



Australia's National Science Agency

CBIS

Wave 3: Consultation

Fiona Rothwell | 14 November 2024

ES Reform – Objectives and Principles

Objectives

Research: Clarity about our research priorities, how we are performing and how we continuously shape our portfolio

Enterprise services: Ensuring ES supports CSIRO’s mandate sustainably and effectively

Infrastructure: Safe, sustainable and fit-for-purpose facilities and science infrastructure.

Principles

Consistent with strategic focus areas – effective portfolio, **sustainable enterprise services and affordable national infrastructure.**

Simplification. Focussed on core services agreed with science unit stakeholders including Business Unit Leadership Forum.

Clear understanding of workload imposed on Research Units managed by integrated consultative approach and use of phasing.

Increase spans of control and reduce top-heavy management structures.

Achieve financial sustainability based on our 2025-26 forecasts and budget.

Enterprise Services Units will be impacted differently as strategic choices will be made on reductions in costs, services and people.

Simple everyday descriptions of services and jobs will be used.

Leaders will have carriage of the change process with close support from the Enterprise Services Reform Team.

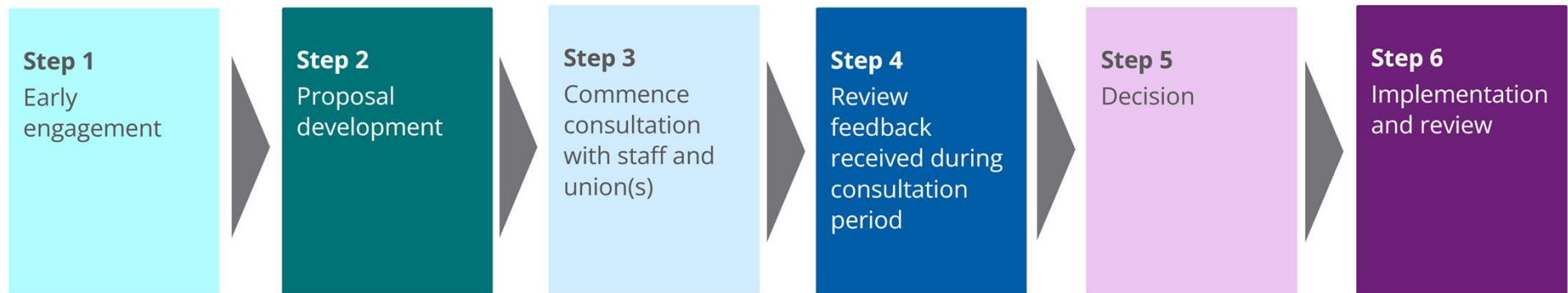
Move at pace to minimise disruption and reduce the cost of change while honouring consultation obligations.

Discipline. Functions of the current Enterprise Services Units are not to be re-created in Research Units.

Where are we ?



Major change consultation process



Key Proposed Changes - Overview

CBIS will continue to deliver partner and enabling services in support of research and enterprise units with scaled core statutory and compliance services to a standard level.

