

# P&C Restructure

Consultation Pack

January 2026



## Acknowledgement of Country

**Artwork:**

**Ngurang Dali Mana Burudi — a place to get better**

The map was created by our Aboriginal Health staff telling the story of a cultural pathway for our community to gain better access to healthcare.

Artwork by Aboriginal artist Lee Hampton utilising our story.



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# Introduction

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As Executive Director, People & Culture (P&C), I am committed to ensuring our teams are structured to provide strong professional leadership, clear governance and high quality support to our services.

The P&C Directorate has continued to expand in scope and complexity, driven by increasing work health and safety legislative requirements, workforce operational demands, and the growing need for specialist expertise across People Operations, Injury Management, Wellbeing, Work Health & Safety and Security.

This consultation pack outlines a proposal to:

- establish new leadership roles,
- realign several specialist functions under subject matter expert leadership, and
- update titles for some positions.

We are now entering a formal consultation period. No final decisions have been made. All P&C staff are encouraged to review the information provided and share feedback.

Supporting our people through this process is a priority.

Paula Williscroft  
Executive Director, People & Culture

# About People & Culture

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The P&C Directorate provides strategic leadership and operational workforce services across SLHD.

Our portfolio includes:

- Human Resources
- Work Health and Safety
- Workers compensation and injury management
- District Security Services
- Organisational development, workforce analytics, workforce planning and cultural initiatives
- People operations, rostering, payroll and HR systems
- Leadership development, wellbeing and prevention programs
- Industrial Relations and change management
- Employee Assistance Program

This restructure aims to strengthen these core functions and ensure the right structures are in place to support our staff and the broader District.

# Background

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The current People & Culture structure has evolved over time, with specialist roles distributed across multiple reporting lines.

While this model has supported service delivery, it has also created challenges in:

- providing consistent professional supervision and development,
- maintaining subject matter expertise within specialist streams, and
- supporting clear escalation and governance pathways.

At the same time, legislative obligations, psychosocial safety requirements, and the operational complexity of people services continue to increase.

The proposed structure responds to these challenges by consolidating related functions under specialist leadership and better aligning professional capability, accountability and development.

# Case for Change

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The proposed restructure aims to:

- strengthen subject matter expertise, professional supervision and capability development
- consolidate related functions into specialist streams to ensure consistency of practice
- improve oversight of WHS, Security, Injury Management and People Operations
- streamline reporting lines to reduce operational bottlenecks
- ensure P&C is positioned to meet growing legislative, workforce and organisational demands
- provide clearer governance and escalation pathways for staff and managers
- maintain frontline support while improving functional leadership
- aligning SLHD P&C with the People & Culture for Future Health program and anticipated statewide changes.

# Proposed Impact

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## The proposed changes include:

- establishment of new roles:
  - Director Safety & Security (HM5)
  - Director People Operations (HM5)
  - Manager, EDPC Office (HM2)
- deletion of two HM4 roles:
  - Workforce Operations Manager
  - Payroll Services Manager
- realignment of WHS Consultants, RTW Coordinators and EAP Manager/service into specialist streams for stronger supervision
- movement of existing Manager roles to report through new or existing Directors, rather than directly to the EDPC
- renaming Workforce roles to People & Culture roles to align with portfolio terminology
- Staff will remain seated with the services they support.

Permanent employees in positions proposed for deletion will be managed in accordance with PD2012\_021, the Workforce Mobility Placement Policy and relevant Awards.

