Infrastructure NSW

Finance, Procurement and Business Support

Consultation

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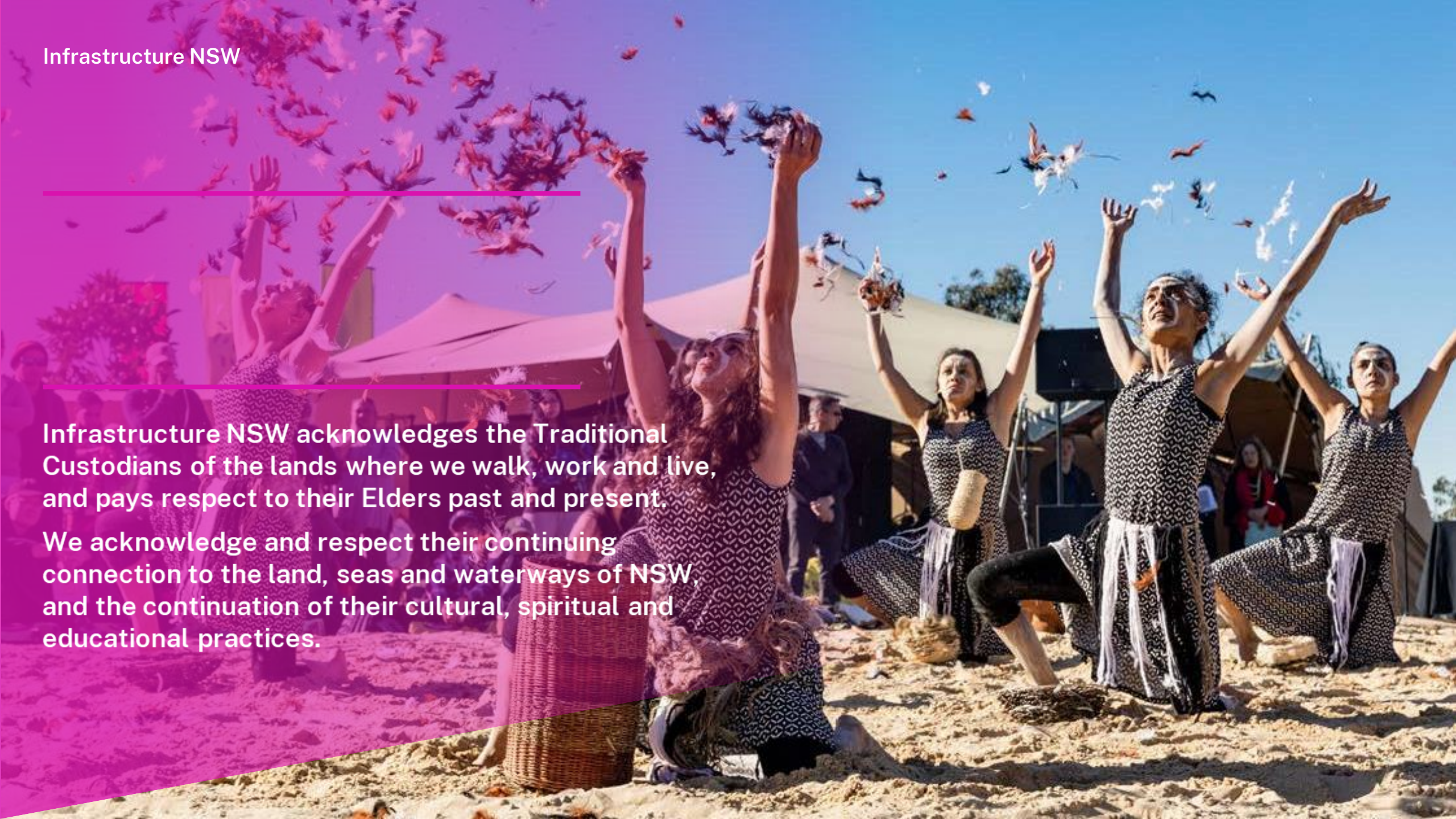
Chief Finance & Operating Officer

October 2025

Image: NorthConnex, March 2022, Transport for NSW

Infrastructure NSW



Infrastructure NSW acknowledges the Traditional Custodians of the lands where we walk, work and live, and pays respect to their Elders past and present.

