Public Guardian Division's Rebalancing Plan

Moving Forwards

Change Management Plan

2025 - 2026

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1 Background and rationale for change

1.1 Background

The Public Guardian Division is entering a period of strategic transformation in response to sustained workforce pressures, evolving service demands, and broader organisational priorities. This Change Management Plan (CMP) has been developed to support the implementation of divisional initiatives for the 2025–2026 financial year and beyond, ensuring a coordinated and sustainable approach to change across the division.

The operating environment has become increasingly complex, with challenges in recruitment, retention, and service continuity placing pressure on all teams. At the same time, expectations from clients, stakeholders, and partner agencies continue to grow, requiring more agile, responsive, and collaborative ways of working.

New funding was provided in 2025/26 for an additional 20 FTE on an ongoing basis to address immediate service gaps and strengthen workforce resilience. This funding will enable the division to implement employee solutions, extend contractor arrangements, complete urgent focused projects, and enhance flexible service models while permanent roles are recruited and embedded.

This plan is informed by the four pillars contained within the NSW Trustee and Guardian (NSWTG) *Our Strategy 2025 – 2028* - Our Customers, Our People, Our Organisation, and Our Networks - which provides a framework for delivering high-quality services, supporting employee wellbeing and capability, strengthening internal systems, and building effective partnerships. These pillars guide the division's commitment to improving outcomes for clients while ensuring the workforce is equipped and supported to meet future demands.

The change agenda includes initiatives to stabilise service delivery, strengthen workforce planning and professional development, value and share expertise, increase technological uptake, enhance stakeholder engagement, increase project management skills and improve governance and practice. It reflects a proactive response to both immediate operational needs and long-term strategic goals, positioning the division to deliver consistent, confident, and community-focused services.

This sets the foundation for the CMP, which outlines the approach, priorities, and mechanisms required to lead and embed change effectively across the Public Guardian Division.

1.2 Rationale for change

The Public Guardian Division is experiencing sustained and significant growth in demand for guardianship services.

Between FY 2020/2021 and October 2025, the number of clients increased from 3,336 to 4,880, a 46% rise.

The number of reappointments doubled between 2018 - 2024, growing from 52% of total Public Guardian appointments to 64%.

The nature of decisions has also evolved. From 2020 to 2024, healthcare decisions involving end-of-life treatment plans increased by 72%, and medical treatments administered against a person's wishes rose by 71%. Accommodation decisions requiring police or ambulance support grew by 18%. These figures reflect a growing need for guardians to manage complex, sensitive, and urgent matters.

Public Guardian appointments have been accompanied by a sharp escalation in the complexity of decision-making. Decisions made for complex clients rose in 2020 from 602 to 2,428 in 2024. This indicates not only a higher volume of work but also a deeper level of engagement required per matter.

Complaints have more than doubled, rising from 72 in 2020 to 162 in 2024. This trend suggests mounting pressure on service delivery and stakeholder satisfaction.

Despite a budget enhancement in 2021 and 2025 aimed at alleviating workload, the average number of files per guardian has again increased to between 20-60 depending on grade[1], indicating that employee levels are not keeping pace with demand.

Collectively, these trends highlight the need to review how we approach our work with the aim of meeting our customer service and employee wellbeing goals. We are taking a coordinated approach to stabilise service delivery, enhance workforce capability, and improve organisational systems to meet the increasing complexity and volume of guardianship matters. Our approach includes targeted recruitment, better planning tools, strengthened practice support and supervision governance, and improved stakeholder engagement.

1.3   Proposed operating model

The Public Guardian Division is rolling out a phased operating model that focusses on stabilising service delivery and building workforce capability, to meet the rising challenges of guardianship within a complex service ecosystem. The strategic objectives of the proposed model are to:

- Improve workload equity and rebalance agreed caseloads per guardian.
- Enhance supervision, practice and governance structures.
- Strengthen partnerships and streamline client pathways.
- Increase flexibility and resilience across teams.
- Improve identification of risks and strengthen escalation pathways.
- Use technology better to assist with workflows and workload.
- Value and leverage guardian expertise across the organisation.
- Streamline common client work with Estate Management.

Stage 1 of the operating model has been implemented between July and October 2025, immediately resulting in:

- **Resourcing**: 16 permanent FTE and 10 contractors deployed across:
  - o Five regional teams
  - o Guardianship Establishment Team (GET)
  - o Review and Response (R&R)
  - o Complaints and Feedback
- **Leadership**: Appointment of an Assistant Public Guardian (APG) to oversee operational teams.
- **Team Realignment**: Two service delivery teams realigned under new APG; Private Guardian Support Unit under APG Establishment, Quality Assurance; and Complaints direct reporting to the Public Guardian.
- **Complaints**: One permanent rotational position created to support complaints handling, with existing employee being able to rotate in for time out from the frontline.

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[1] Cases are managed across PSSE, 11/12 APG, 9/10 MGR, 7/8 PG, 5/6 SG and 3/4 G.

Planning for this stage involved consultation with team members meeting with the Public Guardian, the Senior Leadership Team, Regional Managers and Managers, Practice Advocacy Strategy team members, NSWTG Chief Executive Officer, Director Estate Management, Director Customer Experience, and Director People and Culture. The program of work was noted at the Joint Consultative Committee meetings throughout this period.

Agreement was reached on the scope and timing of the changes and has been successful implemented (Attachment 2 – see Stage 1).

