



City of Canterbury
City of Cultural Diversity

Theme 5

Improving Organisation

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Improving Organisation

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Priority Projects

| Priority Project | Status |
|--|--|
| Implementation of online learning solutions | The online induction program was launched and by June 2008 had been completed by 80% of staff. |
| Investigation into workers compensation self-insurance | The Self Insurance Project has been replaced by an Occupational Health and Safety Management System Improvement Project. An audit of our current system has been undertaken and an improvement plan has been prepared. |
| IT Strategic Plan | The Information and Communications Technology Strategic Plan has been finalised and is awaiting approval for implementation. |

5.1 Efficient services

Principal Activities

| Services provided: | Service standards met |
|---|-----------------------|
| Information technology support services – responded to 1,700 service requests | ✓ |
| Initiatives completed: | |
| ✓ Completed a survey of records services. | |
| ✓ Implemented a new security contract. | |
| ✓ Implemented the Library Services Strategic Plan | |
| ✓ Completed comprehensive review of Children's Services Policies | |
| ✓ Continued Fleetsafe driver safety program | |

5.2 Responsible employer

Principal Activities

| Services provided: | Service standards met |
|---|-----------------------|
| Payroll | ✓ |
| Recruitment, selection and Induction | ✓ |
| OH&S policy maintenance, Safety risk assessments, and Injury management | ✓ |
| Compliance training & Skill development programs | ✓ |

| Initiatives completed: |
|--|
| ✓ Revised EEO Management Plan |
| ✓ Conducted an Employee Opinion Survey. |
| ✓ Facilitate development of learning & development plans |



CPR refresher course for childrens services staff.

Human Resources Management

Major highlights of our activities in 2007-08 included:

1. Online Corporate Induction

Implemented our new online Corporate Induction, which is a more robust induction program incorporating clear, precise and consistent messages about Council's Vision and Values, delivered by our key stakeholders. Ongoing benefits include its capacity to provide a platform to communicate key policies to all staff as they are developed or amended and its ability to keep a record of induction and policy completion for all staff.

2. Workplace Relations

Maintained a sound industrial environment and continued to develop productive relationships with the unions, despite the current climate for industrial relations in local government. No formal grievances lodged have progressed to the Commission for either conciliation or arbitration, with all matters being resolved at a local level.

3. Learning And Development Plan

Designed and delivered a comprehensive Learning and Development Plan. Some of the highlights included:

- Development of a more superior Front Line Management Program, including aligning the core modules and electives to Council's Operating Plan and 4 Year Delivery Plan, selection of a new facilitator, policies, applications forms and tailored final assessment.
- Completion of the Leadership Development Program for our City Works Department, including People Skills and Pathways to Leadership.
- Design of a tailored holistic approach to Manual Handling Training through the Move

With Safety Program. This area was targeted as manual handling injuries account for the largest cost of all of our injury mechanisms.

- Stronger understanding of the learning and development environment allowed us greater leveraging with Registered Training Organisations and Government Incentive Programs which in turn provided for more tailored training programs for staff.

4. Health And Wellbeing

Continued the phased implementation of our Workplace Health and Wellbeing Program to positively promote and encourage employees to develop lifestyle habits that achieve healthy living and work life balance. Since inception of the staff discount for Aquatic & Fitness Centre membership there has been 61 employees take advantage of the discounted offer.

5. EEO Management Plan

Developed and implemented an Equal Employment Opportunity and Anti Discrimination Policy to ensure our workplace is free from all forms of unlawful discrimination. The policy is supported by a two year Equal Employment Opportunity Management Plan. We recently completed EEO training for all staff, one of the key objectives under the EEO Management Plan.

6. Recruitment And Selection

Commenced a comprehensive review of our recruitment and selection system so as to improve its rigour and effectiveness to ensure we can recruit, develop, motivate and retain people with the skills required to deliver the commitments set out in the Strategic and Operating Plans.

