

*The walls go up at the
Byron Regional Sport and Cultural Complex*



PART 5 Human Resources

5.1 Activities to Implement EEO Management Plan

Local Government Act 1993 Section 428(2)(n)

Byron Shire Council is committed to the principles of Equal Employment Opportunity (EEO), the prevention of discrimination and ensuring employees and the community understand the principles of EEO and their application.

Council's commitment is reinforced through the objectives of the EEO Management Plan:

- To eliminate discrimination or harassment,
- To promote EEO, and
- To communicate EEO policies, protocols, procedures and associated programs

Human Resources staff continued to review processes and actions to ensure compliance with merit based recruitment and selection, induction, fair assessment procedures, targeted training development, merit based promotion and transfer and non-discriminatory employment separation.

During the year comprehensive occupation health and safety training was rolled out across the whole of Council, a large component of which was compulsory discrimination prevention training.

Staff profiles according to gender and age appear in the following section of the Annual Report under the heading of Human Resource Activities. Representation of women in the Council workforce decreased from 42% to 39% in 2010/2011. During the year Council recommitted itself to a dedicated part-time position of Aboriginal Projects Officer in its Society and Culture Division. Council continued to monitor ongoing strategies to ensure alignment with the Disability Action and Inclusion Plan.

Responsibility for compliance with EEO principles rests with all staff, each Manager and Executive Manager and with the Equal Employment Opportunity Officer, being the Executive Manager Organisational Support.

5.2 Human Resource Activities

Local Government Act 1993 Section 428(2)

Organisational structure

Implementation of the new organisational structure continued in 2010/2011, with a review of the Environment and Planning division conducted and implemented. Natural attrition remained a key strategy in the reallocation of resources. Implementation and further review of the divisions at an operational level remains an on-going activity.

Develop workforce plan

As part of Council's preparation of the draft Community Strategic Plan, work continued on development of a key component, the Workforce Plan. The purpose of the Workforce Plan is to address the Human Resourcing requirements for delivering the services required by the community. This Workforce Plan seeks to ensure we

will have the right number of people with the right skills in the right jobs at the right time, now and in the future.

Our people

The Human Resources Team remained at 4.6 equivalent full time (EFT) employees and continued to work across the whole of Council to achieve identified goals. Process improvement initiatives were undertaken by the team to streamline internal processes and HR policies and procedures continue to be reviewed.

The people in our workforce

Council continues to have a diverse workforce involved in operational, administrative, technical, para-professional, professional, specialist, managerial and executive services.

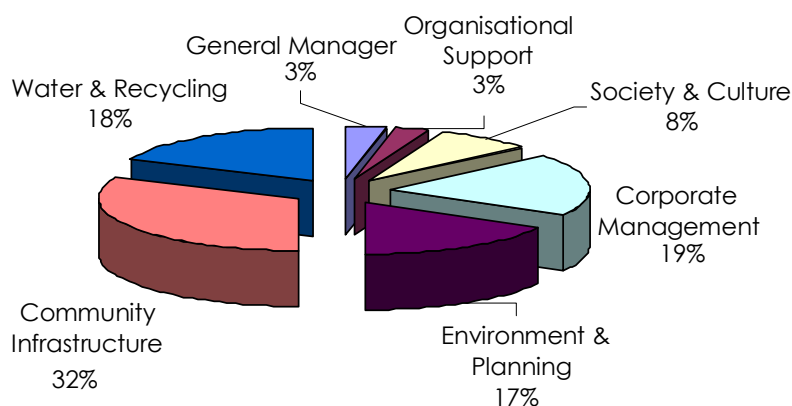
Equivalent full time positions reduced by 1.97% as a result of Council’s natural attrition strategy, restructuring and Council resolutions. Council placed an emphasis on fine tuning and improving the organisational structure to meet operational requirements.

A break down of Council’s EFT Positions by division as at 30 June 2011 is shown in the table to the right.