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# Org Charts

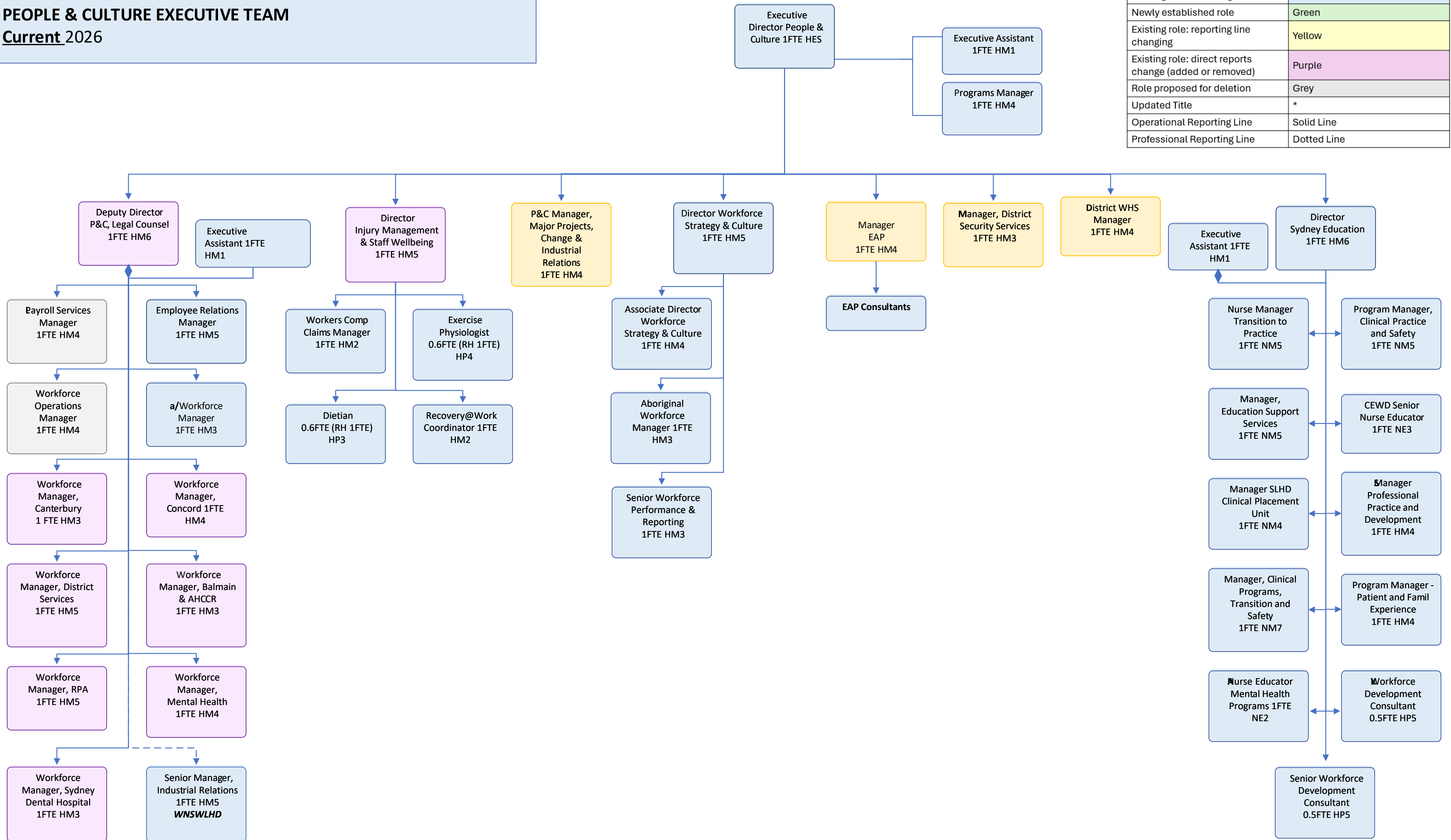
Legend	
Meaning	Colour
Existing role: no change	Blue
Newly established role	Green
Existing role: reporting line changing	Yellow
Existing role: direct reports change (added or removed)	Purple
Role proposed for deletion	Grey
Updated Title	*
Operational Reporting Line	Solid Line
Professional Reporting Line	Dotted Line

# PEOPLE & CULTURE REALIGNMENT PROJECT

## PEOPLE & CULTURE EXECUTIVE TEAM

Current 2026

Legend	
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Existing role: no change	Blue
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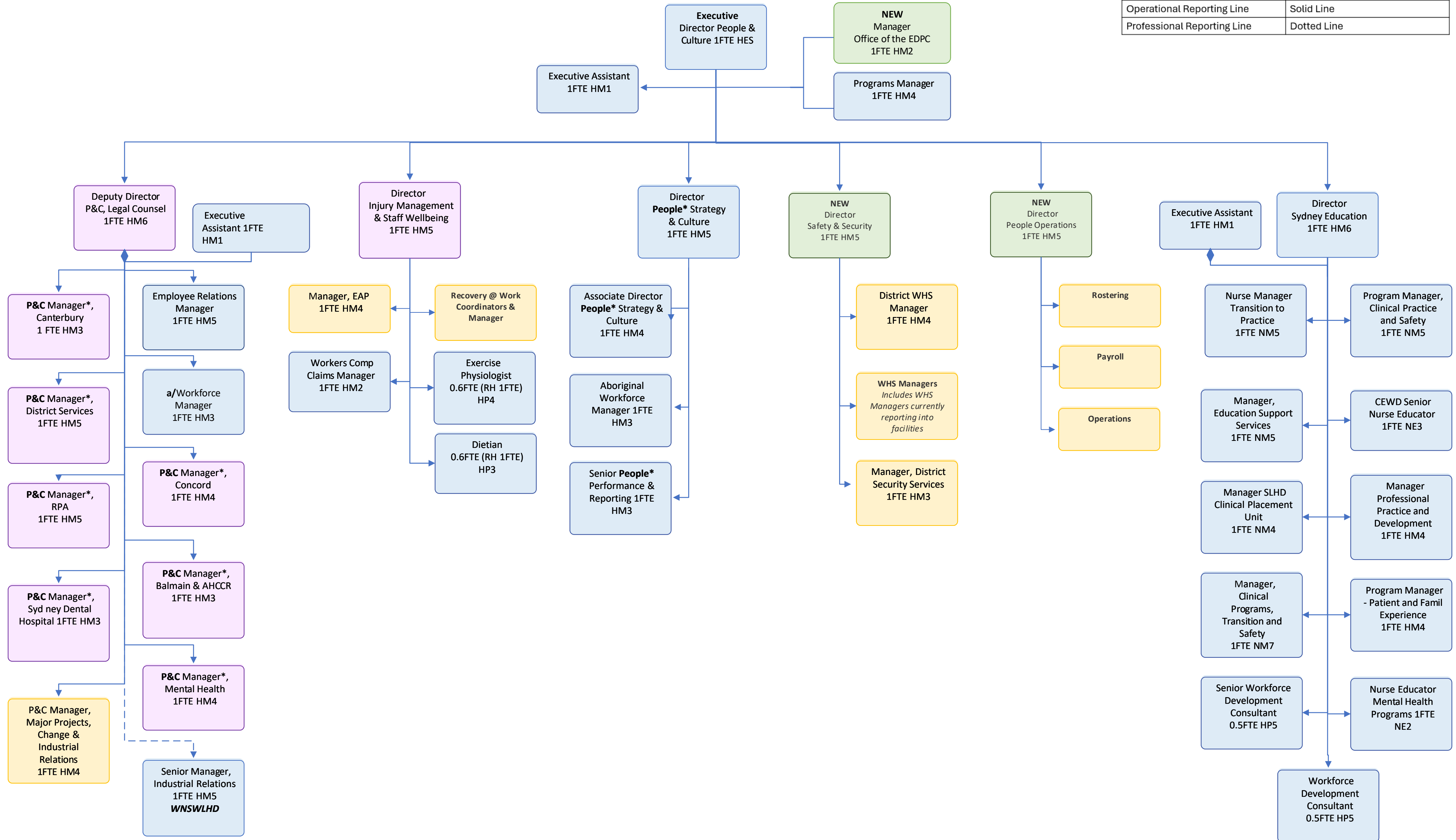


