

8 November 2023

Thane Pearce
Community and Public Sector Union, NSW Branch
160 Clarence St
Sydney NSW 2000

By email: tpearce@psa.asn.au

Consultation on changes

Dear Mr Pearce,

This letter has been provided to let you know that Northcott is seriously considering to make a change which may impact members of your union.

1. INTRODUCTION

Northcott is operating in a very difficult, highly competitive, environment where many providers are undertaking internal reviews with the aim of long term sustainability. We are no different. The recent findings of the Disability Royal Commission and NDIS Review will both have major impacts on how our industry will operate.

Accordingly, we are looking at how we can ensure we are efficiently and effectively using our resources.

As part of this, Northcott is considering how to get the most out of our facilities, vendor contracts, technology usage, and workforce at all levels of the organisation. In addition, we will be much clearer around performance expectations in delivering services for our customers, as well as for all parts of the business.

In particular, in our operational space (accommodation units), Northcott is proposing to develop a regular practice of appointing one Service Coordinator (direct manager of support workers) across two houses (instead of the current placement of one Service Coordinator per house) where reasonable.

We have carefully reviewed (with consultation from direct managers) how we can immediately implement this practice by considering the impact of this proposal on each location's customers, staff, and manager. We have identified approximately 30 locations that we propose to immediately move to this model.

2. NATURE OF CHANGES PROPOSED

Northcott is proposing to develop a regular practice of employing only one Service Coordinator to work across two houses where practicable and reasonable. We will continue to consult with staff as to the proposed houses we wish to have under one service coordinator.

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Where only one job will remain between two Service Coordinators, Northcott will attempt to find redeployment opportunities and, if redeployment is not possible, offer a severance payment and redundancy in accordance with our Enterprise Agreement.

We will determine whose position (between the two impacted staff) will be made redundant, and otherwise retained, by considering factors including redundancy costs, formal performance management, audit results, and other business needs, with a strong prioritisation of each person's preference. If no clear result is reached by the above method, Northcott will determine the relevant person by responses they provide to a questionnaire regarding the role.

We are not proposing to make any change to the Service Coordinator Position Description or duties.

3. OTHER OPTIONS FOR CHANGE

Any other options considered would not have the required effect of sufficiently reducing costs or ensuring consistency across our management portfolio's.

4. MEASURES TAKEN TO AVERT OR MITIGATE ANY ADVERSE EFFECT ON THE EMPLOYEES

Northcott will undertake the following to mitigate adverse effects on employees:

- Consult as to the options and proposal;
- Consult with employee's who are likely to see a change in their portfolio's to ensure we have appropriately considered all aspects of the changes;
- Support remaining Coordinators in managing the changed workload by:
 - o Providing support through Service Managers as to prioritisation and time management;
 - o Continuing prioritising currently established working groups aimed at ensuring efficient processes and tools to reduce administrative workload for Service Coordinators;
 - o Creating a process for development opportunities for Support Workers; and
 - o Assessing the impact of changes on a regular basis through surveys, discussions, and regular performance reviews.
- Offer any opportunities for redeployment
- Provide to impacted persons' a list of job advertisements within Northcott; and
- Offer EAP.

5. CONSULTATION PROCESS

Northcott wishes to conduct a process of genuine consultation in relation to the current proposal.

The consultation process will include:

- The provision of this information in writing and verbally

- Individual meetings with directly impacted staff
- The opportunity to ask questions and provide written feedback
- Genuine consideration of the feedback provided
- Determination as to final plan and decisions for individuals

Northcott sets out the below timetable to meet and consult with the staff members concerned (and their chosen representatives).

Consultation timetable

Date	Details of Consultation Process
7- 17 November	Consultation held with individuals directly affected (including meeting and time to respond in writing)
Week starting 20 November	Discuss as to our final decision with each pair and consideration of relevant next steps
Week starting 27 November	Implement proposal

6. REPRESENTATION

You are, of course, welcome to attend as a support person or act on your behalf of a person as a representative if requested by an employee.

7. OTHER SUPPORT

We wish to remind you that Northcott has a free and confidential counselling service available for staff. The Actevate Employee Assistance Program is available to you by contacting them on 1300 663 155.

Kind regards,



Victoria Karraz
IR Manager,
Northcott