



Family &
Community
Services

Change Management Plan for the Redevelopment of Hunter Residences – Stage 1 - Stockton

JULY 2016
FINAL



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1 Background

1.1 Hunter Residences Redevelopment

The redevelopment of Hunter Residences will see the progressive transition of the residents to a total of 88 new, specialist disability accommodation and the closure of the Stockton, Kanangra and Tomaree sites. The new homes will be located in the community and will provide privacy, flexibility in daily living and opportunities for increased participation of residents in the local community. This redevelopment is being implemented under the NSW Government's commitment to redeveloping all large residential centres by 2018 under Stronger Together 2.

Under *Stronger Together 2* there will be an additional focus on developing a person centred approach that enables people with disability to be the key determiners of how their support resources are used. There is also an increased investment in a lifespan approach that will increase certainty by building long-term pathways throughout the service system. Stronger Together 2 provides that alternative accommodation models will be designed to meet the current needs of residents, with a view to also be appropriate within the overall needs of the disability service system.

1.2 Hunter Residences Redevelopment Stage 1

The Hunter Residences Redevelopment Stage 1 (HRR Stage 1) begins the redevelopment of Hunter Residences with the aim of delivering 11 new, contemporary and domestic-scale housing models.

Eight of the 11 new homes are located in Newcastle near the Stockton Centre and will be staffed by FACS employees pending transfer to a Non-Government Organisation (NGO) under the National Disability Insurance Scheme (NDIS). The remaining three homes are to be built at Port Macquarie, Woy Woy and Tamworth and will be NGO operated on completion of the construction. The table below outlines the status of construction and operators for the 11 homes.

Table 1 - Hunter Residences Redevelopment - Stage 1 – construction status and operator

Homes	Status	Operator
3	Complete (Delivered: 21 May)	FACS (LRC)
5	Under Construction/ Planned (Projected Completion Date: September 2016)	FACS (LRC)
3	Under Construction/ Planned (Projected Completion Date: September 2016)	NGO (Port Macquarie, Woy Woy and Tamworth)
TOTAL 11		

1.3 Disability Services Transfer

The Government has advised that by July 2018, it will no longer be a provider of disability or residual specialist disability supports to people with disability, families and carers. All NSW disability supports for people with disability, families and carers will be provided by NGOs.

From 16 May 2016 to 24 June 2016 an Expression of Interest (EOI) for all specialist disability services, which includes group homes, specialist supported living and in-

home support services was advertised to the market. The EOI process will allow non-government providers to give feedback about the services that interest them, their capability and capacity to deliver those services, and how they propose to deliver those services. Following the EOI, a formal procurement process will be used to select new providers. Through all of this activity, the focus will be on ensuring that FACS continues to deliver a quality service, especially for those people with complex support needs. Information about the EOI and the transfer to the NDIS is publically available on the Working Together website (www.workingtogether.facs.nsw.gov.au). The Working Together website is continually reviewed and updated as more information becomes available.

2 Scope and purpose of this Change Management Plan (CMP)

Under this redevelopment, service models and staffing requirements will shift from a large residential structure to a domestic-scale setting. The purpose and scope of this CMP is to outline strategies to support and manage staff at Stockton, Tomaree and Kanangra to implement the new specialist disability accommodation model for the Stage 1 redevelopment of 11 new homes.

2.1 Principles

The management of staff in the Hunter Residences that are affected by HRR Stage 1 is underpinned by the following principles:

- maximise opportunities for employees to apply for roles
- adherence to public sector policies, guidelines and legislation
- minimal disruption to the organisational functioning
- a fair, transparent and accountable process
- regular consultation with employees and unions
- availability of appropriate information and support to assist staff with their understanding of and transition through the organisational change processes.

3 Workforce planning needs and impact on services and functions

Contemporary Residential Options - Hunter Residences Consultation Team completed the proposed placement and preliminary client mapping for the new group homes. This process included:

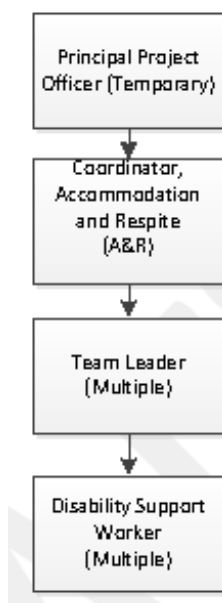
- reviewing the individual's current annual physical and health care plan/s
- consulting with families, guardians and key staff (including Residential Unit Nurse Managers and key workers).
- assessing compatibility of the individuals and known friendships

The staffing models have been determined based on this process and the placements are based on the individual client's needs, their preferences and/or the preferences expressed by their family.