# PEOPLE & CULTURE REALIGNMENT PROJECT

## PEOPLE & CULTURE EXECUTIVE TEAM

### Proposed 2026

Meaning	Colour
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# Summary of Structural Changes

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## New Positions

- Director Safety & Security (1 FTE HM5)
- Director People Operations (1 FTE HM5)
- Manager, EDPC Office (1 FTE HM2)

## Realignments

- WHS Managers to report to the new Director Safety & Security
- Return to Work Coordinators & Manager to report to the Director Injury Management & Staff Wellbeing
- Employee Assistance Program (EAP Manager) to report to the Director Injury Management & Staff Wellbeing
- People Operations, Rostering, Payroll to report to the newly established Director People Operations
- P&C Manager, Major Projects, Change & Industrial Relations to report to the Deputy Director P&C

## Renaming

- Workforce Managers to be renamed to People & Culture Managers
- Workforce Strategy & Culture to be renamed to People, Strategy & Culture

## Proposed Deletions:

- Workforce Operations Manager (1 FTE HM4)
- Payroll Services Manager (1 FTE HM4)

# Consultation Plan

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The consultation period is now open. All employees and unions are invited to provide feedback on the proposal.

SLHD is committed to genuine and meaningful consultation and will engage with:

- individual meetings with impacted staff
- team meetings
- engagement with the HSU

Consultation will be undertaken in accordance with:

- Managing Excess Staff of the NSW Health Service (PD2012\_021)
- Industrial Consultative Arrangements (PD2024\_001)
- NSW Government Workforce Mobility Placement and Employee Transition Policy
- applicable NSW Health Awards

Staff are now encouraged to review this Consultation Pack and submit feedback during the consultation period.

# Employee Assistance Program

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All employees can access confidential support through the Employee Assistance Program (EAP), including counselling and wellbeing services.

To arrange an appointment:

- Online: <https://clientportal.zandahealth.com/clientportal/slhdeap>
- Email: [slhd-eap@health.nsw.gov.au](mailto:slhd-eap@health.nsw.gov.au)

Phone:

- Balmain: 9395 2073
- Canterbury: 9562 5694
- Concord RGH: 9767 7053
- RPAH: 9515 9680
- Sydney Dental: 9515 9684

# How to Give Feedback

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You are encouraged to provide feedback, ask questions or raise concerns during the consultation period.

Feedback can be submitted in writing to Paula Williscroft at [paula.williscroft@health.nsw.gov.au](mailto:paula.williscroft@health.nsw.gov.au)

Feedback closes at **5:00 pm** on **Friday, 30 January 2026**.

All feedback will be considered before finalising the proposal.

# Thank You & Next Steps

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Thank you for taking the time to review this proposal.

Next steps:

- consultation open for three weeks
- staff and unions invited to submit feedback
- feedback reviewed and may result in adjustments
- final proposal considered by the Chief Executive
- staff advised of the outcome and next steps, including redeployment processes where applicable



# Sydney Local Health District