

**REGISTER OF  
ENTERPRISE AGREEMENTS**

**ENTERPRISE AGREEMENT NO:** EA18/03

**TITLE:** Coffs Harbour City Council Enterprise Agreement 2017

**CASE NO:** 2017/370294

**DATE APPROVED/COMMENCED:** 8 December 2017 / 8 December 2017

**TERM:** 36 months

**NEW AGREEMENT OR VARIATION:** New

**GAZETTAL REFERENCE:** 6 April 2018

**NUMBER OF PAGES:** 80

**COVERAGE/DESCRIPTION OF EMPLOYEES:**

The agreement applies to all employees employed by Coffs Harbour City Council located at 2 Castle Street, Coffs Harbour NSW 2484 and its Commercial Business Units with the exception of Senior Staff designated, who fall within the coverage of the Local Government (State) Award 2017.

**PARTIES:** Coffs Harbour City Council -&- New South Wales Local Government, Clerical, Administrative, Energy, Airlines & Utilities Union; Development & Environmental Professionals Association of New South Wales and The Local Government Engineers' Association of New South Wales.

**COFFS HARBOUR CITY COUNCIL  
ENTERPRISE AGREEMENT  
2017**

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## **1. TITLE**

This Agreement shall be known as The Coffs Harbour City Council Enterprise Agreement 2017.

## **2. PARTIES TO THE AGREEMENT**

i) This Agreement has been entered into between Coffs Harbour City Council and the following parties:

- a) New South Wales Local Government, Clerical, Administrative, Energy, Airlines and Utilities Union (USU); and
- b) The Development and Environmental Professionals' Association (depa)
- c) Local Government Engineers' Association (LGEA).

ii) The parties to this Agreement are committed to the participation of Employees in the negotiation of this Agreement and its successors. Accordingly, the parties have taken the following steps:

- a) Former IRC Deputy President Harrison was engaged to launch the ground rules and basis for establishing this Agreement employing the principles of interest based bargaining;
- b) At the outset of negotiations, council and the Unions conducted surveys of employees prior to commencing discussions;
- c) A representative of the parties to this Agreement has been present at the majority of the negotiation meetings; and
- d) Council has encouraged its employees to participate in the development of this Agreement and supports the involvement of its staff in Unions and Council's Consultative Committee.

## **3. APPLICATION**

This Agreement will apply to all persons (current and future) employed by Coffs Harbour City Council and its Commercial Business Units with the exception of Senior Staff designated in accordance with the provisions of section 332 of the *Local Government Act 1993* (NSW).

## **4. DATE AND PERIOD OF OPERATION**

i) This Agreement shall take effect from the first full pay period commencing after the ratification of the Agreement by the NSW Industrial Relations Commission and remain in force for a period of three (3) years.

ii) The parties undertake to commence renegotiation of this Agreement within six (6) month of the expiry of this Agreement.

## 5. RELATIONSHIP WITH OTHER AWARDS AND AGREEMENTS

- i) This Agreement shall be read and interpreted wholly in conjunction with the Local Government (State) Award 2017, or any Award which may supersede the Award.
- ii) Where this Agreement is silent, the terms and conditions of the Award and all variations thereafter, will apply.
- iii) This Agreement rescinds and replaces in its entirety the Coffs Harbour City Council 1994 Pay Policy and Sewer Branch Operations Agreement. All existing related employee policies and procedures are superseded by the following procedures which are attachments to this agreement
  - Performance Excellence Procedure
  - Employee Salary Progression Procedure
  - Job Evaluation and Salary Classification procedure
  - Higher Duties Procedure
  - First Aid Procedure
  - Flexible Work Procedure – Indoor staff
  - Flexible Work Procedure – Outdoor Staff
  - Proof of Illness Procedure
  - Sick and Carers Leave Bonus Procedure
  - Annual Leave Purchase Procedure
  - Career Break Procedure
  - Grievance and Dispute Resolution Procedure

## 6. DEFINITIONS

<b>Award</b>	The <i>Local Government State Award (2017)</i> and its successor.
<b>Council</b>	Coffs Harbour City Council.
<b>Employee</b>	Employees of Coffs Harbour City Council, both current and future, other than Senior Staff under the Local Government Act 1993.
<b>Commercial Business Units</b>	Those business units operating commercially for profit including the Coffs Harbour Regional Airport, Coffs Harbour Laboratory, CitySmart Solutions, CoastalWorks, and Coffs Coast Holiday Parks.
<b>Group Leader Team</b>	The leadership group comprising the Coffs Harbour City Council Group Leaders.
<b>Leader</b>	A person who organises or is in charge of a group of employees including Directors, Group Leaders, Section Leaders, Team Leaders and Coordinators.
<b>Senior Staff</b>	Senior Staff means the General Manager of the council and the holders of all other positions identified in the council's organisation structure as senior staff positions.
<b>Group Leader</b>	A person who reports directly to a Senior Staff Member and has responsibility for a Group.
<b>Director</b>	A person who reports directly to the General Manager and who has responsibility for one of Council's directorates.
<b>Section leader</b>	A person who reports directly to a Group Leader and has responsibility for a Section.
<b>Indoor staff</b>	Those employees occupying positions where the ordinary hours of work are 35 hours per week including Rangers and Lifeguards.
<b>Outdoor Staff</b>	Those employees occupying positions where the ordinary hours of work are 38 hours per week excluding Lifeguards and Rangers Group.
<b>Team</b>	Is a designated work team, responsible for achieving agreed work outputs.
<b>Union</b>	New South Wales Local Government, Clerical, Administrative, Energy, Airlines and Utilities Union (USU);The Development and Environmental Professionals' Association (depa), and Local Government Engineers' Association (LGEA).
<b>Zero Harm</b>	Is a commitment to our vision that everyone deserves to go home from work safe and healthy every day. Zero Harm is defined as "no harm to anyone, anytime at work".

The definitions provided in the Award Clause 4 shall apply in addition to these definitions wherever the Agreement is silent.

## **7. AIMS AND OBJECTIVES OF THIS AGREEMENT**

- A. This Agreement will provide certainty for three years from the date of ratification for Council, employees and their unions regarding:
- i) employment arrangements and conditions;
  - ii) consultative processes, joint problem-solving and dispute resolution procedures, with a strong focus on resolution at the local level; and
  - iii) continuous improvement and delivery of better value while providing secure employment.
- B. Working together, we aim through the implementation of this Agreement to:
- i) involve all employees in the achievement of Zero Harm and a healthy workforce;
  - ii) recognise, train and develop skills and capabilities to create a workforce of capable, competent and committed employees;
  - iii) promote and support diversity in the workforce across council;
  - iv) provide job security by maintaining Council's long term financial certainty;
  - v) create flexible working conditions for all employees;
  - vi) to create an environment of mutual respect and trust;
  - vii) to build the next generation of our workforce through entry level recruitment, knowledge transfer and continuity planning;
  - viii) to provide systems and processes to encourage high performance;
  - ix) continuously improve the quality and competitiveness of Council services and programs

## **8. EMPLOYEE PERFORMANCE MANAGEMENT**

The parties to this Agreement commit to the regular measurement, feedback and reward for individual performance. The following principles have been agreed by all parties to guide the development and operation of employee performance management and reward:

- i) There will be reward for employee performance from entry level
- ii) Both Performance and competence are to be recognised and rewarded in accordance with council's Performance Excellence Procedure and Employee Salary Progression Procedure
- iii) Progression to competent reward is achieved by skill or competence acquisition in accordance with council's Performance Excellence Procedure and Employee Salary Progression Procedure
- iv) What we do and how we do it forms the basis of the performance management framework



- v) Performance can be rewarded even when an employee has reached the maximum level of the grade for their position
- vi) Addresses all skills required by an employee's position
- vii) Agreed goals, performance measures and targets will be set prior to the review
- viii) Annual performance reviews will occur on a set timetable for all employees
- ix) An employee's performance will be measured by their immediate supervisor, Coordinator, Section Leaders, Team Leader, Group Leader or Director

## **9. SALARY SYSTEM**

- i) The parties to this Agreement have agreed to the implementation of a broad-banded salary structure which aligns to the Bands and Levels of the Award. This salary structure provides for salary increases for all employees.
- ii) Salary progression will be based on an employee's performance as agreed and assessed in their annual performance review and their relative position within their salary grade. Progression will be calculated by a combination of the result of an employee's annual performance review and their relative position within the salary grade for their position in accordance with Council's Employee Salary Progression Procedure.

## **10. PAYMENT FOR RELIEF DUTIES/WORK (HIGHER DUTIES)**

### **A. Why are Higher Duties paid?**

Higher duties arrangements are intended to be temporary and of a short duration and should not be used in lieu of filling substantive positions. Council recognises the staff development opportunity that acting in a higher classified position can deliver.

### **B. When are employees entitled to be paid for performing Higher Duties?**

- i) An employee who is directed, or appointed, through an Expression of Interest or other selection process, to relieve in a position evaluated with a higher classification than their substantive position will be entitled to a higher duties allowance, with payment in accordance with the council's Higher Duties Procedure.
- ii) Any employee who believes they are undertaking higher duties and have not been directed to relieve in the higher position is entitled to request a review by the Group Leader Team. This process does not negate the option for an employee to follow the grievance and dispute process described in this Agreement.

- iii) Payment for use of skills relieving in a higher paid position shall be made for the time actually spent relieving in the higher position and is not payable when the relieving employee is absent on paid leave or an award holiday. An employee on annual leave may be entitled to a higher rate of pay in accordance with the provisions of the Award Clause 21 D (ix).