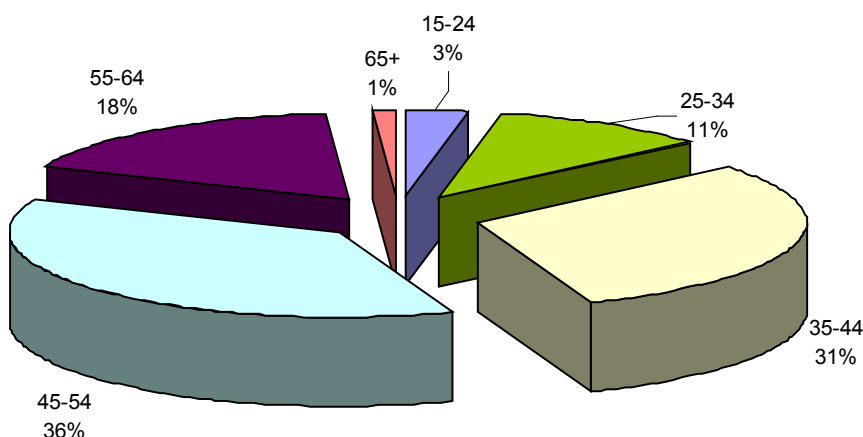
A further review of Council’s EFT staff by service divisions, age and gender is depicted below.

Division	EFT
General Manager	8.8
Organisational Support	7.8
Society and Culture	21.1
Corporate Management	52.1
Environment and Planning	45.5
Community Infrastructure	85.6
Water and Recycling	49.4
Total	270.30

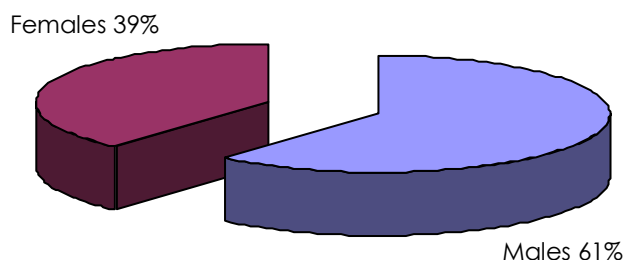
Percentage of Equivalent Full Time Staff by Division 2010/11



Age Ratio 2010/2011



Gender Ratio 2010/2011



Learning and development

Training reflected an investment in organisational effectiveness while enhancing employee safety, behaviour, performance, personal growth and succession planning.

Council's training investment for 2010/2011 including corporate / organisational development, education assistance, conferences and seminars totalled \$265,994. A major component of this training was statutory or compliance based training to ensure that staff maintained the appropriate tickets and licences required for their positions. Another large component was occupational health and safety training and training on new legislation, such as the GIPA Act.

Recruitment and selection

Significant activity occurred in the recruitment and selection of employees. Council continued to maintain internal efficiency and legislative compliance through the active recruitment of 47 employees to fill the vacant positions identified within the organisational structure. During 2010/2011 Council's permanent staff turnover was 7.75% (down 2.17% from 2009/10).

Consultation with employees

Council staff reviewed the practices, constitution and members of the Consultative Committee in 2010/11 and staff held elections to vote in new members of the committee. During the year Council re-established its employee newsletter as an effective means of continuing to consult with staff.

Recognition of long service with Council

A ceremony was held to recognise the length of service of a number of Council employees. In June 2011 there were 132 staff members who had more than 5 years of service with Council and of these, 8 staff members had 30 years of service or more. We appreciate the contributions that all these long-standing employees have made to Council and to the community.



Staff Service Milestone Awards, June 2011

5.3 Occupational Health and Safety

Byron Shire Council has a “Workplace ‘Safety First’ Culture” and is committed to ensuring the health, safety and welfare of all employees, contractors, volunteers, and all visitors to workplaces including residents, guests and daily labour hire personnel.

Occupational health and safety (OHS) and workers compensation performance continues to be managed through a systematic approach to workplace assessment and management, OHS and Injury Management (IM) planning, training and by clearly defining OHS and IM responsibilities for managers, supervisors and staff.

During the year, workers compensation claim and injury management practices have been reviewed, maintained and/or implemented with assessments of OHS, Workers Compensation and Risk Management systems, policies, guidelines, risk assessments and safe method working statements in all areas of Council. Claims management and injury management protocols ensure compliance by managers and staff with claim and injury management requirements.

