



Consultation Paper

Infrastructure, Communication and Engagement Division Realignment

1. Introduction

The Infrastructure, Communication and Engagement (ICE) Division has a strong focus on service delivery, collaboration, community engagement and innovation and provides support to the health system by:

- leading communication and engagement activities for the ACT community in partnership with business and policy areas, including media, strategic, internal, and online communications, including multimedia and design;
- providing strategic advice and leadership in infrastructure master planning, strategy, and design;
- supporting our stakeholders including Non-Government Organisation (NGO) health service partners through information and engagement, fit-for-purpose infrastructure and effective leasing and asset management;
- providing a safe, sustainable and effective workplace for ACTHD's workforce through asset, leasing and facilities management;
- planning, engaging on, seeking funding for and implementing priority infrastructure projects;
- the detailed design and construction business case for the new Northside Hospital to increase much needed hospital capacity and replace ageing infrastructure at the current North Canberra Hospital (an over \$1 billion dollar investment).
- resuming work on the strategic planning and renewal of community infrastructure; and
- the implementation of the Canberra Hospital masterplan.

The division needs an organisational structure that will meet the increasing demands of the health infrastructure program and support the communication needs of the directorate.

This paper proposes a re-alignment for the division, with the inclusion of a new branch and the creation of new roles to support the increase in infrastructure projects across the directorate.

2. Current model

The Strategic Infrastructure Branch has experienced significant change over the past 12 months with clear government priorities related to health infrastructure investment. An example of this is the decision to fund the Northside Hospital Infrastructure Project and the Northside Hospital Transition Project. The Division has quickly stood up the commercial side of the Transition Team and the infrastructure team.

To date the Northside Project (including transition) has been a quasi-branch within the ICE Division reporting to both the Executive Group Manager ICE Deputy Director-General Infrastructure and Engagement respectively. The decision to fund these priority projects within ACTHD provides an opportunity for us to consider how best to structure the Division to respond to the range and breadth of projects the Division is driving and leading and formalise the introduction of a new Branch. The Communication and Engagement Branch has also grown over the past few years and the structure no longer effectively supports the work of the team to support the communication and engagement needs of the Directorate.

3. Future Model

A detailed update to the functions of the Infrastructure, Communication and Engagement Division Branch is included below, at a high level they will include:

A new Infrastructure Policy and Planning Branch. This Branch will be led by an Executive Branch Manager. This new position allows for the division to further develop its infrastructure policy and planning capability through dedicated resources, as well as continuing to drive the Northside Transition and Infrastructure Project.

A new Infrastructure Communications team is included in the division. Previously this function was managed by one SOGB however, this team is funded through the Transition and will focus on both the transition communications as well as communications and engagement related to priority health infrastructure projects. This team will continue to be a part of the ACTHD communications team but with a dotted reporting line to the Infrastructure Delivery Branch.

The establishment of a new Project Management Office that will coordinate governance and reporting for consistency across all projects (initially funded via project funding, with further business cases to be considered should the PMO be permanently established).

The Northside Transition team will continue to work on the legal and commercial issues associated with the transition of North Canberra Hospital which is funded through the Transition Business Case. The existing Communication and Engagement team will be realigned to better support the different functions of the team and to balance out reporting lines.

Policy and Planning

This team will see the creation of a new Executive Branch Manager role (currently funded for two years).

The Policy and Planning Branch will oversee delivery of:

- The Northside Hospital Project;
- Northside Hospital Transition; and
- Policy and planning priorities, including planning for the delivery of, and investment in community health assets.

The Northside Hospital project team will include:

2 SOGAs/IO5s

1 SOGA

2 SOGBs/IO4s

2 SOGCs

1 ASO6

The team will oversee the enabling works and detailed design for the Northside Hospital Project, working closely with Major Projects Canberra. Recruitment has commenced to this team.

The Northside Hospital transition team is proposed to include:

2 SOGAs

2 SOGBs

2 SOGCs and

2 ASO6s.

This team will continue to oversee and advise on commercial matters associated with transition including the Claims Process.

