

Consultation Paper

Resourcing for the PPSI Portfolio

An overview of proposed structural and resourcing changes across PPSI



September 2026

We acknowledge the Gadigal people of the Eora Nation, who are the traditional custodians of the land on which the NSW Ombudsman's office sits and pay our respects to their Elders past, present and emerging

Contents

- 01** **Background**
Why the resourcing work was undertaken
- 02** **Case for Change**
CBES, SOR, SGRD, Communications and IT & AI
- 03** **Proposed Changes to Positions**
Positions and reporting line changes
- 04** **Consultation & Support**
How to have your say, and support available
- 05** **Timeframe**
Key dates for the consultation process

01

Background

Why the resourcing work was undertaken

Background

Following the implementation of the new Executive Model in October 2025, consideration was given to resourcing requirements within individual People, Performance & Sector Improvement (PPSI) branches. As this work progressed, opportunities were identified to better align functions, clarify responsibilities and strengthen capability across PPSI. The proposed changes have therefore been brought together into a single consultation process, providing a holistic view of the proposed resourcing and structural arrangements across the portfolio.

- Considered how functions are organised across the portfolio, so related work is aligned under the most appropriate business areas
- Assessed whether responsibilities are clearly defined and organisational capability is strengthened
- Examined the Capacity Building and Education Services (CBES) and Systems Oversight and Reviews (SOR) branch: the Public Interest Disclosure (PID) Engagement Team's work — stakeholder engagement, education, relationship management and capability building — is more closely aligned with CBES than with SOR's oversight and legislative role
- Identified opportunities to better align governance functions, strengthen IT and cyber capability, and improve role clarity
- Identify opportunities to strengthen strategic capability through a dedicated Strategic Unit and better align Communications and Media resourcing arrangements with organisational requirements

02

Case for Change

Improving functional alignment across four areas of PPSI

Case for Change

The Stage 1 PPSI resourcing changes are designed to improve alignment of functions across the portfolio by bringing related work together, clarifying business unit responsibilities, strengthening organisational capability and positioning the Office to deliver the Strategic Plan 2025–2030.

Functional alignment

Related work brought together under the right business area

Reduced duplication

Overlapping governance, risk and assurance functions consolidated

Clearer accountability

Roles and reporting lines better reflect functions delivered

Capacity Building and Education Services (CBES) Systems & Oversight and Reviews (SOR)

Capacity Building and Education Services (CBES)

- Rename the Training and Engagement Unit to the Training and Education Unit
- Establish a dedicated Engagement Unit within CBES, with positions within the existing Training and Engagement Unit realigned to the new unit structure
- Transfer the PID Engagement Team from SOR into the new Engagement Unit
- Senior Policy Officer and 1x PID Senior Engagement Officer remain in SOR
- Retitle affected PID Engagement positions to reflect broader responsibilities

Systems Oversight and Reviews (SOR)

- Focus on core oversight, monitoring, review and legislative responsibilities
- Stakeholder engagement functions relocate to CBES, so SOR's structure better reflects its primary purpose
- Recognises the PID Engagement Team's day-to-day work is operationally aligned with education and engagement, not oversight

Strategy, Governance, Risk and Data (SGRD)

Current issue

- Governance, risk and assurance functions are currently split across two separate units
- Strategy functions are not currently supported by a dedicated business unit
- This creates duplication and reduces clarity of responsibility

Proposed change

- Rename the Quality Assurance Unit to the Governance, Risk and Assurance Unit
- Consolidate the Governance and Risk Unit into the renamed unit, creating a single Governance, Risk and Assurance Unit
- Establish a separate Strategy Unit, led by a Manager Strategy, supported by two Senior Strategy Officer positions (one ongoing, one temporary)

Communications and Media Unit

Context

- Within the Communications team, it is proposed to regularise the employment arrangements for a few existing positions by converting temporary roles to ongoing employment

Proposed change

- Convert Communications Officer (Grade 7/8) position from temporary to ongoing employment
- Convert Communications and Media Officer – Brand Design (Grade 7/8) position from temporary to ongoing employment
- Establish the currently vacant Senior Communications Officer (Grade 9/10) as a temporary position for two years, reflecting current resourcing requirements

Information Technology and Artificial Intelligence (IT & AI)

Context

- The Office continues to expand its digital capability to support operational service delivery, cyber security obligations and organisational performance

Proposed change

- Establish an ongoing Manager, Enterprise Systems and Platforms position
- Establish an ongoing Security Engineer position
- Transfer a Senior Business Analyst position into the unit
- Create two temporary cyber security positions funded through the Cyber Security uplift program

03

Proposed Changes to Positions

Position title, reporting line and new positions

Proposed Changes to Positions

People, Performance & Sector Improvement (1 of 3)

