

Minutes

HS Northern District – Local JCC Meeting

Monday, 2 March 2026

12:00am 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, Northern District, Homes NSW

Christopher Barnard, Housing Manager, Tweed Tenancy, Homes NSW

Rachel Manning, Senior Client Service Officer Specialist, Northern District, Homes NSW

Lynelda Rowe, Senior Client Service Officer Specialist, Northern District, Homes NSW

Bernadette McMahon, Senior Client Service Officer, Northern District, Homes NSW

Nicole Meade, Aboriginal Senior Client Service Officer, Northern District, Homes NSW

Mark McFadden, Customer Service Officer, Lismore TA, Homes NSW

Elodie Labour, Manager, Human Resources, Homes NSW

Greta Luci, WHS Project Officer, Housing Services, 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

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

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.

- Krystal - Acknowledgement of Country
- Forum agreed to remove Trina from the invite as she was acting in regional organiser.
- PSA to provide details of regional organiser for Central Coast.
- Tara G to follow up HR Attendance moving forward – Elodie Labour.

Item 2: Previous Minutes & Action Items

- Previous minutes accepted.
- See action register.

Item 3: WHS

WHS Dashboards for December 2025 and January 2026:

- Distributed with meeting papers.
- There are currently 16 active workers compensation matters.
- Further breakdown of the data cannot be provided due to privacy requirements.
- Krystal meets monthly with the Executive Director and HR to plan and review WHS matters.

Northern District HSR Forum:

- Initial discussion has been held with HSRs in the district and have agreed to implement a Monthly HSR Forum.
- Staff have responded positively to the establishment of the HSR Forum and are enthusiastic about its rollout. A key issue raised related to SafetySuite reporting in shared office spaces with Community Services following incidents, highlighting the need to report all observed incidents and strengthen cross-team communication. This was discussed and actions planned during the meeting, with debriefing processes to be further explored at future HSR Forums.
- Hunter & Central Coast DCJ still have a WHS Committee, which is catered to Community Services, however we have identified it would be beneficial for at least one Homes NSW HSR attend for cross-communication and escalation to DHS.

Homes NSW WHS Project Officer – Greta Luci:

- PSA introduced themselves to Greta, who is the WHS Policy Officer (PO) for Housing Services (HS) and provides WHS reporting to the Executive Director and DHS to ensure district visibility and due diligence. Greta supports HS statewide by providing WHS training and subject matter expertise on DCJ WHS procedures. She is currently undertaking a statewide gap analysis of HSRs, First Aid Officers and Fire Wardens, as existing records do not consistently confirm nomination or election dates, creating potential compliance risks. This work includes cross-checking and validating information with the manager responsible for establishment to ensure accuracy before it is distributed to districts and to reduce duplication and workload.
- Greta is also developing a WHS compliance framework outlining required tasks and frequency and is encouraging districts to hold site-based meetings to avoid duplication and ensure activities are not missed. Where sites do not have an HSR, alternative consultation mechanisms must be in place. Greta is available to support managers, directors and staff with workplace safety matters, including risk assessments and personal safety concerns;

however, she is not an escalation point. All incidents and issues must be lodged through SafetySuite, with anonymous reporting available where staff do not wish to raise matters via their manager. Management at all levels can be accessed by staff to raise or escalate concerns and/or incidents.

Item 4: Recruitment Update

Current and ongoing vacancies:

- There are several ongoing vacant roles that have been recruited for, as well as several short-term vacancies to cover TAA arrangements and parental leave.
- Recruitment is underway for the 13 x Housing Support Assistant positions across the district:
 - The Lismore role will need to return to recruitment after the preferred candidate declined.
 - Successful applicants identified for Tweed Heads declined the role and the talent pool will be utilised to make further offers.
- Recruitment is underway to fill several CSO vacancies across the district. A Bi-Monthly rolling recruitment is in place to ensure talent pools are replenished to mitigate longer than expected vacancies in the roles.
- Four SCSO positions are currently under offer, with onboarding still to be finalised.
- Updated vacancy and recruitment data will be included in the agenda and provided prior to the next meeting and distributed via email to PSA and members.

Expression of Interest (EOI) Process:

- A statewide EOI register will replace the existing district-based EOI register.
- Staff will be able to express interest in any role through the statewide register, at any point in time.
- The current line manager is responsible to endorse the EOI with final approval from the Director Housing Services. Line Managers must ensure that any staff submitting an EOI have this documented in their PDP and support offered where the required capabilities are not demonstrated and this documented in their PDP.
- Staff do not need to be on a talent pool or have an EOI recorded in their PDP to express interest in a role; however, submitting an EOI may prompt a PDP discussion or update.
- Hiring Managers are required to provide feedback to any staff who are unsuccessful and also ensure feedback is provided on any acting opportunities at the end of the acting period. This will be tracked by the district support team in future to ensure appropriate feedback is given and support is given to manager in this process.
- Recent EOIs highlighted issues with the process, with only one response received from three EOIs submitted for 9/10 recruitments, despite PDP inclusion being listed as a requirement.

