

# Staff Placement Plan

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## Child Protection and Permanency Operating Model | Phase 2 Progression

April 2026

## Acknowledgement of Country

Child Protection and Permanency acknowledge 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, present and emerging and acknowledge the Aboriginal and Torres Strait Islander people.

### Copyright and disclaimer

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# 1 Background

The Child Protection and Permanency (CPP) division is moving to a new operating model and organisational structure. The realignments are part of the broader reforms to out-of-home care (OOHC) and child protection systems, following the [System Review into OOHC](#), and other reports from the [NSW Ombudsman](#) and the [NSW Audit Office](#). These reports all highlighted the need for greater role clarity, clearer accountability, improved oversight, and operational consistency.

The new operating model design was shaped by four guiding principles: Responsive, Sustainable, Accountable and Quality Services. All current CPP functions have been considered in the redesign, with these principles in mind and aims to strengthen accountability, operational consistency, and fiscal responsibility. The new operating model clarifies caseworker roles, enables consistency in practice and decision-making and supports financial sustainability to deliver better child protection and OOHC outcomes.

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## 2 Workforce planning and impact on clients and communities

The new operating model better delineates CPP's dual OOHC and Child Protection functions in the metro area and retains all other functions of CPP. The new operating model considers where specialised teams and functions can be better supported to deliver consistent and quality services.

To deliver on reforms identified through NSW Ombudsman reports, the OOHC System Review, Audit office reports, and other reports, CPP operating model changes are progressively working towards ensuring an appropriate allocation of caseworkers are dedicated to Child Protection core work and an appropriate allocation of caseworkers dedicated to OOHC core work.

The creation of these new functional areas will strengthen accountability, streamline processes, and support reforms. It will also assist in providing greater role clarity to metropolitan casework teams who currently work across both Child Protection and OOHC functions. The commencement of Phase 2 will create this alignment for metropolitan casework teams noting that not all non-executive realignments will occur in Phase 2.

Notwithstanding the functional separation, key elements of Child Protection will continue to operate within the OOHC, and elements of OOHC will remain within the Child Protection stream. This reflects the interconnected nature of statutory responsibilities and client pathways.

In practice, Child Protection activities that result in a child or young person entering OOHC result in the application of OOHC service delivery standards. In these circumstances, responsibility for the matter will remain within the Child Protection stream until final care orders are made.

Conversely, where a child or young person in OOHC is reported as being at suspected risk of significant harm, a Child Protection response and assessment is required. It is envisaged that, where appropriate, this assessment will be undertaken by the child or young person's OOHC caseworker.

Where case management responsibility is allocated to an Aboriginal Community Controlled Organisation (ACCO) or non-government organisation (NGO), the Child Protection response and assessment must be completed by a DCJ caseworker, as this function is not delegable.

Staff will continue to play a vital role in supporting children and families to thrive across NSW. While there may be some updates to reporting lines and leadership as part of the new operational model, most staff will remain in their roles and continue to carry out the work of CPP.

Implementation will not impact services provided to regional communities, as CPP will maintain a statewide presence with localised engagement, improved service responses, and relationship building embedded in the functional design. In terms of access, there are no expected changes to Community Service Centres (CSC) locations or footprint. There will be some adjustments to

geographical boundaries with a few offices moving from one district grouping to another. This movement will be informed by the number of children suspected of being at ROSH, the number of children in OOHC and projected population growth.

## 2.1 Phased approach to implementation

Implementation of the future operating structure is occurring in a phased approach. Phase 1 involved changes to the public service senior executive (PSSE) structure and Phase 2 aligns non-executive staffing and teams to the new functional areas of PSSE responsibility.

‘Repointing’ refers to a change in reporting line in that a staff member and/or team will report to a different manager and/or new senior executive leader, with generally no change to the functions or duties of non-executive employees. The senior executive leader will have a new area of functional accountability

‘Placement’ of a non-executive employee may involve a change in focus of the duties (such as Child Protection or OOHC), however those duties remain in line with the role description. Eligible staff may have the opportunity to indicate a preference as part of the placement process.

