

# Moving Forwards Public Guardian

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**Change Management Plan Consultation**  
20 November 2025

**Adj. Ind Associate Professor Catherine Turnbull**  
Public Guardian

# Acknowledgement of Country

I acknowledge the Traditional Custodians of the various lands on which we work today and the Aboriginal and Torres Strait Islander people participating in this meeting/webinar.

I pay my respects to Elders past, present and emerging, and recognise and celebrate the diversity of First Nations peoples and their ongoing cultures and connections to the lands and waters of NSW.



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- What have we heard?
- Why and what are the changes?
- Where are we now?
- Proposed PG structure: Options A and B
- Change Management Process
- What is next?
- Who to contact?

# 1 What have we heard?

Between February and September 2025



# What we have heard about Our Customers

## What are the issues?

- Increasing number of clients (4300 in January to almost 5000 now)
- Growing caseloads per guardian ranging between 45 and 60
- Not meeting KPI's of 100% of client visits per year, currently down to 25%

## What do we need?

- Workload equity and rebalancing
- Smoother case transition between teams
- More flexibility between teams for staff and clients
- Increase in clients being discharged from guardianship
- Better identification and management of risks and earlier intervention to improve customer outcomes
- Complaints management and implementation of recommendations to sit within operations
- Maintain an independent complaints team



# What we have heard from and about Our People

## What do we need?

- Recognition as experts in specialist fields e.g. aged, disability, corrections, immigration, OOHC, complex case management
- Reflective supervision with clear accountability and governance to be refreshed, with level of responsibility commensurate with grade
- Embedding policy and practice into operations through closer alignment and integration with legislative requirements
- Relief staff to fill gaps e.g. resignations, planned and unplanned leave, unexpected workload increases, team planning days, training, planned customer visits
- Changed management of on call arrangements and rostering to reduce fatigue and burnout
- Recruitment activities to be coordinated across Division and increase flexibility between teams

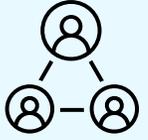


# What we have heard about Our Organisation

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## What do we need?

- Better reporting, data and systems to inform the case for change and influence decision making, to meet customer demands, and to halt the flow into PG Division
- Cultural and change management to increase uptake of new technologies and systems
- Improved onboarding connections between Estate Management and PG Division to improve customer service and outcomes
- Further exploration of Supported Decision Making
- Better management of adverse customer outcomes and responses to coronial and audit recommendations
- Uplift of cultural competency for working with First Nations customers



# What we have heard from and about Our Networks

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## What do we need?

- Stronger and improved liaison with key partners such as NCAT, MoH, LHDs, Corrections to build better relationships
- Innovative approaches to halt flow of clients into NSWPG through increased partner collaboration and education
- Closer collaboration with law and social work university schools, to utilise students for case reviews, projects, research, and develop our future workforce pipeline.

# 2

Why and what are the key changes?



# Why do we need to change the way we work?

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- Significant and sustained growth in demand for guardianship services
  - Increase in clients by 46% between 2020/21 and 2025
  - Reappointments increasing to 64%
- Nature of decisions is evolving and becoming more complex, requiring support by other agencies and organisations
- Complaints have doubled between 2020 and 2024
- Average number of files per guardian has increased despite the 2021 budget enhancements
- Changing technological environments



# What are the key proposed changes?

- Determine the allocation of the remaining 4 FTE
- Streamlining role descriptions from 23 currently to 13. This provides the following benefits:
  - Fosters better career pathways
  - Improved development opportunities
  - An agile and more timely approach to fill and recruit to roles across teams
- Concept of team leaders, portfolio leads, team rotations and governance
- Movement of policy and practice to the legal team
- Some team reporting line changes
- A few role title changes
- Inclusion of students in teams
- Stronger alignment and collaboration with the Estate Management Division to improve shared customer outcomes.