3.1 Disability Support Model and staff roles for HRR Stage 1

The staff in the eight 'FACS-run' homes will be managed by the Large Residential Centre Specialist Supported Living – Statewide Services (LRCSSL) Directorate. The

Disability Support Model will shift care and support from the large residential centre to a community-based, domestic-scale setting. The following staffing model will apply:



Coordinator, Accommodation and Respite (A&R)

This is a grade 7/8 role that will lead the coordination and management of supported accommodation and respite services in up to eight (8) homes. The role ensures high quality service delivery to persons with disability in accordance with agency policies, and procedures, legislation and allocated resources. The Coordinator (A&R) is directly accountable to the Principal Project Officer LRC-SSL. The conditions of employment for this role are outlined in the *Crown Employees (Administrative and Clerical Officers – Salaries) Award 2007* and the *Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009*.

Team Leader

Responsible for the day-to-day management of a supported accommodation and/or respite unit to ensure high quality service delivery to persons with disability in accordance with agency policies and procedures, legislation and allocated resources. The Team Leader is directly accountable to the Coordinator (A&R). Team Leaders require a current driver's licence and current 'Emergency Response' or 'First Aid' certificate. They must all possess a Certificate IV in Disability and Certificate IV in Frontline Management or equivalent qualifications. The conditions of employment for this role are outlined in the *Crown Employees Ageing, Disability and Home Care – NSW Department of Family and Community Services (Community Living Award) 2015 (CLA Award)* and the *Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009*. Team Leaders spend 40% of their rostered hours on administrative tasks and 60% of their rostered hours on direct care support.

Disability Support Worker (DSW)

This role provides professional support to the daily living and changing life needs for people with disability. The role is designed to promote their independence, skill development and community engagement through a person centred approach. The DSW is directly accountable to a Team Leader. DSW's require a current driver's

licence and current 'Emergency Response' or 'First Aid' certificate. The conditions of employment for this role are outlined in the *Crown Employees Ageing, Disability and Home Care – NSW Department of Family and Community Services (Community Living Award) 2015 (CLA Award)* and the *Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009*.

The Team Leader and DSW roles will involve shift work. The estimated staffing establishment for the Disability Support Model group homes in Stage 1 is detailed in the below table:

Location	Home Model	TL-1	DSW Full Time	DSW part time	DSW total FTE	Home Total
Illalung RD, Lambton	Group Home	1	4	2.2	6.2	7.2
Terabla Rd, Adamstown	Group Home	1	4	2.13	6.13	7.13
Arrowtail St, Chisholm	Group Home	1	6	.71	6.71	7.71
Third Ave, Rutherford	Group Home	1	6	.71	6.71	7.71
Alfred St, Glendale	Group Home	1	6	.71	6.71	7.71
Fofar St, Stockton	Group Home	1	7	1.1	8.1	9.1
Douglas St, Stockton	Group Home	1	7	1.15	8.15	9.15
Prince St	Group Home	1	8	.71	8.71	9.71*
Total		8	48	9.42	57.42	65.42

Note: Numbers are subject to further revision from LRCSSL-SS North. Staff and unions will be notified of any changes via established communication channels (see Section 5).

A Principal Project Officer (temporary) (PPO) in LRCSSL-SS North, will provide leadership and direction for the eight homes, in addition to other SSL functions that are attached to the role. Recruitment to the Principal Project Officer role is not within the scope of this CMP.

3.2 Eligibility to apply for roles

In the first instance, FACS will limit the advertising of the Coordinator, A&R, Team Leader and Disability Support Worker (DSW) roles to LRCSSL-SS North (Stockton, Kanangra and Tomaree) staff, under the provisions of Rule 23 of the *Government Sector Employment Rules 2014 (GSE Rules)*. Part 4 of this CMP describes further recruitment phases.

The following categories of staff are eligible to apply for roles of Coordinator, A&R, Team Leader and DSW roles.