Policy and Planning is proposed to include:

2 SOGAs

3 SOGBs, and

1 SOGC.

These positions will focus on scoping new infrastructure projects to bring to Government for initial funding and will include the realignment of positions currently in the Infrastructure Delivery Branch.

This will also draw clinical planning and advisory roles out of specific project roles and embed this input, advice and considerations early in the planning processes.

Infrastructure Delivery

The Infrastructure Delivery Branch will continue to manage the design and construction of infrastructure projects. The team will be led by the Executive Branch Manager, Infrastructure Delivery. The Branch's roles will comprise:

- Program Management Office, led by a SOGA, and four other staff, to provide overarching reporting about infrastructure projects and planning
- Infrastructure Client Services team, which will consist of four staff. This team manages the ACTHD-owned health facilities, and repairs and maintenance of Bowes St and Howard Florey House.
- Infrastructure Delivery team. This team will manage the implementation of the Canberra Hospital Master Plan, and the delivery (detailed design and construction) of major infrastructure projects.

Infrastructure Communication

This team will be managed by an Executive Branch Manager (currently funded to 20 December 2023). The team will consist of:

- 1 SOGA – permanent
- 2 SOGBs – 1 permanent, 1 project funded
- 1 ASO6 – project funded

Longer term, it is expected that these positions will transition into the Communication and Engagement team.

Communication and Engagement

The key changes proposed for the Communication and Engagement team are:

- Reporting lines
 - The Online team will move to report to the Senior Director, Media.
 - The Design team will move to report to the Senior Director, Engagement.
 - The remaining members of the Strategic Communication team will be split into Content and Social streams and continue to report to the Senior Director, Strategic Communication.
- One additional FTE position

- The SOGB that was previously dedicated to Strategic Infrastructure will be moved into the Engagement team.
- One new position classification
 - There are currently 3 ASO6 Graphic Design positions within the team. There will be a new SOGC position created to provide an opportunity for future succession planning.

A copy of the proposed organisational structure is included at Attachment A.

Implementation of the future model

Following the consultation period and consideration of feedback the change could bring about updates to a small number of position descriptions, namely those that are currently within the Infrastructure Delivery and Policy and Planning teams. This proposal does not impact current positions in the team and existing roles and responsibilities.

4. Consultation timeline

The below timeline includes the target dates for this consultation process in relation to the ICED organisational structure realignment. Dates may be subject to change if there is significant negative feedback or issues raised that require time to resolve.

Consultation period officially begins	18 September 2023
Call for divisional consultation representatives	19 September 2023
Consultation representatives announced	22 September 2023
Two-week consultation period	Ends 29 September 2023
One week to consider feedback and make changes as needed. There may be additional discussions and further consultation in this week	6 October 2023
Structure agreed and finalised	13 October 2023
New structure implemented. Some recruitment processes will begin after this date	16 October 2023

5. Frequently asked questions

How can I find out about what the new roles will be i.e., responsibilities and functions?

Work is underway on developing position descriptions for all roles across the division. In the interim, you can speak with the relevant branch manager regarding the specifics of the proposed roles.

I would rather not put my feedback in writing, or discuss with my manager, do I have other options?

Yes, there will be consultation representatives nominated for each branch who will be points of contact to collect feedback in a less formal way. They will then provide this to the Executive team without identifying who provided the comments allowing you to contribute in an anonymous way. You can also directly contact HR if you prefer at HDHR@act.gov.au.

I own a permanent position – but I am being offered a temporary role – what happens to my permanent position?

If you accept a temporary position, your substantive (permanent) role will only be backfilled for the same period of time as your temporary contract. This means that once your temporary arrangement has concluded, you will return to your permanent position unless you find a different opportunity. The roles and responsibilities of your nominal position may change given the new work programs in the division, however you will continue to own the position nominally. Should you revert to your nominal position at a future date, you will be supported in performing the duties of the role at that level.

I would like to speak with HR, who can I contact?

For any feedback, suggestions or queries, please reach out to your manager or to People Strategy and Culture team at HDHR@act.gov.au.