Position Title	Summary	Filled / Vacant	Incumbent Affected
Quality Assurance Manager	Change of position title	Filled	Y – Matched
Senior Governance & Risk Officer	Change of reporting line	Filled	Y – Matched
Manager, Strategy	New position	Vacant	N
Senior Strategy Officer (2.00 FTE)	New positions (1 FTE ongoing & 1 FTE temporary up to 2 years)	Vacant	N
Senior Communications Officer	Change from ongoing to temporary (up to 2 years)	Vacant	N
Communications & Media Officer (Brand & Design)	Change from temporary to ongoing	Filled	Y – Matched
Communications & Media Officer	Change from temporary to ongoing	Filled	Y – Matched
Manager, Education Resources	New position (temporary up to 2 year)	Vacant	N
Training & Engagement Officer	Change of position title	Filled	Y – Matched
Training & Engagement Officer	Change of position title	Filled	Y – Matched

Proposed Changes to Positions

People, Performance & Sector Improvement (2 of 3)

Position Title	Summary	Filled / Vacant	Incumbent Affected
Senior Community Engagement Officer	Change of position title and reporting line	Vacant	N
Community Engagement Officer	Change of reporting line	Filled	Y – Matched
Administrative Support Officer	Change of reporting line	Filled	Y – Matched
Administrative Support Officer	New position	Vacant	N
Business Development Officer	Change of position title and reporting line	Vacant	N
Education Project Officer	New position	Vacant	N
Education Support Officer	New position (temporary up to 2 years)	Vacant	N
Engagement Support Officer	New position (temporary up to 2 years)	Vacant	N
Senior Project & Policy Officer	Delete position to fund Senior Business Analyst	Vacant	N
Network & Security Officer	Change of reporting line	Filled	Y – Matched

Proposed Changes to Positions

People, Performance & Sector Improvement (3 of 3)

Position Title	Summary	Filled / Vacant	Incumbent Affected
Senior Technical Lead	Change of reporting line and position title	Filled	Y – Matched
Application Developer	Change of reporting line	Filled	Y – Matched
Information Management Officer	Change of reporting line	Filled	Y – Matched
Senior System Support Officer	Change of position title	Vacant	N
Technical Support Officer	Change of reporting line	Filled	Y – Matched
Manager, Enterprise Systems & Platforms	New position	Vacant	N
Manager, ITC Operations & Cybersecurity	New position	Vacant	N
Senior Business Analyst	New position	Vacant	N
Security Engineer	New position	Vacant	N
Security Support	New position	Vacant	N

Proposed Changes to Positions

Systems Oversight & Reviews

Position Title	Summary	Filled / Vacant	Incumbent Affected
Senior Policy Officer	Change of reporting line	Filled	Y – Matched
PID Principal Engagement Officer	Change of reporting line, position title and branch	Vacant	N
PID Senior Engagement Officer	Change of position title and branch	Filled	Y – Matched
PID Senior Engagement Officer	Change of reporting line	Vacant	N
PID Engagement Officer	Change of position title and branch	Filled	Y – Matched
PID Engagement Officer	Change of position title and branch	Vacant	N

04

Consultation & Support

How to have your say, and support available to you

Consultation Process

1

Two-week comment period

This Consultation Paper is available to all PPSI employees for comment over a two-week period.

2

Direct engagement with staff

The Branch Deputy Ombudsman/Director, or their representative, will meet with affected staff individually and collectively, and be available for discussion throughout.

3

Feedback coordination

The PPSI Executive Leadership Team, with People & Culture, will coordinate the collation of written feedback received during the period.

4

Union consultation

The Public Service Association will be provided with the Consultation Paper and the opportunity to comment.

Submit written feedback to consultation@ombo.nsw.gov.au by the close of the consultation period.

Support

Raising concerns

- Speak with your immediate supervisor or manager at any time during the change process
- Email people@ombo.nsw.gov.au with any questions
- Contact your People & Culture Business Partner

Employee Assistance Program (EAP)

Confidential counselling and support is available through Telus Health, whether you need to talk through the changes or would simply like confidential support.

Phone	1800 835 871
Online	www.telushealth.com
Company ID	nswombudsmansoffice
Token	Nswombudsmansoffice01

05

Timeframe

Key dates for the consultation process

Timeframe

Task	Documentation / Task	Indicative Timeframe
Consultation period with staff and union commences	Consultation Paper provided to staff and Union	September 2026
Consultation period closes	2 weeks	September 2026
Feedback reviewed and considered	Consultation Paper; feedback from consultation	September 2026
Final consultation document circulated	Restructure Consultation Paper (Final)	October 2026
Executive Sponsor and Ombudsman approve proposed structure and implementation	Briefing Note	October 2026
Written advice issued to affected/impacted staff	Letter advising affected/impacted status (matching to position)	October 2026
Vacant positions / recruitment activity	Recruitment for identified vacant positions may commence or continue during consultation where required to meet operational timeframes. Recruitment outcomes will align with applicable GSE requirements.	September – October 2026

Thank you.

Questions during the consultation period can be directed to consultation@ombo.nsw.gov.au

people@ombo.nsw.gov.au and consultation@ombo.nsw.gov.au