# What are the benefits?

- Workload rebalancing across teams to address caseloads and equitable workload distribution
- Improve customer outcomes through early risk identification and management across teams
- Strengthened supervision and governance to enhance accountability and reflective supervision through portfolio-based leadership
- Specialisation of expertise in key areas and complex case management is better leveraged
- Integrated policy and practice informed by frontline experience and implemented effectively across operational teams
- Dedicated relief and rostering support to improve management of leave, alleviate after hours fatigue and support team resilience

# 3 Where are we now?

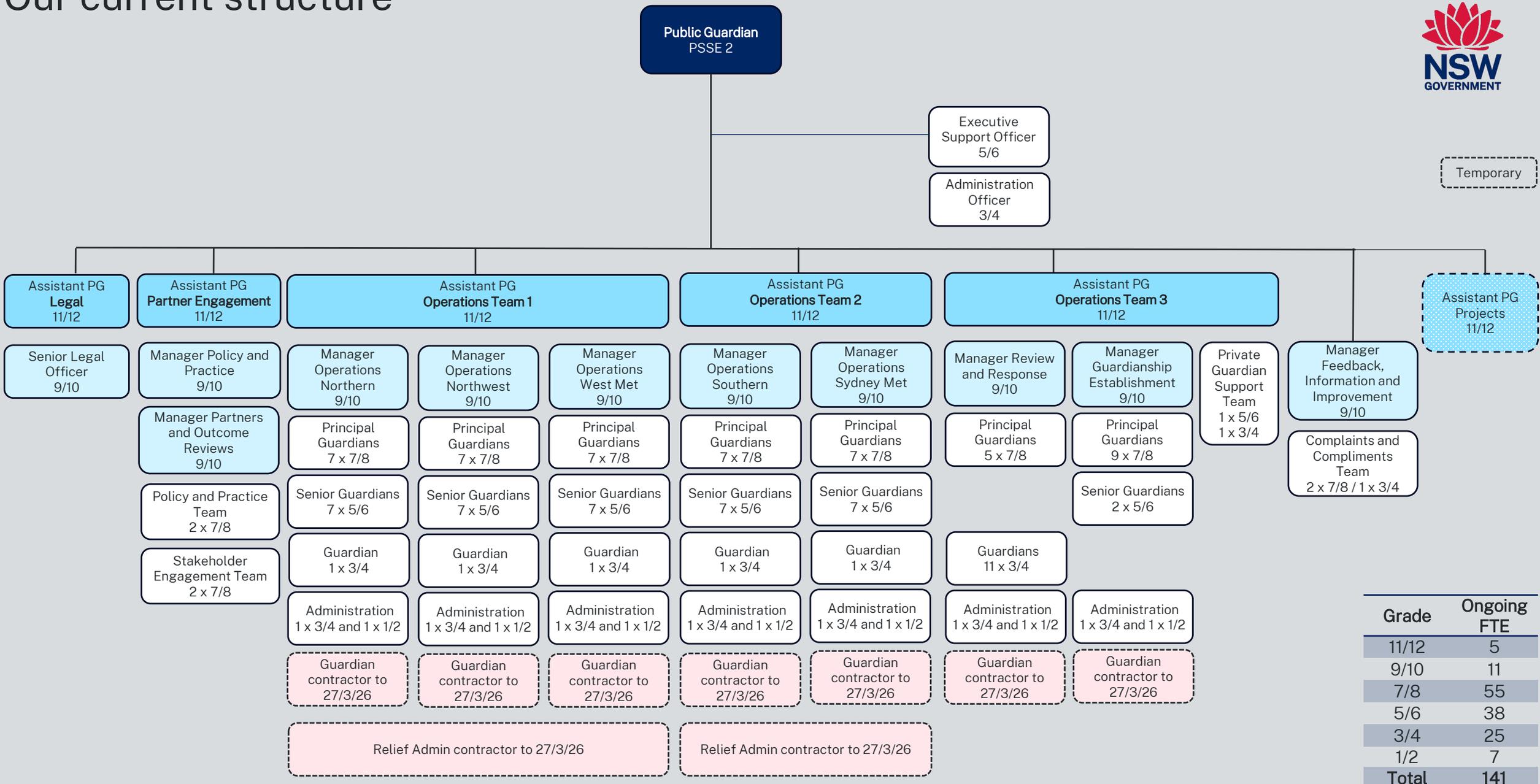
# Our current status

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- Increased funding has been secured for 2025/26 on an ongoing basis.
- The funding has already been allocated to establish the following:
  - 15 ongoing roles across the operational regional, GET and R&R teams
  - 10 contractors across the operational regional, GET and R&R teams until Q4 2025/26
