Communities and Justice

10/11/2026

Mr Greg Corrigan
Senior Industrial Officer
160 Clarence Street
Sydney NSW 2000

Re: Commissioning and Planning Restructure

Dear Mr Corrigan,

I refer to your correspondence dated 17 September 2026.

Lack of consultation with the final altered structure

DCJ notes the concerns regarding consultation on the final structure. However, no additional ongoing positions were added as part of the redesign. Throughout the consultation process, it was consistently communicated that ongoing resources would be distributed equitably across the structure to meet the business needs of the directorate.

The temporary program-funded roles included in the organisational chart were not new ongoing positions. These roles were incorporated into the structure to reflect their existing placement within teams and to support work associated with specific funding allocations. They were assigned based on workload requirements and the purpose for which the funding was provided.

Significant cuts to teams and increased workloads

DCJ does not accept that significant cuts have been made to teams. The redesign of the Commissioning and Planning function sought to better align resources with the work being delivered, the contracts being managed and current service delivery requirements.

As part of the redesign, some workload previously undertaken by regional teams was redistributed across other teams. This was communicated during the Change Management Process (CMP) and consultation period. Workloads have been allocated with a focus on achieving equity across teams and ensuring resources are aligned to operational needs.

In relation to Grade 5/6 Assistant Project Officer roles, these positions were discussed throughout consultation. Their intended purpose is to support contract management functions and provide development opportunities for employees interested in progressing to Commissioning and Planning Officer Grade 7/8 positions. Their inclusion directly responded to staff feedback seeking greater career progression opportunities within Commissioning and Planning.

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Inconsistent allocation of work across teams and roles

Work allocation remains the responsibility of managers and directors and is informed by a range of factors, including employee capability and experience, contract complexity, team requirements, operational priorities, leave arrangements and workforce movements.

Workload equity remains a key consideration for managers and continues to be actively monitored.

DCJ also notes that it is incorrect to suggest that the Commissioning Performance team primarily focuses on Out of Home Care. The Performance team provides strategic support and performance functions across the entirety of the Commissioning and Planning directorate.

Temporary positions

Temporary roles within Commissioning and Planning have historically been funded through time-limited allocations from other DCJ program areas to support specific projects, programs or contract management activities.

These roles are not funded through the ongoing Commissioning and Planning ERE budget and cannot be converted to ongoing positions where they are tied to finite funding arrangements. Temporary and TAA appointments funded through time-limited programs are therefore subject to the parameters of that funding.

The allocation of temporary resources across teams reflected the nature of the funded work, operational requirements and the business areas responsible for delivering those activities.

It is also noted that, throughout the redesign and subsequent business-as-usual activities, Commissioning and Planning has converted ten GSE-compliant temporary or TAA employees into ongoing roles where appropriate opportunities existed.

Opportunities to act up

Where temporary assignments or longer-term opportunities arise, they are filled through mechanisms consistent with the principles and requirements of the Government Sector Employment Act 2013. This approach ensures appointments are based on capability, suitability and operational need while maintaining transparency and fairness.

Commissioning and Planning staff also have access to the SPC Development Opportunity Register (DOR), which enables employees to register their interest in short-term development opportunities, project work, backfill arrangements and acting opportunities. Managers may use the register when seeking suitable employees for developmental opportunities.

Geographical spread of teams

The redesign did not require staff to relocate geographically. Commissioning and Planning employees continue to be located across metropolitan, regional and remote New South Wales.

Providers were not relocated or reassigned as a consequence of the redesign, and travel considerations were specifically addressed through the CMP.

The redesign sought to balance place-based service delivery with equitable workload allocation and contemporary operating requirements while maintaining service continuity across the state. Staff continue to operate from their existing locations, and local knowledge and regional representation remain important aspects of the Commissioning and Planning operating mode.

I trust this answers your concerns. If you have any additional questions, please feel free to contact Mr Thomas Pacey, Manager Industrial Relations via his email Thomas.Pacey@dcj.nsw.gov.au

Yours sincerely,



Susan Mullard
Executive Director

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