## **11. SUPERANNUATION**

### **A. To which superannuation fund will Council contributions be made to?**

Council shall make superannuation contributions, at the minimum amount required under the Superannuation Guarantee (Administration) Act 1992, to a complying superannuation fund as nominated by the employee. Where a fund is not nominated by the employee, the default fund shall be the Local Government Superannuation Scheme.

## **12. ALLOWANCES**

### **A. When are Adverse Working Conditions Allowances paid?**

- i) The Level 1 Adverse Working Conditions allowance in the Award was previously annualised.
- ii) The Level 2 Adverse Working Conditions Allowance is payable in accordance with the Award Clause 15 (ii), with the exception of employees receiving the Live Sewer Allowance.

### **B. What allowances are paid for working with Live Sewer?**

- i) A weekly live Sewer Allowance is paid to all council employees whose duties require working with live sewer and having direct contact with raw sewerage. This includes staff employed in the Water and Sewer and Mechanical and Electrical Sections.
- ii) A weekly allowance shall be paid at the rate set out in Schedule of Allowances.
- iii) The Sewerage Treatment Works Allowance as defined in Clause 15 (v) remains payable. The Live Sewer allowance is a substitute for and in lieu of the Adverse Level 2 Working Conditions and Sewer Choke allowances as described in the Award.

### **C. How employees are reimbursed for out of pocket expense when working outside of the Coffs Harbour Local Government Area?**

- i) Where council has requested an employee to work outside of the Coffs Harbour Local Government area and stay overnight they will be reimbursed in accordance with the

Australian Tax Office reasonable travel and meal allowance expense amounts. For the purpose of this allowance work excludes attendance at conferences, training and attendance of meetings.

- ii) The amount will be paid as a per day rate for all full or part days worked away where the employee was required to stay overnight. The allowance will be inclusive of all meals, and incidentals. The employee will not be required to provide evidence to support this payment.
- iii) Council will provide accommodation for employees to a minimum of 3 ½ star standard as defined by Star Ratings Australia, wherever this standard of accommodation is available. If a minimum of 3 ½ star accommodation is unavailable Council will provide accommodation at the nearest available standard
- iv) This allowance is a substitute for and in lieu of the Camping Allowance in the Award.

#### **D. When are employees paid for using their language skills?**

- i) Where an employee is required by agreement with their leader to use a community language skill as an adjunct to their normal duties to provide services to speakers of a language other than English or to provide signing services to those with hearing difficulties, shall be paid an allowance in addition to the weekly rate of pay as set out in the Allowances Table of this Agreement. The allowance may be paid on a regular or irregular basis, according to when the skills are used.
- ii) Such work involves an employee acting as a first point of contact for non-English speaking residents or residents with hearing difficulty. The employee identifies the resident's area of inquiry and provides basic assistance, which may include face-to-face discussion and/or telephone inquiry.
- iii) Such employees convey straightforward information relating to Council services, to the best of their ability. They do not replace or substitute for the role of a professional interpreter or translator.
- iv) Such employees shall record their use of a community language according to Council established procedure.

#### **E. Who receives a first aid allowance?**

Where an employee is required by council to be the Approved First Aider in charge of a first aid kit and to administer first aid, as specified in the First Aid Procedure, the employee shall

be paid an allowance in addition to the weekly rate, as set out in the schedule of Allowances table of this Agreement.

#### **F. When is a Fire Warden allowance paid?**

Where an employee is required by Council to perform the role of an emergency evacuation warden the employee shall be paid an allowance in addition to the weekly rate, as set out in the schedule of Allowances table of this Agreement. Where an employee is receiving the First Aiders allowance the Fire Warden Allowance will be paid at ½ the weekly rate.

#### **G. What Allowances are removed as part of this Agreement?**

i) Employees will no longer be paid the following allowances, which were continued in the 1994 Pay Policy but removed from the Local Government Award in 1992. These allowances are:

- Hiab Crane Allowance
- Plant Repair allowance
- Truck Repair Allowance
- Towing Allowance

ii) Council will make a one-time payment to all employees, within two months of the commencement of this Agreement, who were paid any of these allowances in the two years prior to this Agreement becoming effective. The value of this payment will be the accumulated value of payments made to each employee over the preceding two years.

iii) The telephone allowance as described in the Award will no longer be paid.

### **13. FLEXIBILITY IN HOURS OF WORK**

- i) At council we encourage flexible working hours so our staff can achieve a better balance between their personal and working lives subject to meeting Council Operational Needs.
- ii) The rules supporting the application of a flexible working hours system provide our staff with greater freedom however, it is essential that all staff adopt a responsible approach. Co-operation between the staff and their leaders is essential to the successful operation of this approach.
- iii) Flexible working hours will be subject to council's operational needs; however employee's requests to participate in the flexible working hours system will not be unreasonably withheld. This means that the first priority is to meet the needs and demands of council and

our commitment to the community and customers we support. However, staff will be granted maximum flexibility provided no disruption to council work occurs and our service levels are maintained. In this context there may be areas of council operations where it may be difficult to fully implement flexible working hours.

- iv) Where an employee is denied the opportunity to participate in the flexible work program unreasonably, the grievance and dispute process shall be followed.
- v) The provisions of the Award for flexibility for work and family responsibilities remain and are not diminished by this clause.
- vi) Where a scheduled RDO falls on a gazetted public holiday the day will be scheduled for the next working day or on a day agreeable by both the employee and their leader.

#### **A. How does Flexible work apply to Indoor staff?**

The spread of ordinary hours for Indoor staff will be 70 ordinary hours per fortnight during which a maximum of 7 hours can be accumulated as flexible time. This will typically allow employees to work a 9 day fortnight, 4 ½ day week and to alter their daily start and finish times. To facilitate the operation of flexible working hours for indoor staff the span of ordinary hours shall be between 6am and 7pm. This will be administered in accordance with the Flexible Work procedure – Indoor Staff.

#### **B. How does Flexible work apply to Outdoor staff?**

- i) The spread of ordinary hours for outdoor staff shall be 152 hours per four week period. A set 4 week roster will be defined by the Section Leader in consultation with the work Crews. This will typically follow a 19 day month, 9 day fortnight or 4 day week pattern. All patterns will be based on the 19 day month with a set RDO each 20 days and the ability to add one flex day where practicable. This will be administered in accordance with the Flexible Work procedure – Outdoor Staff.
- ii) The provisions of Clause 18 of the Award shall not be diminished by the flexible work provisions in this Agreement.

### **14. SICK AND CARERS LEAVE**

#### **A. How much Sick and Carers Leave do employees receive?**

- i) For each year of service with the council an employee is entitled to 15 days of Sick or Carers Leave (or the prorated amount for employees working on a part time temporary or fixed term basis).

- ii) An employee's entitlement to be paid Sick or Carers leave accrues during a year of service according to the employee's ordinary hours of work, and accumulates from year to year.
- iii) After 5 years' service with council, if an employee's Sick or Carers leave entitlement has been exhausted, the General Manager may grant additional Sick or Carers leave as the circumstances warrant.

## **B. What notice is required when taking Sick and Carers leave?**

- i) The employee must, as soon as reasonably practical, advise council of their inability to attend work because of personal illness or injury, or due to the requirement for them to provide care and support. This advice shall be by way of a phone call or as a minimum a voice message, to their Supervisor or Section Leader, unless otherwise agreed.
- ii) Whenever possible employees shall advise council prior to the commencement of their shift. Proof of illness is not required from an Employee except on request of their Leader. The Leader or Organisation Development Group can however request proof of illness for future unplanned absences, or on the day of the illness, if there is reasonable doubt about the pattern or nature of the Employee's illness as described in the Proof of Illness Procedure. When requested the proof of illness shall indicate the Employee's inability to undertake their normal duties on the relevant dates and will as far as possible indicate the expected duration of their absence.

## **C. What Evidence is required to be provided in support of a Claim for Sick and Carers Leave?**

- i) Proof of illness is not required from an Employee except on request of their Leader. The Leader can however request proof of illness for future unplanned absences or on the day of the illness if there is reasonable doubt about the pattern or nature of the Employee's illness as described in the Proof of Illness Procedure. When requested the proof of illness shall indicate the Employee's inability to undertake their normal duties on the relevant dates.
- ii) Where an employee is a primary carer, Council may require that employee to provide proof to satisfy a reasonable person of the relationship and requirement to provide care between the employee and the person for whom the employee is taking carer's leave to provide care and support. The assessment of the relationship and requirement to provide care shall not be less than the provisions of the Award Clause 21B.

**D. How is sick leave available to cover illness or injury during a period of annual leave?**

Any employee who is sick whilst on annual leave and produces a medical certificate as soon as practicable stating that they would have been unable to perform normal work duties, shall have the option of taking that time that they were sick as Sick and Carers Leave in lieu of the annual leave provided that they have a sufficient Sick and Carers Leave balance and that that the period of sickness is at least ten (10) consecutive days.

**E. How are employees rewarded for reducing the incidence of sick and carers leave?**

Eligible employees will be entitled to a bonus payment defined in the Sick and Carers Leave Bonus Procedure. The bonus will be paid in the first pay cycle in December each year commencing in the first December after the Enterprise Agreement is ratified. The bonus payable is determined on the average sick leave for employees in their group, either indoor staff or outdoor staff, taken in the previous 12 months. This entitlement is prorated for part time employees.