### 2.1.1 Phase 1 – Establishment of new PSSE structure

Phase 1 transition primarily focused on establishment of PSSE band 2 roles.

PSSE band 2 roles have been redesigned to reflect new accountabilities and scope and were publicly advertised in early December 2025. Successful candidates were announced and commenced in their new roles on 13 April 2026.

PSSE band 1 roles are being repointed to align with the band 2 functional responsibilities. New role assignments will commence effective from 22 May 2026.

### 2.1.2 Phase 2 – Non-executive functional alignment “Staff Placement Plan”

Phase 2 involves the repointing of non-executive staff and teams to align with the new senior executive functional responsibilities. These changes give effect to the new operating model, implementing the principles of the design.

Most staff within CPP will continue within their existing roles with changes only to reporting lines. Reporting lines for most roles in Northwest NSW and Southwest NSW will remain substantially unchanged.

Where there is a change, this staff placement plan sets these out along with the process that will be applied to implement any changes to staff placement. These changes include:

- Adjustment of some geographical boundaries to align with the new district groupings, which means that there will be some reporting changes.
- In metropolitan areas, there will be a functional separation between OOHC, and Child Protection work to focus efforts, improve role clarity and streamline service delivery. Note that whilst there will be a separation, there are of course areas of the CPP work that will overlap between OOHC and Child Protection, hence there will continue to be key elements of Child Protection in the OOHC stream, and vice versa elements of OOHC in the Child Protection stream.
- The Child and Family District Units (CFDUs) will be centralised under Statewide Services to support consistency and efficiency across these services.
- There are some changes for the administrative support functions that enable Districts and workstreams to operate so that Business Manager roles align to the new senior executive structure.

### 2.1.3 Further changes

Further phases may be required to other non-executive roles and/or structures to support implementation of the new operating model.

If required, these changes would be aimed at achieving team equity, strengthening alignment, and supporting improved service delivery.

Separate changes plans will be developed, and consultation will occur on any changes as the design is developed.

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## 3 Progression towards new operating model

This section sets out the key changes that are required to implement Phase 2 of the new operating model.

The operating model for CPP has not been reviewed for many years and during this time some historical arrangements have developed that means there is some small differences in functions and structures between Districts. These changes harmonise these arrangements to enable greater consistency across the division.

In Phase 2 there is more change in the metro areas than in regional areas, with some service streams experiencing more changes than others.

### 3.1.1 Metropolitan areas

For the Metro area, 11/12 Manger Client Services (MCS) roles will transition to either of a focus on Child Protection, including triage, or a focus on OOHC. More detail is provided below.

Manager Casework (MCW) roles will be repointed to the MCS roles for best alignment to function and geography.

Administrative teams will continue supporting the same work but may be repointed to a different MCS where MCS functions have changed.

#### 3.1.1.1 District boundary adjustments

- Taree CSC will move from the Mid North Coast into the (Hunter) Metro Area
- Blacktown CSC and Mt Druitt CSC will move to Nepean Blue Mountains
- Lakemba CSC, Burwood CSC and Bankstown CSC will move to Western Sydney.

#### 3.1.1.2 MCS 11/12 Level

CPP operating model changes are progressively working towards ensuring approximately 69% of the workforce is dedicated to Child Protection work and 31% are dedicated to OOHC work.

MCS roles will transition to either a focus on Child Protection or OOHC. This is intended to achieve functional separation between OOHC, and Child Protection work to enhance focused efforts, improve role clarity and streamline service delivery.

For MCS roles not repointed to Child Protection or OOHC roles, they will be temporarily repointed to a director in their geographical area with meaningful at grade work provided. Further changes may be required to support implementation of the new operating model, with a focus on team equity, strengthened alignment, and improved service delivery. Any such changes would be subject to separate change planning and consultation as the design is further developed.

Metro MCS- Including Taree	
Functional split	Pos FTE
CP	24
OOHC	10
Hunter ISS Team	1
Cultural Team	1
<b>Total</b>	<b>36</b>
Temporarily Reallocated	3
<b>Total</b>	<b>39</b>

- Two x MCS roles will be dedicated to triage in the Metro area and are counted as part of the 24 Child Protection MCS roles.
- MCS Adoptions and Manager, Centralised Services (Care Leaver Records Access) will repoint to the Hunter and Adoptions Director.
- Roles currently reporting to the Director, Intensive Support Services (ISS) will continue to do so, with the Director role repointing to Metro OOHC.

