



Health

Illawarra Shoalhaven
Local Health District

Restructuring Plan

ENGINEERING AND ASSET MANAGEMENT

07/03/2022

Restructuring Plan

1. Reason for the restructure

REALIGNMENT OF THE ENGINEERING AND ASSET MANAGEMENT (EAM) DEPARTMENT.

Currently, the EAM Department consists of the following three (3) functional areas:

- Engineering Systems and Compliance
- Fire Safety and Security
- Maintenance

Under the current structure, outlined below, there are several key issues and gaps including but not limited to:

- Role clarity and role ambiguity leading to confusion with respect to the scope and the responsibilities
- No designated lifecycle governance and assurance function within the department causing significant gaps in compliance
- Decentralised maintenance planning function causing unnecessary delays, considerable inconsistencies and operational inefficiencies
- Substantial amount of work duplication

Furthermore, under the current structure, outlined below, the three (3) Maintenance Admin Officer positions do not require qualifications and essential skills to support the functional requirements. Without qualified and skilled staff to conduct maintenance planning and scheduling, the risks to the organisation are high and uncontrolled.

The administration support duties performed by the three Maintenance Admin Officer positions will be absorbed by the new Maintenance Planner and Scheduler positions, in addition to their core duties of maintenance planning and scheduling, as well as assurance work.

Currently, there are several positions across the district who are responsible for providing fire safety training as well as other activities related to fire safety. This process is somewhat confusing, unorganised, largely disjointed and inconsistent. Furthermore, the current structure and delivery model for fire safety training in particular present a number of challenges with timelines and work prioritisation.

Key risks include:

- Non-compliance to the statutory requirements and relevant standards and codes
- Non-conformance with the preventative maintenance schedules
- Low maintenance completion rates
- Low asset reliability and operational availability
- High whole of lifecycle costs

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2. Benefits or likely impact the restructure will have on services

The proposed realignment will enable the EAM department to adequately support effective and efficient delivery of health infrastructure lifecycle services.

Key benefits include:

- Improved alignment with the stakeholders' expectations and statutory requirements
- Clear understanding of the roles and improved ownership of responsibilities
- No ambiguity and no work duplication
- Seamless workflow and improved productivity
- Improved operational readiness and improved responsiveness
- Improved contingency and business continuity
- Transparent, traceable, and consistent lifecycle governance and assurance
- Transparent, traceable, and consistent lifecycle decision making

3. Number of staff affected

It is proposed that the following positions will be deleted as part of the restructure:

	<i>Position Title</i>	<i>Classification</i>	<i>Location</i>	<i>FTE</i>
1.	Maintenance Admin Officer (Southern)	Admin Officer Level 3	Shoalhaven District Memorial Hospital	1.00
2.	Maintenance Admin Officer (Northern)	Admin Officer Level 3	The Wollongong Hospital	1.00
3.	Maintenance Admin Officer (Central)	Admin Officer Level 4	Port Kembla Hospital	1.00
4.	Fire Safety Manager	Fire Safety Officer Level 2	TWH, Lawson House	1.00
5.	Fire Safety Manager	Fire Safety Officer Level 3	TWH, Lawson House	1.00

It is proposed that the following new positions will be created as part of the restructure:

	<i>Proposed Position Title</i>	<i>Proposed Classification</i>	<i>Location</i>	<i>FTE</i>
1.	Maintenance Planner and Scheduler	Health Manager Level 1	TWH, Lawson House	1.00
2.	Maintenance Planner and Scheduler	Health Manager Level 1	TWH, Lawson House	1.00

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	<i>Proposed Position Title</i>	<i>Proposed Classification</i>	<i>Location</i>	<i>FTE</i>
3.	Maintenance Planner and Scheduler	Health Manager Level 1	TWH, Lawson House	1.00
4.	Asset Management Framework Manager	Health Manager Level 2	TWH, Lawson House	1.00
5.	Asset Capital Projects Coordinator	Health Manager Level 1	TWH, Lawson House	1.00
6.	Asset Performance and Optimisation Manager	Health Manager Level 3	TWH, Lawson House	1.00
7.	Senior Manager, Maintenance Planning	Health Manager Level 4	TWH, Lawson House	1.00