The purpose of this CMP is to consult with employees in the Public Guardian Division on the Stage 2 of the operating model, which focusses on the:

- allocation of the remaining 4 FTE
- concept of team leaders, portfolio leads, team rotations and governance
- policy and practice moving to the legal team
- alignment and collaboration with the Estate Management Division to improve shared customer outcomes across both divisions.

It is proposed that these changes will be implemented by June 2026.

The future Stage 3 long-term model will need to be reviewed and evaluated, as the structure will require further enhancements and changes to support sustainable service delivery, employee wellbeing and career pathways. This may involve an application for additional funding to match projected increases in caseloads. This phase aims to embed resilience, flexibility, and improved governance into the division's operating model. This review will occur from 2026 onwards.

1.4   Benefits of the proposed operating model

We will consult with all employees in the Public Guardian Division about the proposal, so we best meet our aims.

1. **Workload Rebalancing**: Balancing employee across teams helps address unsustainable caseloads and supports more equitable workload distribution.
2. **Improved Client Outcomes**: Increased focus on early risk identification and management, smoother case transitions, and more flexibility across and between team structures aim to enhance the quality and timeliness of services.
3. **Strengthened Supervision and Governance**: The proposed operating model enhances oversight, accountability, and reflective supervision through portfolio-based leadership by Associate Directors and team leader principal guardians.
4. **Specialisation and Recognition of Expertise**: Existing staff expertise in areas such as ageing, disability, corrections, immigration, and complex case management is valued and leveraged across the Public Guardian and Estate Management Divisions.
5. **Integrated Policy and Practice**: Closer alignment between operational teams, Estate Management teams, and policy/practice functions ensures that procedures are informed by frontline experience and implemented effectively.
6. **Dedicated Relief and Rostering Support**: Relief roles and rostering improvements help manage unplanned leave, reduce After-Hours fatigue, and support team resilience during peak periods.

7. **Enhanced Complaints Management**: The dedicated complaints team, with independent oversight, ensures timely resolution and systemic learning.
8. **Data-Driven Decision Making**: Improved reporting and data systems support better forecasting, resource allocation, and service planning.
9. **Cultural and Technological Change Readiness**: The model supports cultural change management and the adoption of new technologies to improve service delivery and internal processes.
10. **Stronger Stakeholder Engagement**: Enhanced liaison with NCAT, MoH, LHDs, and other partners aims to reduce unnecessary appointments and improve systemic collaboration.
11. **Educational and Workforce Development**: All teams will host undergraduate students, fostering future workforce development and supporting research, case reviews, and innovation. Teams will be supported by a Manager Student Placements who will coordinate placements, provide some group supervision and training, liaise with universities and manage agreements and deeds.
12. **Systemic Impact and Innovation**: Projects will focus on increasing customer visits and influencing NCAT appointment practices with the aim to reduce guardianship demand and improve long-term outcomes.

1.5 Purpose of the change management plan

This CMP is based on the Department of Premier and Cabinet Agency Change Management Guidelines. The purpose of this CMP is to provide:

- the background for the change
- employee communication strategies and support mechanisms
- an outline of the changes to the division
- an overview of the proposed operating model and draft structure
- the approval process
- a proposed timetable for the implementation.

2 Approval

This proposal is approved by the NSWTG Chief Executive Officer.

3 Employee communication strategy

NSWTG is committed to engaging with employees in a meaningful and supportive way throughout the change process. Employees of the Public Guardian Division will be engaged appropriately and respectfully as changes progress. The communication approach will be multi-faceted and includes, but is not limited to:

- PG Broadcasts to inform all employees of updates on plan
- PG Notes to inform all employees of more details on progress
- Discussions at PG Senior Leadership Team and Management meetings
- Updates at NSWTG Executive Leadership Team
- Public Guardian 1:1 discussion with employees to ensure understanding of needs of employees, customers and organisation
- Relevant material and documentation

- Dedicated People and Culture contact for employees to seek advice or discuss issues
- Union engagement
- Employee engagement briefing sessions
- One on one meetings with impacted employees
- Manager check-ins with employees
- Regular email communication regarding availability of ongoing support and advice.

Following the release of the CMP, a three-week formal consultation period will be available to all employees to provide feedback on the proposed model, structure and role descriptions.

4   Support services

NSWTG is committed to managing and supporting impacted employees and their wellbeing during these changes. The Public Guardian Senior Leadership Team supported by People and Culture, will be available to provide information.

There are other external additional resources also available to support employees during the transition process:

Provider	Name	Contact details
Employee Assistance Program	Converge International	1300 OUR EAP (1300 687 327) eap@convergeintl.com.au https://convergeinternational.com.au/
Financial Planning Advice	Aware Super (previously StatePlus and State Super Financial Services)	1800 620 305 www.retire.aware.com.au/statesuper
	Australian Tax Office	www.ato.gov.au

5   Consultation

NSWTG is committed to consulting with employees and their union representatives in relation to the proposed changes. The PSA will be consulted on the proposed changes and the content of this CMP.

6   Impacts on services and functions

The proposed structure has been developed by analysing and addressing the existing challenges across key functional areas and is expected to result in improved and more efficient service delivery.

