

Proposed Restructure Plan

Finance and Corporate Services

Department/service

January/February 2026

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1. Introduction

This restructure plan outlines proposed changes within the Finance and Corporate Services Directorate to improve efficiency and align resources with budgetary targets. The plan recommends the deletion of two positions following a review of service delivery and operational requirements.

2. Purpose

The purpose of this restructure plan is to describe the in-principal changes proposed for the Finance and Corporate Services Directorate, pending robust consultation and feedback from impacted staff across the district.

The scope of this restructure plan covers the Procurement & Supply Chain and Finance & Budget services currently aligned under the Executive Director Finance and Corporate Services (EDFCS).

3. Service

3.1 Current State – Service Profile

Procurement & Supply Chain:

The Procurement Unit currently consists of one Director Procurement and Supply Chain (HM5) with 5 direct reports and 18 staff in total and are responsible for strategic procurement, supply chain, and governance.

The team is as follows:

- Senior Manager Sustainable Procurement (HM4)
- Senior Manager, Supply Chain (HM4)
- Clinical Products Manager (NM3)
- Inventory and Logistics Coordinator (HM2)
- Procurement Business Partner (District Services) (HM2)
- Procurement Business Partner (TWH) (HM2)
- Procurement Business Partner (SHH) (HM2)
- Procurement Business Partner (SDMH) (HM2)
- Senior Manager, Strategic Procurement (HM4)
- Smartchain Change Lead (HM3)
- Procurement and Supply Chain Coordinator (A06)
- Manager, Policy and Compliance (HM3)
- Procurement Governance Coordinator (HM2)
- Strategic Manager Procurement (HM3) X 3
- Procurement Data Analyst (HM2)

Finance & Budget:

The Finance and Budget team are led by Director, Finance and Budget (DFB) and consists of 23 staff including 7 direct reports who are responsible for financial accounting, management accounting, revenue, transactions, NGOs, and costing.

The team is as follows:

- Executive Assistant to DFB (HSM1)
- **District Services Business Partners**
- Finance Manager - District and Corporate (HSM4)
- Finance Business Partners x 3 (HSM2)
- **Costing Unit**
- Clinical Costing Accountant (HSM3)
- Activity Based Funding Analyst x 2 (HSM1)

- Management Accounting**
- Management Accountant (Systems) (HSM3)
- Management Accountant (HSM2)
- Patient Revenue and Customer**
- Strategic Revenue Manager (HSM2)
- ISLHD Revenue Improvement Officer (HSM1)
- Non-Government Grants**
- NGO Grants Coordinator (HSM2)
- Financial Accounting**
- Manager Financial Accounting (HSM4)
- Statutory Reporting and Compliance Accountant (HSM3)
- Financial Accounting Team Leader (HSM3)
- Financial Accountant x 2 (HSM1)
- VMO RoPP Business Partner (HSM1)
- Financial Accountant Outsourced Surgery (HSM1)
- Financial Accounting Transactional**
- Financial Transactions Coordinator (HSM2)
- Accounting Officer x 2 (AO6)

3.2 Reason for the Restructure

Following a review of service delivery and operational requirements within the Finance and Corporate Services Department, undertaken in response to district-wide budgetary and efficiency targets, a number of structural and operational inefficiencies were identified. These include duplication of work, inefficient use and misalignment of resources, and a misalignment of the current support structure with contemporary service delivery needs.

In light of ongoing budget constraints and mandated efficiency targets, the Department is required to reduce the number of HSM positions. As part of this process, two roles have been identified for restructure based on changes in operational requirements and organisational alignment.

The Senior Manager Sustainable Procurement role has been identified as no longer required in its current form. A review of responsibilities indicates duplication with functions now embedded at the state level, resulting in reduced local autonomy and limited scope for district-specific decision-making. Sustainability frameworks, policies, and reporting requirements are increasingly governed centrally, diminishing the need for a dedicated senior management role at the district level. As a result, the continuation of this role does not represent an efficient or effective use of resources.

The Executive Assistant to the Director Finance and Business (DFB) role has also been reviewed. The assessment found that the duties associated with this position can be effectively absorbed by the existing administrative and support team without adverse impact on service delivery.