## **15. HEALTH AND WELLBEING**

**A. Can I take time off for preventative health measures?**

- i) Council recognises that taking a proactive approach to preventative health care is an important way to support our employees' health and that this can lead to positive outcomes such as improved employee work performance and productivity, improved employee recruitment and retention and reduced absenteeism.
- ii) To support this proactive approach an employee may, with the consent of their leader, take up to two (2) days paid leave per calendar year from their accrued sick leave balance to be used for proactive preventative health care measures, such as to attend an annual physical / mental / medical / health check, dental visit and/or skin cancer check subject to the following:
  - a) The granting of paid leave under this clause is at the discretion of the council; and
  - b) The taking of paid leave under this clause must not result in the employee having an accumulated sick leave balance of less than three (3) weeks; and
  - c) Council may require proof of participation in the health and/or wellbeing activity to justify payment under this clause.

## **16. OTHER PAID LEAVE**

### **A. How are employees paid when attending Jury Service?**

- i) When an employee is required to attend jury service during the employee's ordinary working hours they shall be released without loss of pay, excluding allowances, in respect of the ordinary time the employee would have worked had the employee not been on jury service.
- ii) The employee shall notify the employer as soon as possible of the date upon which they are required to attend for jury service.
- iii) The employee shall give their leader proof of attendance and the duration of such attendance.

### **B. When can employees take Bereavement Leave?**

- i) Bereavement Leave provisions of the Award apply. Under this clause employees are entitled to take up to 4 days Bereavement Leave in the case of the death of an immediate family member and up to 2 days in the case of the death of an extended family member.
- ii) For the purposes of this clause council extends the definition of 'immediate family' so that it also means traditional kinship where there is a relationship or obligation under the custom and traditions of the community or group to which the employee belongs.
- iii) In the case of extenuating circumstances, the Bereavement Leave provisions of the Award may be extended and additional paid leave may be granted by the relevant Director.

### **C. What leave is available to support employees on Emergency Services?**

- i) Council is committed to the provision of an efficient and effective State Emergency Service (SES) and Rural Fire Service (RFS), and Disaster Welfare Committee (DWC) and support their activities. Council will help achieve this objective by reimbursing lost wages/salary to council employed volunteers who have responded to bona fide emergencies.
- ii) When SES, RFS and DWC units are called out in emergencies during normal working hours, council employed volunteers may be released to respond provided their work is "made safe" prior to their responding to the emergency.
- iii) Where council employees respond to emergencies, they shall be paid the same wages and allowances for time lost as they would if working for council.



- iv) Where a council employed volunteer is required to be in attendance at an emergency for a period greater than four hours they shall be entitled to have 10 consecutive hours break before commencing normal council duties. Where this break encroaches on normal working hours, the employee shall be entitled to be paid for the time lost.
- v) Before any payment is granted under this clause it shall be verified in writing by the appropriate SES, RFS or DWC authority.
- vi) Employees attending events that have been declared as a “state of emergency” as a paid professional, for example a retained Fire and Rescue Officer shall be offered the option to take time to attend that event as unpaid leave. These employees may apply to General Manager to have any remuneration they received whilst attending an event made up so they have no loss of pay. This payment will be at the General Manager’s discretion.

#### **D. What leave is available to support employees participating in the Defence Force Reserve?**

- i) Council encourages enlistment in the Defence Force Reserves and recognises that Reserve service is of national importance. It is recognised as an economical method of providing Defence Forces in peacetime and a valuable addition to employee development.
- ii) Unpaid leave not exceeding two weeks in any one year will be granted to employees who are members of the Defence Force Reserves for the purpose of undergoing training in camp or equivalent continuous duty. This leave will normally be in addition to annual holiday leave.
- iii) Special consideration will be given to an employee requiring leave for Reserve military training purpose in excess of 10 working days in any one year.
- iv) Except in unusual circumstance military leave granted under this policy will be treated as unbroken service when calculating annual leave, long service leave and sick leave or any other entitlements.

#### **E. How does council support Employees experiencing Domestic Violence**

- i) Council recognises that employees sometimes face situations of violence or abuse in their personal life that may affect their attendance or performance at work. Therefore, council is committed to providing support to staff who experience domestic violence.

- ii) An employee experiencing domestic violence will be granted paid special leave for medical appointments, legal proceedings and other activities related to dealing with domestic violence.
- iii) This leave may be taken as consecutive or single days or as a fraction of a day and can be taken without prior approval provided appropriate evidence is provided on the employees return.
- iv) An employee who supports a person experiencing domestic violence may apply for Carer's Leave to accompany them to court or to hospital, or as agreed by their Leader provided appropriate evidence is provided. Any Carers Leave taken in this capacity will not be counted in the calculation of Carers Leave for the "cash out" described in the Sick leave Clause.
- v) Proof of domestic violence can be in the form of a document issued by the Police Force, a Court, a health professional who specialises in dealing with domestic violence or a Family Violence Support Officer.

## **17. ANNUAL LEAVE**

### **A. Can Leave be taken at half or double pay rate?**

- i) Subject to changes being made to the NSW Annual Holidays Act 1944, the Council will introduce the option for employees to take Annual Leave at half and double pay.
- ii) Employees may request in writing, through their leader, to take part or all of their annual leave entitlement at half pay. Staff will be granted maximum accommodation to taking leave at ½ pay provided no disruption to council work occurs and our service levels are maintained.
- iii) Employees may take their annual leave at double pay rate provided they maintain a balance of a minimum of 4 weeks Annual Leave.
- iv) When an employee takes annual leave, the period of service for the purpose of leave accruals shall be as follows:
  - a) a period of leave on full pay – the number of hours so taken; or
  - b) a period of leave on half pay – half the number of hours so taken; or
  - c) a period of leave on double pay – twice the number of hours so taken.

## **18. PURCHASING LEAVE**

### **A. What provision is available to purchase additional Annual Leave?**

- i) An employee may request in writing to purchase additional leave through their relevant Group leader or Director in advance of requiring the leave to be taken, however the approval must always be subject to council's ability to meet operational needs and in accordance with the Annual Leave Purchase Procedure.
  - a) Where the request for additional leave is approved it will be communicated to the employee in writing.
- ii) The Purchased leave is a separate arrangement to the normal four or five weeks annual leave and is subject to council approval.
- iii) Employees may purchase up to two weeks additional Annual Leave, with a minimum period of one week, by taking a reduction in salary in order to meet the cost of the additional leave over a 52 week period.

## **19. CAREER BREAK**

### **A. What provision is available to take a career break?**

- i) A career break is an extended period of unpaid or purchased leave. An employee may be eligible to take a career break for reasons that are not covered by the usual leave entitlements. For example:
  - Completing study or extending of skills that may be used with council;
  - Family responsibilities, e.g. dependent care, elder care;
  - Significant social or community responsibilities, e.g. volunteer work for a community organisation; and
  - Work experience in an organisation that is not a direct competitor of council.
- ii) An employee will be eligible for a career break when:
  - a) They have completed five years' of continuous service prior to commencing the career break;
  - b) All outstanding annual leave, in excess of eight weeks, and accrued long service leave has been taken or is incorporated in the career break;
  - c) The employee has applied to their Leader, providing a summary of the benefits to be gained from the career break, by both council, and the employee; and

- d) The leave has been approved by the Senior Leader.
  - e) The length of a career break may vary from four weeks to 12 months
  - f) The agreement for a career break leave is in writing and signed by both the council and the employee.
  - g) Not more than one career break is available to any employee in any one five year period
- iii) The Career Break will be administered in accordance with the Career Break procedure.

## **20. TRANSITION TO RETIREMENT**

In recognition of the ageing workforce at Council and the need to retain skills and experience within the organisation, Council will actively develop and promote flexible work and leave arrangements to enable employees to better manage their transition into retirement. In conjunction with this program, Council will develop talent strategies to encourage entry level recruitment to replace retiring employees and support knowledge transfer.

### **A. When is an employee entitled to request a Transition to retirement strategy?**

- i) An Employee, who has reached their preservation age, as defined by the Australian Taxation Office, may make a request in writing for flexible working arrangements which will enable them to phase out of the workforce. Examples of flexible work and leave arrangements include:
  - a) Part-time work;
  - b) Flexi time;
  - c) Leave without pay;
  - d) Job sharing arrangements;
  - e) Variations to ordinary hours and rosters;
  - f) Job redesign; and
  - g) Purchased additional annual leave arrangements.

## **B. What support will an employee receive to transition to retirement?**

- i) Council will respond to any request within 21 days and consult with the employee to discuss viable options. Council will only refuse the request where operational needs cannot be met.
- ii) Reasonable time will be allowed for employees who have requested a transition to retirement strategy to seek financial advice from financial advisors or the Commonwealth Department of Human Services.
- iii) The terms of a flexible work and leave arrangements shall be in writing and may be varied from time to time, by agreement, to suit the specific needs of either the employer or the employee.
- iv) Council will develop and implement an education and advice program in conjunction with the unions representing employees and Local Government Super. The education plan will address topics including:
  - a) Options to enter into transition to retirement using Superannuation
  - b) Options to use accrued leave (long service and annual) to reduce working hours
  - c) Commonwealth Government support available (pension, seniors entitlements)
  - d) Examples of reduced working patterns

## **21. ACHIEVING ZERO HARM**

### **A. What is Council and employees joint commitment to Achieving Zero Harm?**

- i) We are all committed to working towards Zero Harm in the way we conduct our business. We will continue to promote and involve employees in developing safe workplaces.
- ii) We are committed to understanding all contributing factors that impede or assist the achievement of Zero Harm allocating resources to address these issues and improving key business processes. We will continue to reduce the number and severity of workplace injuries by improving the Workplace Health and Safety (WHandS) framework, to encourage an attitude of 'safety first' and safe working behaviours at all levels.