We acknowledge and respect their continuing connection to the land, seas and waterways of NSW, and the continuation of their cultural, spiritual and educational practices.

Contents

- Why the proposed change?
- Discuss the change
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  - Proposed Structure
  - Impact on roles
- Change Management Plan
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- Questions

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Why the proposed change?

Why the proposed change?

- Finance Director and a Fin Control team role has been vacant for some time now
- Significant INSW infrastructure projects ending in next 6 months, with some changes also occurred recently in the Projects NSW team
- Allowed an opportunity to review both the Finance and Procurement team structure
- Review the scope and team management of key Director roles in the team
- With the view on how best to support INSW in the near term

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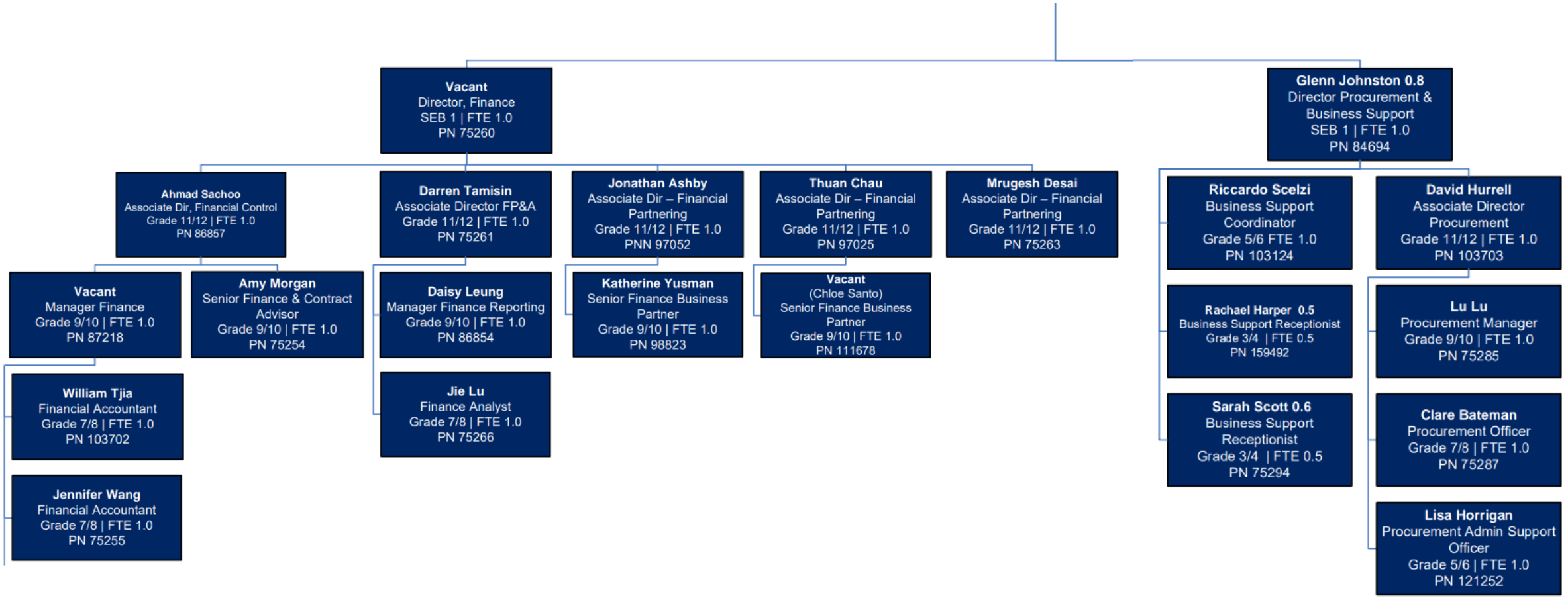
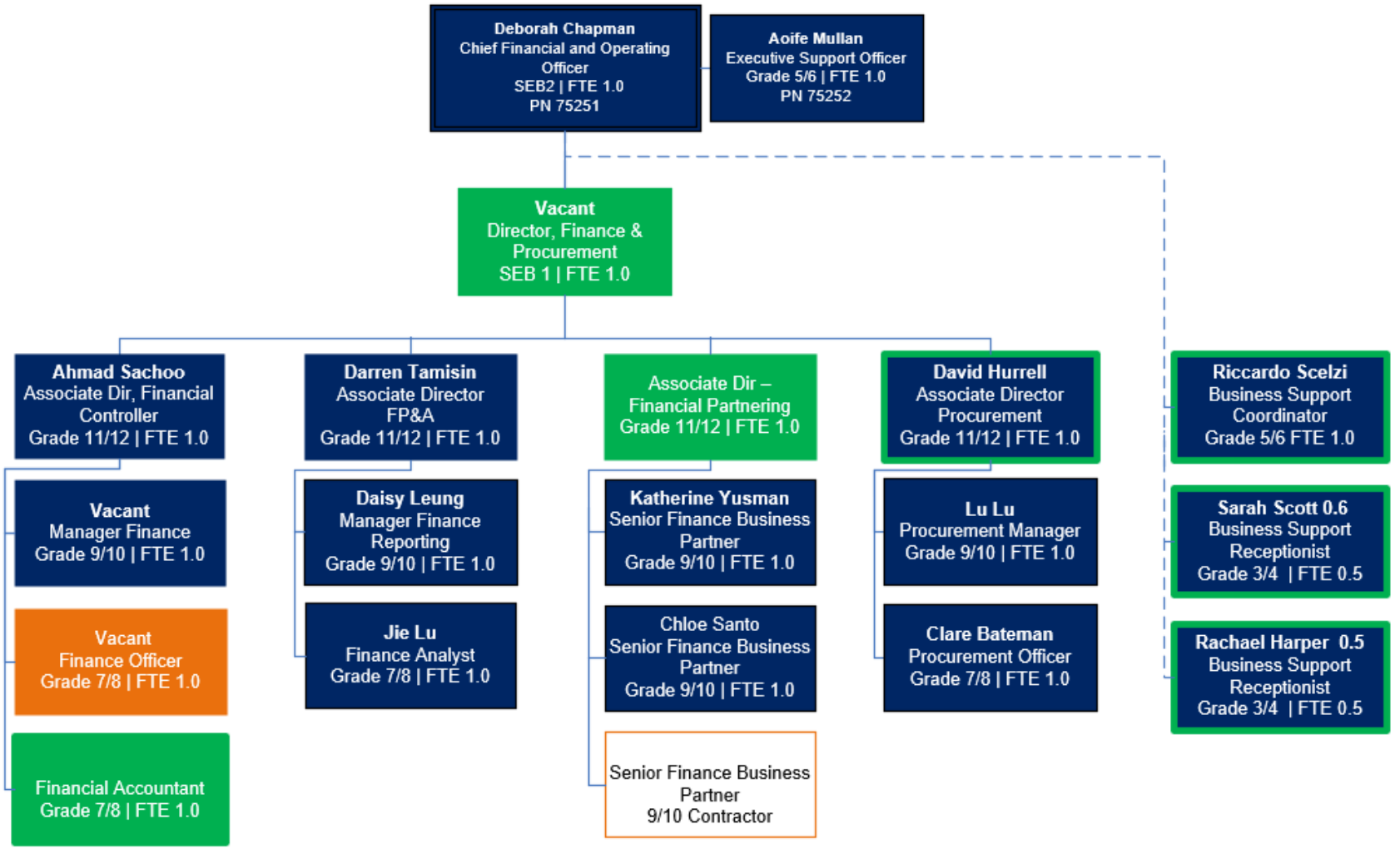
What is the change?