It is proposed that the following position will be repurposed as part of the restructure:

	<i>Position Title</i>	<i>Proposed position title</i>	<i>Location</i>	<i>FTE</i>
1.	Data Officer	Asset Inspector	TWH, Lawson House	1.00

It is proposed that the following positions will have a change in position title, with only minor updates to position descriptions

	<i>Position Title</i>	<i>Proposed position title</i>	<i>Location</i>	<i>FTE</i>
1.	Community Fire Safety Manager	District Fire Safety Training Officer	TWH, Lawson House	1.00
2.	Manager Security and Fire	District Security Improvements Manager	TWH, Lawson House	1.00
3.	Senior Manager Maintenance Services	Senior Manager Maintenance Deliver	TWH, Lawson House	1.00
4.	Senior Manager Asset Management and Maintenance	Senior Manager Lifecycle Governance and Assurance	TWH, Lawson House	1.00
5.	Data Manager	Data Analytics Manager	TWH, Lawson House	1.00
6.	Security Technician	Security Systems Technician	TWH, Lawson House	1.00

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7.	Business Support Officer	Communications Officer	TWH, Lawson House	1.00
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It is proposed that the following positions will change reporting line:

	<i>Position Title</i>	<i>Current reporting to position</i>	<i>Proposed reporting to position</i>	<i>FTE</i>
1.	Community Fire Safety Manager	Manager, Security and Fire	Senior Manager Maintenance Planning	1.00
2.	Manager, Security and Fire	Director, Engineering and Asset Management	Senior Manager, Asset Management and Maintenance systems	1.00
3.	Data Officer	Senior Manager, Asset Management and Maintenance systems	Senior Manager Maintenance Planning	1.00
4.	Security Technician	Manager, Security and Fire	Senior Manager, Maintenance Services	1.00
5.	Business Support Officer	Senior Manager, Maintenance Services	Director, Engineering and Asset Management	1.00

It is proposed that the following positions will remain unchanged:

	<i>Position Title</i>	<i>Classification</i>	<i>Location</i>	<i>FTE</i>
1.	Maintenance Manager Northern Hub	Health Manager Level 2	The Wollongong Hospital	1.00
2.	Maintenance Manager Central Hub	Health Manager Level 2	Port Kembla Hospital	1.00
3.	Maintenance Manager Southern Hub	Health Manager Level 2	Shoalhaven District Memorial Hospital	1.00
4.	Trade – Electrical	Electrical Level 3 & 4 Senior Electronics Technician	Various	14.00
5.	Trade – Fitter/Motor Mechanic	Fitter/Motor Mechanic Level 3 & 4	Various	4.00