- iii) Working together council leadership, employees and unions will work to achieve zero harm through abiding by and promoting adherence to our WHS Golden Rules:

LPR 1 - Driving safely

- Always follow the road rules when operating Council vehicles and equipment, and ensure you are certified, competent, licensed or authorised, and medically fit to operate the class of vehicle or plant.

LPR 2 - Personal Protective Equipment (PPE)

- Always meet the minimum PPE requirements of the worksites we enter or the workplace activities we are asked to perform.

LPR 3 – Ground disturbance

- Never perform a job if underground and overhead services have not been identified and, the necessary controls have been implemented including isolations, exclusion zones, ground controls, and other procedures as per the Safe Work Method Statements (SWMS).

LPR 4 - Working at heights

- Always follow the Standard Operating Procedures (SOP) when your job presents the risk of falls, and if your work presents a risk to others.

LPR 5 - Confined space entry

- Never enter a confined space unless you have a current permit, have the appropriate training, a competent spotter, and have followed Confined Space Entry SOP.

#### LPR 6 - Safety behaviours

- Always fully comply with the requirements of our Safety Management System.

#### LPR 7 - Lifting operations

- Only operate lifting equipment or rig loads if we are trained, competent, fit, physically capable and licenced to do so.

#### LPR 8 - Energy isolation

- Ensure that any stored energy has been discharged and all energy sources have been isolated before starting work.

#### LPR 9 - Fit for work

- Always present to work fit for work and are not under the influence of alcohol or drugs and are not suffering from fatigue.

#### LPR 10 – Line of fire

- When working with members of the public, never put yourself in a situation that places you in the line of fire.

- iv) Council shall have a work health and safety plan and accompanying training plan, which will be progressively developed over the life of this Agreement and reviewed as a standing agenda item with the Safety Champions Forum.
- v) Disciplinary procedures will be enforced for breaches of safety, up to and including, serious misconduct.
- vi) The parties to the Enterprise Agreement are committed to co-operating positively to ensure that employers and employees understand and comply with their obligations under the Work Health and Safety Act 2011 (NSW), Work Health and Safety Regulation 2011 (NSW) and associated codes of practice.

## 22. GRIEVANCE AND DISPUTE RESOLUTION

The parties to the Enterprise Agreement recognise the importance of resolving grievances quickly and through consultation between employees, their representatives and Council's leaders. A four step process has been defined in the Grievance and Dispute Resolution procedure.

Where a matter is raised by an employee or group of employees, the following principles shall be observed:

- i) At any time the Employer and employee who is a party to the dispute may appoint a representative for the purposes of the procedures in this regard

- ii) At any stage of the procedure, the employee(s) may be represented by their union or its local representative/delegate and the employer by the Association.
- iii) The union delegate shall have reasonable time, without loss of pay, to discuss a grievance or dispute with management at the local level where prior approval is sought. Such approval shall not be unreasonably withheld
- iv) At any time throughout the process, the parties may refer the matter to Organisational Development (OD) to assist in resolving the dispute.
- v) While the dispute resolution process is being followed employees shall remain at work and carry out their duties as normal, unless an employee has a reasonable concern about an imminent risk to his/her health or safety in which case the employee must comply with any reasonable direction given by the employer to perform other available work, either at the same workplace or at another workplace.
- vi) The provisions of Clause 36 of the Award remain.



**Signed in agreement for and on behalf of Coffs Harbour City Council**

Name: Steve McGrath  
Position: General Manager

Signature: \_\_\_\_\_

**In presence of witness**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Signed in agreement for and on behalf of United Services Union of Australia, New South Wales**

Name: Graeme Kelly  
Position: General Secretary

Signature: \_\_\_\_\_

**In presence of witness**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Signed in agreement for and on behalf of the Development and Environmental Professionals Association of New South Wales**

Name: Ian Robertson  
Position: Secretary

Signature: \_\_\_\_\_

**In presence of witness**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Signed in agreement for and on behalf of the Local Government Engineers Association of New South Wales**

Name: Gordon Brock  
Position: Director

Signature: \_\_\_\_\_

**In presence of witness**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Schedule 1: Allowances

	First Pay Period 01/07/17	First Pay Period 01/07/18	First Pay Period 01/07/19
	\$	\$	\$
Clause 12(a) Level 2 Adverse Working Conditions Allowance	1.07p.h. or	1.10p.h. or	1.13p.h. or
	40.70p.w.	41.70p.w.	42.70p.w.
Clause 12(b) Live Sewer Allowance	43.85p.w.	44.95p.w.	46.05p.w.
Clause 12 (d)(a) Community Language Allowance	21.80p.w.	22.30p.w.	22.90p.w.
Clause 12(e) First Aid Allowance	14.70p.w.	15.10p.w.	15.50p.w.
Clause 12(f) Fire Warden Allowance	14.70p.w.	15.10p.w.	15.50p.w.

## Schedule 2: ATO reasonable travel and meal allowances

**Table 1: Employee's annual salary – \$119,650 and below**

Place	Food and drink (\$)	Incidentals (\$)
	Breakfast 27.05	
	Lunch 30.45	
	Dinner 51.85	
	(total 109.35)	
Adelaide	as above	19.35
Brisbane	as above	19.35
Canberra	as above	19.35
Darwin	as above	19.35
Hobart	as above	19.35
Melbourne	as above	19.35
Perth	as above	19.35
Sydney	as above	19.35
High cost country centres	as above	19.35
Tier 2 country centres (see Table 5)	Breakfast 24.25	19.35
	Lunch 27.65	
	dinner 47.70	
Other country centres	Breakfast 24.25	19.35
	Lunch 27.65	
	Dinner 47.70	

Table 2: Employee's annual salary – \$119,651 to 212,950		
Place	Food and drink (\$)	Incidentals (\$)
	Breakfast 29.45	
	Lunch 41.70	
	Dinner 58.35	
	(total 129.50)	
Adelaide	as above	27.65
Brisbane	as above	27.65
Canberra	as above	27.65
Darwin	as above	27.65
Hobart	as above	27.65
Melbourne	as above	27.65
Perth	as above	27.65
Sydney	as above	27.65
High cost country centres	as above	27.65
Tier 2 country centres (see Table 5)	Breakfast 27.05	27.65
	Lunch 27.65	
	Dinner 53.90	
Other country centres	Breakfast 27.05	27.65
	Lunch 27.65	
	Dinner 53.90	

**Table 3: Employee's annual salary – \$212,951 and above**

Place	Food and drink (\$)	Incidentals (\$)
	Breakfast 34.75	
	Lunch 49.20	
	Dinner 68.85	
	(total 152.80)	
Adelaide	as above	27.65
Brisbane	as above	27.65
Canberra	as above	27.65
Darwin	as above	27.65
Hobart	as above	27.65
Melbourne	as above	27.65
Perth	as above	27.65
Sydney	as above	27.65
All country centres	as above	27.65



High Cost Country Centres	
Country Centre	Country Centre
Albany (WA)	Horsham (VIC)
Alice Springs (NT)	Jabiru (NT)
Bordertown (SA)	Kalgoorlie (WA)
Bourke (NSW)	Karratha (WA)
Bright (VIC)	Katherine (NT)
Broome (WA)	Kununurra (WA)
Bunbury (WA)	Mackay (QLD)
Burnie (TAS)	Maitland (NSW)
Cairns (QLD)	Mount Isa (QLD)
Carnarvon (WA)	Mudgee (NSW)
Castlemaine (VIC)	Newcastle (NSW)
Chinchilla (QLD)	Newman (WA)
Christmas Island (WA)	Norfolk Island (NSW)
Cocos (Keeling) Islands (WA)	Northam (WA)
Colac (VIC)	Orange (NSW)
Dalby (QLD)	Port Hedland (WA)
Dampier (WA)	Port Lincoln (SA)
Derby (WA)	Port Macquarie (NSW)
Devonport (TAS)	Port Pirie (SA)
Emerald (QLD)	Roma (QLD)
Esperance (WA)	Thursday Island (QLD)
Exmouth (WA)	Townsville (QLD)
Geraldton (WA)	Wagga Wagga (NSW)
Gladstone (QLD)	Weipa (QLD)
Gold Coast (QLD)	Whyalla (SA)
Gosford (NSW)	Wilpena-Pound (SA)
Halls Creek (WA)	Wollongong (NSW)
Hervey Bay (QLD)	Wonthaggi (VIC)
Horn Island (QLD)	Yulara (NT)