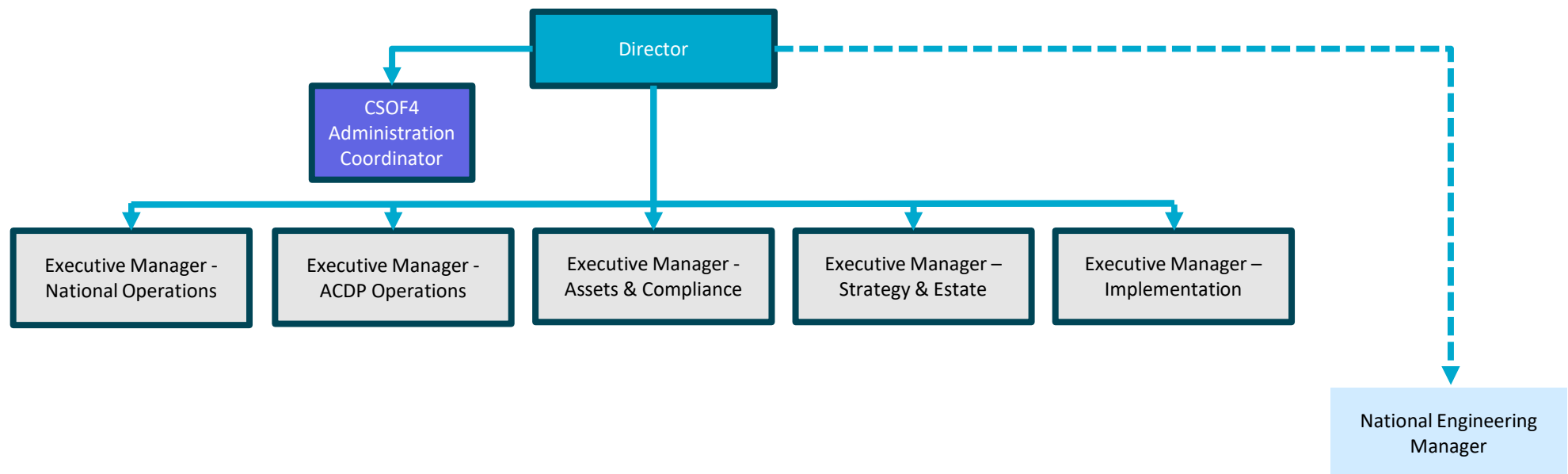
CBIS scope of services will be refined and delivered to reflect the new operating model which incorporates the new headcount and budget and will focus on compliance and maintenance of our facilities to building legislation and associated codes and regulations.

Key Proposed Changes - Operational

Item	Details / Risks
CBIS Scope of Services	Refined to ensure our remit is to manage the compliance and statutory maintenance of our facilities and sites, strict boundaries, roles and responsibilities. No new facilities unless additional funding is provided for WOL. Site SLAs will address individual aspects of service delivery, e.g. around alarms where in some cases the RU may need to make their own arrangements.
Basic Stores and Reception Services	May have to close in the event of staff absences. Some receptions will close entirely (Kintore, Floreat, Apsendale, Darwin, Eveleigh). Stores at all sites, including ACDP, will be run on a full cost recovery basis.
Operational (regulatory) compliance.	Facilities which require OGTR or other regulatory approval to operate will have a funding gap which will need to be funded by RUs. This will particularly impact ACDP. If CBIS is required to fund the Operational Compliance at that site, we will have to defund other sites (which may need to close) or be overspent.
RUs will be responsible for servicing their equipment	Where CBIS is currently providing resources to do this, we will transfer headcount as agreed or seek cost recovery. Work will be undertaken to clearly define boundaries.
In-house capital works for minor and low risk medium works only (that are budgeted).	Anything that cannot be covered by existing resources will need to be costed as part of the business case. If resources are unavailable to assist in scoping or developing a business case, resources would need to be provided by the RU to enable that. CBIS will expect whole of life funding (via an annual additional funding ask) to be added to each project so that we can meet our budgets. Without this additional opex funding, we will be overspent. CBIS does not have funding to cover this.
Maintain assets information for CBIS assets only.	Including maintenance schedules for CBIS assets only. CBIS makes SAMs available to RUs and others for storage of RU-owned pressure vessel documentation, asbestos registers etc but take no responsibility for their accuracy or updates. If a future scoping project recommends deploying SAMs organisation-wide, CBIS can manage the function with the addition of resourcing and some funding.
Continue operating Engineering Design / Fabrication	On a full cost-recovery basis and will assess this annually for ongoing viability.