  - 1 ongoing role into complaints to be filled on a rotational basis
- Complaints team reporting directly to the Public Guardian.
- Private Guardian Support Unit team moved to report to an operations team.
- Partner and outcomes review function focused on evaluating unexpected customer outcomes and ensuring delivery of actions on recommendations from audits and coronial findings.
- A temporary project resource to primarily lead PG through the technological changes, partnering with IT

# Our current structure

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Grade	Ongoing FTE
11/12	5
9/10	11
7/8	55
5/6	38
3/4	25
1/2	7
<b>Total</b>	<b>141</b>

OFFICIAL

# 4a

## Proposed PG Structure

Governance

# Option A - Governance

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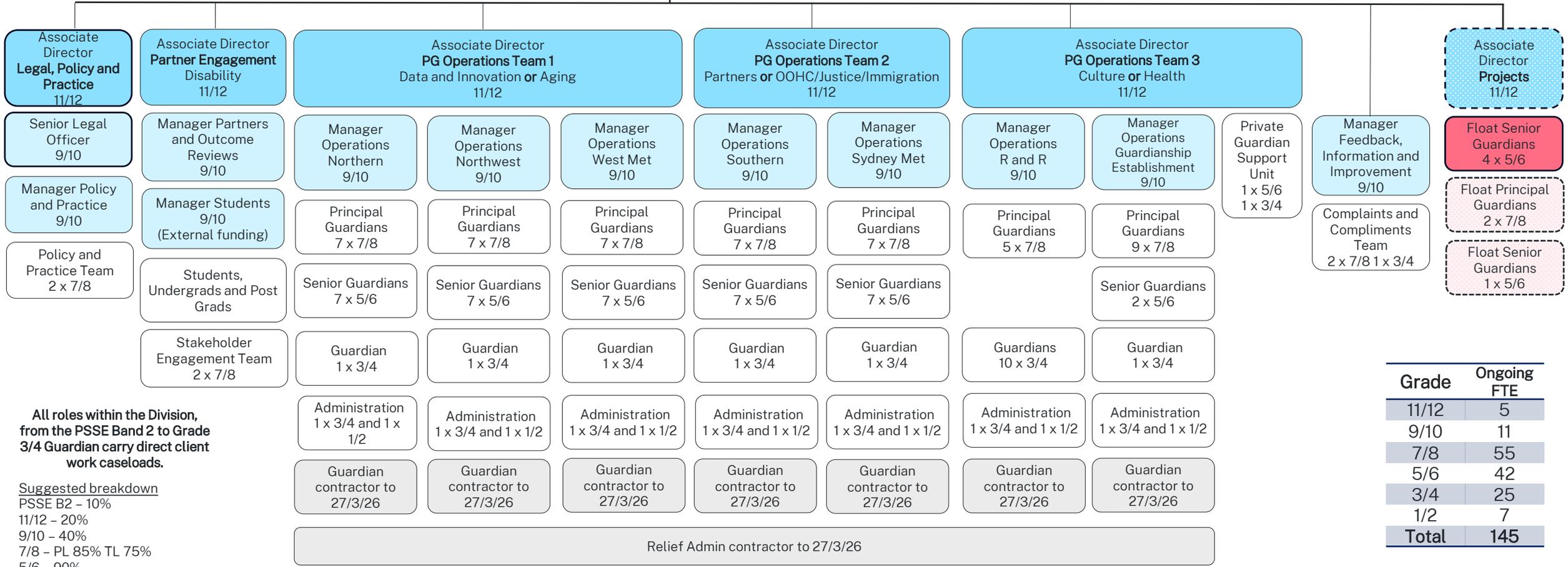
**Key**

- Ongoing (New)
- Temporary
- Contractor

**Public Guardian**  
PSSE 2

Executive Support Officer  
5/6

Administration Officer  
3/4



All roles within the Division, from the PSSE Band 2 to Grade 3/4 Guardian carry direct client work caseloads.