Current Structure



Total headcount: 21.1

Proposed Structure



Total headcount: 16.1*

Proposed Structure – Role Impact

- 12 roles remain either unaffected or have minor amendments to the role
- 1 changed Director role
- 1 new role created
- 6 roles are being abolished (impact 8 people)

Grade / Band	Positions in the current structure	Positions in the proposed structure	Variance
Grade 11/12	6	4	-2
Grade 9/10	6	5	-1
Grade 7/8	4	4	0
Grade 5/6	2	1	-1
Grade 3/4	1.2	1.2	0
Total non-executive	19.2	15.2	-4
Band 1	2	1	-1
Total senior executive	2	1	-1
Grand Total	**21.2**	**16.2**	**-5**

Team Accountability

Financial Controllers team	Lead the preparation of INSW's statutory financial statements, Annual Report requirements, and other financial reporting obligations, ensuring compliance with NSW Treasury directions, statutory auditing standards and submission deadlines.
Finance FP&A Team	Lead and develop the Financial Planning and Analysis (FPA) function to ensure reporting, advice, planning, analysis, processes, and tools are continually developed and improved to achieve best practice enabling all senior leaders to make informed decisions to meet organisation objectives.
Financial Partnering Team	Collaborate and tactically partner with the Projects NSW executive, project and operational teams by providing strategic and operational advice and support to ensure the achievement of divisional objectives, including providing financial advice, accounting treatment positions, budgeting and forecasting for projects
Procurement	Leads and directs the provision of procurement services, including procurement planning, development, sourcing, contract and risk management activities, to achieve value for money and to meet business needs and government directions on procurement.

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Change Management Plan

Change Management Plan

Change Management Plan will be circulated after this meeting

Consultation Period from 15 Oct to 29 Oct 2025

Any feedback is encouraged during consultation & submit to peopleandculture@infrastructure.nsw.gov.au

PSA will also be consulted on this change and staff are welcome to contact PSA with any concerns

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Recruitment Approach

Recruitment Approach

Stage	Process

Stage 1- Those with changes in reporting lines	• Roles with a change in reporting line will be provided a letter to confirm the change and a copy of an updated role description. This will apply to the following roles:
	  • Associate Director Procurement
	  • Business Support Coordinator
	  • Business Support Receptionist

Recruitment Plan

- There will be three stages to filling the other roles:
  - internal suitability assessment
  - workforce mobility placement policy
  - external recruitment

Recruitment Approach

Stage	Process

Stage 2 - Internal Suitability Assessment	• Internal Expressions of Interest (EOI) will be sought for eligible members of the Finance team.
	• An EOI email will be shared with employees of eligible roles. The EOI will be open for one week. Applications will include a resume and written submission of suitability for the role. A panel will review each EOI and assess the employee's suitability for the role, before progressing to assessments.
	• If a suitable candidate is identified, an assessment process will be undertaken by a selection panel which will include interview, work task/ sample, psychometric assessment and reference checks. There will be no talent pool process applied as part of this process.
	• The following roles are to be filled via an internal EOI:
	  • Associate Director, Financial Partnering (Open to displaced Grade 11/12 staff only)
	  • Financial Accountant 7/8 (Open to displaced Grade 7/8 staff only)
	  • Finance Officer Grade 7/8 (Open to remaining excess staff)
	• If no internal candidate is identified through this process, vacant roles will proceed to the mobility pool.

Recruitment Approach

Stage	Process
Stage 3 - Workforce Mobility and External Recruitment	• Should any of the roles in Stage 2 not be filled, external recruitment will commence. This will start with the workforce mobility check, followed by externally advertising the role/s. • The NSW Government Workforce Mobility Placement Policy was introduced to create a streamlined, whole of Government approach to retaining talent, optimising usage of employee capabilities, facilitating mobility, and reducing recruitment and redundancy expenditure. • Roles not filled through stages 2 will be advertised externally, including on https://iworkfor.nsw.gov.au/ and a merit based comparative assessment will be conducted. Other staff will be then welcome to apply. • The Director, Finance and Procurement role will proceed directly to Stage 3, beginning with the senior executive mobility check, followed by external recruitment. Internal applicants are encouraged to apply. • The Manager, Finance role will proceed directly to Stage 3, beginning with the mobility check, followed by external recruitment.