## Tier 2 Country Centres

Country Centre	Country Centre
Albury (NSW)	Kingaroy (QLD)
Ararat (VIC)	Launceston (TAS)
Armidale (NSW)	Lismore (NSW)
Ayr (QLD)	Mildura (VIC)
Bairnsdale (VIC)	Mount Gambier (SA)
Ballarat (VIC)	Muswellbrook (NSW)
Bathurst (NSW)	Naracoorte (SA)
Bega (NSW)	Nowra (NSW)
Benalla (VIC)	Port Augusta (SA)
Bendigo (VIC)	Portland (VIC)
Broken Hill (NSW)	Queanbeyan (NSW)
Bundaberg (QLD)	Queenstown (TAS)
Ceduna (SA)	Renmark (SA)
Charters Towers (QLD)	Rockhampton (QLD)
Coffs Harbour (NSW)	Sale (VIC)
Cooma (NSW)	Seymour (VIC)
Dubbo (NSW)	Shepparton (VIC)
Echuca (VIC)	Swan Hill (VIC)
Geelong (VIC)	Tamworth (NSW)
Goulburn (NSW)	Tennant Creek (NT)
Griffith (NSW)	Toowoomba (QLD)
Gunnedah (NSW)	Tumut (NSW)
Hamilton (VIC)	Wangaratta (VIC)
Innisfail (QLD)	Warrnambool (VIC)
Kadina (SA)	Wodonga (VIC)

## Schedule 3: Salary Progression Tables

**Table 1: Salary progression 2017 based on an Award increase of 2.35%**

Position in Grade	.9-.95	9.5-1	1-1.05	1.05-1.1	Topped out
<b>Rating</b>					
Unacceptable	2.35%	2.35%	2.35%	2.35%	2.35%
Needs Improvement (CPI)	2.35%	2.35%	2.35%	2.35%	2.35%
Meets Expectations	3.57%	3.26%	3.08%	2.96%	2.96%
Often Exceeds Expectations	4.78%	4.18%	3.81%	3.57%	3.57%
Outstanding	6.00%	5.09%	4.54%	4.18%	4.18%

**Table 2: Salary progression 2018 and 2019 based on an Award increase of 2.5%**

Position in Grade	.9-.95	9.5-1	1-1.05	1.05-1.1	Topped out
<b>Rating</b>					
Unacceptable	2.50%	2.50%	2.50%	2.50%	2.50%
Needs Improvement (CPI)	2.50%	2.50%	2.50%	2.50%	2.50%
Meets Expectations	3.67%	3.38%	3.20%	3.08%	3.08%
Often Exceeds Expectations	4.83%	4.25%	3.90%	3.67%	3.67%
Outstanding	6.00%	5.13%	4.60%	4.25%	4.25%



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## Schedule 4: Performance Excellence Procedure

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### Purpose

The purpose of this procedure is to outline the Performance Excellence – Development and Review process. The Performance Excellence framework and processes are designed to embed effective performance management practices to:

- Link individual performance and behaviour to overall organisational objectives.
- Identify, measure and encourage the acquisition and development of skills required for current and future jobs.
- Enable regular opportunities for communication and feedback between leaders and employees.
- Ensure clear objectives and performance expectations to drive our shared goal of the Pursuit of Excellence.
- Promote a results-oriented work outlook and a values-based approach to delivery.
- Identify and address job related strengths and areas for development, with direct linkages to training and development plans.
- Allow for goal adjustment to address changes in the operating environment.

### Statement of Intent

Coffs Harbour City Council (“CHCC”) is committed to supporting our employees so that they can achieve optimal work performance, which will ultimately drive the achievement of our obligations towards our community.

This provides the opportunity to align the outcomes expected of employees with CHCC’s business goals. Through the capability framework alignment is created to Coffs Harbour City Council’s Values through specific capabilities, skills and behaviours derived from those Values.

In addition, this ensures that employees are treated fairly, receive regular feedback on their performance, have clear expectations of what they need to deliver, are given the required support in their personal development and rewarding performance through salary progression.

### Scope

This procedure applies to employees of Coffs Harbour City Council (“CHCC”) below the level of Director and not on Senior Staff contracts. This includes permanent employees, fixed term and casual

employees who have been engaged for periods exceeding 3 months. Agency staff (labour hire) are not in scope of this procedure.

## Accountability

Driving performance excellence and achieving performance and developmental goals is a joint responsibility of leaders and employees. Leaders and employees must work together to establish and agree on the performance goals, key actions, target measures and success criteria. Accountability is on both the leader and staff member for successful performance with the objective to:

- Maximise the performance and contribution of staff in order to improve organisational efficiency and effectiveness; and
- Develop ways in which staff might enhance their performance and further develop skills that will support them in achieving their performance goals.

## Key Principles

### 1.1 The Performance Excellence Cycle

- Council’s Performance Excellence Cycle will be aligned with a financial year (i.e the 12 months from 1 July to 30 June each year).
- During the **first quarter** of each financial year, leaders and employees will agree on what the employee needs to achieve by the end of the financial year.
- A **mid-year performance review** and a **full year review** will be undertaken to ensure that employees are provided with formal performance feedback at least twice a year. Naturally, more regular feedback is strongly encouraged.
- The cycle consists of **key phases** to ensure regular two-way communication and integration with Council’s Business Cycle. These phases are illustrated through the diagrams below:

**Figure 5.1.1 – Describing the Performance Excellence Phases**

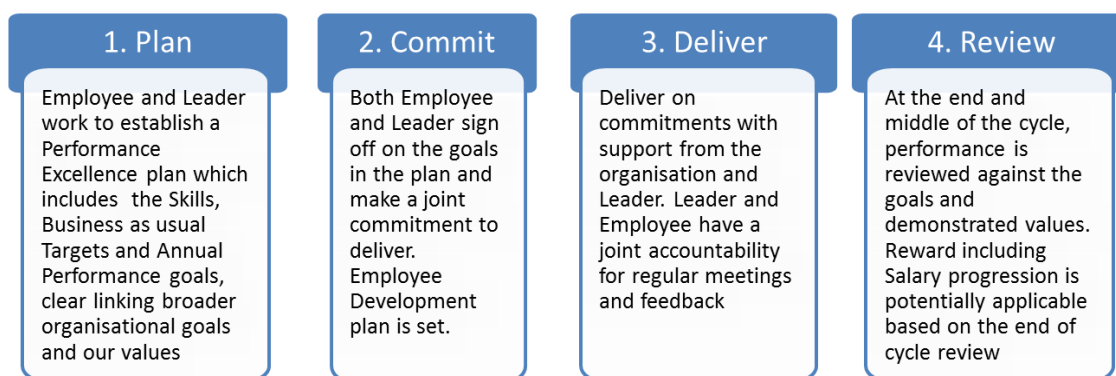


Figure 5.1.2 – Performance Excellence Cycle timeframes





## 1.2 Components assessed in a Performance Excellence Plan

WHAT WE DO			
Component	Refers to	What does it measure?	Examples
Skills	Acquisition and application of role specific skills	The manner in which employees applied current or newly gained skills in the achievement of their objectives.	<ul style="list-style-type: none"> <li>• Basic MS Excel skills.</li> <li>• Problem solving skills</li> <li>• Skilled in the operation of four-wheel drive vehicles over all terrains</li> </ul>
Business as Usual	Achievement of Business as Usual Targets	The manner in which employees are performing their day to day (ongoing) Key Responsibilities.	<ul style="list-style-type: none"> <li>• Number of Incomplete electronics jobs on WORMS maintained below 30</li> <li>• Records (including but not limited to time sheets, purchasing, plant checks and all other ECM actions) are maintained accurately and on time</li> <li>• Incidents (breakdowns, maintenance and servicing requirements and other operational issues) are reported to supervisor within 24 hours in accordance with standards, policy and procedures.</li> </ul>
Goals	Achievement of Annual Performance Goals.	The extent to which specific goals were achieved. Typically linked to Business Plan Actions	<ul style="list-style-type: none"> <li>• Review and implement a new Bird Management Policy by 31 March 2017</li> <li>• Obtain grant funding for bicycle track by 30 November 2017</li> </ul>
HOW WE DO IT			
Refers to	What does it measure?	Examples	
Values Aligned Capabilities	How our behaviours align with each of the five values based on Council's Capability Framework	<p><b>CUSTOMER CENTRIC</b> • Treats others politely and with respect at all times • Demonstrates responsiveness and awareness of customer needs and issues • Responds quickly and calmly to unexpected situations and circumstances • Responds to customer needs in a timely manner • Seeks to understand the causes of customer complaints and issues by using appropriate interpersonal skills • Works to rectify issues or complaints when identified • Does not act in a way that can be considered prejudicial, harassing or bullying • Uses appropriate language and terminology when communicating with customers to ensure understanding • Displays appropriate tone and language when communicating with customers</p> <p><b>COLLABORATION</b> • Explains information and points of view clearly, respectfully and sensitively • Respects others points of view and opinions • Provides the information and knowledge required to achieve desired outcomes • Cooperates with others to achieve team goals • Builds and maintains effective work relationships • Seeks, accepts and uses the advice or ideas of others • Works with team mates to identify solutions to operational problems • Understands the capabilities of colleagues and work to each other's strengths • Works well with external parties to achieve required work/project outcomes.</p>	



### 1.3 Employee Development

The purpose of the Development Goals section in a Performance Excellence Plan is to identify the employee’s development needs to support them in meeting role requirements and perform in their role. Specific skills development activities will be identified for the following cycle. The end of year review is also an opportunity to discuss career aspirations.

Employees are responsible for their own learning outcomes and may be required to undertake learning activities that are self-directed and self-paced. It is expected that a large part of personal development will also involve learning on-the-job and coaching.