Suggested breakdown  
 PSSE B2 - 10%  
 11/12 - 20%  
 9/10 - 40%  
 7/8 - PL 85% TL 75%  
 5/6 - 90%  
 3/4 - 95%

Relief Admin contractor to 27/3/26

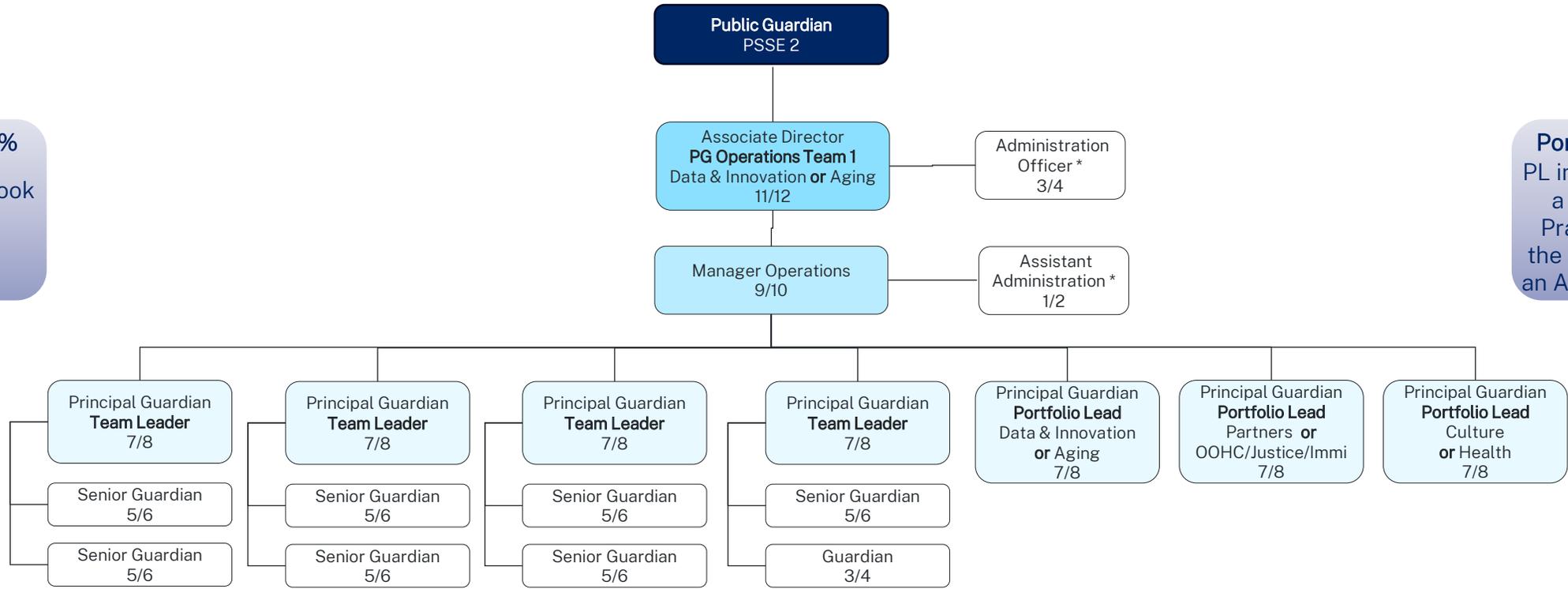
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# Proposed Structure Option A

## Example of Supervision and Portfolio arrangements for Operations, Review and Response and Guardianship Establishment teams

**Supervision 20%**  
What does this look like?  
How often?  
How long?

**Portfolio Lead 10%**  
PL in each team joins a Community of Practice (CoP) for the expert area with an Assistant PG Lead