Item 5: Staff Development Update

- The district support team is developing a Workforce Planning register to support staff development and resource planning across the district. This will include information on PDPs, acting opportunities and feedback and training information. This is in the development phase with an aim to be completed by 30 June 2026.

- It was noted that progression pathways within HS are limited due to a shortage of 7/8 roles, resulting in staff needing to progress from 5/6 directly to 9/10.
- Feedback from staff indicates concerns about insufficient experience to make this jump, highlighting the need for clearer development pathways and capability-building opportunities.
- Krystal advised the main difference between a 7/8 Housing Manager role and a 9/10 Team Leader role is the number of direct reports so this shouldn't be a significant concern. There are also 7/8 and 9/10 Project Officer/Senior Project Officer roles across Housing Services that can also offer flexibility in regional areas with some travel requirements.
- Establishment is being actively monitored so vacancies can be filled promptly in line with the recruitment framework.
- It was noted that some new recruits require part-time or flexible work arrangements due to disability or caring responsibilities, and panel members must have a clear understanding of anti-discrimination obligations. Roles are advertised as is (i.e. full time, part time) and will be recruited as such so part time requests will not always be supported. Flexible work arrangements are available to all staff and will be assessed on both the staff member and business needs.
- Any specific incidents or concerns should be raised directly with Krystal, as action cannot be taken unless matters are formally reported.

Item 6: Functional Review

- Housing Services is completing a state-wide review and Tara Vella is the contact for this.
- Krystal is undertaking a Northern District-specific review, due for completion in May 2026, staff and PSA will be given the opportunity to provide feedback.
- Several issues have been identified since going live and managers are working with individual teams and staff to address and resolve issues where possible and a district wide issues log is in place for bigger ticket items that are discussed at weekly leadership meetings and communicated to staff.
- Krystal has also been working with individual teams, line managers and Housing Operations Manager to embed work planning with a focus on the newly established centralised teams.

Item 7: PSA Issues

7.1 Use of work mobile phones:

- There is a statewide directive for staff to use work mobile phones.
- Concerns were raised that high call volumes on switch lines may result in clients contacting staff mobiles directly, which is not captured in reporting and creates issues when staff are on leave.
- Homes NSW work mobile phones have the option to use automated text responses when staff are unavailable or on leave.
- It is important that out-of-office emails and voicemail messages are set up correctly to manage client expectations.

7.2 Referrals to Link 2 Home:

- Scenarios were raised where clients present just before 5:00pm without required paperwork and are unable to obtain it in time, requiring referral to Link2Home.

- Staff expressed ethical concerns if a client experiences harm after being referred, particularly when notes in HOMES are later questioned by management.
- Clarification is needed on the minimum assessment required to determine whether a client can be asked to return the following day with documentation.
- Decision-making in these situations relies on professional judgement.
- Justine will include expectations and training materials for Temporary Accommodation (TA) once Hunter staff training is completed.
- Krystal advised that during business hours we do not refer clients to Link 2 Home and if the client presents late in the afternoon, we can provide an initial night of TA and request they come back the following day for assessment. Of course, in general advice to clients is to contact the local office between 9am to 5pm Monday to Friday and after those hours to call Link 2 Home. Krystal will ensure clarification is circulated to the district and staff are reminded to make notes clear in Homes of what assistance has been provided.

7.3 Onboarding for SCSO:

- CSO onboarding is eight weeks, whereas SCSO onboarding is currently two weeks, and clarification is sought on the discrepancy.
- This issue will be raised at the statewide JCC.
- SCSO onboarding is still under development.

7.4 Day-to-Day Management of TA:

- Staffing levels are based on current data and resourcing, with no additional staff expected; however, work is ongoing to fill gaps as they arise.
- Where staff rotate into roles they have not performed recently, training will be provided prior to rotation.
- Broader training options are being explored, regardless of rotation arrangements.

7.5 Phone Lines:

- Staff working on phone lines have reported they often cannot fully assist callers due to staff expertise, resulting in delays for clients and increased backlogs for other teams. Current rostering arrangements are seen as inefficient, as some staff are unable to process certain enquiries and must take messages and refer matters on, further delaying responses.
 - There is a recognised need for broader district-wide training, with a focus on how to respond to enquiries appropriately, rather than on end-to-end processing. Housing Operations Managers are tasked with supporting line managers identify training needs across their teams and develop a plan for Director's review. This will partly inform the training register and any urgent training to support issues with resolving enquiries at the counter or by phone will be prioritised. An update can be given at the next JCC.
- Staff have also raised concerns about feeling micro-managed.
 - While there are no formal KPIs or set processing times for call handling, discrepancies in call volumes have been identified. Call data is being collected to understand workload distribution and identify where additional support or training may be required, rather than to impose hard performance measures. Managers can arrange

coverage where staff need extended time with a client to ensure service quality is maintained.