7. Employee Assistance Program

As part of our commitment to maintaining a safe and healthy working environment, we identified the need to provide adequate support for staff experiencing personal or work related problems. As a result we implemented an Employee Assistance Program (EAP). It offers professional counselling and referral services to employees experiencing problems. It is typically used for circumstances such as alcohol, gambling, interpersonal conflict, depression, personal trauma and financial and legal problems.

8. Safety Improvement Project

We arranged for a review of our OHS Management System by an external auditor. Many positive findings included:

- Recognition we have commenced documenting a significant OHS Management System (OHSMS).
- Professional OHSMS documentation, especially the Contractor Management Procedures.
- We have a well documented OHS Policy.
- Safe Work Procedures exist for various Council activities.
- Job safety analyses have been developed for hazardous tasks.
- Documented review dates for all OHSMS Policies and Procedures.
- An OHS Responsibilities Policy has been drafted with supporting OHS responsibility statements.
- Established OHS consultation arrangements including the Indoor and Outdoor Safety Committees.
- Emergency procedures and plans have been developed for all sites.
- OHSMS is available to all employees on the intranet.

In consultation with the auditor we have developed a comprehensive two year OHSMS development program to enable us to meet AS400 standard.

9. Salary And Performance Management System Review

Commenced a review to develop a new and improved salary and performance management system that;

- Controls increases in line with our capacity to pay.
- Aligns employee performance assessments with our strategic and operating plans.
- Continues to reward people based on their skills and performance.
- Drives the right behaviours, ensuring the delivery of value for the community.
- Utilises technology to streamline the process, enhance employee experience and timeliness of rewards.
- Acts to develop, support, retain and motivate highly skilled people.
- Is accepted by key stakeholders.

10. Asbestos Management

A thorough inspection of all premises for the presence of asbestos was conducted. As a result of the review we now have an on-line asbestos register, which can be accessed by key staff. We now have the capability to consult the register prior to any proposed building, demolition or maintenance work to ensure that employees and other people in the vicinity of the work are not exposed to the hazards associated with asbestos.

Emerging Issues

1. Human Resources Information System

A more strategic approach to Human Resource Management has resulted in a need to collate and compare data, provide regular detailed reports and forecast for succession planning. In addition to this there are also direct synergies with our Performance Management System, Talent Management, OH&S and Recruitment and Selection. To assist in these functions we are planning to source and implement a program that will manage, track and report not only on the Learning and Development function but the Human Resources function as a whole.

2. Workforce And Succession Planning

We also intend to develop a sustainable Workforce and Succession Plan to assist Council to plan for the future, anticipate change, manage our workforce and meet the Services and Priorities outlined in our 10 year City Strategic Plan.

3. Corporate HR Records

Implementation of electronic record keeping to reduce both space requirements and expenses requires careful planning in relation to Human Resources records. The amount of information that will need to be scanned and remain accessible is significant, and ensuring confidentiality will be very important.

Senior Staff Remuneration

For the period, four employees were designated to be senior staff in terms of the Local Government Act 1993. Under their contracts, senior staff are, among other things, expected to attend all Council meetings and be on call. Remuneration is in packaged form and comprises cash, car, fringe benefits tax and superannuation.

The remuneration packages of senior staff as at 30 June 2008 were as follows:

| Senior Staff Remuneration* | 2007-08 |
|-----------------------------|-----------|
| General Manager | \$255,225 |
| Director Corporate Services | \$198,000 |
| Director City Works | \$174,000 |
| Director City Planning | \$174,000 |

*Total reportable value of fringe benefits in respect of senior staff was \$73,087.

5.3 Well maintained equipment

Principal Activities

| Services provided: | Service standards met |
|--|-----------------------|
| SES facilities management – facilitated 15 meetings | ✓ |
| Vehicle and plant maintenance – serviced 613 vehicles and items of plant | ✓ |
| Plant replacement – replaced 28 items of plant | ✓ |
| Building maintenance – completed 4,274 maintenance projects | ✓ |
| Communications equipment – responded to 165 service requests | ✓ |
| Infrastructure maintenance & system backups – completed 1,800 projects | ✓ |
| Database management – completed 11 updates | ✓ |



Safe and responsible use of equipment is essential.



Fire warden training for staff.