Portfolio suggestions

**Administration \***  
Could consider a single pool of admin employees working across all teams reporting to a 5/6?

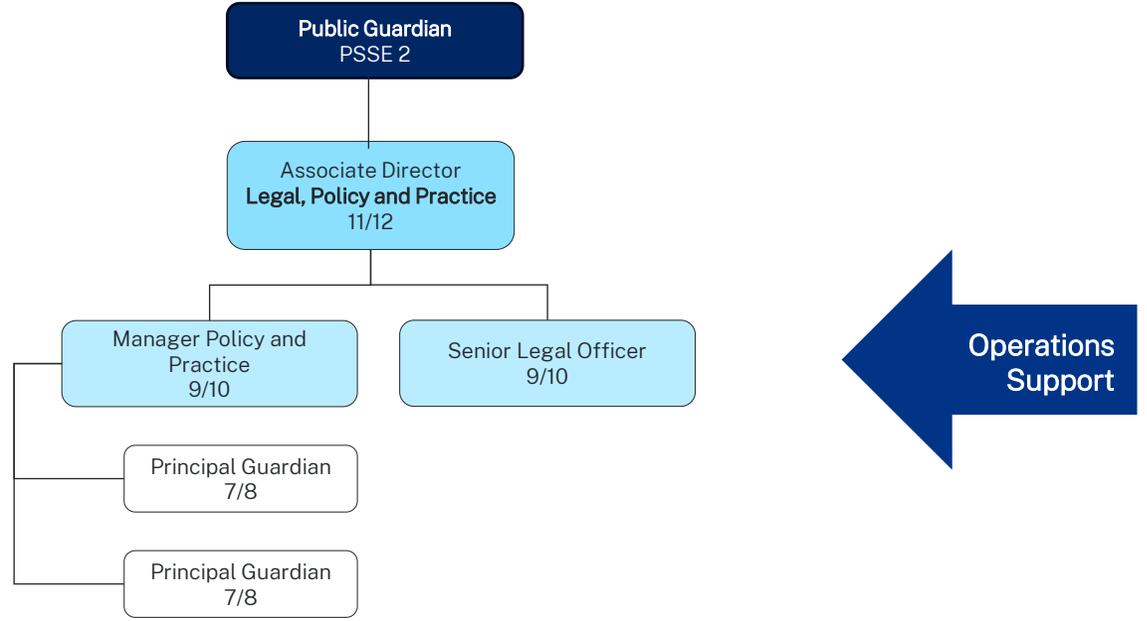
**Principal Guardian Team Leader**

- Responsible for Senior Guardians / Guardian
- Supervision = 20%
- Case Management = 75%
- Professional development and training = 5%
- Teams to have ring fenced time 2 hours per week with other teams covering as duty?

**Principal Guardian Portfolio Lead**

- Portfolio Lead = 10%
- Case Management = 85%
- Professional development and training = 5%
- Teams to have ring fenced time 2 hours per week with other teams covering as duty?