	Existing challenges	Positive impacts
Channels and Location	Service delivery is heavily reliant on email interactions, limiting flexibility. Regional customers face significant	The new model introduces more flexible service delivery options, including digital and remote

	Current State	Future State
	access barriers. The model lacks adaptability to meet the needs of customers in a timely way across NSW.	channels. This will enhance accessibility for customers in regional and remote areas and improve responsiveness to diverse client needs.
Products and Services	Technology is inconsistently used and underutilised. Services are not tailored to individual client needs. Employee lack access to real-time customer information. There is no structured process for reviewing or improving service models based on feedback.	A standardised suite of digital tools will be implemented across all teams, including digital service enablement platform and feedback mechanisms such as Co-Pilot and Digital Contact Centre. Services will be more personalised and responsive, improving customer outcomes and enabling timely interventions. Employees will have better access to customer data, supporting proactive and informed decision-making.
People	Employee roles and responsibilities are unclear, leading to inconsistent supervision and limited accountability. Expertise in specialised areas (e.g. ageing, disability, corrections) is under-recognised. High caseloads and lack of relief support contribute to fatigue and reduced service quality. Supervision structures do not match employee grades. Access to professional development is limited.	Clearer role definitions and governance structures will improve accountability and supervision. Recognition of specialised expertise will allow targeted deployment of skills. Introduction of relief roles and rotational positions will support employee wellbeing and resilience. Supervision will be aligned with employee grades, improving professional development and oversight. Professional development time will be supported.
Governance	Current governance structures lead to inconsistent practices and lack of accountability. Compliance with policies is not systematically monitored. Resource allocation is ad hoc, resulting in imbalances across teams	Clear roles and responsibilities will be established at all levels. Formal compliance monitoring mechanisms will be introduced to ensure adherence to best practices. Resource allocation will be based on identified needs and priorities, ensuring equitable distribution and operational efficiency.
Processes	Operational processes vary significantly across teams, leading to inefficiencies and inconsistent client experiences. There is limited integration between policy, practice, and service delivery.	Processes will be standardised and aligned with best practice. Integration between policy, practice, and operations will be strengthened, enabling more consistent and efficient service delivery. Continuous improvement will be supported through structured feedback loops and performance monitoring.

Technology and Data	Data systems are fragmented and underutilised. Employee lack access to real-time client information. Reporting is inconsistent, limiting the ability to forecast demand or evaluate performance. There is limited integration of technology into daily operations.	Standardised digital platforms and customer record management systems will improve access to client data and support responsive service delivery. Enhanced reporting and analytics will enable better forecasting and performance monitoring. Integration of technology into operations will support continuous improvement and informed decision-making.

6.1 Key changes and direct impact on service delivery

The CMP introduces a series of targeted adjustments to workforce structures, operational processes, and stakeholder engagement practices. These changes are designed to improve service continuity, strengthen internal capability, and enhance responsiveness to client needs. Key changes include:

- **Workforce Stabilisation**: Implementation of an interim employment model and extension of contractor arrangements to address immediate service gaps. These measures are expected to improve coverage and reduce disruptions in service delivery.
- **Recruitment and Planning**: Establishment of a targeted recruitment program and development of a divisional employment plan. Introduction of workforce planning tools will support more accurate forecasting and resource allocation.
- **Governance and Supervision**: Updates to supervision practices and governance frameworks are intended to strengthen oversight and support mechanisms for employee, contributing to improved wellbeing, consistency and operational reliability.
- **Valuing Expertise:** Introduction of portfolio areas of expertise so that employees can share their knowledge across the Division and organisation leading to better outcomes for customers. Professional development opportunities will be supported for all employees.
- **Customer Contact and Communication**: Process improvements in IT systems, call handling, booking systems, and customer onboarding are aimed at streamlining interactions and improving accessibility for clients, while increasing productivity through reduction of duplication of effort.
- **Stakeholder Engagement and Education**: Development of a structured stakeholder engagement plan and targeted communication programme to improve understanding of guardianship processes and promote alternative pathways.
- **Partnership Innovation**: New and innovative approaches to increasing the NSW populations uptake and recording of enduring guardianship papers while people have capacity will be explored so that the population is better prepared for loss of decision-making capacity and hospitals or carers can access the documents.
- **Outcomes Reviews:** Mechanisms for proactively reviewing customers who have experienced unexpected outcomes such as going missing or dying will be introduced to enable the Public Guardian to work with partners on closing gaps where these risks arise.

Direct impacts on service delivery and outputs:
- Improved service coverage and reduced delays in client response times.

- Enhanced employee support, wellbeing, and retention, contributing to continuity of care.
- Improved practice and job satisfaction through supervision, training and professional development.
- Strengthened planning and decision-making through better data and forecasting.
- More consistent and transparent communication with customers and stakeholders.
- Increased collaboration across government and community sectors.

7 Changes to the organisation structure

The current structure of Public Guardian Division is provided in Attachment 1.

The two proposed structure options are provided in Attachment 2 (Moving Forwards) and will be the subject of consultation with all employees prior to implementation.

In either of the proposed options, no roles are being removed as part of this change as can be seen in the tables below.

Stage 2: Option A - Governance			
Grade	**Current structure**	**Proposed structure**	**Net Impact**
11/12	5	5	0
9/10	11	11	0
7/8	55	55	0
5/6	38	42	+ 4
3/4	25	25	0
1/2	7	7	0
TOTAL FTE	**141**	**145**	**+ 4**

Stage 2: Option B - Programs			
Grade	**Current structure**	**Proposed structure**	**Net Impact**
11/12	5	6	+ 1
9/10	11	14	+ 3
7/8	55	55	0
5/6	38	38	0
3/4	25	25	0
1/2	7	7	0
TOTAL FTE	**141**	**145**	**+ 4**

All employees in the Public Guardian Division will be engaged in discussions regarding the remaining 4 FTEs, the medium - to long-term structure of the division, and the introduction of portfolio leadership, team leader supervisors, rotations for some roles, and policy and practice moving to report to the Associate Director – Legal.

