

# District Finance Restructure Plan Proposal for Consultation

Ref: DT24/59990

## 1. Reason for the restructure

Illawarra Shoalhaven Local Health District (the District) is currently undertaking an organisational redesign to improve accountability frameworks and implement a design that is fit for the future of health service delivery.

The first phase in the organisational redesign for the Finance Directorate was to create a sole Director role reporting to the Executive Director Finance and Corporate Services (EDFCS), being Director Finance and Budget (DFB).

The newly created DFB position is now responsible for the financial accounting (Financial Operations) and management accounting (Financial Planning and Analysis) functions of the District. The DFB will bring together the financial accounting and management accounting functions to promote workflow efficiencies, enhance synergies within Finance and provide more value-add analysis and strategic advisory services and advice to Finance's stakeholders.

In 2020 the Financial Operations team underwent a significant restructure to align the team's structure to meet the strategic requirements of the District and the needs of its internal and external stakeholders.

Some of the key drivers for the restructure in 2020 included the technological advancements in the accounting industry, the need to move away from roles that were very task specific and the need for continuous improvement of processes and systems including the implementation of the Ministry of Health's (the Ministry) Cash Transformation Program.

While there have been improvements since the restructure in the areas of automating processes (led by the Ministry's Cash Transformation Program) and improving stakeholder relationships through improved analysis, advice and support, there are further improvements and enhancements to make in the Financial Operations team.

The current structure of Financial Operations makes it difficult to maintain coverage during periods of planned and unplanned leave, especially in those positions which are very siloed and have no backup plan in place. The current structure does not have an organic succession plan or career development and opportunities in place.

The following changes are proposed for the Finance team.

Due to reduced core tasks and responsibilities with the majority now being centrally undertaken at the Ministry and HealthShare, the following roles will be deleted:

- Taxation Accountant (HSM2)
- Accounting Officer x 1 (AO6)

Due to the increased focus and necessity for strategic outcomes and improved processes with regards to revenue, the following changes will be made:

- Deletion of the Revenue Officer (AO5)
- Creation of a Revenue Improvement Officer (HSM1)

The following change to scope of role and responsibilities are proposed for:

- Senior Financial Accountant, with a revised title being Statutory Reporting and Compliance Accountant. This position will also be reduced from 1.0 FTE to 0.74 FTE.

The revised Statutory Reporting and Compliance Accountant will still report to the Manager Financial Operations. This role will be responsible for the preparation of the annual financial statements, managing the audit process and co-ordination of all associated tasks throughout the year. This role will also be responsible for the review and implementation of accounting standards, financial policies and procedures and ensuring compliance within the Finance function.

Within the financial accounting function, the following new role and changes are proposed:

- Creation of new position Financial Accounting Team Leader (HSM3)
- Change in reporting lines for the Financial Accountants and the VMO RoPP Accountant who will now report to the newly created position Financial Accounting Team Leader

The newly created position will be a senior position within the Finance team and will take a leading role in defining strategic direction and business goals while managing three accounting staff. This role is responsible for the month end closing, GL integrity and a very important role with regards to providing strategic advice and support to finance stakeholders.

The three financial accounting staff reporting through to this role will operate and collaborate together across all areas within financial accounting, and with cross functional training will allow for support to the team during peak times and planned and unplanned leave.

There are no proposed changes to the management accounting function.

## **2. Current and proposed organisational charts**

Attached – DT24/60004

## **3. Proposed draft position descriptions**

Attached.

## **4. Affected Staff**

All positions are located at 67-71 King St Warrawong, NSW 2502.

It is proposed that the following positions will be deleted from the structure:

	<b>Position Title</b>	<b>Classification</b>	<b>FTE</b>
1.	Taxation Accountant	HSM 2	1.0
3.	Revenue Officer	AO5	1.0
<b>Total</b>			<b>2.0</b>

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

	<b>Position Title</b>	<b>Classification</b>	<b>FTE</b>
1.	Financial Accounting Team Leader	HSM 3	1.0
2.	Revenue Improvement Officer	HSM 1	1.0
<b>Total</b>			<b>2.0</b>

It is proposed that the FTE allocated to the following position will be reduced:

	<b>Position Title</b>	<b>Classification</b>	<b>FTE</b>
1.	Accounting Officer	AO6	1.0

It is proposed that the following position will have a revised position description, change in position title and reduction in FTE.