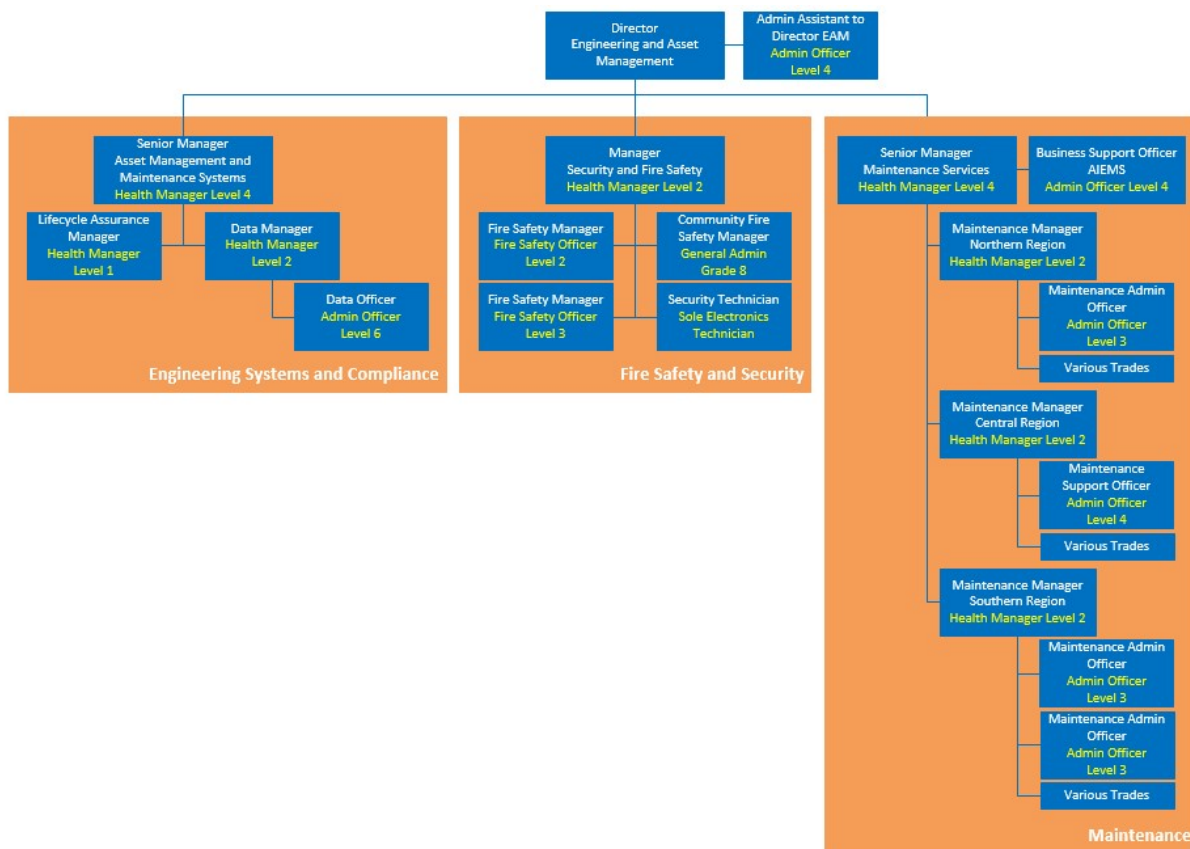
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	<i>Position Title</i>	<i>Classification</i>	<i>Location</i>	<i>FTE</i>
6.	Trade – Carpenter	Carpenter Level 4	Various	4.00
7.	Trade – Painter	Painter Level 3 & 4	Various	4.00
8.	Trade – Plumber	Plumber Level 3 & 4	Various	4.00
9.	Trade – Gardener	Gardener with and without Certificate	Various	4.00
10.	Administrative Assistant to Director EAM	Admin Off Level 4	TWH, Lawson House	1.00
11.	Lifecycle Assurance Manager	Health Manager Level 1	TWH, Lawson House	1.00