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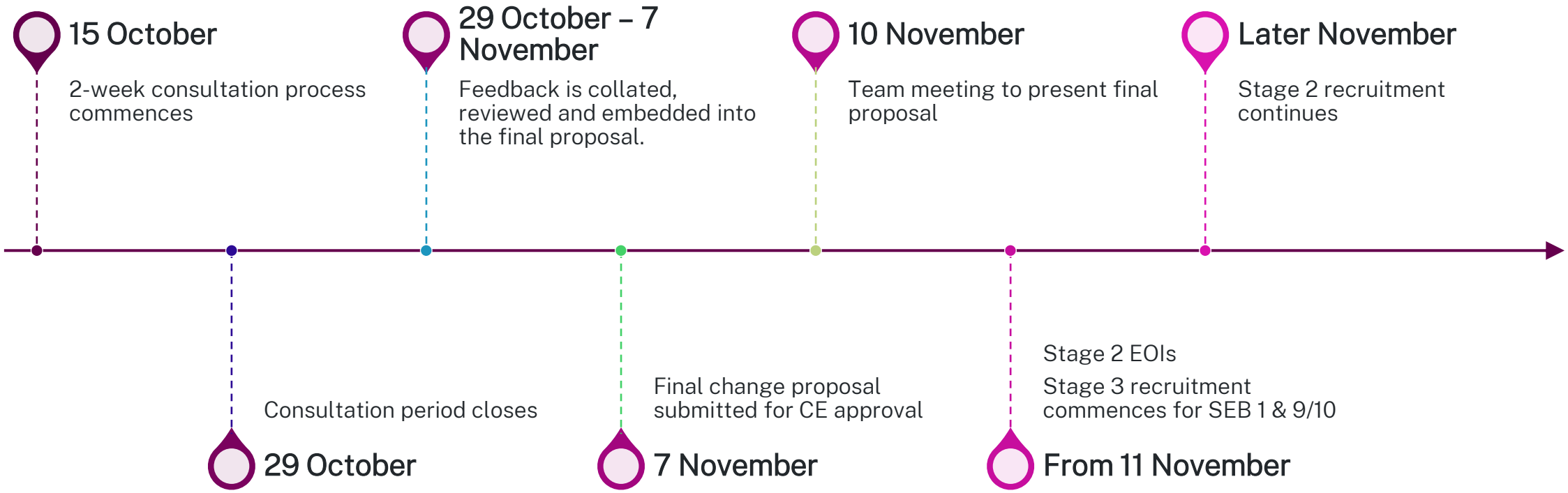
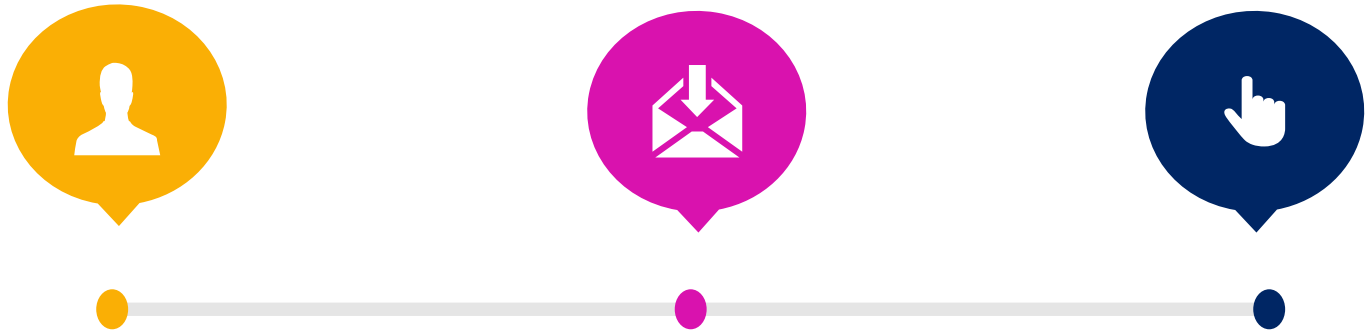
Next Steps

Next Steps


15 October
2-week consultation process commences
29 October – 7 November
Feedback is collated, reviewed and embedded into the final proposal.
10 November
Team meeting to present final proposal
Later November
Stage 2 recruitment continues
Consultation period closes
29 October
Final change proposal submitted for CE approval
7 November
Stage 2 EOIs
Stage 3 recruitment commences for SEB 1 & 9/10
From 11 November

Where can I go for further support



All staff have access to the Employee Assistance Provider Converge International. They can be contacted on
1300 687 327
(24 hours a day, 7 days a week)

Union Delegate: Greg Shaw
gshaw@psa.asn.au

Contact Deborah Chapman
deborah.chapman@infrastructure.nsw.gov.au or

or

Speak with your manager.

Contact our People & Culture Team:

- Susie Merkur, Senior People Partner
- Penny Scarcella, A/Associate Director, Talent & Partnering

Support each other through this change

Questions ?