### 3.1.1.3 MCW 9/10 Level

- MCW roles will be repointed to either:
  - A Child Protection or OOHC MCS, aligned to geographical location, or
  - A CFDU Manager, where the role is functionally aligned.

Metro MCW- Including Taree	
Functional split	Pos FTE
CP	110
OOHC	53
	163

### 3.1.1.4 Other Grade 9/10 roles

For most roles below Clerk Grade 11/12, there is minimal change.

Limited repointing will occur for some Clerk Grade 9/10 roles to support functional alignment in Metro and the centralisation of CFDU, with no expected change to role capability requirements in Phase 2.

- Two Senior Project Officer positions (Clerk Grade 9/10) will be repointed as outlined below:
  - Unaccompanied Humanitarian Minor role repointed to Adoptions MCS
  - Family Law Court Liaison Team to Care Leaver Records Access Manager Centralised Services

## 3.1.2 Northwest NSW and Southwest NSW areas

### 3.1.2.1 District boundary adjustments

District boundary moves of Taree moving from Mid North Coast to Metro

### 3.1.2.2 Reprint at Grade 11/12 level

11/12 MCS roles will be reprinted to align with the new band 1 structure.

MCW roles aligned to CFDU functions will reprint to a CFDU MCS or report to the MCS aligning with their geography if aligned to Child Protection or OOHC.

## 3.1.3 Statewide Services

### 3.1.3.1 Centralisation of Child & Family District Unit (CFDU) in External Partner Engagement Statewide Services

The number of MCS 11/12 roles in CFDU will reduce to four. These roles will be centrally aligned under the External Partner Engagement Director role.

MCW roles will be reprinted either to CFDU or, where MCS roles cover mixed functions, to the MCS role they best align with functionally (for example, a QACI MCW will be reprinted to an OOHC MCS).

For MCS roles not reprinted to External Partner Engagement, roles may be temporarily reprinted to a director in their geographical area and impacted staff provided with meaningful at grade work.

### 3.1.3.2 Reprint of other 11/12 Statewide Services roles under band 1 structure

All other 11/12 roles will reprint aligning to the new band 1 structure. Additionally

- all Manager roles under Psychological Services Director will reprint to Statewide Services.
- all Managers from Engagement and Family Support team will reprint to Statewide Services.
- Manager Centralised Services Information Exchange and Interstate Liaison will reprint to External Partner Engagement.

## 3.1.4 Child Protection and Practice Office

### 3.1.4.1 Reprint of 11/12 roles under band 1 structure

The 11/12 roles will reprint aligning to the new band 1 structure.

- Establishment of new PSSE band 1 roles with reprints from across CPP Division, including:
  - Centralised Register Unit to OOHC Performance and Accountability
  - Multicultural Services Unit to Learning and Development

## 3.1.5 Office of the Deputy Secretary

There will be no changes to the 11/12 reporting lines.

## 3.1.6 Caseworkers

There is no change in reporting lines for Caseworkers as they continue to report to the Manager Casework.

Caseworkers will report to their current managers, who may have been aligned to either Child Protection (CP) or OOHC. Further changes will occur for some caseworker roles to align with 69% of

caseworkers undertaking child protection work as well delivering on the centralised reporting lines of some casework functions. Any such changes would be clearly communicated and consulted.

The CPP operating model is independent of the changes introduced by the Child Protection Award, such as changes to Casework Specialist (CWS) and Manager Permanency and Practice roles (MPP). CWS and MPPs have their own separate change plan, which focuses on placing staff into roles aligned with the new operating model. CWS and MPPs are expected to commence in their reassigned roles from 8 May 2026.

### 3.1.7 Business Managers

Repoints will occur for centralised and regional 11/12 Business Manager roles to align with the PSSE Band 3 and Band 2 roles. Business Managers that do not get repointed in Phase 2 will be temporarily repointed with meaningful at grade work provided.