This stage will explore governance arrangements to support reflective supervision and cross-team collaboration. Employees at the 7/8 level will be considered for portfolio lead roles, forming communities of practice around areas of expertise or alternatively be a Team Leader for a small supervisory team.

The division will also consult with Executive Leadership Team, and specifically the Director Estate Management, to ensure alignment with broader customer onboarding and collaboration on improved customer outcomes, for common customers.

Any Public Sector Senior Executive roles within the division are excluded from this CMP.

8 Managing the change

The management of employees affected by the proposed operating model and structure will be underpinned by the following principles:

- adherence to public sector policies, guidelines, and legislation
- adherence to the Government Sector Employment (GSE) Act and organisational policies
- availability of appropriate information and support to assist employees to understand the transition through the process.

Contingent labour and contractors currently occupying any affected roles may be required to complete their contracts earlier than their current contract period. This will be determined by NSWTG and those affected will be given an appropriate period of notice.

8.1 Placement process

Step	Category	Action
Step 1	**Assignment to role at grade**	• Where a role in the new structure is substantially the same and/or comparable to a role within the existing structure *and* • There are an equal (or less than) number of ongoing employees to available roles **Ongoing employees within the Public Guardian Division will be directly assigned to a role in the new structure.** It is anticipated that in most, if not all instances this will be the employee's current position. Ongoing employees will be advised via a letter confirming the assignment to their existing or new role in the new structure.
Step 2	**External advertisement of roles**	• All remaining roles not filled by assignment to role will be advertised externally via a comparative

	assessment, which involves three types of assessment, including an interview.
	• Roles will be advertised to the public on the I Work for NSW website and other mediums.

If a role(s) is unfilled at the end of the change management placement process outlined above, any subsequent action in relation to that role(s) will be "business as usual" and will not fall under the scope of this CMP. The process will be concluded once the recruitment activities for the last role is finalised.

8.2 Role descriptions

Role descriptions will be used to articulate role responsibilities and the capabilities required for the role. Role descriptions will graded in accordance with the NSW Government Job Methodology by qualified assessors.

Under the proposed operating model, role descriptions will be further streamlined to support greater flexibility and agility to promote improved career development and pathways.

Standardised role descriptions will be introduced for relevant roles, with approximately 80% common content and 20% tailored to team-specific functions. This approach enables employees to move easily across teams, gain experience in different areas, and contribute to improved wellbeing, career pathways, and job satisfaction.

In most cases, the core functions and responsibilities of roles will remain consistent with those in the current structure.

A process will be undertaken in conjunction with Step 1 of the Placement Process (refer to section 8.1) to provide existing ongoing employees (Grades 9/10 and below) an opportunity to select whether they remain on their existing role description or the new role description.

Roles advertised following the finalisation of the operating model and structure will be based on the new role descriptions to build agility and flexibility across the division.

8.3 How will employees be assessed?

Externally advertised roles - comparative assessments

A comparative assessment, which involves at least three capability-based assessments, one of which is an interview, will be used when roles are advertised externally, at Step 2. Assessments will be in accordance with the Government Sector Employment (General) Rules 2014.

These will be conducted by an assessment panel comprising (at a minimum) a Public Guardian representative (at a higher grade than the role being filled), a representative from People and Culture and an independent external member.

The comparative assessment process includes:

1. Candidates to submit an application comprising of a cover letter and a current resume.
2. Panel assesses applications and determines who will progress to the next stage (unsuccessful candidates at this stage will be notified accordingly).
3. Panel conducts behavioural interview and other assessments, including work sample, practical task or a presentation.

4. Reference checks will be conducted.
5. Panel finalises selection report and recommends successful and unsuccessful candidates for final approval.
6. Successful employees will be advised via a letter confirming the offer of a new role in the new structure and unsuccessful candidates will be notified accordingly.

8.4 Review of process

If an employee is aggrieved with the outcome of the recruitment assessments, they may request an internal review. The review is strictly limited to a process review only, not a merit review of the decision in-line with GSE legislation.

9 Management of excess employees

It is not expected that current ongoing employees within the Public Guardian Division will need to be managed as excess employees as part of this change process.

If there are any, then NSWTG will manage excess employees in accordance with the *NSW Government Managing Excess Employee Policy (Memorandum 2011-11)* and the Workforce Mobility Policy. Employees declared excess will be given the option to accept an offer of voluntary redundancy or pursue redeployment.

Employees that decline the offer of voluntary redundancy and elect to pursue redeployment are entitled to a three-month retention period to pursue redeployment opportunities across the NSW Government service. If, at the end of the three-month retention period, the excess employee has not been successful in securing an ongoing role, they will then be managed in accordance with the forced redundancy provisions of the policy.

10 Management of temporary employees and ongoing employees in above level temporary assignment

Current temporary engagements and employees in above level assignments will continue whilst the transition is underway. Any changes to current assignments will be done via consultation and in accordance with the *Government Sector Employment Act 2013.*

11 Management of NSWTG employees on secondment outside NSWTG

Employees who are currently on secondment will be consulted regarding their ongoing role. Their opinions are valued and respected.