Main category	Roles included
Direct Care Nursing	Registered Nurse, Enrolled Nurse and Assistant in Nursing

Non-direct Care Nursing	Residential Unit Nurse Manager, Nurse Manager, Clinical Nurse Educator, Clinical Nurse Consultant, Nurse System Support Coordinator, Nurse System Support Officer, Nurse Learning & Development Officer
Community Support Workers (Day Programs)	Community Worker Team Leader, Community Support Workers, Community Worker
Services Support Officer	Service Support Officer (both indoor and outdoor roles)
Allied Health	Speech Pathologists, Occupational Therapists, Psychologists, Physiotherapists, Dieticians, Music Therapists, Therapy Assistants and Career Medical Officer
Administration/Management	General Scale, Clerk Grade 1/2, Clerk Grade 2/3, Clerk Grade 3/4, Clerk Grade 5/6, Clerk Grade 7/8, Clerk Grade 9/10, Clerk Grade 11/12 and General Administrative Scale (GAS)
Trades Staff	Engineer, Painter, Electrician, Plumber, Mechanical Fitter, Carpenter
Auxiliary	Security Officer, Gardener, Supervisor Linen, Extra Hand, Chefs and Drivers

4 Recruitment Process

There are three (3) phases to the recruitment process.

Phase 1 - Internal advertising Hunter Residences (Stockton, Kanangra, Tomaree)

In the first instance, the filling of Coordinator (A&R), Team Leader and DSW roles will be limited to the following candidates:

- Persons employed in a substantive role in the above locations; and
- Persons who have been employed in temporary employment in the above locations for a period of at least 12 consecutive months as at the date of the advertisement

Priority will be given to staff at the Stockton Centre and a talent pool will be created for remaining suitable applicants. Information will be provided to staff with advice on how to apply.

Phase 2 - FACS-wide advertising

Where vacancies remain after Phase 1, the roles will be advertised across FACS. The eligibility is as follows:

- Persons employed in ongoing employment in FACS; and
- Persons who have been employed in temporary employment in FACS for a period of at least 12 consecutive months as at the date of the advertisement.

The roles will be advertised on the FACS Job Board.

Phase 3 – external recruitment

External recruitment for roles in the new homes will be necessary where vacancies remain following Phases 1 and 2, outlined above. All other FACS employees including any temporary, casual or agency/contractor staff, are eligible to apply for roles advertised externally.

Depending on the progress of Phase 2 recruitment activities, FACS may proceed to commence Phase 3 prior to the completion of Phase 2.

4.1 *Government Sector Employment Act 2013 (GSE Act) comparative assessment requirements*

Under the GSE Act, a comparative assessment is required for ongoing roles. This requires:

- screening for essential requirements such as a qualification or licence
- reviewing an application
- at least 3 capability-based assessments, one of which is an interview
- referee checks against the pre-established standards for the role
- more than one assessor

The recruitment for the roles listed in 3.1 will be compliant with the GSE Act.

Consequential vacancies

With staff transitioning from Hunter Residences (Stockton) into the Stage 1 homes, there will be a need to maintain the services at Hunter Residences throughout the redevelopment. Any roles that become vacant at Hunter Residences, Stockton as a result of the recruitment phases, will be assessed and a determination made if or how those positions will be filled. This will occur on a case-by-case basis and according to business need.

Staff who do not apply for a role in this process will remain at Stockton for the duration of Stage 1. It is not anticipated that any employees will be declared excess under this CMP.

5 Communication and staff support

Support will be provided to help staff prepare for opportunities in the new specialist disability accommodation models. The Director, LRCSSL-SS North, the Human Resources (HR) Manager and the Management team at Hunter Residences will lead and provide this support to staff throughout the transition.

Communication and support for staff will include:

- Email messages from the Director, LRCSSL-SS North, which will also be posted on notice boards
- The HR Manager's fortnightly correspondence
- Regular supervision and support provided by line managers. Question and Answers (Q&A) documents
- Redevelopment folders that contains key information.
- Staff briefing sessions
- Information Day which includes key representatives from a number of specialist areas (e.g. First State Super).

Also available for support:

- Employee Assistance Program (EAP) Counselling – Converge International on 1800 337 068.

- Public Service Association on telephone 9220 0900 or 1800 467 932 for non-Sydney zone.
- NSW Nurses' and Midwives' Association on telephone 8595 1234.
- Construction Forestry Mining Energy Union Construction and General Division on 9749 0400.
- NSW Electrical Trades Union of Australia on 9267 4844.
- Plumbing Trades Employees Union of NSW on 9310 3411.
- Australian Manufacturing Workers Union on 9897 4200.

6 Consultation

Staff consultation will continue to be facilitated through the Hunter Residences Industrial Relations Working Party (IRWP). This provides a forum for consultation on industrial relations issues arising from the Hunter Residences Redevelopment, including discussions regarding the best ways to support staff. The IRWP includes representatives from the unions listed in section 5 and is chaired by the Director, CRO with support provided by HR.

