

Public Service Association of NSW

General Secretary Stewart Little

President Nicole Jess

Community and Public Sector Union, NSW Branch

Branch Secretary Stewart Little

In reply please quote: C10010863

Tara Vella  
Executive Director, Housing Services  
Homes NSW  
Level 2 6 Lithgow Street  
Campbelltown NSW 2560

31 October 2025

Dear Ms Tara Vella

#### Re: Functional Review Northern District Consultation

We write on behalf of Public Service Association of NSW (**Association**) members within the NSW Department of Communities and Justice - Housing Services (**the Agency**) regarding the Consultation on changes the new Housing Services structure in Northern NSW received via Change Management Plan (the **CMP**) on 17 October 2025.

The Association has sought feedback from our members regarding the change management plan (CMP) and we will provide the following feedback and request for clarification below:

#### Portfolio size

Northern NSW have had their portfolio size reduced to 300 which is an issue that the Association has requested the Agency to look at for some time. However why are portfolio sizes across Sydney Inner West and Southeastern Sydney at 250 while Housing Services in this region at 300 when the proposal of the changes were to align city to regions? Of extra concern is that members in the regions need to travel further from their worksite to visit their portfolios. For example, Lake Macquarie has a geographical area of 648 sq kilometres while Mt Druitt has a geographical area of 20 sq kilometres. Similar comparisons could be made for the Central Coast and Far Northern NSW. The added complexity is that in the city there are greater services to refer clients to allowing less intensive work than those in the regions.

#### District Team

The proposed organisational chart does not include the District Team.

#### New role CLERK GENERAL SCALE

The Association objects to the creation of these roles that are the lowest paid in the Public Service when for many years the Public Service has been phasing these roles out in favour of higher graded, higher skilled roles that that provide more meaningful work and career progression and satisfaction.

The CMP does not provide a role description for this position or any detail about the future plan for these positions.

#### **Housing Assistant CLERK GRADE 1/2**

The loss of the Housing Assistant (HA) position will have a direct impact on client service delivery and workload of other positions. There is no information in the CMP including the proposed Northern District Organisational Chart where the 1 future HA will be going to or what will happen to the 9 HA positions that will be lost in the district. Will the current HA's be expected to train the Clerk Grade 1 on the duties associated with the HA role or will it be a basic handover? What is the plan for staff in temporary HA positions?

#### **Client Service Officer CLERK Grade 2/4**

Concern has been raised about the lack of support for Client Service Officers (CSO) given there will be less Housing Managers (HM) and Senior Customer Service Officers (SCSO).

#### **Client Liaison Officer GRADE 3/4**

The client liaison officer (CLO) is not included in the new proposed Northern Organisational Chart. Staff have been advised that the CLO position will go from 3 to 1. Does this position have ongoing funding and who will take over the extra workload of 2 CLO positions if these positions are being deleted?

#### **Senior Customer Service Officer CLERK GRADE 5/6**

In the proposed structure the district will lose 16 Senior Customer Service Officer's (SCCO) positions and have gone from 3 reports to 5 in some teams.

#### **Central Coast tenancy team**

Before the tenancy team was combined into the Central Coast Tenancy team in the establishment there was 2 SCSO Generalist for the Gosford and 1 SCSO Generalist for Wyong. Now there are 2 SCSO Generalists for the Central Coast Tenancy team and we seek information on where the 3<sup>rd</sup> SCSO position went to. The plan states that for a team of 10-15 that there would be a ratio of 1:5 SCSO to CSO's, does that include the SCSO-Specialist who will move to the specialist hub? As it stands the Central Coast tenancy team will have 13 CSO's but only 2 SCSO-Generalist. What work is going to be taken from them once the 2 x SCSO Specialists and 1 SCSO Generalist are removed?

#### **Housing Managers CLERK GRADE 7/8**

Where are the 6 Housing Manager (HM) positions that are to be lost to the Northern District? Have all displaced staff at this grade been informed where they will be going? Where will the workload go?

The HMs position was designed to run a team of 5 or 6 SCSO and CSO's while the Team Leader (TL) managed at a macro-level to bridge gaps with service providers and develop Team Plans. This was a direct correlation to the large geographics and again the lack of large geographics in Sydney. The geographics have not changed but there is no doubt the complexity of the client has changed increasing the need for the TL to work more broadly.

In the proposed structure the HM position for Northern NSW reports directly to the Housing Operations Manager (HOM) rather than a Team Leader (TL) 11/12. Concern is that without a TL in the above position the HM will then be expected to assume the role and tasks of the TL. Will the HM be expected to do the tasks of the TL? Why is there no TL attached to Northern NSW when the proposal for this change was consistency across the Agency/District?

In the proposed structure for Tenancy in Central Coast and Hunter there is no Housing Manager and the concern is that the work of a HM will be placed on the SCSO's and CSO's. Concern has been raised regarding the workload of these teams with less SCSO's. The CSO's won't have access to a HM, SCSO-specialist and SCSO Anti-Social Behaviour as secondaries or assist in field work. This is of particular concern as a large part of the portfolio are two person visits. The TL will have double the staff answering directly to them and so less time to support staff. Will the TL be expected to do all the work that a HM used to do?