CBIS Proposed Overall Structure

- Proposed is a change in structure for CBIS across all portfolios. Noting a reduction in services and resources to deliver, the changes are designed to achieve greater efficiencies.
- **The key driver is ES Reforms requirement to deliver significant savings and a 20-30% reduction in headcount.**

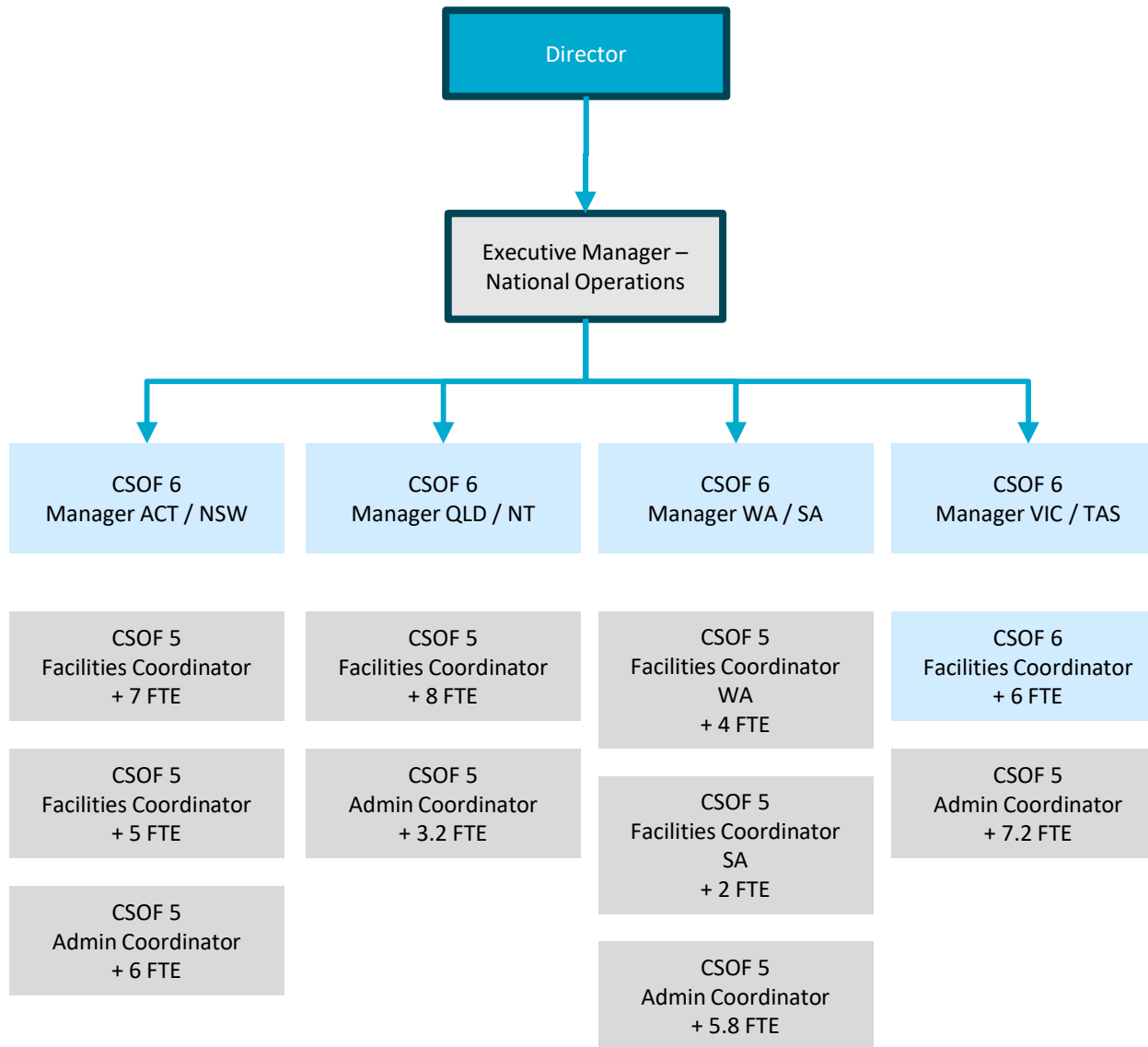


Key Proposed Changes - Structural

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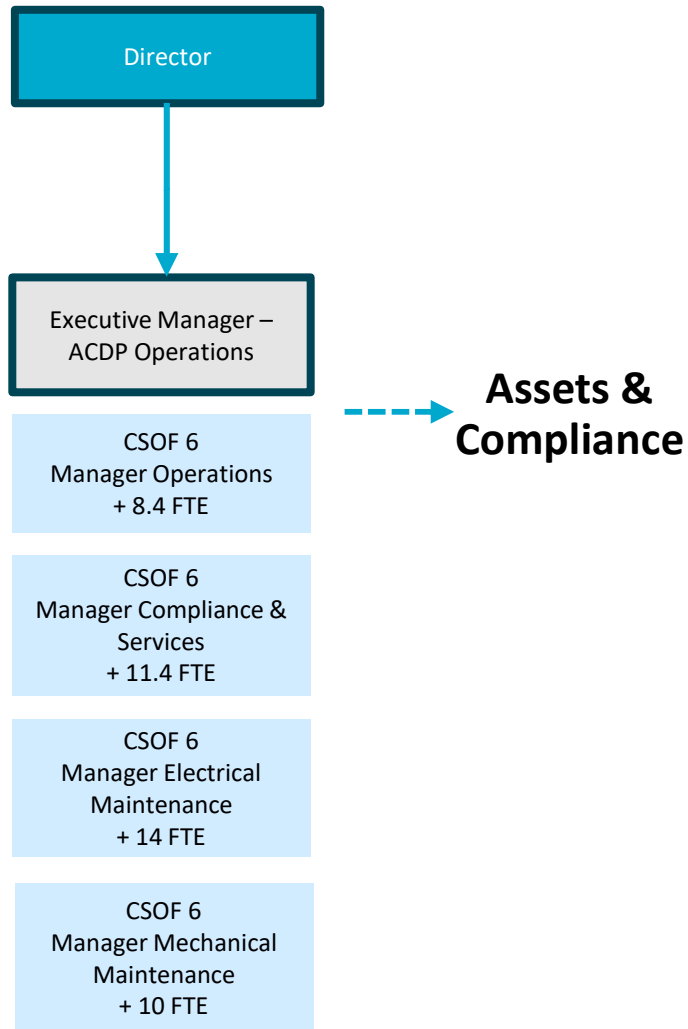
Key Change	Details
EMs reduced from 7 → 5	Includes combining Estate and Strategy Teams and exiting the EPMO from CBIS.
National Operations regions reduced from 6 → 4	Includes combining admin and facilities teams in each State, some working across states.
Engineering Team (design and fabrication services across three states) will reduce in size.	The team will operate on a full cost recovery basis. In the event efficiency and utilisation remains low, a future process may commence. The Clayton workshop will close.
ACDP Operations will reduce in size but will be aligned to KPMG Capability Report	ACDP is a high risk facility and we need to ensure that any change we make do not jeopardise our people or biocontainment. Change will take slightly longer to deliver.
Minor works teams (small / lower risk works) → Implementation	Allows us to take better advantage of the body of training and support that exists around project management.
The Implementation team will be reduced in size	Including for medium/major higher risks projects to be delivered by contract project managers funded by the project. Governance, reporting and budget control will be a core focus for the team.
Sustainability will have a reduced headcount	to reflect 'minimum viable product' delivery which will focus on being compliant with the many mandatory reporting requirements CSIRO faces around delivering net zero. Net Zero targets will be revisited and reset, with EUs requested to assist in certain aspects.