7 Training and development opportunities

Based on the information obtained from staff through the PDP a range of training options will be/are offered. The training plan developed by LRCSSL-SS North incorporated requests from staff, where possible. Training including the Active Support, First Aid Certification and Resume and Writing (RAW) courses will be offered to staff in Stage 1. Information about training opportunities can be accessed via the Transit Lounge. Staff will be able to nominate for training through their line managers at Hunter Residences.

Additional supports and arrangements will also be provided to staff in the new group homes to assist with the transition of individuals in the new homes and to familiarise staff with the operations of a group home model.

FACS will continue to assess training needs and opportunities for impacted staff during the implementation of this CMP and provide support to staff at Stockton through various strategies including the Workforce Readiness Learning and Development Strategy, the Staff Support Program which includes the Stockton Transit Lounge and The Hub Online Resource Centre (see Section 17 for more information).

The FACS Personal Development Plan (PDP) is also available to all staff. It is a system designed to help managers to plan, review and provide feedback about an employee's performance and also development. It provides resources to assist in the development and review of a performance development plan. It is also designed to give employees greater clarity about how the work they do fits into the bigger FACS picture, and give them the opportunity to discuss career goals and development opportunities. This process will be supported by the line managers and will include individualised staff profiles, supporting their career management.

PDP's will be used to consider the development needs of the impacted workforce.

8 Temporary assignment to non-government sector

As outlined under Section 1.2, the following group homes will be NGO operated:

Project Number	Location	Operator/Status
SRC-HR07	Woy Woy	To be determined
SRC-NR03	Tamworth	To be determined
SRC-NR01	Port Macquarie	To be determined

Discussions with families will be held in relation to the engagement of an NGO provider for the three Group Homes. Where staff wish to relocate to any of the above NGO operated homes, Section 66 of the GSE Act may be used to establish a temporary assignment. If the NGO provider supports the temporary assignment of staff it will be managed on a case-by-case basis with the individual and the provider.

Staff will be advised of Section 66 opportunities as they become available via existing communication channels outlined in Section 5. Temporary assignments are an opportunity for employees with ongoing employment to further their professional development, contribute to the service capacity and diversity of the NGO sector and support whole-of-government and FACS strategic reforms.

The [Temporary Assignment to Other Relevant Bodies Policy and Procedures](#) are available on the FACS Intranet. All applications will be considered on a case-by-case basis.

Section 66 arrangements will be reviewed in line with the timeline for the closure of Stockton.

9 Implementation and governance

Stage 1 redevelopment of Hunter Residences will be coordinated by a Project Control Group (PCG) chaired by the Director, CRO. The Director, CRO, will continue to manage the implementation of the new structure in consultation with the Executive Director, LRCSSL-SS North Directorate and the LRCSSL-SS Executive Team. HR will have an advisory role throughout this process.

10 Key indicative timeframes

In summary, the following are anticipated timeframes for the implementation and completion of this CMP:

Period	Action
June 2016	<ul style="list-style-type: none"> Staff and Union consultation Feedback closes 24 June 2016
July 2016	<ul style="list-style-type: none"> Commence staff briefings
Aug 2016	<ul style="list-style-type: none"> Coordinator (A&R), Team Leader and DSW roles – Internal Advertising Coordinator (A&R), Team Leader and DSW interview process commences
Commencing from September 2016	<ul style="list-style-type: none"> Transition and 'Go Live' into the new Stage 1 homes

11 Impact on Equal Employment Opportunity Groups or Employees with Disability

Where an employee has disclosed a disability, FACS will work with them to ensure appropriate reasonable adjustments are made to the matching and recruitment processes, where necessary.

The FACS Executive Board is committed to the provision of career opportunities for Aboriginal employees and the delivery of a high standard of service to Aboriginal communities. We will continue to work closely with Aboriginal staff impacted by the changes to optimise placement and matching opportunities.

It is not anticipated that there will be any negative impacts of EEO Groups or staff with special needs in Stage 1. Existing EEO programs remain unchanged and English Language Proficiency training has been offered to assist staff from non English speaking backgrounds.

12 Impact on Rural Communities

Hunter Residences are located in the FACS Districts of Hunter New England and Mid North Coast. It is anticipated that there will no impact in regional areas where FACS provides services to its clients.

13 Casual staff

A casual pool will be created to support the continuity of services to clients in the new homes.

