

Minutes

HS Northern District – Local JCC Meeting

Tuesday, 16 December 2025

12:30 pm to 2:00 pm

MS Teams

Attendance and declarations

Invitees

Krystal Moores, Director Housing Services, Northern District, Homes NSW

Jamie McMahon, Manager Housing Operations Hunter, Homes NSW

Kelly Knox, A/Manager Housing Operations Central Coast, Homes NSW

Justine Niven, A/Manager Housing Operations NNSW, Homes NSW

Peta Edwards, Senior Project Officer, District Support Team, Homes NSW

Christopher Barnard, A/Housing Manager, Tweed Tenancy, Homes NSW

Rachel Manning, Senior Client Service Officer Specialist NNSW, Homes NSW

Nicole Meade, Aboriginal Senior Client Service Officer NNSW, Homes NSW

Lynelda Rowe, Senior Client Service Officer Specialist Hunter, Homes NSW

Bernadette McMahon, Senior Client Service Officer Central Coast, Homes NSW

Mark McFadden, Customer Service Officer NNSW, Homes NSW

Rebecca Reilly, Regional Organiser, Public Service Association of NSW

Greg Corrigan, Regional Organiser, Public Service Association of NSW

Rachel Eldred, Homes Organiser, Public Service Association of NSW

Trina Leask, A/Regional Organiser, Public Service Association of NSW

Apologies

Karen Wilson, Manager Housing Operations Central Coast, Homes NSW

Rodney Land, Manager Housing Operations NNSW, Homes NSW

Trina Leask, A/Regional Organiser, Public Service Association of NSW

Business items

Item 1: Welcome and Acknowledgement of Country

- Krystal - Acknowledgement of Country

Homes NSW brings together the housing and homelessness functions of the Department of Communities and Justice (DCJ), the NSW Land and Housing Corporation (LAHC), Aboriginal Housing Office (AHO) and key worker housing functions from across government under one roof. A division within DCJ, Homes NSW leads work to provide safe and secure homes through social and affordable housing while delivering supports and services that minimise experiences of homelessness being repeated.

Item 2: Previous Minutes and Actions Items

- Previous minutes accepted.
- See action register.

Item 3: WHS

- High level SafetySuite incident data for October and November 2025 has been distributed to attendees with meetings papers.
- October 2025:
 - Total of 16 incidents logged which was a decrease of 16 from September 2025.
 - 56% reported as a hazard
 - 25% reported as a near miss
 - 19% reported as injury or illness
- November 2025:
 - Total of 18 incidents logged which is an increase of 2 from October 2025.
- The forum noted a significant decrease in incident reports and questioned whether all reports are being assessed. While the decrease may relate to the recent functional review, it is too early to confirm. Krystal has engaged with staff but has not yet conducted a data trend analysis with Greta. SafetySuite investigations are being monitored, and HOMs are reminded to ensure timely completion. An audit is planned to review the quality of investigations.
- Bernadette highlighted staff confusion with SafetySuite – the program is clunky and staff are unclear on what constitutes an incident versus a hazard or near miss. This may contribute to reduced reporting despite fact sheets being shared. Krystal proposed training to improve staff confidence in using the system.
- We are looking at a new reporting system, and it is meant to be better in terms of reporting and tracking but we don't know when this will be rolled out.
- Lynelda raised concerns about staff stress, workload pressures, and uncertainty about roles, noting these issues are not being logged in SafetySuite. Krystal advised staff should speak with line managers to prioritise tasks and manage changes. PSA reinforced the importance of logging incidents and will be consulted on any system changes at the state JCC. To prevent data loss during system transitions, PSA urged staff to keep copies of submitted reports.

Item 4: Recruitment Update

Vacancies:

- There are 19.5 current and upcoming vacancies across the district, including:
 - 13 x new Housing Support Assistant roles - taking into consideration some of the current housing assistance that have left early for various reasons.
 - 3.5 x vacant CSO positions.
 - 3 x vacant HM positions.
 - 7 x short term CSO vacancies.