12 Impacts on Equal Employment Opportunity groups, employees with disability and regional communities

There are no anticipated negative impacts on Equal Employment Opportunity Groups or employees with a disability or those in regional communities.

There has already been an increased opportunity for those living in regional communities through the recent recruitment processes which accepted applicants from across NSW and will enable hybrid working from home or their closest office, rather than all employees having to live within daily commute to their team base.

Advertisements now actively encourage Aboriginal people and other diverse groups to apply.

Teams will explore and implement hybrid virtual team check ins and virtual open plan offices to enable team cohesiveness and connection daily.

13 Proposed implementation timetable

The table below provides the indicative timeframes for the implementation and completion of the change management process.

Action	Timeframe
Final endorsement of Change Management Plan by NSWTG CEO	17 November 2025
Consultation with employees and the PSA	20 November 2025
Final approved Change Management Plan and structure	Date to be determined
Placement process – Confirmation of role assignments	Date to be determined
Implementation of new model and structure	Date to be determined

Attachments

Number	Description
1.	Existing NSW Public Guardian Structure
2.	Proposed NSW Public Guardian Structure
3.	Current role descriptions
4.	Proposed role descriptions

Document Information

Title	NSW Public Guardian 'Moving Forwards' Change Management Plan 2025
Owner	A/APG Projects, Nicki Cummings

Endorser Public Guardian	Catherine Turnbull
Approver NSWTG CEO	Brian Woods
Date of Effect	17 November 2025

Document History

Version	Date	Reason for amendment	Role/s
V1.0	03/08/2025	Initial Draft	A/APG Projects
V2.0	10/08/2025	Final Draft to P&C	A/Director People and Culture
V3.0	15/11/2025 17/11/2025	Review and revision Final Draft Endorsed	Senior Manager Talent and Learning Director People and Culture
V3.0	17/11/2025	Final Draft Endorsed	Public Guardian
V3.0	17/11/2025	Approved version	NSWTG CEO

Our current structure

NSW GOVERNMENT

Public Guardian
PSSE 2

Executive Support Officer
5/6

Administration Officer
3/4

Legend
- Temporary
- Contractor

Assistant PG
Legal
11/12

- Senior Legal Officer 9/10

Assistant PG
Partner Engagement
11/12

- Manager Policy and Practice 9/10
- Manager Partners and Outcome Reviews 9/10
- Policy and Practice Team 2 x 7/8
- Stakeholder Engagement Team 2 x 7/8

Assistant PG
Operations Team 1
11/12

Manager Operations Northern 9/10	Manager Operations Northwest 9/10	Manager Operations West Met 9/10
Principal Guardians 7 x 7/8	Principal Guardians 7 x 7/8	Principal Guardians 7 x 7/8
Senior Guardians 7 x 5/6	Senior Guardians 7 x 5/6	Senior Guardians 7 x 5/6
Guardian 1 x 3/4	Guardian 1 x 3/4	Guardian 1 x 3/4
Administration 1 x 3/4 and 1 x 1/2	Administration 1 x 3/4 and 1 x 1/2	Administration 1 x 3/4 and 1 x 1/2
Guardian contractor to 27/3/26	Guardian contractor to 27/3/26	Guardian contractor to 27/3/26

Relief Admin contractor to 27/3/26

Assistant PG
Operations Team 2
11/12

Manager Operations Southern 9/10	Manager Operations Sydney Met 9/10
Principal Guardians 7 x 7/8	Principal Guardians 7 x 7/8
Senior Guardians 7 x 5/6	Senior Guardians 7 x 5/6
Guardian 1 x 3/4	Guardian 1 x 3/4
Administration 1 x 3/4 and 1 x 1/2	Administration 1 x 3/4 and 1 x 1/2
Guardian contractor to 27/3/26	Guardian contractor to 27/3/26

Relief Admin contractor to 27/3/26

Assistant PG
Operations Team 3
11/12

Manager Review and Response 9/10	Manager Guardianship Establishment 9/10	Private Guardian Support Team 1 x 5/6 1 x 3/4	Manager Feedback, Information and Improvement 9/10
Principal Guardians 5 x 7/8	Principal Guardians 9 x 7/8		Complaints and Compliments Team 2 x 7/8 / 1 x 3/4
	Senior Guardians 2 x 5/6		
Guardians 11 x 3/4			
Administration 1 x 3/4 and 1 x 1/2	Administration 1 x 3/4 and 1 x 1/2		
Guardian contractor to 27/3/26	Guardian contractor to 27/3/26		

Assistant PG
Projects, 11/12

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

Option A - Governance

Public Guardian
PSSE 2

Executive Support Officer
5/6

Administration Officer
3/4

Key

Ongoing (New)

Temporary

Contractor

Associate Director
Legal, Policy and Practice
11/12

- Senior Legal Officer 9/10
- Manager Policy and Practice 9/10
- Policy and Practice Team 2 x 7/8

Associate Director
Partner Engagement
Disability
11/12

- Manager Partners and Outcome Reviews 9/10
- Manager Students 9/10 (External funding)
- Students, Undergrads and Post Grads
- Stakeholder Engagement Team 2 x 7/8