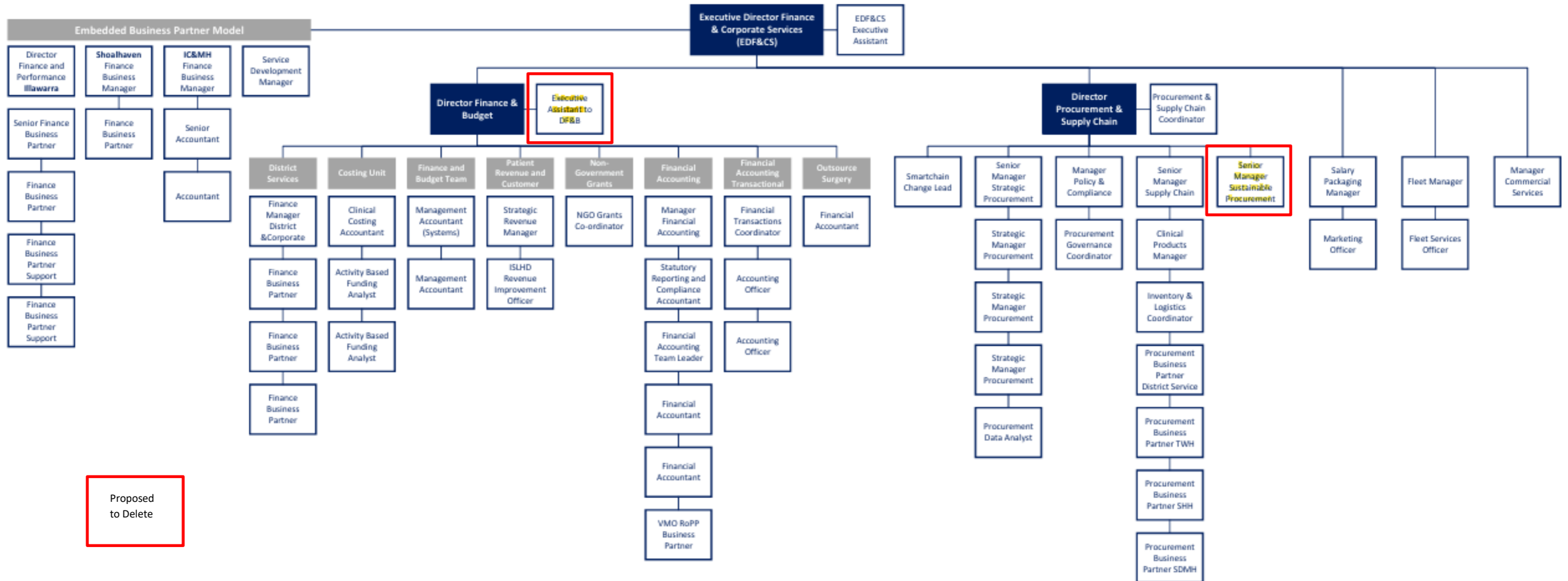
The proposed restructure aims to address identified inefficiencies, ensure alignment with organisational priorities, and achieve required budgetary savings while maintaining service quality and operational effectiveness.

The table below outlines the proposed changes to the Finance and Corporate Services structure, the rationale for the changes, and benefits/impacts on services.