14 Work, Health & Safety (WHS)

Under the *Work Health and Safety Act 2011*, FACS Officers are expected to exercise due diligence to ensure the health, safety and wellbeing of employees, clients and those others who in FACS' premises workplaces.

During the development and following completion of each of the 11 new group homes, the PPO, Coordinator (A&R) and WHS and Team Leader employee representatives will conduct initial and ongoing WHS reviews of the relevant worksites. These inspections ensure the safety of staff, clients and visitors to the group homes.

As part of the ongoing management of WHS, the PCG will review any change impacts associated with the management of the implementation.

15 Internal Review

Employees can seek an Internal Review which is limited to process only.

A '*Request for an Internal Review*' form is attached at **Appendix 3**. Any application for Internal Review is to be made to the Executive Director, LRCSSL-SS no later than one week from the day the employee was notified of the decision. Outcomes are final and staff will be notified within two weeks of the receipt of the Review Request.

16 Relevant Public Sector Employment Policies

Under the transitional arrangements in accordance with section 13 (1) and (2) of the GSE Rules, the following policies are relevant to this project:

- [Agency Change Management Guidelines D2011-014](#)
- Government Sector Employment Act 2013
- Government Sector Employment Rules 2014

For further information in relation to the above policies, please contact Garry Leahy, Manager, Human Resources, Hunter Residences on (02) 4946 3517 or by email garry.leahy@facs.nsw.gov.au.

17 Definitions

Casual employment is employment to carry out irregular, intermittent, short-term, urgent or other work as and when required.

Eligible Long Term Temporary employees and above level temporary assignments are those employees who have been in the role (at level or above level) for a continuous period of 12 months or more.

Employment in classifications of work is determined by the head of the Public Service agency in which the person is employed. A classification of work extends to any kind of work and any grade of that work.

External advertising means the process of advertising on the NSW Jobs website. It may also include any other form of advertising that is accessible to the general public

Ongoing employment is employment that continues until the employee resigns or his or her employment is terminated.

Role of an employee means the duties and responsibilities of the employee.

Staff Support Program is being developed to help to create a safe and healthy working environment and provide additional support for staff during this time of change. The Directorate-wide program will address both psychological and physical health and wellbeing. Key components include staff and manager forums, onsite counselling provided by Converge (FACS EAP provider), a mental health training program, and the implementation of a peer support program.

Stockton Transit Lounge is an initiative under the Staff Support Program. The Transit Lounge at Stockton is a comfortable place for staff to work on transition related issues in their own time. It offers a range of drop-in supports for staff including Job Readiness training, Job Board employment opportunities, Assistance from Converge International, Career transitioning, and Transition to retirement sessions.

Temporary employment is employment for a temporary purpose.

The Hub is an Online Resource Centre (currently under development) from which staff will be able access information on the North WRP and a range of information and resources to support health and well-being.

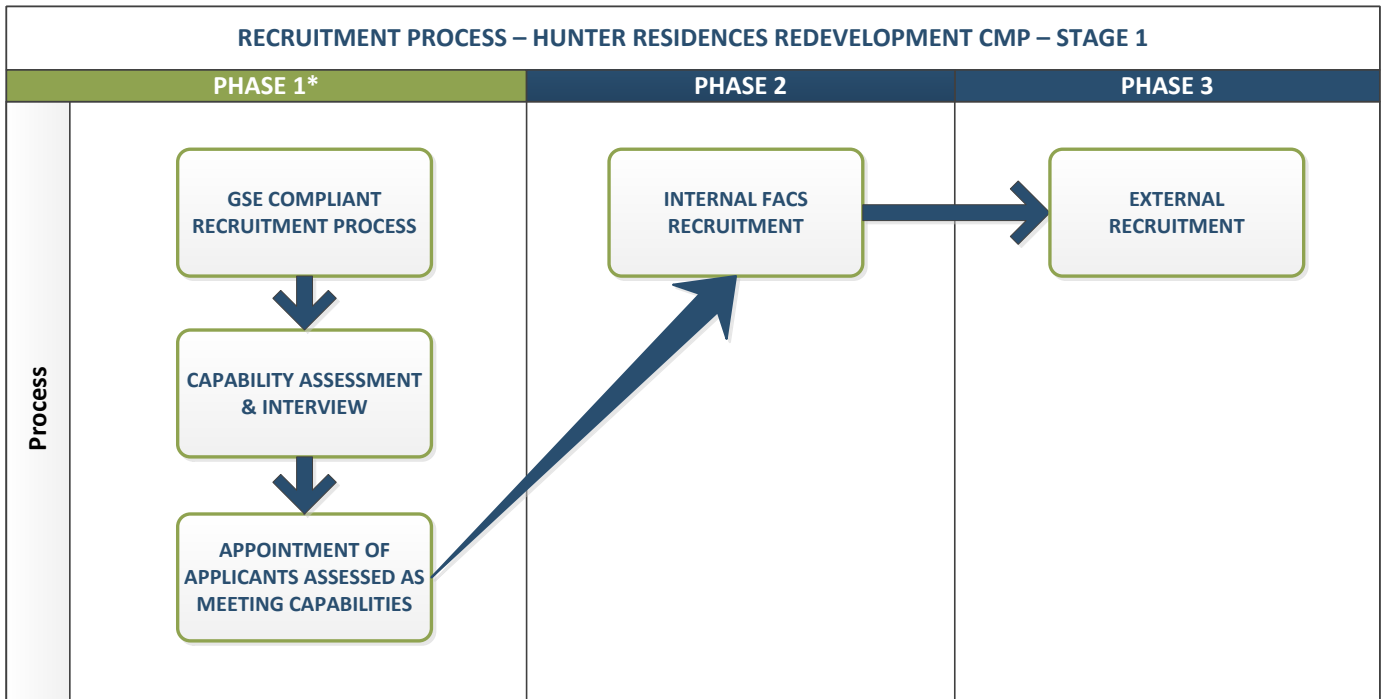
Workforce Readiness Learning and Development Strategy (WRS) has been developed to provide opportunities for staff to gain new skills which will assist them to prepare for employment when the NSW Government transition disability services to the Non Government sector. It will offer a range of learning and development opportunities focussing on Transition to Community Living and Staff Life Planning.