Associate Director
PG Operations Team 1
Data and Innovation **or** Aging
11/12

Manager Operations Northern 9/10	Manager Operations Northwest 9/10	Manager Operations West Met 9/10
Principal Guardians 7 x 7/8	Principal Guardians 7 x 7/8	Principal Guardians 7 x 7/8
Senior Guardians 7 x 5/6	Senior Guardians 7 x 5/6	Senior Guardians 7 x 5/6
Guardian 1 x 3/4	Guardian 1 x 3/4	Guardian 1 x 3/4
Administration 1 x 3/4 and 1 x 1/2	Administration 1 x 3/4 and 1 x 1/2	Administration 1 x 3/4 and 1 x 1/2
Guardian contractor to 27/3/26	Guardian contractor to 27/3/26	Guardian contractor to 27/3/26

Associate Director
PG Operations Team 2
Partners **or** OOHC/Justice/Immigration
11/12

Manager Operations Southern 9/10	Manager Operations Sydney Met 9/10
Principal Guardians 7 x 7/8	Principal Guardians 7 x 7/8
Senior Guardians 7 x 5/6	Senior Guardians 7 x 5/6
Guardian 1 x 3/4	Guardian 1 x 3/4
Administration 1 x 3/4 and 1 x 1/2	Administration 1 x 3/4 and 1 x 1/2
Guardian contractor to 27/3/26	Guardian contractor to 27/3/26

Associate Director
PG Operations Team 3
Culture **or** Health
11/12

Manager Operations R and R 9/10	Manager Operations Guardianship Establishment 9/10	Private Guardian Support Unit 1 x 5/6 1 x 3/4
Principal Guardians 5 x 7/8	Principal Guardians 9 x 7/8	
	Senior Guardians 2 x 5/6	
Guardians 10 x 3/4	Guardian 1 x 3/4	
Administration 1 x 3/4 and 1 x 1/2	Administration 1 x 3/4 and 1 x 1/2	
Guardian contractor to 27/3/26	Guardian contractor to 27/3/26	

- Manager Feedback, Information and Improvement 9/10
- Complaints and Compliments Team 2 x 7/8 1 x 3/4

Associate Director
Projects
11/12

- Float Senior Guardians 4 x 5/6
- Float Principal Guardians 2 x 7/8
- Float Senior Guardians 1 x 5/6

Relief Admin contractor to 27/3/26

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%

Grade	Ongoing FTE
11/12	5
9/10	11
7/8	55
5/6	42
3/4	25
1/2	7
Total	145

Proposed Structure Option A
Example of Supervision and Portfolio arrangements for Operations, Review and Response and Guardianship Establishment teams

Public Guardian
PSSE 2

Supervision 20%

What does this look like?
How often?
How long?

Associate Director
PG Operations Team 1
Data & Innovation **or** Aging
11/12

Administration Officer *
3/4

Portfolio Lead 10%

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

Manager Operations
9/10

Assistant Administration *
1/2

Principal Guardian
Team Leader
7/8

Principal Guardian
Team Leader
7/8

Principal Guardian
Team Leader
7/8

Principal Guardian
Team Leader
7/8

Principal Guardian
Portfolio Lead
Data & Innovation
or Aging
7/8

Principal Guardian
Portfolio Lead
Partners **or** OOHC/Justice/Immi
7/8

Principal Guardian
Portfolio Lead
Culture
or Health
7/8

Portfolio suggestions

Senior Guardian
5/6

Senior Guardian
5/6

Senior Guardian
5/6

Senior Guardian
5/6

Senior Guardian
5/6

Senior Guardian
5/6

Senior Guardian
5/6

Senior Guardian
5/6

Senior Guardian
5/6

Guardian
3/4

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

Public Guardian
PSSE 2

Associate Director
Legal, Policy and Practice
11/12

Manager Policy and Practice
9/10

Senior Legal Officer
9/10

Principal Guardian
7/8

Principal Guardian
7/8

Operations Support

Option A - Governance

Public Guardian
PSSE 2

Executive Support Officer
5/6

Administration Officer
3/4

Key

Ongoing (New)

Temporary

Contractor

Associate Director
Legal, Policy and Practice
11/12

Associate Director
Partner Engagement
Disability
11/12

Associate Director
PG Operations Team 1
Data and Innovation **or** Aging
11/12

Associate Director
PG Operations Team 2
Partners **or** OOHC/Justice/Immigration
11/12

Associate Director
PG Operations Team 3
Culture **or** Health
11/12

Associate Director
Projects
11/12

Senior Legal Officer
9/10

Manager Partners and Outcome Reviews
9/10

Manager Operations Northern
9/10

Manager Operations Northwest
9/10

Manager Operations West Met
9/10

Manager Operations Southern
9/10

Manager Operations Sydney Met
9/10

Manager Operations R and R
9/10

Manager Operations Guardianship Establishment
9/10

Private Guardian Support Unit
1 x 5/6
1 x 3/4

Manager Feedback, Information and Improvement
9/10

Float Senior Guardians
4 x 5/6

Manager Policy and Practice
9/10

Manager Students
9/10
(External funding)