	<b>Position Title</b>	<b>Classification</b>	<b>FTE</b>
1.	Statutory Reporting and Compliance Accountant	HSM 3	0.26

Overall there is a reduction of 1.26 FTE which constitutes deletion of these FTE, all of which are currently filled.

It is proposed that the following positions will change reporting line:

	<b>Position Title</b>	<b>Proposed manager</b>	<b>Classification</b>	<b>FTE</b>
1.	VMO RoPP Accountant	Financial Accounting Supervisor	HSM1	1.0
2.	Financial Accountant – Assets and Leasing	Financial Accounting Supervisor	HSM1	1.0
3.	Financial Accountant	Financial Accounting Supervisor	HSM1	1.0

The following positions are not affected in the proposed restructure:

	<b>Position Title</b>	<b>Classification</b>	<b>FTE</b>
1.	Executive Assistant to DF&B	HSM1	1.0
2.	Manager Financial Operations	HSM4	1.0
3.	Financial Operations Co-ordinator	HSM2	1.0
4.	NGO Grants Co-ordinator	HSM2	1.0
5.	Management Accountant	HSM3	1.0
6.	Assistant Management Accountant	HSM2	1.0
7.	Finance Manager District & Corporate	HSM4	1.0
8.	Senior Accountant	HSM3	1.0
9.	Accountant	HSM2	2.0
10.	Clinical Costing Accountant	HSM3	1.0
11.	ABF Analyst	HSM1	2.0
12.	Revenue Manager	HSM2	1.0
13.	Graduate Accountant	HSM1	1.0
14.	Wollongong Hospital PLOs	Various	3.5
<b>TOTAL</b>			<b>18.5</b>

The following positions will change position title:

<b>Current</b>	<b>Proposed</b>
Manager Financial Operations	Manager Financial Accounting
VMO RoPP Accountant	VMO RoPP Business Partner
Financial Accountant – Assets & Leasing	Financial Accountant
Financial Operations Co-ordinator	Financial Transactions Co-ordinator
Revenue Manager	Strategic Revenue Manager

## 5. Consultation

The Health Services Union (HSU) will be advised in writing of the proposed consultation and invited to provide feedback on behalf of their members. Affected staff will be advised of their status individually prior to the Finance team being advised of the proposed restructure at a team meeting immediately following. A consultation period will be open for 2 weeks and will include weekly feedback meetings with staff and their representatives and individual meetings with Workforce Support representatives (if requested). Additional meetings may be requested if necessary.

<b>Step</b>	<b>Action</b>	<b>Date</b>
1.	Affected staff advised individually of proposed changes/restructure plan	25 June 2024
2.	Team meeting held to advise of restructuring plan and consultation process	25 June 2024
3.	Unions formally advised of restructure plan for consultation with members	25 June 2024
4.	Restructure Plan and proposed PDs provided to staff for consultation feedback	25 June 2024
5.	Consultation team meetings	25 June – 8 July 2024

6.	Individual meetings with Workforce Support	As requested
7.	Consultation period closes (2 weeks)	8 July 2024
8.	New structure finalised taking account of feedback.	12 July 2024
9.	Meetings held with affected staff to advise of final structure and next steps	15 July 2024
10.	Affected staff advised formally in writing	15 July 2024
11.	Communication to staff of feedback, final structure and next steps	15 July 2024
12.	New position descriptions graded and established	From 25 June – 8 July 2024
13.	Vacant position advertised as required (two weeks)	22 July 2024
14.	Recruitment Process (four weeks)	From 5 August – 2 September 2024
15.	Final Directorate Organisation Chart with named colleagues in roles issued to the Team	2 September 2024
16.	Excess staff managed in accordance with the Managing Excess Staff of the NSW Health Service PD2012_021	9 September 2024
17.	Proposed effective date	9 September 2024

**6. Estimated number of staff likely to be redeployed and the number of voluntary redundancy packages that will be offered.**

Staff will be supported to be redeployed within the new structure, elsewhere within the District or elsewhere within NSW Health or the NSW public sector as part of the Workforce Mobility Placement Policy. Voluntary redundancies will only be offered where staff are declared excess.

**7. Possible effects on EEO groups**

Nil

**8. Counselling and vocational assessment services for staff**

All staff will be advised of the availability of counselling and vocational assistance services via the Employee Assistance Program with Converge.