### 1.4 Performance Reviews

- Performance reviews will be **compulsory** and completed within the set timeframes.
- Employees complete a **self-assessment** of their performance and will have the opportunity to present evidence/information in support of their assessments.
- When assessing Performance, **two evaluation scales** will be used when assessing performance, a 5-point scale for all ‘What we do’ components’ and on a 3-point scale for ‘How we did it’.
- The **Overall Performance Review outcome** will be a combination of the two sections. The employees overall score on ‘what we do’ will be weighted by the overall score for ‘How we did it’ to arrive at a final outcome as illustrated below:

WHAT WE DO					HOW WE DO IT	
Extent to which we: -Performed our Key Responsibilities (Business as Usual - as per Position Description) -Achieved Annual Performance Goals (as set out in Group Business Plan, or agreed with our people leader) -Obtained and applied skills in meeting these objectives.					Behavioural Skills as guided by Council's Values	
					Safety, Health and the Environment	
					Accountability	
					Collaboration	
					Customer-centric	
					Empowerment	
					Innovation	
					Weight	
	UNACCEPTABLE	NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS	OUTSTANDING - Consistently exceeds expectations	
	1	2	3	4	5	
What We Do	UNACCEPTABLE	NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS	EXCEEDS EXPECTATIONS	Does not always meet expectations 80%
X	NEEDS IMPROVEMENT	MEETS EXPECTATIONS	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS	EXCEEDS EXPECTATIONS	Meets Expectations most of the time 100%
How We Do It	NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS	EXCEEDS EXPECTATIONS	OUTSTANDING	ALWAYS Meets and sometimes exceeds expectations 120%

OUTCOME	
Outstanding	6
Exceeds Expectations	3.6 to 5.999
Meets Expectations	2 to 3.599
Needs Improvement	1 to 1.999
Unacceptable	<1

- The table above illustrates the range of potential final numerical outcomes following the combination of the two sections.
- To ensure consistent and fair application across the organisation, performance assessments will be reviewed for consistency at the discretion of the relevant Executive and Group Leader.
- Individual performance assessments will be treated as confidential and details of individual ratings or evaluations will not be released to unauthorised parties.

### 1.5 Dissatisfaction with outcome or process

Employees who are dissatisfied with the outcome of their performance assessment or the application of this procedure may refer the matter to the next higher level of leadership. If they remain dissatisfied, at this point they should follow the Grievance and Dispute Resolution Procedure.

### 1.6 Performance and Salary

The link between an employee’s overall performance outcome and reward will be determined by means of the Employee Salary Progression Procedure.

### 1.7 Targets and measures can be varied

If circumstances change, the leader may modify the targets and measures during the course of the performance cycle in consultation with the employee. For example, if there is a change in organisational priorities leading to new projects, the leader and employee may wish to discuss reasonable adjustments to the employees’ performance excellence plan.

### 1.8 Effect of leave

If the employee is on approved leave that extends to the end of the Performance Excellence Cycle, a progress review and rating must as far as possible be conducted prior to commencement of leave, or alternatively as soon as practically possible after the employee returns from leave.



## 1.9 Effect of Staff Movements

- Whenever an employee moves into a new role, is seconded to or acting in a higher role for a continuous period of 6 months or more, a new performance excellence plan will be set specifically for their time in that role to ensure that they have a clear understanding of what is expected of them in the new role. This may result in an employee having completed two performance excellence plans in a 12 month period.
- If an employee moves into a new role, is seconded to or acting in a higher role for a continuous period of less than 6 months, the leader whom the employee has spent the majority of the cycle with will be responsible to take the movement into account and determine a reasonable basis of assessing the performance of the employee in consultation with the employee and other relevant leaders.
- Whenever an employee acts in a position for a cumulative period of 6 months or more in a performance cycle, they may request an additional performance review relating to the position they were acting in and that the final outcome of this review is taken into account.

### 1.10 New Employees

In their first year of employment a new staff member will not always have a Performance Excellence Cycle of 12 months. Regardless of when the employee starts, a Performance Excellence Plan has to be set during the probationary period and the time remaining in the performance cycle should be taken into account.

### 1.11 Unsatisfactory Performance and Recovery

Unsatisfactory performance should be dealt with as soon as soon it is identified, for example when:

- agreed performance goals and targets are not achieved within a reasonable or agreed time;
- agreed tasks are not performed;
- expected behaviours are not demonstrated; and/or
- skills required in their role are not demonstrated.

The first step to address emerging issues in performance should be informal feedback and coaching by the leader to assist in performance recovery.

After informal counselling, if the staff member's performance has not improved, this should be managed in accordance with Clause 36 of the Award.

## Administration of Changes and Variations

- This Procedure is subject to on-going review in consultation with staff through appropriate channels.
- The Group Leader Organisational Development or their delegate may approve a variation from this procedure where necessary.



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## Definitions

**Award** - Local Government State Award 2017

**CHCC** - Coffs Harbour City Council

**EBA** - CHCC Enterprise Agreement 2017

**ELT** - Executive Leadership Team

**GLT** - Group Leadership Team

## Key Responsibilities

<b>General Manager:</b>	Approver of this procedure
<b>Executive Leadership Team:</b>	Responsible for fair and consistent application of this procedure throughout the organisation.
<b>Group Leaders and Business Unit Managers:</b>	Responsible for fair and consistent application of this procedure throughout the relevant group.
<b>Organisational Development:</b>	Review procedures and provide methodology and guidelines for application of the procedure.

## References (laws, standards and other Council documents)

- Local Government Act 1993
- Local Government (State) Award 2017
- Coffs Harbour City Council Enterprise Bargaining Agreement 2017
- Coffs Harbour City Council Values and Capability Framework
- Performance Excellence Guidelines

## Details of Approval and revision

**Approval date:** xx/x/2017

**Responsible Group:** Organisational Development

**Next review date:** 30/06/2018

## Table of amendments

Amendment	Authoriser	Approval ref	Date

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## Schedule 5: Employee Salary Progression Procedure

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### Purpose

The purpose of this procedure is to describe how broad-banded salary grades provide a means of salary progression which recognises the employee's performance, skills and competence as well as their relative salary position within the grade.

The model allows employees an opportunity for salary progression to the top of their salary grade.

### Scope

Salary progression is applicable to all employees of Council excluding Senior Staff (the General Manager, Directors and other positions where employees are appointed in accordance with the Standard Contract of Employment Senior Staff – Local Government NSW).

### Procedure

#### 1. Salary progression - basic principles

We recognise that any salary design ultimately has the potential for employees to reach the top of the grade. This procedure has been developed to ensure that employees who are at the top of a grade are able to be rewarded in addition to the Award increase.

The Salary Progression Table (Table 1) provides all employees with a minimum of an Award increase. We believe that no employee should receive a final overall rating of unacceptable, however have maintained it in the table for completeness.

#### 2. Calculating an employee's salary increase

The percentage that an employee's salary will progress is dictated by the outcome of their annual performance review, their relative position within a grade and the increase specified in the Local Government NSW (State) Award.

The relative position of an employee's salary within a grade is calculated to be within one of four quadrants from the median (Refer Table 1).

The median for a salary grade is calculated using the following formula:

$$\left( \frac{\text{Maximum salary for a grade} - \text{Minimum salary for a grade}}{2} \right) + \text{Minimum salary for a grade}$$

To establish the quadrant an employee's salary sits in within their grade the following formula is used:

$$\frac{\text{Employee Salary}}{\text{median Salary for the grade}}$$

An employee's salary progression is calculated as explained in paragraph 3.3.



### 3. Salary Progression Table

The Salary Progression Table, Table 1, defines the salary increase an employee will receive in any year based upon the Award Increase for that year, their overall Performance Review outcome and their relative position of their salary in a grade.

The calculations provide for a maximum increase of 6% and a minimum increase of the percentage specified in the Award for that at year, based on the following principles:

- The salary increase for employees whose performance rating is either Needs Improvement or Unacceptable will be the Award increase.
- The salary increases for employees whose performance rating is Meets Expectations, Exceeds Expectations or Outstanding will be above Award.

The above award increases are calculated as a distribution using the formula provided in table 1 between the Award increase and 6%.

Overall Performance Review Outcome	Quadrant 1 Employee's Salary divided by Median salary for their grade is <0.95	Quadrant 2: Employee's Salary divided by Median salary for their grade is 0.95 to 1.0	Quadrant 3: Employee's Salary divided by Median salary for their grade is 1.0 to 1.05	Quadrant 4: Employee's Salary divided by Median salary for their grade is 1.05 to 1.1 or they are at the Maximum Salary for their grade
Unacceptable	Award Increase	Award Increase	Award Increase	Award Increase
Needs Improvement	Award Increase	Award Increase	Award Increase	Award Increase
Meets Expectations	$Award + (6\% - Award) / 3$	$Award + (Outstanding \% \text{ for this Quadrant} - Award) / 3$	$Award + (Outstanding \% \text{ for this Quadrant} - Award) / 3$	$Award + (Outstanding \% \text{ for this Quadrant} - Award) / 3$
Exceeds Expectations	$Award + (6\% - Award) / 1.5$	$Award + (Outstanding \% \text{ for this Quadrant} - Award) / 1.5$	$Award + (Outstanding \% \text{ for this Quadrant} - Award) / 1.5$	$Award + (Outstanding \% \text{ for this Quadrant} - Award) / 1.5$
Outstanding	6%	$Award + (6\% - award) / 1.33$	$Award + (6\% - award) / 1.67$	$Award + (6\% - award) / 2$

Table 3 Salary Progression table

### 4. Managing a Salary Increase for employee whose salary is at the top of a grade

Where an employee's salary is at the top of a salary grade the employee's salary will be increased by the Award increase. The employee will receive the difference between the increase shown in the table and the Award increase as a lump sum payment. This payment will be made within 2 weeks of the salary increase becoming effective.