Over the 2010/11 financial year Council received \$165,238 from the Local Government Workers Compensation Insurer StateCover

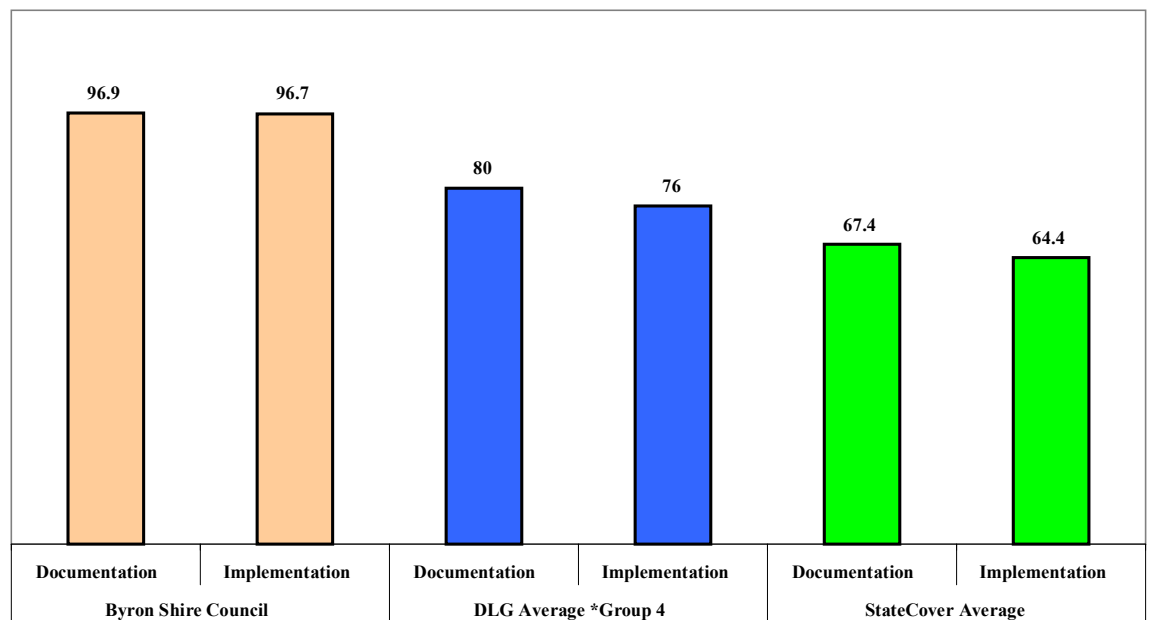
Mutual Limited (representing an increase of nearly 30% compared with last year). The total amount comprised an OHS performance incentive payment \$44,000, Injury reporting incentive \$7,700 and Premium discount \$113,538.

OHS performance benchmark

The OHS Self Audit program assists Councils to monitor and improve their OHS Management Systems in accordance with accepted Risk Management principles and NSW legislation.

BSC conducts the audit internally with the subsequent results reflecting this internal evaluation. Last year, Council achieved slightly lower scores for Objectives and Targets, Contractor Management and Height Safety, of which the last two categories as a result of implementation of an action plan this year achieved improved results. This year’s slightly lower scores for Objectives and Targets, Volunteer Management, Manual Handling Management and Height Safety are being addressed in a new action plan which Council has developed, with Objectives and Targets being a priority having received lower scores now in 2 audits.

OHS BENCHMARK PERFORMANCE 2011



* The DLG Group 4 consists of 33 councils - Albury, Armidale, Ballina, Bathurst, Bega Valley, Broken Hill, Byron, Cessnock, Coffs Harbour, Deniliquin, Dubbo, Eurobodalla, Glen Innes, Goulburn, Grafton, Great Lakes, Taree, Griffith, Hastings, Kempsey, Kiama, Lismore, Lithgow, Maitland, Orange, Port Stephens, Queanbeyan, Richmond Valley, Shellharbour, Singleton, Tamworth, Wagga Wagga and Wingecarribee Councils. (Division of Local Government, Department of Premier and Cabinet.)

2010/2011 Audit Results

The principal purpose of the audit is to provide Council with a diagnostic tool and guidance for the process of continuous improvement. For this reason the ‘absolute’ score achieved is of lesser importance than recognition of the priorities for implementation of improvements.

This year’s verification was conducted using two different methods; - Council visit and desktop review. Council was required to submit evidence to StateCover.

The 2011 audit results provide an assessment of both OHS “documentation” and “implementation”, based on 32 elements, together with a total score for the complete audit. The following graph shows Council’s total score for each of the categories of OH&S ‘documentation’ and ‘implementation’ benchmarked against the Division of Local Government (DLG) Group 4* average and StateCover’s average. StateCover’s audit panel commended BSC for the high scores achieved throughout the audit which reflect the consistent high prioritisation given by Council to OHS.

