

Communication and Media Branch

FINAL

Recommendations Report

May 2026

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Background

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Current structure and service delivery model

The structure of CMB comprises staff who hold classifications in the General Employment Stream and the Public Affairs Officer stream, as defined by the Enterprise Agreement. The branch operates a centralised communications model that combines business partnering aligned to departmental groups with specialist operational/technical teams providing enterprise capability.

Leadership structure

- Assistant Secretary provides enterprise leadership of the communications function.
- Two SPA02 Head-of-Function roles oversee major capability areas.
- EL2 Business Partnership Manager reports to the Assistant Secretary to manage the implementation of the model.
- EL2/SPA01 leadership distributed across business partnering and specialist delivery teams.
- EL1/PA03 middle management distributed across sections.

Business partner model

The branch operates a Business Partner service model, where communications specialists work directly with departmental groups to support communications planning and prioritisation.

Business partners:

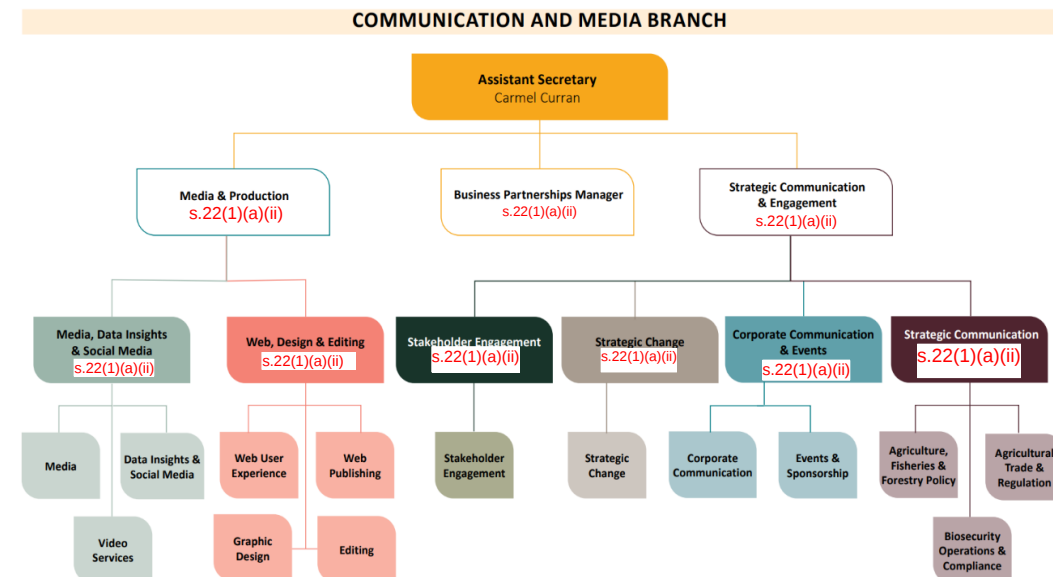
- Provide strategic communication advice to business areas
- Develop integrated communication strategies
- Coordinate delivery across specialist teams
- Ensure communication activity aligns with departmental priorities

Specialist operational/technical capability

Specialist teams provide enterprise communications capability across:

- Media engagement
- Corporate communication
- Social media and digital channels
- Web publishing and user experience
- Graphic design and content production
- Events and stakeholder engagement

These teams collaborate with business partners to deliver integrated communication strategies and products across the department.



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Appendix

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Current CMB workforce

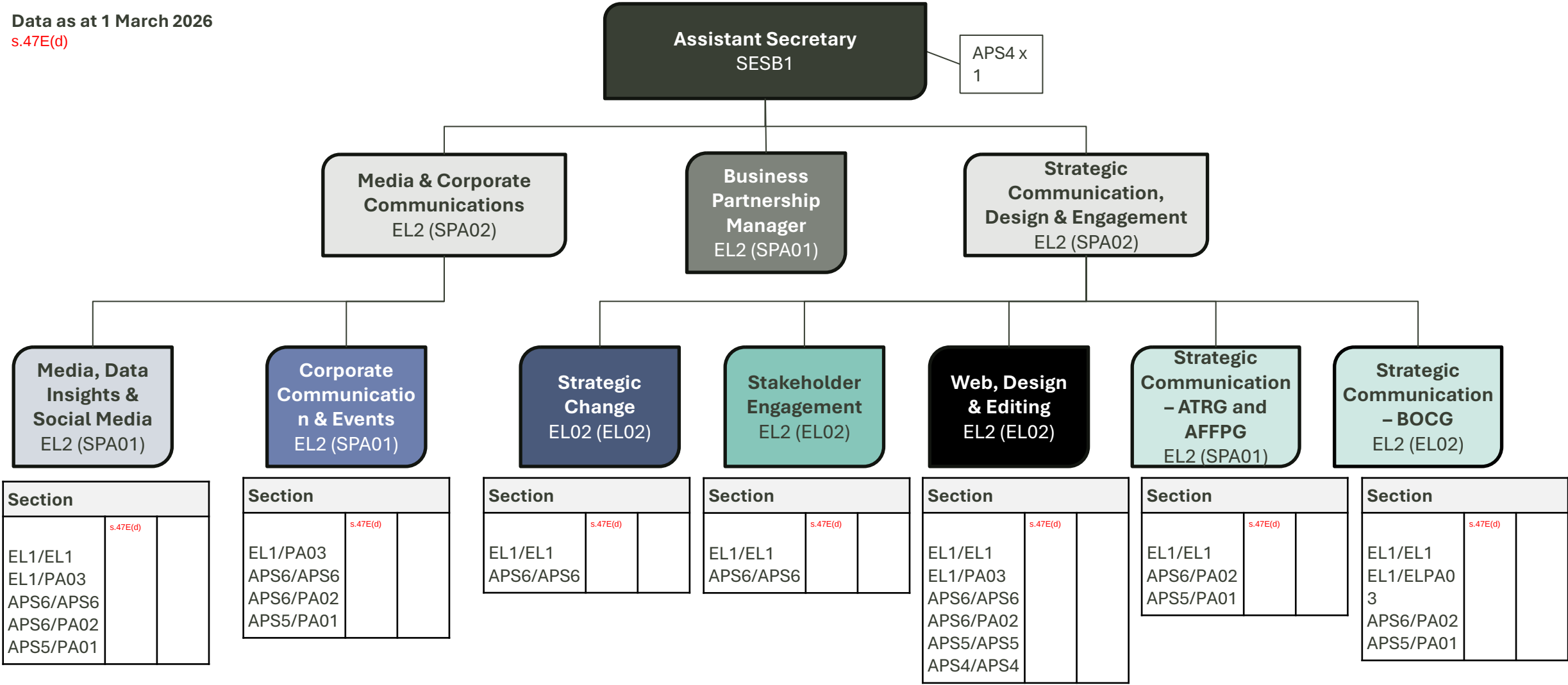
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Current CMB workforce

The organisational chart below demonstrates CMBs current structure by FTE and ASL.

Data as at 1 March 2026
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Comparative Analysis

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Thematic Analysis

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