CBIS Proposed - National Ops



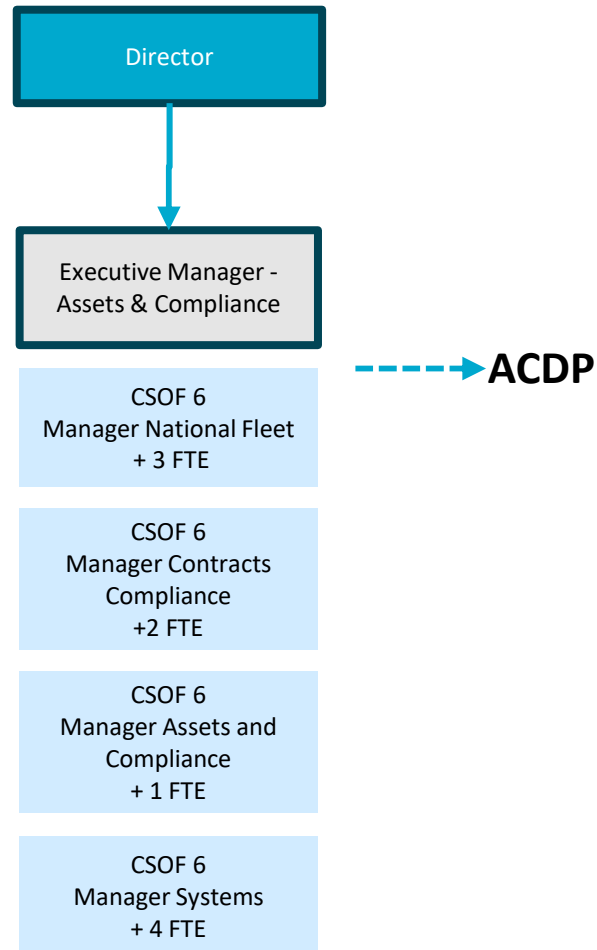
- National Operations regions reduced from 6 → 4
- Admin and facilities teams will be combined in regions, some working across states.
- Basic Stores and Reception Services - May have to close in the event of staff absences.
- Some receptions will close entirely.
- Stores at all sites, including ACDP, will continue to be run on a full cost recovery basis.
- Minor Works teams will move out of the regions and into the Implementation Team

CBIS Proposed – ACDP Operations



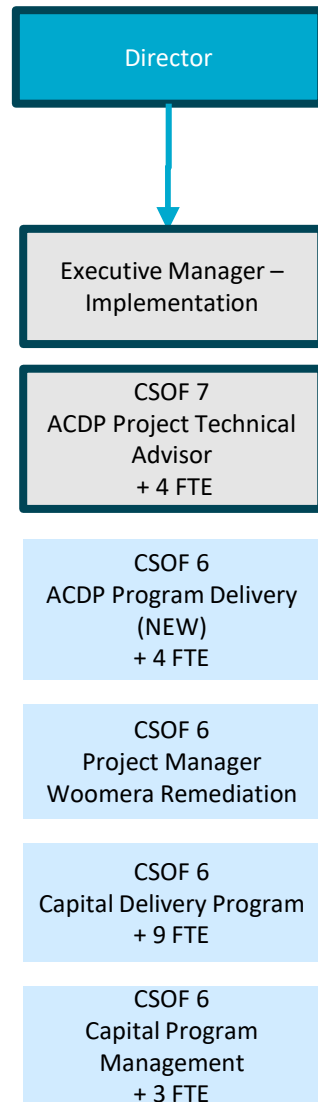
- Some staff reductions in recognition of a reallocation via the Scope of Services.
- Electrical and Mechanical disciplines will be managed as groups.
- Compliance and Services will focus on improving processes, aligned with whole of CSIRO and will work with the Assets and Compliance Team
- ACDP will take longer to deliver efficiencies:
 - High Risk
 - KPMG Capability
 - ACDP Operations Manager