Workers Compensation

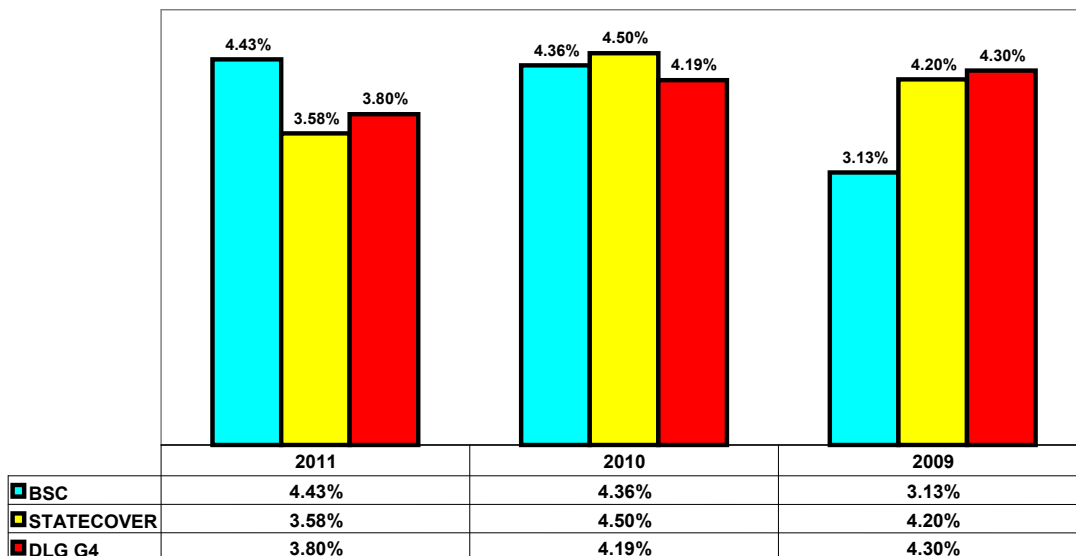
The benchmark measurement of Workers Compensation performance is “Average rate” (Premium / Wages %). The rate for BSC was \$4.33 for every \$100 wages down from \$4.36 in 2010.

BSC individual Workers Compensation Benchmark data compares the 2010 and 2009 Financial Year average rates with StateCover average and the average of DLG Group 4*.

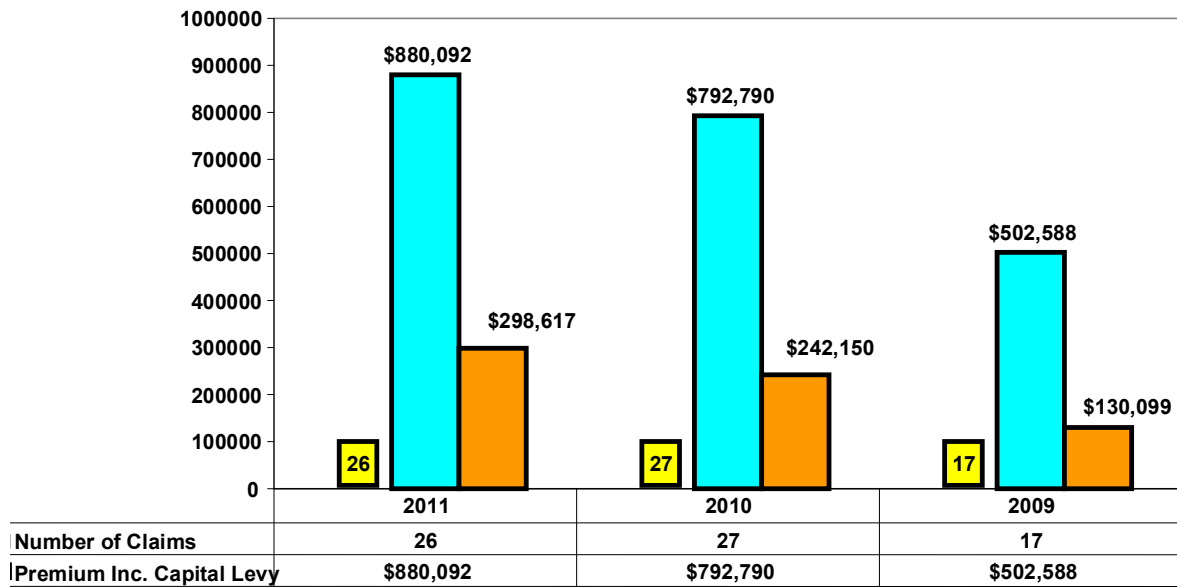
Premium

BSC premium for 2010/11 was \$880,092, an increase of approximately \$87,300 from last year. The 2010/11 claims estimates (ie the prediction of what the claims may cost until the injured worker is fit to return to full duties) increased due to the nature of the injuries the subject of claim, involving higher estimated medical and return to work costs. Higher estimated costs for claims effect premium calculations using a WorkCover formula.