## Key Responsibilities

**Procedure owner** - Group Leader Organisation Development

**Review of any change to Policy** - Council Consultative Committee

**Application of Policy** - HR Business Partners

**Updating employee Salaries** - Payroll

## References (laws, standards and other Council documents)

- Local Government Award 2017 (NSW);
- Performance Excellence Procedure;
- Job Evaluation and Salary Classification Procedure;
- Coffs Harbour City Council Enterprise Agreement 2017.

## Details of Approval and revision

**Approval date:** [Approval Date]

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## Table of amendments

Amendment	Authoriser	Approval ref	Date

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## Schedule 6: Job Evaluation and Salary Classification Procedure

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### Purpose

To outline how jobs will be evaluated and classified.

### Scope

This procedure applies to all positions within Council's approved establishment including permanent (full-time and part-time), term contract and casual positions.

### Procedure

#### 1. Triggers for Job Evaluation

Requests for job evaluation are to be submitted by the relevant Group or Section Leader in line with Council's Establishment Management Procedure.

Job evaluation requests may be triggered under one or more of the following circumstances:

- A new position is created
- A significant change in the responsibilities of an existing position (which may potentially constitute job redesign, depending on the nature and extent of the changes)
- Organisational restructure
- Job redesign (including but not limited to changes to basic entry requirements such as qualifications, or the nature of a role (for example, changing it from a full time to a part time role).

Any request for re-evaluation should be articulated in writing, outlining what has change in the role, with reference to the impact on authority and accountability, judgement and problem solving, specialist knowledge and skills, management skills, interpersonal skills, qualifications and experience.

The current position description must be attached to the request, with tracked changes.

#### 2. Position Evaluation Panel

A position evaluation panel will be convened by the Organisational Development team, within 10 days of a request being submitted by the Group Leader or Section Leader. The panel will generally include a minimum of three accredited panel members:

- At least two accredited panel members endorsed by the Staff Consultative Committee.
- An accredited Organisational Development representative

### 3. Subject Matter Expert (SME)

The panel may seek additional advice from a subject matter expert who is familiar with the position, is ideally in the same classification level or higher than the position being evaluated, and works in the same work area.

The subject matter expert may provide additional input and information on the position, however may not participate in or influence the evaluation process.

The panel will undertake the evaluation using Council's preferred Position Evaluation Methodology (Mercer) and provide an outcome as a Work Value Point.

### 4. External Evaluation

The relevant member of the executive leadership team may approve for an evaluation to be undertaken by an external consultant for a variety reasons, including but not limited to:

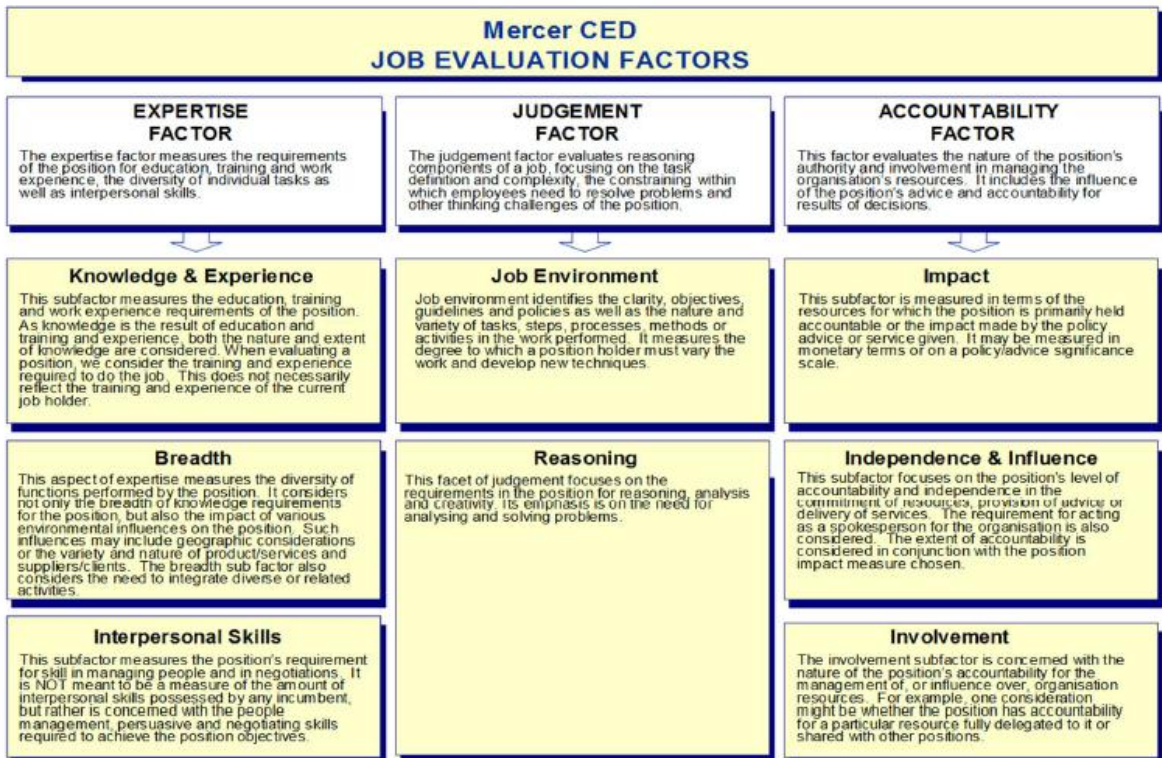
- the level of the position in the organisational hierarchy
- seeking to benchmark positions and/or obtain external relativities
- requiring an independent evaluation of job worth and market value
- where agreement is not reached by the panel

### 5. Mercer Methodology

The Mercer Job Evaluation System will be used for determining the value of each job in Council. This system determines the worth of a position in 'work value points'. These points are determined by assessing eight sub factors, which are based on a systems approach to understanding jobs.

This approach considers all jobs in terms of:

- The inputs required for the positions, defined in terms of the skills, knowledge and experience needed to do the job. This is referred to as **EXPERTISE**.
- The processes involved in carrying out the functions of the job, defined in terms of the complexity of tasks, and the requirement for resolving problems. This is referred to as **JUDGEMENT**.
- The outputs required for the position, defined in terms of the impact, influence and independence of the position. This is referred to as **ACCOUNTABILITY**.



## 6. Work Value Points

Following evaluation, positions are placed with a Grade and a salary is determined based on their evaluated 'work value points' and with reference to the Salary Classification structure. Positions that have the same work value points will have the same starting salary point.

The work value points will be recorded against the position and will be used to determine the default salary for anyone occupying that position including employees acting in the position as described in the Higher Duties Procedure.

## 7. Establishing the Salary within a grade

The value of the salary will be calculated by establishing the relative value of position within a grade.

If for example a position was evaluated as having work value points of 120, the position falls within Grade C which had a points value range of 100-139. Given the job value of 120 falls at the 51<sup>st</sup> percentile between the minimum and maximum points range of Grade C, it will attract a salary at the 51<sup>st</sup> percentile of that range (\$1,157.41 at 2017 salary rates).

A discretionary range of plus or minus 5% of the salary attracted by the job will be allowed for new permanent appointments, based on the candidate's assessed competence to fulfil the requirements of the position. This discretion will be agreed by the Group Leader Organisation Development in consultation with the relevant Group Leader.



## Job Classification and Salary Structure

The job classification structure consists of 12 Grades (A to L) as outlined in Annexure A. The job classification and salary structure aligns to the Award Bands and Levels and the Salary Structure defined in the 1994 Pay Policy.

## Transition to the Salary Structure

All existing positions will be allocated a grade in the new grade and salary structure based on their existing grade. For example, a position in grade 7 of the 1994 grade structure will be allocated grade C in the new structure. There will be no salary change as part of the transition to the new Salary Structure.

Positions being evaluated will be cross checked against the OCR evaluation system for a period of 6 months to establish confidence in the outcomes of the Mercer work value points and their translation in to the Salary Classification Structure. Both the OCR and Mercer outcomes will be shared with the Staff Consultative Committee.

## Appeal

Should the individual disagree with the outcome of this process they may follow the Grievance and Dispute Resolution Procedure.

## Definitions

**Establishment** - The approved positions (vacant or occupied) that make up the organisational structure of Council.

**Executive Leadership Team** - General Manager, Director Business Services, Director Sustainable Infrastructure, Director Sustainable Communities.

**Job Evaluation** - The process of grading a position in accordance with expertise, judgement and accountability.

**Job Classification Structure** - A hierarchy to cluster positions with like requirements for accountability, expertise and experience.

**Job Evaluation Panel** - Accredited staff undertaking job evaluation using the preferred Mercer Methodology.

**Position Description** - An approved Council document outlining the position objectives, accountabilities and responsibilities, key relationships and competencies of a position and the essential and desirable knowledge and experience required to undertake the position.

**Work Value Points** - The qualitative outcome from the Job Evaluation Process with a value between 0 and 820.



## Key Responsibilities

**Staff** - Identifying significant work changes in role and discussing with Leaders the skills and knowledge required to perform the job.

**Leaders** - Identifying work changes for roles of subordinate positions and ensuring position descriptions are developed and evaluated to reflect the new role/s.

**Group Leaders and Section Leaders** – Submitting formal requests for job evaluation in format outlined via Online Forms portal.

**Organisational Development** - Maintaining records of Job Evaluation and a reserve of trained Job Evaluation Panel Members.