There will be no changes to the Executive Officer or Executive Assistant reporting lines in Phase 2.

### 3.1.8 Out of Scope for Phase 2 (Future Phases)

There may be further changes required to give effect to the new operating model.

Future phases may introduce structural changes to some non-executive teams to better align with the operating model, improve resource allocation to demand, improve fiscal sustainability and further strengthen core child protection and OOHC service delivery through functional specialisation.

Any future changes will be covered by a separate plan and there will be consultation with impacted staff.

## 4 Employee Communication and Wellbeing

The division is committed to timely communication to ensure staff are kept informed throughout the transition towards the new operating model.

Communication materials will be prepared to meet the above outcomes and delivered via numerous channels. This may include:

- Employee briefings by Deputy Secretary or CPP executive, including localised briefings that are targeted to the specific changes in a geographical area or team
- Dedicated intranet page to access relevant documents
- Updates via emails.

Staff will have access to support from the CPP Executive and the DCJ Human Resources Business Partnering (HRBP) team throughout the transition process. Staff will also be reminded of support services available through the Employee Assistance Program (EAP) and members can contact the Public Service Association (PSA).

Staff with a disability or with other needs are encouraged to speak with the HRBP as soon as possible to discuss any support options required in the implementation of this plan.

## 5 PSA Briefings

In accordance with clause 65 of the Crown Employees (Public Service Conditions of Employment) Award, the Public Service Association (PSA) of NSW will be consulted on the process for implementing this plan.

This consultation will include an overview and updates regarding:

- comprehensive organisational charts for the new operating model,

- role updates related to the new structure (where applicable), and
- indicative timeframes.

DCJ and the PSA will use the existing dispute resolution procedures to progress resolution of any issues or challenges.

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## 6 Placements of non-executive staff

A targeted matching process will only be used where reappointing alone is not sufficient to fully align roles to the new operating model.

This may occur where:

- functions are being centralised, including the establishment of new specialised teams (e.g. Centralised Triage in Metro);
- there is a need to separate the functional alignment to either Child Protection or OOHC in the Metro area.
- there are more ongoing staff than available ongoing roles in a team (e.g. Business Managers)

Eligible employees will be invited to indicate their functional preferences via an online form as part of the placement process. While preferences will be considered, it may not be possible to accommodate all requests. Placement decisions will ensure fairness and alignment with operational requirements.

In some small instances, where there are more ongoing people than ongoing roles, a more comprehensive expression of interest process may be undertaken for eligible staff. Separate consultation will occur with impacted staff and the PSA.

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## 7 Consideration of staff during placement

### 7.1.1 Aboriginal and/or Torres Strait Islander people

It is not anticipated that identified roles will be negatively impacted by these changes. One MCW role in Hunter may be reappointed to another MCS as current MCS role is changing function.

Future phases are expected to centralise the reporting lines for some Aboriginal staff to enable Aboriginal led and delivered casework services as well as enable a more structured and consistent approach to community engagement.

### 7.1.2 Consideration of staff with special needs

Staff who identify as people with disability or staff with special needs, will have reasonable support provided to them including workplace adjustments required.

Individual consideration will be given to staff on workers compensation considering their current work capacity and the reason for their absence from the workplace.

### 7.1.3 Consideration of long-term temporary staff

Consideration to assigning eligible long term temporary staff to ongoing will continue to be given, including through this process.

## 7.1.4 Work location considerations

CPP non-executive staff are located statewide, and it is not expected that staff will be required to relocate, provided they continue to attend a local DCJ office.

Some line managers may need to travel reasonable distances to meet staff, clients or service providers aligned to the new reporting or geographical coverage areas. Any changes will be consistent with the requirements outlined in role descriptions.

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## 8 Indicative timetable for Phase 2

In summary, the following are indicative timeframes for the implementation and completion of Phase 2.

Further detailed timelines will be communicated as Phase 2 proceeds.

Action	Week beginning
Share placement plan with PSA	20 April 2026
Phase 2 communications with staff commence	20 April 2026
Repoint and placement of non-executive staff completed	22 May 2026

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