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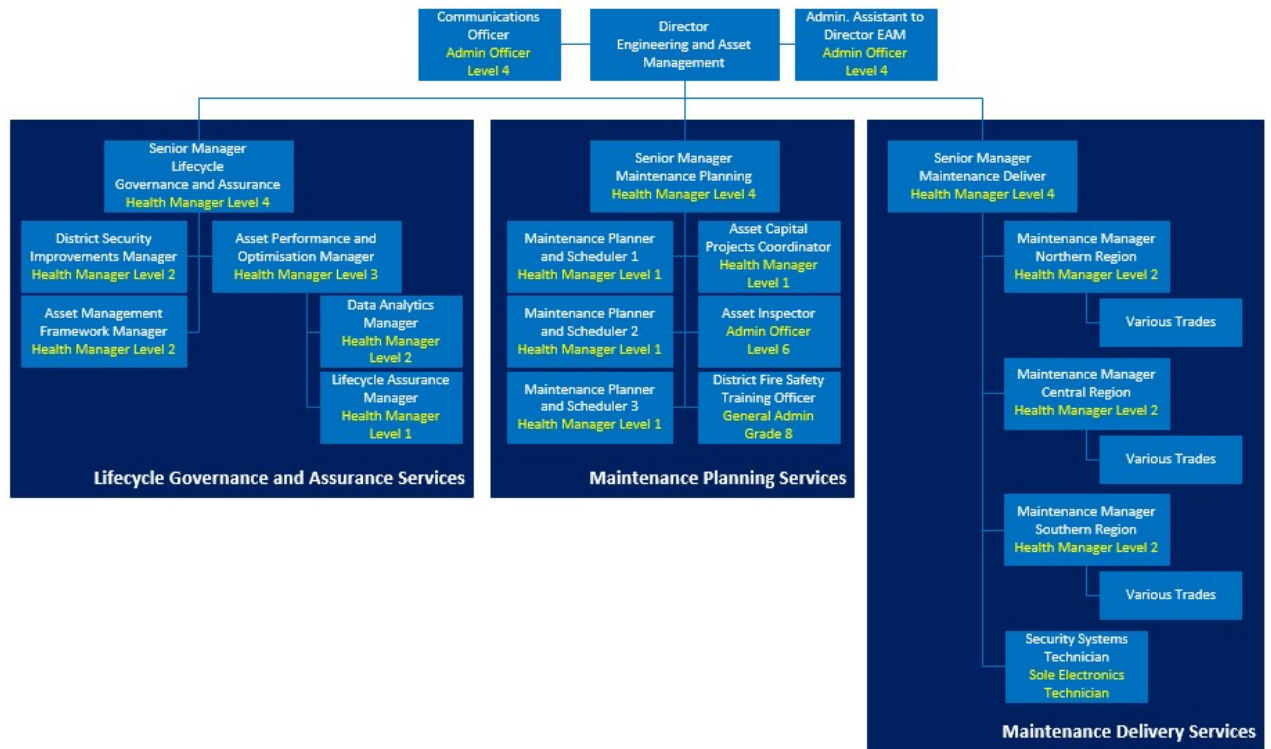
4. Current and proposed organisational charts

4.1. Current Structure



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4.2. Proposed Structure



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6. Timetable for implementation

A meeting will be held to advise the affected employees of the proposed changes and a consultation period will be confirmed. On the same day of meeting with the effected employees, ISLHD will send letter to the Health Service Union advising them of this restructure.

	<i>Action</i>	<i>Date</i>	<i>Responsibility</i>
1.	Affected staff advised individually	04/07/2022	Zac Ribicic Kathryn Farr
2.	Team meeting held to advise of restructuring plan and consultation process	04/07/2022	Zac Ribicic Kathryn Farr
3.	Union advised of restructuring proposal for consultation with members	04/07/2022	Kathryn Farr Ricky Bertakis
4.	Meeting with union and staff (if required)	15/07/2022	Zac Ribicic Kathryn Farr
5.	Consultation period closes	15/07/2022	Zac Ribicic Kathryn Farr
6.	New structure finalised and approved taking account of feedback	22/07/2022	Zac Ribicic
7.	Team meeting held to advise of final structure and next steps	29/07/2022	Zac Ribicic Kathryn Farr
8.	Affected staff advised in writing formally	12/08/2022	Zac Ribicic Kathryn Farr
9.	Re-grading applications submitted	12/08/2022	Zac Ribicic
10.	Vacant positions advertised for recruitment, case management of affected staff commences	26/08/2022	Zac Ribicic Kathryn Farr
11.	Appointment to vacant positions confirmed	September 2022	Zac Ribicic Kathryn Farr
12.	Excess staff managed in accordance with the <i>Managing Excess Staff of the NSW Health Service PD2012_021</i>	September 2022	Zac Ribicic Kathryn Farr

6.1 The availability of counselling and vocational assessment services for staff

The affected employees will be provided with support by the Workforce Support Manager during the restructure process, and will be provided with contact details for the Employee Assistance Program.

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6.2 Estimated number of staff likely to be redeployed and the number of voluntary redundancy packages that may be offered

Staff will be supported to be redeployed within the new structure or elsewhere within the District. VRs will be offered where staff are declared excess.