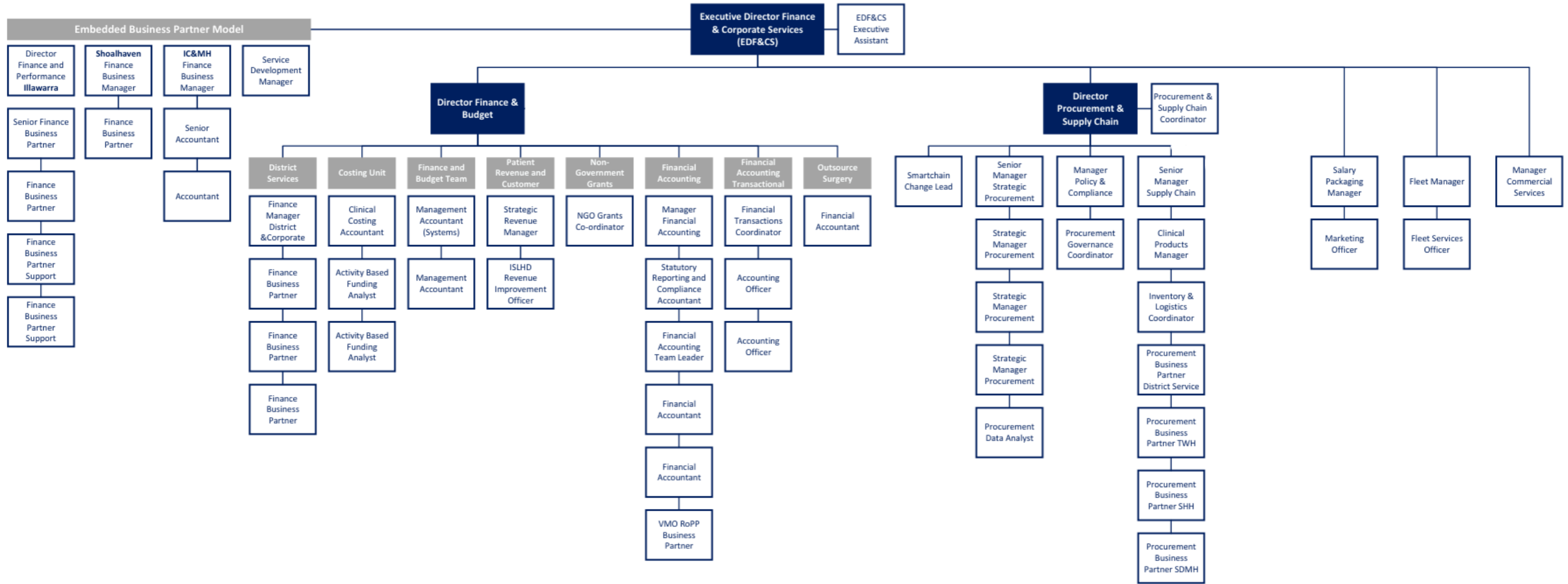
Function/Stream/ Role	Proposed Changes	Rationale for Changes & Benefits/Impacts on Services
Procurement & Supply Chain:	<ul style="list-style-type: none"> • Deletion of Senior Manager Sustainable Procurement Position (HSM4) 	<ul style="list-style-type: none"> • The Senior Manager Sustainable Procurement (HSM4) role currently focuses on leadership and management of a district sustainable procurement strategy, as well as strategic procurement tasks. • Sustainability outcomes are now embedded in state-level procurement processes (e.g., HealthShare NSW, Whole of Health contracts), reducing the need for local strategic oversight.

Function/Stream/ Role	Proposed Changes	Rationale for Changes & Benefits/Impacts on Services
		<ul style="list-style-type: none"> Local autonomy for sustainable procurement has diminished, shifting the role from strategic to more tactical and consultative. ISLHD's Net Zero and Sustainability strategies are managed within the Strategy, Risk, Planning & Performance Directorate, with input provided through existing forums. ISLHD does not have a defined sustainable procurement strategy, limiting the scope for a dedicated senior manager role. The role overlaps with Senior Manager Strategic Procurement (HSM4) and Manager Strategic Procurement (HSM3), resulting in duplication and minimal unique deliverables. <p>Impact/Benefit on services</p> <ul style="list-style-type: none"> Eliminates duplication of duties across procurement leadership roles, improving efficiency. Aligns resources with actual needs, given reduced local autonomy and absence of a standalone sustainable procurement strategy. Streamlines governance by consolidating sustainability input within existing strategic forums. Supports cost-effectiveness by removing a role with limited unique deliverables, freeing resources for priority initiatives. Workload will be redistributed to Director Procurement, Senior Manager Strategic Procurement and Strategic Procurement Managers and reprioritisation of deliverables will be undertaken. This will not necessitate further PD reviews, as the redistribution is equitable and aligns with existing PD responsibilities.
Finance & Budget:	<ul style="list-style-type: none"> Deletion of Executive Assistant Position (HSM1) reporting to DFB 	<ul style="list-style-type: none"> Executive Assistant role currently provides administrative support to the DFB and their team, including tasks related to HealthRoster, recruitment, WHS, and document maintenance. Most responsibilities of this role (e.g., recruitment and document maintenance) can be absorbed by the existing finance team without significant disruption. Other responsibilities can be absorbed by the EA to EDFCS given the existing alignment to the PD. <p>Impact/Benefit on Services</p> <ul style="list-style-type: none"> Enhances resource efficiency by redistributing tasks within the finance team, reducing duplication. Maintains service continuity as essential administrative tasks can be absorbed without compromising operational effectiveness. Supports cost savings by removing a standalone role that provides non-unique functions. Promotes streamlined communication through centralised support provided by the Executive Assistant to the EDFCS. <p>Workload to be absorbed by all Finance team members (Recruitment and HR matters), the Director F&S (diary/calendar management) and the Executive Assistant to the EDFCS (Healthroster support, document management, meeting coordination and stock ordering. This aligns with existing PD responsibilities.</p>