- Current Housing Assistants will remain in their roles until January 2026 while recruitment is finalised.
- Recruitment is currently underway for the HM, CSO, and senior roles. This includes filling ongoing positions, addressing short-term vacancies, and establishing talent pools for all these roles. We also have temporary arrangements in place for the HM positions and have been able support development opportunities.
- We are looking at a temporary opportunity for experienced metro staff to come and work in NSW where most of our CSO vacancies are from and that will be between January to March 2026 or extended beyond that if needed to assist us while we go through the recruitment and onboarding.
- Our district is regional, and we are working on larger longer-term strategies to reduce the pressure we feel when we don't get a lot of interest, or we don't get the right.

Housing Support Assistant:

- Current Housing Assistants have reported that the role they've seen advertised is very similar to the duties they are already doing. Current Housing Assistant's want to know if they have to go through the whole application process or if they can be given special consideration since the role is similar.
- Krystal will need to seek advice from our HR Business Partner. Krystal is happy for current HA to be considered for the role but the issue is the roles aren't exactly the same and why there is a significant difference in remuneration and would need to have individual conversations with staff around the decrease in remuneration.
- PSA would like employee relations to be involved in these meetings because if someone has to go from Housing Assistant to a Housing Support Assistant, then they're essentially losing their position. The PSA would need in writing from Homes NSW Executive's is what the plan is for these positions for consultation.
- We will also still need to go to recruitment as there are 13 x positions and need to develop a talent pool.
- PSA are aware that in Metro Districts they still have 1/2 Housing Assistant positions and are unsure why regional districts have the lower grade where Metro don't. Krystal advised that she is only aware of what is happening for Northern District, and she has been advised that she no longer has a budget for 1/2 Housing Assistant positions. Krystal asked for this to be raised with Tara Vella at the next statewide JCC.

Fill a Vacancy Process:

- PSA have looked at the process on how to fill a vacancy and understands there are certain timeframes set out and queried if this is happening as they have had reports from staff advising they are on a talent pool but have not been activated.
- Krystal advised that we are following the process but advised she would need specific examples to look into where this may not be being followed. Krystal also advised that all recruitments and establishment for the district are being tracked and monitored through the District Support Team and requires Krystal's approval at this time and would be aware if the process isn't being followed.
- To support development opportunities, we are working on a statewide EOI Registers and will be doing work within the district around PDPs and those smaller term opportunities.
- When the PSA were finishing off their consultation, Greg sent an e-mail to Tom Pacey advising what the PSA would like to see for people who felt like they were mismatched and

wanted to go for another role at grade. Never received a response from Tom Pacey but will follow up.

- Krystal advised this will need to be taken up with Tom Pacey and Tara Vella but explained that vacancies are being filled through a fair and transparent process in Northern District. PSA will follow up with Tom Pacey and Tara Vella.
- Krystal plans to explore rotation options for CSO and senior roles to prevent deskilling, promote cross-skilling, reduce burnout, and prepare staff for development opportunities. Role changes and opportunities should be discussed through PDP conversations, but opportunities cannot be guaranteed as we don't know when there will be a vacancy in the future.
- We want to support staff to learn new skills and encourage them to go into different roles at grade if they want to learn a new skill, but we need to be mindful of the impact in moving roles.
- Lynelda advised a lot of staff haven't completed their PDPs as they didn't know who their new line manager was and or what the function they would be mapped to, to be able to make a decision on what sort of opportunities they want. Some staff have reported that they were mapped to a position without consultation and would like the opportunity to be reassessed.
- Krystal advised all staff who were changing positions were consulted. Lynelda to provide specific examples to Rebecca R who will follow up with Krystal.
- Lynelda raised concern about directives being given to staff around having to work certain times. This is indirect discrimination telling somebody that they have to stay at work and they can't perform their role as a parent or carer.
- Krystal agreed and advised all managers know the process around flexible work arrangements and the various options we have around this. If you are hearing this, please direct staff to come to Krystal so she can investigate as she does not support this approach. Where there is specific needs these conversations are to be had and we will support that where absolutely possible.