- It was noted that previous phone arrangements allowed clients to contact local offices directly, whereas current arrangements have increased wait times, time spent navigating systems, and incidents of abuse towards staff.
 - Krystal acknowledged Lynelda's feedback on these issues. An example of perceived micro-management will be provided by Bernadette to support further investigation. Any additional questions or issues relating to phone arrangements are to be emailed to Krystal for response either out of session or at the next meeting.

7.6 Newcastle Access & Demand:

- Staffing levels have reduced from 11 to 6, and now to 3.
 - Resourcing is benchmarked across the state and is proven in other teams. This is based on a workload analysis which has not changed significantly. With a full team the average number of TA assessments per CSO, per day is 4. There are staffing gaps currently which recruitment is underway and implementation of recruitment strategies to mitigate long term vacancies in the future.
 - A/Housing Operations Manager, Northern NSW Justine Niven is taking the lead on supporting TA teams as a district and managing priorities with the support of the tenancy and access hub where required. Krystal attends majority of the daily morning The huddles to provide additional support and direction. No staff is required to work excessive hours, and work planning supports this and access to the same flexible work arrangements for all staff.

7.7 Portfolios:

- Portfolio sizes exceed 300 properties, despite the Functional Review aiming to reduce them.
 - Portfolio sizes were reduced in ND to an average of 300. Some are just under and some are just over and this is due to the regional nature of our district and to manage geographical locations. Where requested, the line managers of each tenancy team can plan across the team to share the overall priorities ensuring equity for all staff and a customer focus on work planning.
 - Krystal monitors this to ensure portfolios maintain this average, particularly with new properties coming online and any adjustments needed will be communicated and made.
- Clarification is sought on management of vacant portfolios and workload distribution.
 - As above this is the responsibility of the line manager to assess priorities across the team and distribute work to ensure a customer focus and adequate planning based on teams' capacity at the time.
- Concerns were raised about split portfolios and KPIs for Tenancy and Access teams.
- These matters are welcome to be discussed offline or in the next meeting due to exceeding the meeting timeframe for a full discussion, however Krystal has provided some responses above.

7.8 Reporting lines in Trim and in My Work Zone:

- Issues were raised regarding incorrect workflows and reporting lines.

- Staff noted that position changes in My Work Zone occur without notice and requested advance communication where possible.
 - My Work Zone changes are almost at completion and unfortunately this was out of the districts control however there has been several escalations.
 - The district support team agreed to ensure appropriate communication to staff for any potential changes in the system that might impact them, even if just administrative.

7.9 PDP, Recruitment and EOI's:

- Questions were raised about how staff can confirm they are listed for development opportunities.
 - They can contact the district support team: nd-executivesupportteam@homes.nsw.gov.au
- Concerns were raised about PDP completion and eligibility for PDP pools.
- PDPs are being routed to incorrect managers due to workflow errors in My Work Zone.
- Talent pool processes were also queried.
 - These matters are welcome to be discussed offline or in the next meeting due to exceeding the meeting timeframe for a full discussion

7.10 Security Guard Tweed Heads Homes:

- A request was made for a risk assessment to support a permanent security guard.
- A meeting was requested if an ongoing full time security guard is not approved.
 - This item will be held over to the next meeting however a full-time security guard is already in place and will be ongoing.
 - Krystal to finalise the Risk assessment with Homes NSW and CS HSRs and provide an update to PSA on security recommendations.

7.11 What is the role of the WHS Project Officer:

- Covered earlier under the WHS agenda item

7.12 First Aid Officer Lismore (currently works part-time):

- Clarification was sought on first aid officer requirements across main office locations.
- There is no mandate on attendance; requirements are based on qualification, not business unit.
- First Aid Officers are site-based, and responsibility sits with the broader business unit.
- A matrix determines the number of First Aid Officers required per site.
- At the last HCC WHS meeting, an expectation was noted that First Aid Officers be present in the office at least 80% of the week.
- Alicia Smith (CPP) confirmed sufficient First Aid Officers are available in Tuggerah.
- Each site should display a list of HSRs, WHS Officers, First Aid Officers and Wardens.

- Lismore is not co-located with another business; the current First Aid Officer works part-time and leaves early.
- Greta and Krystal agreed further review is required.
- Greta will provide directors with an update at the next HSEM on the First Aid Officer and HSR matrix, after which timelines for elections can be considered.

Item 8: General Business

- A review was undertaken to understand how local JCCs operate across the state, noting that all other districts meet on a quarterly basis.
- Krystal has proposed moving to quarterly meetings to allow sufficient time to progress actions and ensure consistency statewide. Forum agreed to trial quarterly meetings, with the option to revisit bi-monthly meetings if required.
- PSA will discuss the proposal and provide feedback to Krystal later this week.

Next Meeting:

Date	Time	Location
Monday, 20 April 2026	12:30pm to 2:00pm	MS Teams