Principal Guardians
7 x 7/8

Principal Guardians
7 x 7/8

Principal Guardians
7 x 7/8

Principal Guardians
7 x 7/8

Principal Guardians
7 x 7/8

Principal Guardians
5 x 7/8

Principal Guardians
9 x 7/8

Complaints and Compliments Team
2 x 7/8 1 x 3/4

Float Principal Guardians
2 x 7/8

Policy and Practice Team
2 x 7/8

Students, Undergrads and Post Grads

Senior Guardians
7 x 5/6

Senior Guardians
7 x 5/6

Senior Guardians
7 x 5/6

Senior Guardians
7 x 5/6

Senior Guardians
7 x 5/6

Senior Guardians
2 x 5/6

Float Senior Guardians
1 x 5/6

Stakeholder Engagement Team
2 x 7/8

Guardian
1 x 3/4

Guardian
1 x 3/4

Guardian
1 x 3/4

Guardian
1 x 3/4

Guardian
1 x 3/4

Guardians
10 x 3/4

Guardian
1 x 3/4

Administration
1 x 3/4 and 1 x 1/2

Administration
1 x 3/4 and 1 x 1/2

Administration
1 x 3/4 and 1 x 1/2

Administration
1 x 3/4 and 1 x 1/2

Administration
1 x 3/4 and 1 x 1/2

Administration
1 x 3/4 and 1 x 1/2

Administration
1 x 3/4 and 1 x 1/2

Guardian contractor to 27/3/26

Guardian contractor to 27/3/26

Guardian contractor to 27/3/26

Guardian contractor to 27/3/26

Guardian contractor to 27/3/26

Guardian contractor to 27/3/26

Guardian contractor to 27/3/26

Relief Admin contractor to 27/3/26

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%

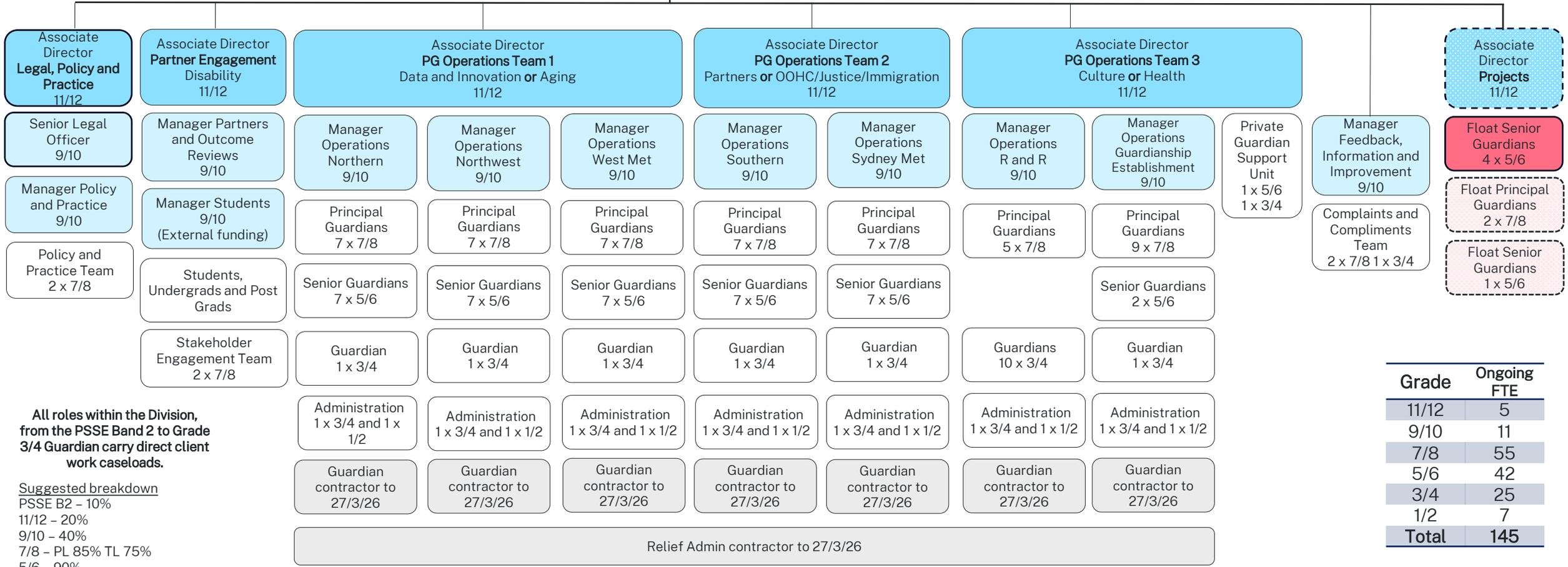| Grade	Ongoing FTE
11/12	5
9/10	11
7/8	55
5/6	42
3/4	25
1/2	7
Total	145

Proposed Structure Option A
Legal, Policy and Practice


```
Public Guardian
PSSE 2
```

```
Associate Director
Legal, Policy and Practice
11/12
```

```
Manager Policy and
Practice
9/10
```

```
Senior Legal Officer
9/10
```

```
Principal Guardian
7/8
```

```
Principal Guardian
7/8
```

Operations Support

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%
5/6 – 90%
3/4 – 95%

Public Guardian
PSSE 2

Executive Support Officer
5/6

Administration Officer
3/4

Key

Ongoing (New)

