

SERVICE REVIEW OUTCOMES

RISK MANAGEMENT AND OCCUPATIONAL HEALTH AND SAFETY SERVICES

DETAILS OF SERVICE

Risk Management and Occupational Health and Safety Services are service units within Resources Service Area, Corporate and Economic Development Directorate.

SCOPE OF SERVICES

The Risk Management Services Team consists of two (2) staff members (1.3 equivalent full time) and is responsible for the following services:

- WorkCover Premiums
- WorkCover Claims
- Risk Management Strategy Development
- Risk Management Strategy Implementation
- General Insurances Claim Management
- Renewal and maintenance of Council's insurance program.

The Occupational Health and Safety Services Team consists of one (1) Occupational Health and Safety Corporate Officer (0.8 equivalent full time) and two (2) other staff (1.5 equivalent full time) who work in other Service Areas and are indirect reports on occupational health and safety matters. The Corporate Occupational Health and Safety Officer is responsible for the following services:

- Occupational Health and Safety Strategy
- Occupational Health and Safety Programs

DESCRIPTION OF SERVICES

Occupational Health and Safety

The Occupational Health and Safety Service facilitates a planned and systematic approach to the reduction of the risk of work related injury and disease and includes: the development and distribution of an occupational health and safety manual of procedures and an extensive occupational health and safety training program. The strategies for implementing health and safety throughout Maroondah City Council are based upon facilitated consultation, with Council senior management establishing the framework, providing leadership, resources and information to workers and contractors in all areas of Council operations.

WorkCover Premiums

Manage WorkCover premiums, including preparation of quarterly remuneration estimates for premium calculation purposes.

WorkCover Claims

- Administration of claims for work related injury and or illness.
- Management of rehabilitation programs for WorkCover claimants and return to work programs.
- Recover weekly benefit entitlements from the insurer and reconcile amounts due.
- Attend and represent Council at WorkCover Conciliation and Court hearings.
- Develop and implement report structures covering all WorkCover responsibilities.

Risk Management Strategy Development

Maintain and implement the Risk Management Policy Statement and specific policies covering all risk management aspects of Council operations and manage the consultative process through policy to adoption.

Insurance Program Management

Maintain appropriate and optimum insurance cover for all Council's insurable assets and interests. Co-ordinate renewal of all general insurance policies, obtaining declarations, updated asset values and all relevant data required by Council's insurers.

Insurance Coverage

The insurance service involves securing and maintaining appropriate and optimum insurance cover for all Council assets, public liability and professional indemnity, including renewal of all general insurance policies, obtaining declarations, updated asset values and supplying all relevant data required by Council's Insurance broker/insurers.

Insurances Claim Management

The insurance claims management service involves managing insurance claims in conjunction with Council’s insurers and an under-excess claims provider and their legal representatives, and negotiating optimum settlements when appropriate.

Integral to the management of insurance claims is ensuring that proactive incident intervention is undertaken to minimise potential liability and investigating and evaluating incidents, accidents and claims then recommending corrective measures to senior officers.

SCOPE OF SERVICES

Note: The following is a summary of the activity and outcomes of the Best Value Service Review; a detailed Service Delivery Plan is available upon request

Risk Management Services

Best Value Principle	Key Performance Indicator	Performance Result 2004-05	Target 2004-05	Target 2005-06
Cost Standard	Operate within Annual Financial Administration Budget	Actual \$1,580 m	Performance to Budget \$1,908 m	Performance to Budget \$2,076 m
Quality Standard	Internal service user satisfaction rating (source: Service User Survey) <ul style="list-style-type: none"> ➤ Quality ➤ Relevance ➤ Clarity and Accuracy ➤ Timely 	90% 90% 90% 70%	90% 90% 90% 70%	90% 90% 90% 70%

Occupational Health and Safety Services

Best Value Principle	Key Performance Indicator	Performance Result 2004-05	Target 2004-05	Target 2005-06
Cost Standard	Operate within Annual Financial Administration Budget	Actual \$67,000	Performance to Budget \$109,000	Performance to Budget \$121,700
Quality Standard	Internal service user satisfaction rating (source: Service User Survey) <ul style="list-style-type: none"> ➤ Quality ➤ Relevance ➤ Clarity and Accuracy ➤ Timely 	100% 96% 100% 82%	100% 95% 100% 80%	100% 95% 100% 80%

Consideration of Best Value Factors in setting cost and quality standards

Best on offer 208C(a)

The Risk Management Services Unit provides Council with insurance, and WorkCover and risk management services in accordance with relevant legal and statutory obligations and in particular the *Accident Compensation (WorkCover Insurance) Act 1993* and the Australian and New Zealand Standard (AS/NZS 4360:1999). All services required under the relevant legislation and standards comply with the standards set out in the legislation and standards.