# Proposed Structure Option A Legal, Policy and Practice



# 4b

## Proposed PG Structure

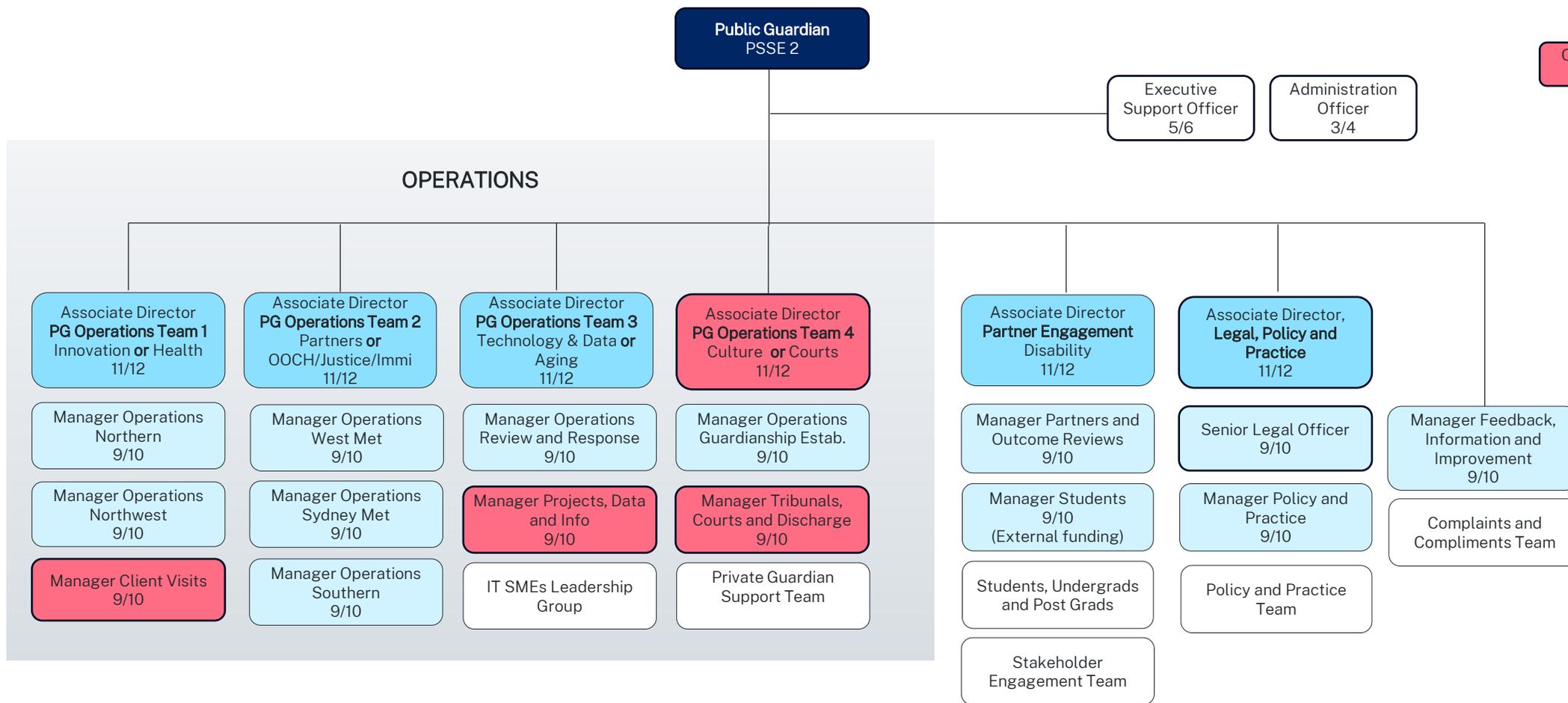
Programs

# Option B - Programs

All roles within the Division, from the PSSE Band 2 to Grade 3/4 Guardian carry direct client work caseloads.

Suggested breakdown  
 PSSE B2 - 10%  
 11/12 - 20%  
 9/10 - 40%  
 7/8 - PL 85% TL 75%  
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 3/4 - 95%

Key  
 Ongoing (New)



Grade	Ongoing FTE
11/12	6
9/10	14
7/8	55
5/6	38
3/4	25
1/2	7
<b>Total</b>	<b>145</b>