CBIS Proposed – Assets & Compliance



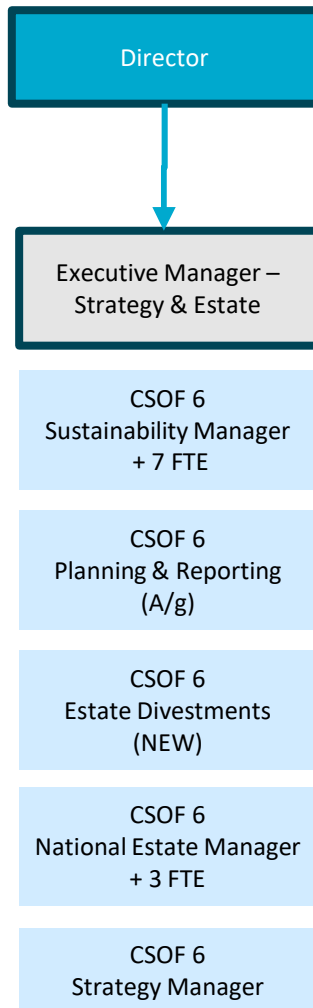
- Team will no longer manage minor works procurements or contracts; capability will move to Implementation
- With the removal of some vacant roles the team will continue to deliver support for asset compliance and facility contracts as well as manage the SAMs system
- The team will also play a role in the assignment of MPlan Capital and Opex budgets as it currently does.
- The Fleet Team will move into the Assets team to provide synergies around asset management and reporting.
- The team will work with the ACDP team around improving and aligning processes for asset management and maintenance, and procurement.

CBIS Proposed – Implementation



- Minor works will move into Implementation from National Operations.
- The permanent team will manage minor and lower risk medium works.
- Medium/major higher risks projects to be delivered by contract project managers funded by the project.
- Project Manager will report into a new position – Program management for delivery
- Governance, reporting and budget control will be a core focus for the team.
- At ACDP, there will be two teams:
 - Technical Advisory Team
 - Programme Delivery

CBIS Proposed – Strategy and Estate



- Change in line management for the Engineering Team straight into Director, CBIS there is a reduced justification for an EM dedicated to the remaining Estate Team.
- Similarly, with the realignment of the Fleet Team to the Assets and Compliance team, there is reduced justification for a dedicated EM for Strategy.
- There are synergies between the two teams who often work together on property strategy delivery and sites divestments.

How do I provide feedback?

- A consultation period has now commenced, and your feedback is invited by 5 December
- You can provide feedback to this by:
 - using the dedicated CBIS feedback form on the ES Reform Hub, consultation space [MS Forms - CBIS](#)
 - Submitting by email to the ESReform@csiro.au mailbox.



No decisions have been made.



Staff are invited to provide feedback on all aspects of the proposal.



Staff who are union members or staff association members may also provide feedback via their representatives.



Staff feedback will be considered and further information provided in December 2024.

Proposed timeline

Indicative Only	Timing
Open consultation & feedback on the proposal	From now for 3 weeks
Consultation period closes	5 December
Step 4: Consider feedback and Step 5: Decision	11 December
Confirm final decisions and commence implementation	12 December
Christmas Shutdown	25 December to 1 January 2025
Continue Implementation process	Mid-Jan – June 2025

Support

- Staff wellbeing is of paramount importance so if needed please speak to your line manager about support, including:
- Using **Employee Assistance Program (EAP)** for support or **Career Assist**
 - Phone: 1300 687 327
 - Book online: <https://portal.converge-online.com/> with the company code CSIRQOGZ
- Reach out to Mental Health Champions network [Mental Health Champions – MyCSIRO](#)
- **Before Blue** – is an evidence-based mental health coaching program, developed by BeyondBlue, that can help you manage work/life pressures. A trained and clinically supervised coach will help you work through your own individually tailored plan to enable you to self-manage your work and life pressures. To access this service phone 1300 907 814 to get started.
- Speak to a member of the **People team**, by contacting People Connect or calling 1300 427 476.
- Your union delegate if you are a member.



Thank you