18 APPENDICES

18.1 Appendix 1 – Stage 1 Project Table

Stage	Location	Home Model	No. of Homes	Staffing type
Stage 1	Lambton	Group Home	1	DSW
Stage 1	Adamstown	Group Home	1	DSW
Stage 1	Chisholm	Group Home	1	DSW
Stage 1	Rutherford	Group Home	1	DSW
Stage 1	Glendale	Group Home	1	DSW
Stage 1	Stockton	Group Home	1	DSW
Stage 1	Stockton	Group Home	1	DSW
Stage 1	Prince St	Group Home	1	DSW

18.2 Appendix 2 – Recruitment Process – Hunter Residences Redevelopment CMP – Stage 1



PHASE 1

- This phase is restricted to Hunter Residences under Rule 23 of the GSE Rules.
- All ongoing staff and long term temporary staff with 12 months continuous service will be able to apply for the advertised roles.
- Priority will be given to staff at the Stockton Centre and a talent pool will be created for remaining suitable applicants.
- The process will be GSE compliant and meet the requirements of a comparative assessment. The process is to include the following:
 - screening for essential requirements such as a qualification or licence;
 - reviewing an application that must include responding to two targeted questions and a resume;
 - at least three capability-based assessments, one of which is an interview. The three assessments do not include the response to targeted questions, the resume or the referee checks; and
 - referee checks following the interview against the pre-established standards of the role.

NOTE: More than one assessor must be involved in a comparative assessment.

- The panel requires more than one assessor. The following also applies:
 - The hiring manager should be of a higher grade than the role being recruited (unless you are a qualified recruitment professional). All conflicts of interest should be declared and a decision made as to the appropriateness of that panel member remaining as a decision-maker.
 - One independent member who works outside the related employment area or division (selected by the hiring manager) will need to sit on the recruitment panel.

- If appropriate, the panel may also include additional members who are aware of the requirements of the role e.g. the knowledge of the clients or specific technical requirements.

PHASE 2

- Only applicable where there are subsequent vacancies after Phase 1.
- This phase is restricted to FACS under Rule 23 of the GSE Rules.

PHASE 3

- Only applicable where there are subsequent vacancies after Phases 1-2.

18.3 Appendix 3 – Request for an Internal Review Form



PURPOSE

In accordance with the Redevelopment of Hunter Residences Change Management Plan Stage One, affected ongoing (permanent) employees, existing excess employees, above level temporary assignments and eligible long term temporary employees can seek an internal review of the assessment process, this is limited to the process only.

PERSONAL DETAILS

First name	
Surname	
Employee number	
Contact number	

ROLE DETAILS

Role title	
Grade/level	
Business Unit Name	
Employee's signature	
Date	
Briefly outline your concerns about the process	

Please return this form marked 'Confidential' to HRChangeTeam@facs.nsw.gov.au.