No charges are levied for any services and budget targets are the only measure of cost available.

Service quality was measured by means of a survey of Council’s Managers and Team Leaders were surveyed. 20 responses were received. The following responses related to quality:

- 90% said that the service was of high quality.
- 90% said the information provided to them was clear, easy to follow and accurate.
- 95% said that services were professional and courteous.

Consideration of Best Value Factors in setting cost and quality standards

Best on offer 208C(a) cont.

The Occupational Health and Safety unit provides Council with health and safety services in accordance with legal and statutory obligations set out in the *Occupational Health and Safety Act 2004* and the relevant Regulations and Codes formed under that Act. All actions required under this legislation are subject to internal and external audit and are required to comply with the standards set out in the legislation.

Service quality was measured by means of a survey of Council's Managers and Team Leaders were surveyed. 20 responses were received. The following responses related to quality:

- 100% said that the service was of high quality.
- 100% said the information provided to them was clear easy to follow and accurate.
- 100% said that services were professional and courteous.

Value for money 208C(b)

Risk Management

A benchmarking exercise was undertaken involving a comparison with 9 Councils (6 metropolitan and 3 rural), selected on the basis of their preparedness to participate. While the range of activities and services offered varied across the benchmarking partners, delivery of the core statutory requirements to the required standards is a common responsibility of all those in the group and the primary reason for their existence within Council. A comparison of staffing levels of these councils shows that Maroondah City Council with 1.3 EFT staff is well below the average of 2.1 EFT staff (and in 6th position of 10 councils). Three councils have only 1 EFT staff and another has 1.2EFT staff. The remaining five councils have EFT staff between 1.5 and 5 EFT.

Occupational Health and Safety

A benchmarking exercise was undertaken involving a comparison with 8 Councils (6 metropolitan and 2 rural), selected on the basis of their preparedness to participate. While the range of activities and services offered varied across the benchmarking partners, delivery of the core statutory requirements to the required standards is a common responsibility of all those in the group and the primary reason for their existence within Council. A comparison of staffing levels of these councils shows Maroondah City Council as having the second lowest staffing levels.

Consideration of Best Value Factors in setting cost and quality standards

Community expectation and values 208C(c)

The Risk Management and Occupational Health and Safety Services do not generally provide direct services to the community but assists council to meet its social responsibility to staff and the community of providing a safe working environment and exercising safe work practices in all instances including work carried out within the public domain.

The extent to which the Risk Management and Occupational Health and Safety Services met service recipients needs was measured in the internal survey. In that survey the following results were obtained:

- Risk Management: 90% said that the service was relevant and met their requirements.
- Occupational Health and Safety: 96% said that the service was relevant and met their requirements.

Affordability and Accessibility 208C(d)

No charges are levied for any of the Risk Management and Occupational Health and Safety services.

Accessibility was measured in the internal survey detailed above. The following results were obtained:

- Risk Management: 75% of respondents said that service were easily accessible.
- Occupational Health and Safety: 91% of respondents said that service were easily accessible.

Local Employment 208C(e)

Maroondah City Council’s Best Value Supporting Local Suppliers Policy is a demonstration by Council of its commitment to supporting and promoting local businesses as a means of sponsoring local employment opportunities. A Council-wide KPI relating to the policy is the target of 25% of purchasing activity to be directed to local suppliers of goods and services. The policy also extends to the local advertisement of vacant positions and appropriate tenders. Both Risk Management and Occupational Health and Safety service units embrace this policy in all their purchasing activity.

Best Value Principle
Responsive to Community Needs

Actions Taken

Risk Management

The service does not provide significant services to the community. (The processing of public liability and motor vehicle insurance claims is not a significant portion of the service, and given both the adversarial nature of the service and the potential for exposure to further liability survey of this group was not considered appropriate. Further, many such claimants – particularly motor vehicle owners – are not residents of the municipality.)

However, an internal survey conducted as part of this Best Value Review specifically measured the responsiveness of service. The survey showed that 70% of respondents said that problems/issues were resolved in a timely manner

Occupational Health and Safety

This service does not directly provide services to the community however it does instigate the application of safe work practices which reflect community expectations of employers providing a safe workplace for staff and customers.

However, an internal survey conducted as part of this Best Value Review specifically measured the responsiveness of service. The survey showed that 82% of respondents said that problems/issues were resolved in a timely manner.

Accessible

Access to both risk management and occupational health and safety services is available during office hours. Adequate back-up is generally, but not always, available. In emergencies services are available outside working hours.