**WORKERS COMPENSATION BENCHMARK PERFORMANCE
2011-2010-2009**



NUMBER CLAIMS - PREMIUM - COST OF CLAIMS 2011 - 2010 - 2009



Claims July 2010 - June 2011

The total number of claims to the end of June 2011 was 26, reduced by 1 compared with last year, with a total cost of claims \$298,617, increased by approximately \$56,500 compared with last year. This demonstrates that different costs arise with different types of injuries, so while it is important to continue to focus on an overall reduction in the number of claims it will also be important for Council to focus on developing further elimination and reduction strategies for particular types of higher-cost claims.

Injury management

BSC has a robust injury management systems to promote the prompt, safe and durable return-to-work of injured workers. The injury management systems include combinations of treatment, rehabilitation, retraining and ongoing support.

OHS training

During 2010/11 Council staff members attended a variety of OHS related training courses. These courses formed part of Council's ongoing commitment to provide an OHS program of staff development and compliance. Courses are listed below with the number of attendees.

• EEO and Bullying and Harassment Prevention	234	• Confined Spaces	5	• Safe Work Near Powerlines	
• OHS Induction	47	• CPR Revalidation	23	Recertification	30
• Apply Traffic Control Plans (Yellow)	41	• First Aid Certificate Recertification	39	• Select and Modify Traffic Control Plans (Red)	43
• Asbestos Identification	4	• OHS Construction Induction (Whitecard)	5	• Confined Spaces Refresher (including operate breathing apparatus)	16
• Chainsaw Ticket	1	• OHS Consultation	10	• Design and Audit Traffic Control Plans (Orange)	11
• Chainsaw II Ticket	2	• Safe Work Near Powerlines	11		
• Chermcert Refresher	1	• Traffic Controller (Blue)	6		
• Chlorine Handling	8	• Workplace Evacuation and Fire Warden	23		

Council's 'Return to Work' rate in 2010/11 was 92.3% of injured workers to full duties within the WorkCover guideline of 12 weeks, which represented an increase from 89% last year. All levels of Council have injury and accident prevention strategies in place, but where injuries do occur Council is committed to facilitating the timely return to full pre-injury duties for all injured workers.

The cooperation and participation of the worker, the nominated treating doctor and StateCover (BSC's workers compensation insurer) in the injury management process is essential for achieving the best possible solution to obtain safe and acceptable Return to Work (RTW) outcomes. These include the provision of specific RTW employee entitlements designed to improve productivity and rehabilitation (eg using health and wellbeing programs).

5.4 Staff Fundraising for Charities

Fundraising activities by Council staff have raised over \$8,800 throughout 2010/11 for various charities and assistance to fellow staff members. Beneficiaries included:

Date	Name of Charity	Amount Raised
Sept 2010	Buzz Day merchandise	\$136.00
Oct 2010	Westpac Rescue Helicopter Hell on Wheels ride – staff members	\$210.30
Oct 2010	Pink Ribbon Day merchandise	\$265.00
Nov 2010	Movember – staff member	\$82.30
Nov 2010	Movember – staff member	\$180.00
Dec 2010	Salvation Army Xmas Tree Appeal (adopt a family) – money raised at morning tea and donations to Christmas Tree	\$1,500.00
Jan 2011	Staff collection – Staff member	\$835.00
Feb-Mar 2011	Relay for Life 2011	\$1,192.90
Apr 2011	Japan Tsunami Fund Raiser morning tea	\$367.00
Apr 2011	Bandaged bear merchandise	\$140.00
Jun 2011	Red Nose Day merchandise	\$100.00
Jun 2011	Bears of Hope – 15/6 & 22/6	\$312.20
2010/2011	Westpac Helicopter staff payroll donations	\$3,568.60
TOTAL		\$8,889.30