OPERATIONS

Associate Director
PG Operations Team 1
Innovation **or** Health
11/12

Associate Director
PG Operations Team 2
Partners **or**
OOCH/Justice/Immi
11/12

Associate Director
PG Operations Team 3
Technology & Data **or** Aging
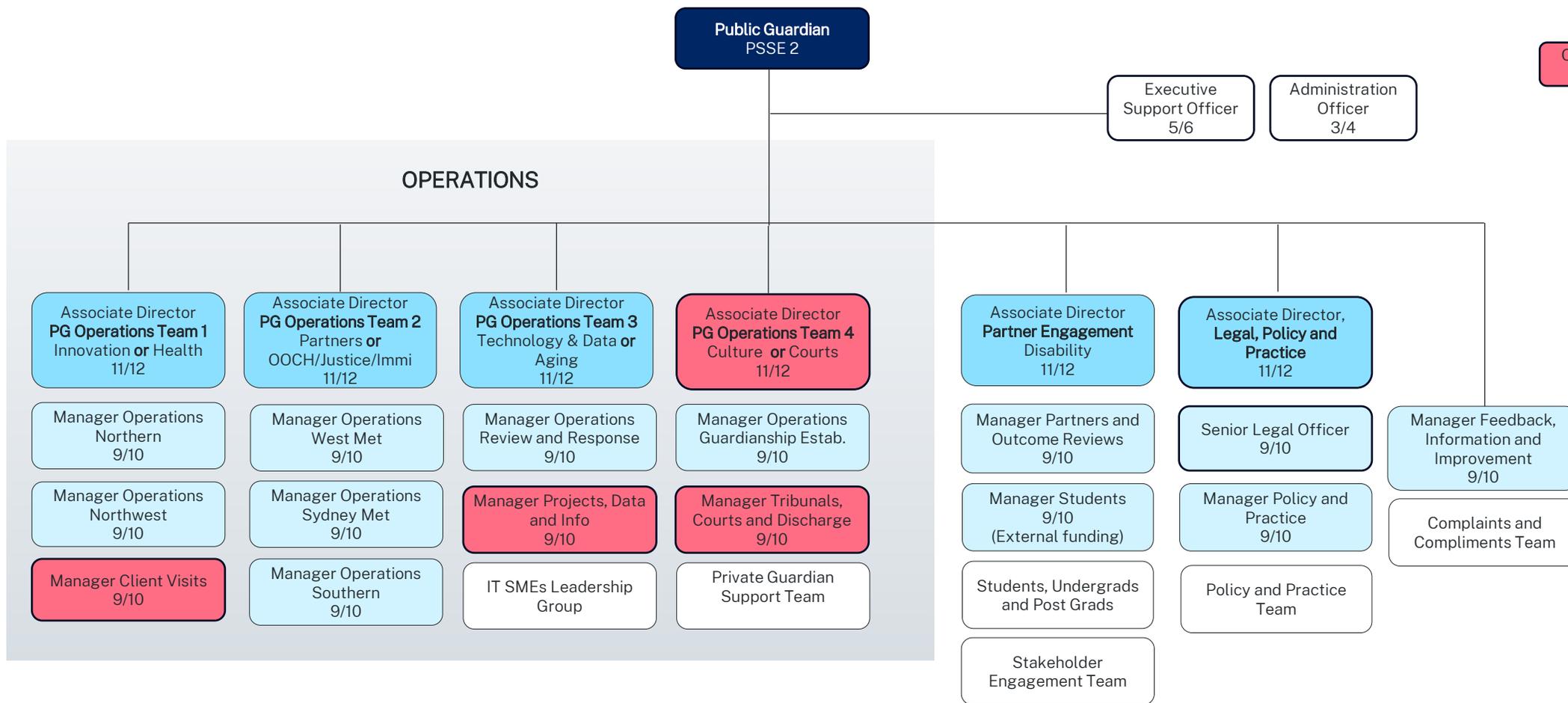11/12

Associate Director
PG Operations Team 4
Culture **or** Courts
11/12

Associate Director
Partner Engagement
Disability
11/12

Associate Director,
Legal, Policy and Practice
11/12

Manager Operations Northern
9/10

Manager Operations West Met
9/10

Manager Operations Review and Response
9/10

Manager Operations Guardianship Estab.
9/10

Manager Partners and Outcome Reviews
9/10

Senior Legal Officer
9/10

Manager Feedback, Information and Improvement
9/10

Manager Operations Northwest
9/10

Manager Operations Sydney Met
9/10

Manager Projects, Data and Info
9/10

Manager Tribunals, Courts and Discharge
9/10

Manager Students
9/10
(External funding)

Manager Policy and Practice
9/10

Complaints and Compliments Team

Manager Client Visits
9/10

Manager Operations Southern
9/10

IT SMEs Leadership Group

Private Guardian Support Team

Students, Undergrads and Post Grads

Policy and Practice Team

Stakeholder Engagement Team

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

Proposed Structure Option B
Example of Supervision and Portfolio arrangements for Operations, Review and Response and Guardianship Establishment teams

Public Guardian
PSSE 2

Associate Director
PG Operations Team 1
Innovation **or** Health
11/12

Administration
Officer *
3/4

Manager Operations
9/10

Assistant
Administration *
1/2

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

Principal Guardian
Team Leader
7/8

Senior Guardian
5/6

Senior Guardian
5/6

Principal Guardian
Team Leader
7/8

Senior Guardian
5/6

Senior Guardian
5/6

Principal Guardian
Team Leader
7/8

Senior Guardian
5/6

Senior Guardian
5/6

Principal Guardian
Team Leader
7/8

Senior Guardian
5/6

Guardian
3/4

Principal Guardian
Portfolio Lead
Data & Innovation
or Aging
7/8

Principal Guardian
Portfolio Lead
Partners **or**
OOHC/Justice/Immi
7/8

Principal Guardian
Portfolio Lead
Culture
or Health
7/8

Portfolio suggestions

Administration *

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

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