Best Value Principle
Continuous Improvement

Actions Taken

The following initiatives have been identified for future implementation following the Best Value consultation and benchmarking processes for service improvement.
((ST) before the action indicates a short term action, i.e. to be completed within 12 months.)

Risk Management

Develop and implement a corporate Risk Management Strategy, including:

1. (ST) Develop a communication program for the policy and strategy for all staff and key stakeholders.
2. Develop risk management tools, processes and standards to assist directorates to effectively implement the strategic plan.
3. Determine and implement directorate Risk Management Plans. (ST) Developed a central Risk Register database.
4. Deliver training and coaching workshops to all service areas.
5. Develop risk standards checklists.
6. Conduct a fraud risk review.
7. (ST) Improve Civic Mutual Plus/JMapp Performance.
8. (ST) Undertake internal assessment & audit programs annually as part of the ongoing monitoring and review of the process effectiveness and directorate performance.

WorkCover

Roll out a workers compensation management program aimed at achieving the following:

Medical (Health, Fitness and Wellbeing)

1. (ST) Appoint a doctor to work as a consultant doctor.

Training and Re-training

1. (ST) Train all managers and supervisors in the correct techniques of corrective action in the event of a worker being injured.
2. Review pre-employment medical assessment process to consider hearing and vision tests.
3. Ensure all injuries and incidents are reported to managers within 24 hours of occurrence.
- 4.

Best Value Principle

Actions Taken

Continuous Improvement cont.

Rehabilitation – Return to Work Plan

1. (ST) Adopt a rehabilitation / return to work plan and procedures .
2. (ST) Train all managers in the correct use of procedures focusing on managers making correctly structured offers of suitable duties.
3. Establish a policy and procedures for long term claims prevention and management.
4. (ST) Ensure that correctly structured offers of suitable duties are always made subject to clearly defined medical constraints and for normal working hours.
5. (ST) Implement a standard letter as the correct commencement of the rehabilitation process every time there is an incident of injury where the worker is likely to be off work more than one shift.

Occupational Health and Safety

1. Implement the recommendations of the 2005 Internal Audit of Occupational Health and Safety processes.
2. Incorporate occupational health and safety objectives in strategic plans.
3. Monitor occupational health and safety performance by using lead indicators.
4. Develop/introduce an automated system to act as a hazard register of all hazards across Council which is prioritised based on risk ranking and can also be split up by service area.
5. Introduce an automated system to assist in the management of hazardous substances.
6. Develop service area specific inductions for new employees, volunteers and contractors.
7. Record pre-approved contractors and contractor performance in a central register. This information is to be made available to all staff to assist in the selection of contractors.
8. All personnel who are responsible for staff and/or contractors are to participate in relevant occupational health and safety training including incident investigation, managing contractor safety, basic principles of hazard identification risk assessment and control.
9. Include occupational health and safety as an agenda item at team meetings, Management Group meetings etc.

Implement an occupational health and safety section/requirements as part of Council’s purchasing policy and procedures.

Consultation

Maroondah City Council has an endorsed policy that addresses the level of community participation and consultation in relation to its service areas and service issues. This policy is promulgated to standardise and enhance the service levels and procedures for areas that have consistent and regular contact with the community and the public.

Consultation cont.

Given that Risk Management and Occupational Health and Safety services are predominantly internally focused service units, meeting the risk management, insurance and occupational health and safety services requirements of the Maroondah Council and government legislation, the Best Value Review process concluded that the public consultation requirements of this policy had limited application and a more customised approach was appropriate.

Both Services have a strong culture of internal customer consultation which featured in the development of the relevant strategies.

In the case of the Occupational Health and Safety Service there is a legislative requirement for consultation with staff through both corporate and specific individual service area Occupational Health and Safety Consultative Committees. These committees operate under a charter and are subject to extended rules formed under Council's Enterprise Agreement.

In the case of Risk Management Services the plan for implementing a corporate-wide Risk Management Strategy provides for the formation in 2005 of a representative Risk Management Steering Committee. This committee will act as a reference group in implementing the Strategy.

Survey results and feedback will be compiled into a management report and assessed as part of the services' annual service planning processes.

Reporting

Maroondah City Council's Best Value Annual Community Report of key findings and key performance target and results will be available to the community via the following methods and access points;

- A copy will be placed on Council's web site for public access.
- A copy will be available for public viewing at each of the three Customer Service Centres.
- A copy will be available for public viewing at each of Council's Public Libraries.

Performance reporting against key performance indicators is undertaken on a monthly basis and the results documented in Council's monthly performance report. This report is tabled before Council quarterly and is available to the public. Each service area has an annual business plan, which is strategically aligned with the Council Plan, and the strategic community plan Maroondah 2025. Annual performance and key achievements of the strategies in these plans is reported in Council's Annual Report.