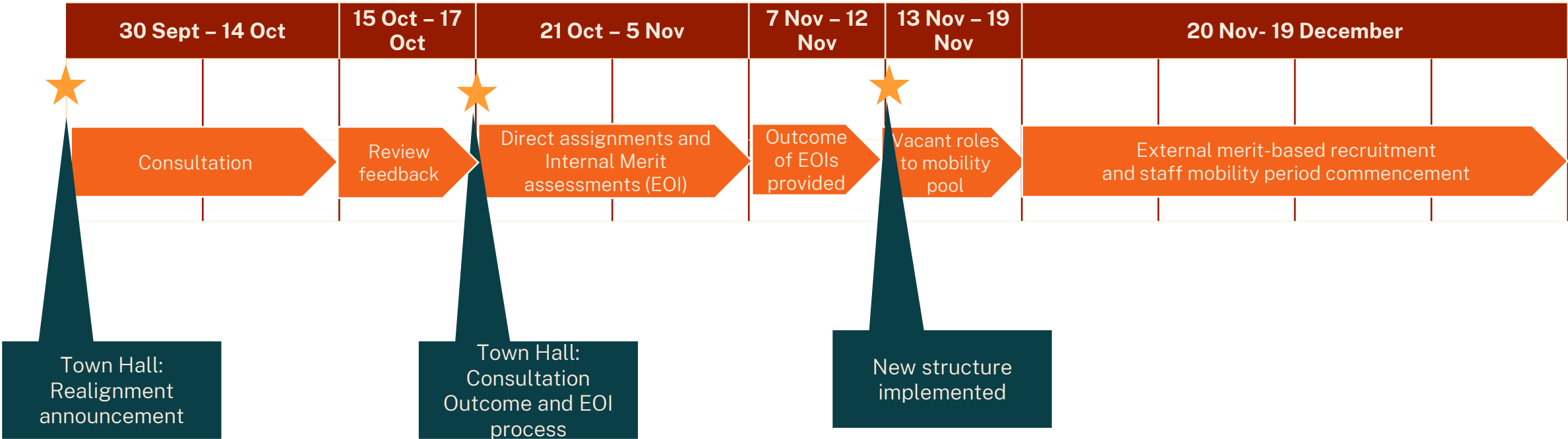
Realignment process

Overview of the change process

Once we are ready to proceed with the proposed change, implementation will occur in four stages in line with Government Sector Employment (General) Rule 2014.



Proposed Realignment Timeline



Consultation

Consultation on the proposed new structure runs from **30 September until Tuesday 14 October.**



Read supporting materials

Review the Consultation slide pack, frequently asked questions (FAQs), Beacon Strategies Report and position descriptions located in the 'Change Hub' Microsoft Teams folder



One-on-one meetings

Individual meetings will be booked in for any staff member whose role has been affected with their Director and/or HR business partner to discuss the impacts of the change



Ask questions

For questions relating to the changes, email MHC-Feedback@health.nsw.gov.au; set up a meeting with your Director; or contact Collins Boykin HRBP via email at collins.boykin@health.nsw.gov.au.



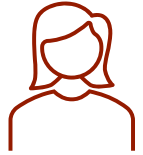
Submit your feedback

Email MHC-Feedback@health.nsw.gov.au to submit your feedback by Tuesday 14 October.

4

Employee support

Employee support



Reach out to your **Director** in the first instance for further information on the proposed changes.



To discuss any HR related issues or matters, policy queries or your personal circumstances, please contact: Collins Boykin, **HR Business Partner** via email at Collins.Boykin@health.nsw.gov.au



The **Employee Assistance Program** provides free, confidential counselling on 1800 835 871

A dedicated EAP hotline (**0429 083 346**) has been setup for today (30 Sept) and tomorrow (1 Oct) from 9am-5pm. If the line is engaged, please leave a message with your name and best contact number for a return call.



The **Public Service Association (PSA)** have been informed and can provide assistance.