Item 5: Staff Development Update

- Broader Housing Services EOI Register being developed - every single staff member can put in an EOI for any role that they are interested in and that will be reviewed on a regular basis and when roles become available as per the filling a vacancies process if no one suitable an individual EOI will go.
- Creating a PDP register, reviewing how the processes can be monitored so all staff are supported in these conversations, but also in documenting goals and career development.
- Due to recent functional review some work will need to be done with staff and line managers to update their development goals, and how we can support career development.
- Will not be using PDPs to track KPIs as this will be supported through the VMB Dashboards.
- Developing a training register in 2026 to improve visibility and ensure we are aligned with our budget. Krystal will be looking at the budget to make sure funds are set aside for training.
- Since the functional review we need to deliver training to teams, individual and for career development.

Item 6: Functional Review

Director Update:

- We are four weeks into the functional review and still addressing initial challenges. Feedback has been mixed, which was expected. We want to keep the structures in place and are looking at how we embed our processes for a lot of the centralised teams.
- Issues can be fixed — nothing is set in stone. We want to encourage staff to try and resolve some of those quick wins as they can together.
- We have implemented an Issues Log which will be uploaded to the District SharePoint. Peta to forward details of Issue Log to Rebecca R.
- Functional review aims to develop consistent structures and processed across our district to create efficiencies.
- If staff are unsure about anything they just need to speak with their line manager, HOM or Krystal.
- District Support Team are working to support the district is developing a staff directory and a service directory and look at how we centralise and embed functions like letting, specialists etc with local teams as well.

Queue Phones:

- Answering our customer inquiries is the role of all housing services staff.
- Staff were advised that local teams may need to log on to phones at times.
- Original structures aimed to reduce phone duties for local tenancy teams (to allow more field work) and local access teams (to focus on temporary accommodation assessments).
- Since we have gone live we've consolidated 13 phone lines to 2 phone lines.
- Challenges were anticipated; significant work has been done to develop rosters and leverage centralised teams without face-to-face service expectations.
- Efforts continue to ensure fairness and transparency, as centralised teams also have other responsibilities.
- Noticed peak call period periods during the morning and afternoon and depending on the day. We were seeing clients wait for over 45minutes which we are not supportive of.
- A surge roster has been introduced to involve local teams to answer call during peak periods to reduce wait times.
- PSA raised the phones are a big issue and people are upset and provided feedback and that a contributing factor could be that we have 17 x less CSO's in the district since the functional review.
- Krystal advised we will continue to review and tweak the process to support staff through the change and look at ways we can reduce calls coming through.
- In the meantime, we need staff to answer phones and enquiries.
- We want tenancy staff to use their mobiles to provide a direct contact to their clients. Staff are not expected to work on weekends or their days off. We have looked into this and there is an option for a text message to be sent in these instances advising of an alternative contact/return contact will be provided upon return. There is also a driving mode options that we can develop a process to support them.
- We will continue to work with teams and look at other options to support staff as we are no means at the finish line. Krystal will take this as an action to re-communicate and help staff understand the process.

Distance to travel to conduct CSVs:

- Member asked PSA to raise the distance they travel to conduct CSVs – travelling from Lismore to Tamworth and Armidale.
- Member is going to email Krystal directly with his concerns.
- Justine and Krystal will provide a response to the concerns once received.
- We will not be backfilling the Armidale position as there is no position to backfill. Krystal acknowledged some things may not be working now and we will tweak them as we need to.

Disability modification process responsibilities:

- Held over to next meeting.

Staff training needs:

- Held over to next meeting.

Void, letting and relocations process responsibilities:

- Held over to next meeting.

RAAT process responsibilities:

- Held over to next meeting.

Benchmark for assessing applications for social housing:

- Held over to next meeting.

Business Advice Case Transfer:

- Held over to next meeting.

Team Leaders doing the work of previous Housing Managers:

- Held over to next meeting.

Item 7: PSA Issues

Meetings with management:

- Held over to next meeting.

Consultation with HSRs:

- Held over to next meeting.

Flexible work practices:

- Held over to next meeting.

Use of work mobile phones:

- Held over to next meeting.

Referrals to Link 2 Home:

- Held over to next meeting.

Onboarding for SCSOs:

- Held over to next meeting.

Item 8: General Business

- Forum agreed to an extraordinary meeting to be scheduled in January 2026 to discuss agenda items not discussed today.

Next Meeting:

Date	Time	Location
Thursday, 29 January 2026	11:00am to 12:00pm	MS Teams