3.3 Organisational Structure – Current State



3.4 Organisational Structure – Proposed Future State



3.5 Impacted Staff

It is proposed that the following positions will be deleted as part of the restructure pending consultation feedback

	Current Position Title	Current Classification	Reporting to	FTE
1.	Senior Manager Sustainable Procurement	HM4	Director, Procurement and Supply Chain	1.0
2.	Executive Assistant	HM1	Director Finance and Budget	1.0

3.6 Current Position Descriptions (PD)

- Senior Manager Sustainable Procurement
- Executive Assistant

3.7 Timetable for Implementation

Action	Date
Validation of scope	15/01/2026
In principle approval of implementation plan	16/01/2026
Impacted staff advised	29/01/2026
All communication email issued; will include a copy of the Restructure Plan and new Position Descriptions.	29/01/2026
HSU advised of restructuring proposal for consultation with members.	29/01/2026
Meeting with Union and staff (if required).	29/01/2026 – 12/02/2026
Consultation period closes – 2 weeks.	12/02/2026
Feedback reviewed (protracted due to staff leave)	13/02/2026 – 3/03/2026
New structure finalised taking account of feedback – approved by Executive Director.	Week commencing 03/03/2026
Team meetings held to advise/inform: <ul style="list-style-type: none"> • Overview of feedback received and reviewed during consultation period. • Outcome. • Next steps. 	Week commencing 03/03/2026
Individual 1:1s held with affected permanent staff – letter provided, and options discussed	From 03/03/2026
Excess staff managed in accordance with the <i>Managing Excess Staff of the NSW Health Service</i> and in accordance with the NSW Government Workforce Mobility Placement Policy.	Week commencing 09/03/2026
Final organisational charts operational.	30/06/2026

3.8 Consultation with Industrial Organisations

The Health Services Union (HSU) will be notified of the proposal and provided with the Restructure Consultation Paper, as well as an opportunity to comment on the proposal.

3.9 Information Sessions for Staff

This Restructure Consultation paper and the draft position descriptions will be released for consultation for two weeks. Staff that would be significantly impacted by the proposals set out in this document have been contacted individually and advised of the proposed changes. The Executive Director, Finance and Corporate Services will consider feedback from all staff members. Written feedback should be provided to Kathryn Farr, Senior Human Resource Business Partner via email kathryn.farr@health.nsw.gov.au.

3.10 Possible Effects on EEO Groups

Nil

3.11 Counselling and Vocational Assessment Services for Staff

The affected employees will be provided with support by the Senior Human Resource Business Partner during the restructure process.

Staff are reminded of the availability of the [Employee Assistance Program](#) that can be accessed by phone on 1300 687 327. The number is answered 24 hours per day, seven days per week and facilitates enquiries and booking requests.

3.12 Estimated Staff Redeployment

The affected employees will be supported to be redeployed elsewhere either within the District or NSW Health or the NSW public sector as part of the Workforce Mobility Program.