Temporary Accommodation (TA) team Newcastle has no TL. Will the HOM be taking on the TL work as this shouldn't fall back on the HM. When the HM is on leave the concern is that this work will flow down to the SCSO's and CSO's. When this team can't process all the Temporary Accommodation Assessment where will this work go to? Currently the team have 1 TL, 3 HM's, 2 SCSO's, 12 CSO's and 3 HA's and the proposal is 1 HM, 1 SCSO, 6 CSO's and 1 HA. The team already has workload issues.

Members have raised concern with workload and losing excess hours and they are told to just finish at 5, however if a TA client presents to the office at 4:45, the team is expected to do this assessment, that can take up from 1hr to 40 mins to complete. Members are told that they can't refer anyone to Link to Home during work hours, however, are expected to process these assessments after 5pm.

Lake Macquarie Tenancy team are losing 2 HM's and SCSO will go from 4 to 2. Where will the workload of these 4 staff going? The SCSO's in this team would coach and mentor CSO's, represent us at NCAT, complete all 5/5 delegations, assist with complex clients, 2 person visits, complex subsidies, and other ad hoc support when CSO's are busy, which includes Anti-Social Behaviour and fraud interviews and investigations. The 2 HM's are the go between 5 local Members of Parliament answering enquiries, which can be at times daily and may include going to the clients house to rectify. What position will be managing this work?

The HM's also oversee KPI delivery and complete ministerial's and are allocated all the Client feedback units and rosters. Who will be completing this work? Members would like a detail plan of what work goes to other teams.

### **Specialist Subsidy Assessment Team**

This team completes all the Aboriginal Housing Office subsidies for a large area, Grafton out to Moree and back to Tweed Heads and has responsibilities for complex HNSW subsidies for the Northern District. Concern is the amount of workload for 1 SCSO and 1 CSO compared to other districts. There seems to be no consistency across the state.

Central Sydney – 469 AHO properties with 1 SCSO and 1 CSO

Greater Western Sydney-2181 AHO properties with no SCSO and 4 CSO  
Southern and Western-1803 AHO properties with 1 SCSO and 3 CSO  
Northern –1900 AHO properties with 1 SCSO and 1 CSO.

**The PSA requests role descriptions for each role that includes action tasks that each role needs to complete.**

### **Excess Staff**

We have members who have been told they are excess and the Directors are working to find opportunities for excess staff to be appointed to appropriate roles under the GSE. Why was this not mapped before the “go live date” and details of where excess staff will be going part of the CMP. This has caused distress and uncertainty to staff.

### **Workload**

This District had an already high workload, an issue the Association has raised on several occasions through the JCC. Members would like clarification on how the teams are considered over resourced as it seems inconsistent with current workload demands. Paul Ververs told staff that the District was fully funded and now members are told it is not. Where will the workload go of 37 staff that have been lost from the District? While there are no ongoing staff job losses there have been temporary staff that have had their contracts ended and positions lost from the District. There should be no implementation of the review until the Association is advised where the workload is going or what work is no longer going to be carried out.

Members have expressed their concern about the psychosocial impacts on staff arising from increased workload demands and structural uncertainty.

Members have raised concern about the extra workload of the concierge as they are yet to see if this restructure will decrease workload.

### **Consultation with staff**

Members have expressed their concern about the lack of meaningful consultation and transparency throughout this process. Members were asked to indicate a preferred team with no accompanying information about the proposed structure or how preferences would be used. The survey was optional with limited communication or opportunity for consultation. Staff were then informed about the new team allocations without prior discussion or an explanation on how decisions were made. When staff were mapped through this process were personal circumstances taken into consideration? Will staff have to move physically to another site? Given the enormity of the proposed changes and position losses we are asking Housing Services to commit to ensuring no one should be forced to change location and at a minimum they should be “grand parented” at their existing location.

### **Flexible Working conditions**

Confirmation that flexible working conditions will remain for all.

**High Duties backfilling temporary vacancies**

The CMP states no backfill from 0-2 weeks. Who will be responsible for the workload of this position? For example, if a Team Leader is not backfilled will this workload be going up to the Housing Operations Manager because it is unfair if this work is then pushed back to the Housing Manager (if there is one), SCSO and CSO's.

**Impact on rural communities**

Parts of this district would be classed as rural and cutting 37 staff will have an impact on rural communities. The Specialist Subsidy Assessment team have less staff than those in city areas and so this has an impact on rural communities. Not detailed in the CMP.

**Number 5 is missing from the CMP**

Is there information missing that the Association needs to be consulted on?

Please contact Association Regional Organiser Rebecca Reilly on 0419980503.

Yours faithfully

Rebecca Reilly

North Coast Regional Organiser

*For* Stewart Little

GENERAL SECRETARY

PUBLIC SERVICE ASSOCIATION.