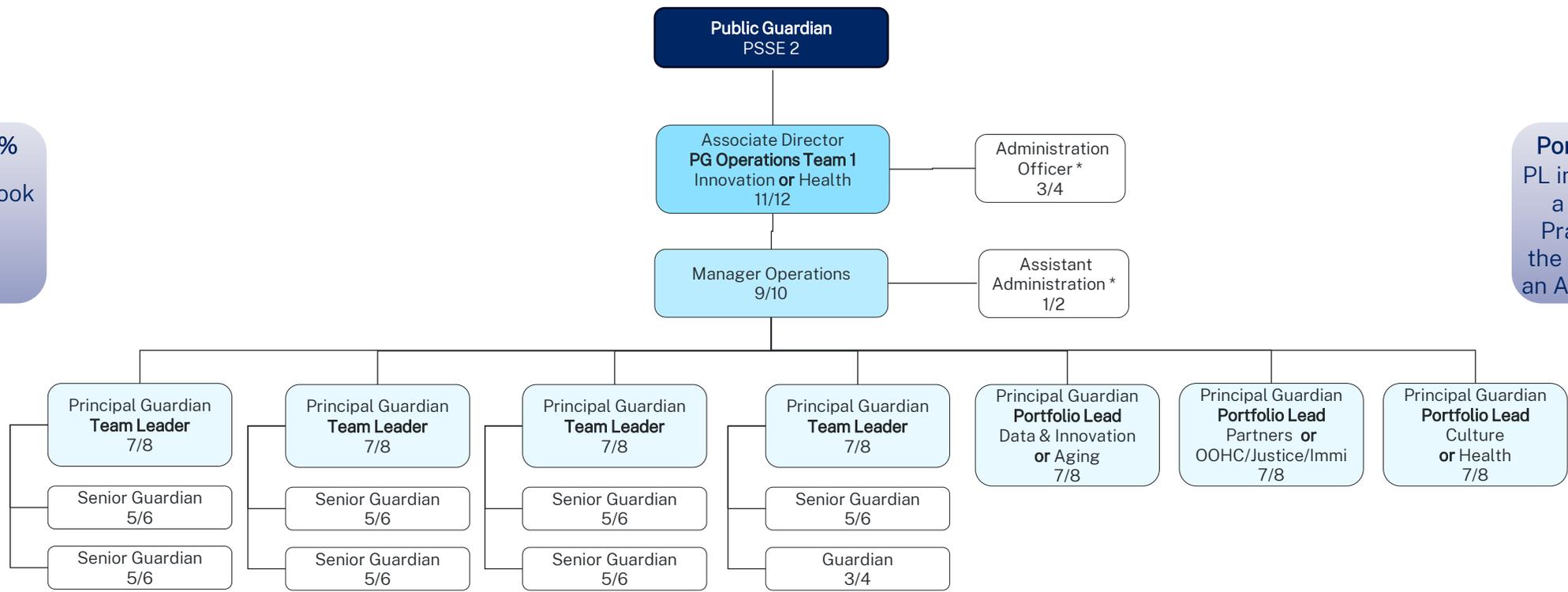


# Proposed Structure Option B

## Example of Supervision and Portfolio arrangements for Operations, Review and Response and Guardianship Establishment teams

**Supervision 20%**  
What does this look like?  
How often?  
How long?

**Portfolio Lead 10%**  
PL in each team joins a Community of Practice (CoP) for the expert area with an Assistant PG Lead



Portfolio suggestions

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**Principal Guardian Team Leader**

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# 5 Change Management Process

# What is the Change Management Process?



When a workplace change is proposed, the *Agency Change Management Guidelines Directive* issued by the NSW Government guides us to manage the change in the best way possible.

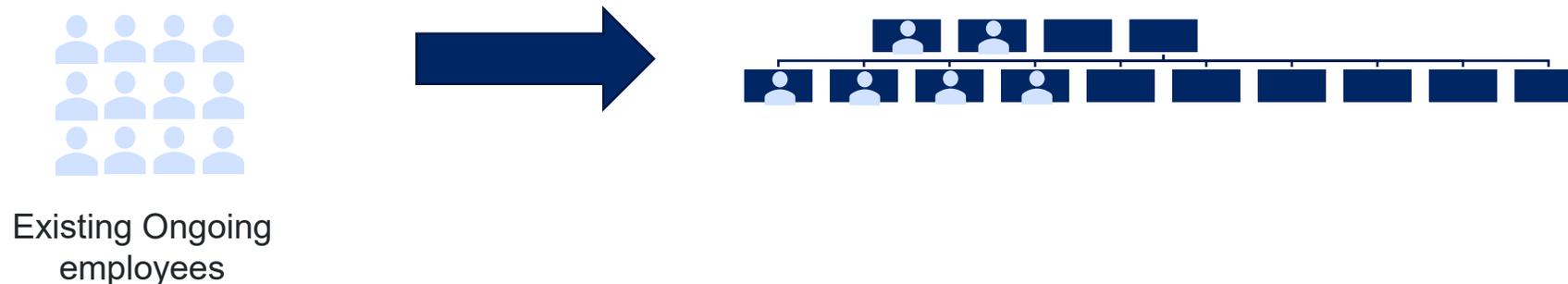
A Change Management Plan (CMP) has been developed in line with these guidelines and best practice. The CMP outlines the following:

1. Background and rationale for change
2. Consultation processes
3. Support services
4. Changes to the structure
5. Steps to manage the impacts and changes

# Placement Process

## Step 1: Assignment to role at grade

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- Where a role in the new structure is substantially the same and/or comparable to a role within the existing structure *and*
- There are equal (or less than) number of ongoing employees to available roles

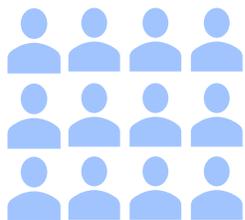
**Ongoing employees within Public Guardian will be directly assigned to a role at their substantive grade in the new structure**

- Ongoing employees will be advised via a letter confirming their assignment to their existing or new role in the new structure

# Placement Process

## Step 2: External advertisement of roles

Existing ongoing, temporary employees, contractors and external candidates



Comparative assessment process



- Remaining roles not filled by assignment to role will be advertised externally via a comparative assessment, which involves three types of assessments, including an interview.
- Roles will be advertised to the public on the IworkforNSW website and other mediums.
- At this stage, current ongoing and temporary employees, and contractors can apply for these roles.

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What is next?

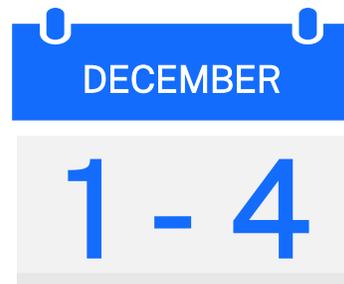


# Formal consultation period



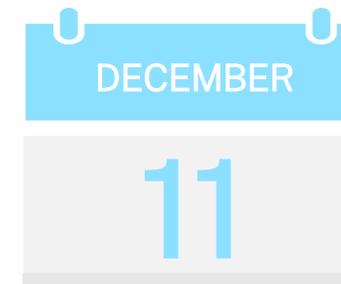
## CONSULTATION OPENS

The session is being recorded and available for staff to view



## SITE BASED INFO SESSIONS

Site based information sessions at PJP, Wollongong, OCS, Newcastle and Gosford (with virtual MS Teams too) are being held for you to attend and ask questions



## CONSULTATION CLOSES

The formal three-week consultation period concludes.

Feedback should be provided in writing and emailed to [pg.cmpfeedback@tag.nsw.gov.au](mailto:pg.cmpfeedback@tag.nsw.gov.au)



# Formal consultation period



Complete the feedback survey to nominate your structure preferences by the closing date.

<https://forms.office.com/r/etTskbvdin>



Submit your written feedback on the CMP, structure options, role descriptions or anything else by the closing date.

[pg.cmpfeedback@tag.nsw.gov.au](mailto:pg.cmpfeedback@tag.nsw.gov.au)

DECEMBER

11

Consultation  
closes



# Post consultation

- All feedback will be considered and adopted, where practicable. This may result in amendments to the model, role descriptions or process.
- If feedback is not practicable, the reason(s) will be provided to the person who raised the feedback.
- After the feedback has been considered, the operating model and structure will be finalised and released.
- Implementation will commence in early 2026 and staff will be assigned to new roles in line with the placement process in the Change Management Plan.
- A date will be communicated once confirmed.

# 7 Who to contact?



# What support is available?

You may wish to discuss your circumstances or have additional questions.



1. Catherine Turnbull, Public Guardian
2. Michelle Jones, Director People and Culture
3. Nalini Sharma, Senior Manager, People and Culture
4. Helen Surlas, Senior Manager, People and Culture

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P

Confidential counselling and support is available through our Employee Assistance Program (EAP) Provider, Converge International.

Call 1300 687 327 or visit their [website](#)

Thank you