**Procedure owner** – Group Leader Organisation Development.

**Review of any change to Policy** – Staff Consultative Committee.

**Application of Policy** – HR Business Partners.

## References (laws, standards and other Council documents)

- Local Government (State) Award 2017 (NSW);
- Performance Excellence Procedure;
- Establishment Management Procedure;
- Employee Salary Progression Procedure;
- Coffs Harbour City Council Enterprise Agreement 2017

## Details of Approval and revision

**Approval date:** [Approval Date]

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## Table of amendments

Amendment	Authoriser	Approval ref	Date

## Appendices A: Salary Classification Structure

Table 4 Salary Classification Structure with salary ranges at 3 July 2017

Award Level	Translation from the 1994 Classification Structure		New Salary System			
	1994 Council Grades		New Grade	Work Value Points	Minimum Rate/week	Maximum Rate/week
<b>Band 1</b>						
Level 1	None		Award			
Level 2	Grades 1-3		A	<84	\$ 833.45	\$ 991.15
Level 3	Grades 4-6		B	84-99	\$ 892.20	\$ 1,119.47
Level 4	Grades 7-9		C	100-139	\$ 1,003.90	\$ 1,303.25
<b>Band 2</b>						
Level 1	Grades 10-12		D	140-159	\$ 969.32	\$ 1,249.05
Level 2	Grades 13-15		E	160-181	\$ 1,122.35	\$ 1,461.13
Level 3	Grades 16-18		F	182-233	\$ 1,314.79	\$ 1,673.28
<b>Band 3</b>						
Level 1	Grades 19-21		G	234-259	\$ 1,099.63	\$ 1,463.23
Level 2	Grades 22-24		H	260-289	\$ 1,314.79	\$ 1,708.55
Level 3	Grades 25-27		I	290-385	\$ 1,540.47	\$ 2,050.36
Level 4	Grade 28		J	386-496	\$ 1,852.71	\$ 2,288.94
Level 4	Grades 29-30		K	497-637	\$ 1,958.72	\$ 2,450.90
<b>Band 4</b>						
Level 1	Grades 31		L	638-820	\$ 2,075.16	\$ 2,973.41

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## Schedule 7: Higher Duties Procedure

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### Purpose

The objective of a higher duties allowance is to recognise the extra skills and/or responsibility taken on by an employee who acts in a position that is classified at a higher level than their substantive position.

Higher duties arrangements are intended to be temporary and of a short duration and should not be used in lieu of filling substantive positions. Council recognises the development opportunity that acting in a higher classified position can offer.

### Scope

Higher Duties allowances are payable to all permanent, casual and term contract employees.

### Procedure

Where an employee is required or directed to act in a position which has a higher evaluation score or grade than their substantive position, the employee shall be paid the calculated starting salary of the position they are acting in, or their ordinary pay plus 10% - whichever is greater.

Employees acting in a Higher Duties position for greater than 6 months will be able to request an additional performance review relating to the position they are acting in as defined in the Performance Excellence Procedure.

Higher Duties will be approved using the online Request Higher Duties Form.

Where a position is known or planned to be vacant for a period greater than four weeks, an expression of interest (EOI) - will be sought from permanent and casual employees to be seconded to the position. No EOI will be called where a roster for acting in Higher Duties for a position has been established.

### Definitions

**Evaluation Score** - The score of the Job Evaluation as described in the Job Evaluation and Salary Classification Procedure

**Substantive Position** - An employee's permanent position

**Ordinary Pay** - Remuneration for an employee's normal working week as defined in the Local Government NSW (State) Award

**Leader** - An employee's Section Leader, Group Leader or Director

## Key Responsibilities

**Approve Higher Duties** – Leader

**Process Payments** - Payroll

**Procedure Owner** - Group Leader Organisation Development

## References (laws, standards and other Council documents)

- Local Government NSW (State) Award 2017 and its successors
- Job Evaluation and Salary Classification Procedure
- Request Higher Duties Form
- Coffs Harbour City Council Enterprise Agreement 2017

## Details of Approval and revision

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**Responsible Section:** [CHCC Section]

**Superseded policies/procedures:**

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## Schedule 8: First Aid Procedure

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### Purpose

This document provides details of the First Aid arrangements provided within Coffs Harbour City Council of First Aid Facilities and trained First Aid Personnel to administer first aid within the workplace.

### Scope

This procedure applies to all staff at Coffs Harbour City Council.

### Procedure

Council is committed to providing First Aid facilities for the immediate treatment of staff, contractors (where required), volunteers and visitors in the event of workplace injuries and illnesses.

Council has first aid kits in circulation in identified council vehicles and fixed work locations for staff access. All first aid kit locations are denoted by signage depicting a white cross on a green background.

### First Aid Requirements

Requirements for first aid is determined via a risk-based approach and it is the responsibility of each line manager or a delegate to ensure that there are a sufficient number of first aiders in their areas based on the nature of tasks they undertake.

A first aid assessment should be undertaken by department leaders to determine the number of first aiders and first aid facilities that are needed. The assessment should be based on a number of factors including:

- **The size and location of the workforce**  
Consider factors such as accessibility to external first aid facilities such as a local hospital or medical centre
- **Number and composition of workers**  
As a general guide, low risk workplaces should have one (1) trained first aider for every fifty (50) workers, and high risk workplaces should have one (1) trained first aider for every twenty five (25) workers.
- **Injury, illnesses and incidents**  
Consider the number and type of incidents that have happened in the past and whether statistics demonstrate a higher/lesser need for first aiders. Also consider whether there are any particular first aid needs of workers who have a disability or a known health concern who may need special attention.

- **Nature of Work**

Consider the type of work carried out and the likelihood of harm that could happen; this may influence the need for first aid facilities any specialist first aid equipment.

## First Aid Equipment and Facilities

### First Aid Kits

First aid kits will be supplied by Council for the treatment of injuries in the workplace. The responsibility of stocking and replenishing first aid kits and equipment rests with employees that have been selected and approved by Organisational Development as being responsible for designated kits and for the provision of first aid. A first aid kit will also be in the care of a First Aid Emergency Warden for the specific location and will be maintained by that person.

First aid kits can be any size, shape or type to suit the workplace, but each kit should:

- Be large enough to contain all the necessary items
- Be immediately identifiable with a white cross on green background that is prominently displayed on the outside
- Contain a list of the contents for that kit
- Be made of material that will protect the contents from dust, moisture and contamination.

The contents of each First Aid Kit will include the items as detailed in Section 8 - Appendix 3, however first aid risk assessments may determine that more items than the recommended quantities need to be included. First Aid Kits will be audited by designated First Aid Officers six monthly as a minimum. Kits will also be restocked as required throughout the year depending on usage of supplies.

On each Council vehicle that is used for the purposes of carrying out construction work, a First Aid self-adhesive sign (see Appendix 2) shall be fixed on the vehicle to identify the location of the First Aid Kit in the field.

### Medication in First Aid Kits

Medication (including pain killers) shall not be included in first aid kits because of their potential to cause adverse health effects in some people. Workers requiring prescribed and over-the-counter medications should carry their own medication for their personal use as necessary. Individuals are encouraged to discuss this with their local first aider(s) and inform them of the usual storage location of their medication. Asthma inhalers and adrenaline auto-injectors should also not be included in first aid kits.

### Defibrillators

*Defibrillators* are also gradually being placed in Council workplaces where staff and/or community numbers are the greatest. These will be purchased only as funding in budgets allow, and should only be used by persons that have received the relevant training in its use.

It is the responsibility of the designated First Aid Officer to check that the defibrillators in their area are in good working order. In the case that a defibrillator is not in the immediate vicinity where there is a designated first aid officer, a first aid officer from an area close by may be allocated responsibility of this defibrillator.

The designated First Aid Officer will reorder, through the appropriate channels, any associated materials for the use of the equipment (such as gel pads) if they are expired.

### **Other Council Facilities under s355 Committees**

For Council-owned (not leased / licenced) facilities that may have a Council issued first aid kit such as Community Halls that are run by Committees, it is the expectation that these committees be responsible for the periodic checking and replacement of first aid supplies and have appropriately trained First Aid Personnel.

### **First Aid Personnel - Training**

First Aiders should hold nationally recognised Statement/s of Attainment issued by a Registered Training Organisation (RTO) for the nationally endorsed First Aid unit/s of competency. For different types of First Aid Training, please see Section 8 - [Appendix 1](#).

First aiders should attend training on a regular basis to refresh their first aid knowledge and skills and to confirm their competence to provide first aid. Refresher training in CPR should be undertaken annually and first aid qualifications should be renewed every three years.

Refresher training of first aid will be coordinated by Organisational Development. Where a staff member with first aid training updates their qualification from an approved RTO outside the training programs coordinated by Council, that staff member is responsible for informing Organisational Development of updated expiry dates of their qualification.

### **Payment of First Aid Personnel**

Where an employee who holds an appropriate first aid qualification and is appointed by the employer and approved by Organisational Development to perform first aid duty and be in charge of a first aid kit, such employee shall be paid an allowance in accordance with the provisions in the Coffs Harbour Enterprise Agreement 2017. An employee who meets these requirements will be notified in writing as part of the appointment process.

Payment of the allowance shall not apply where it is a requirement of the position for the employee to hold an appropriate first aid qualification and perform first aid duty, if the skills have been paid for in accordance with the employer's salary system.

### **Contacting First Aiders**

A list of all Council's First Aid Officers for each location and the expiry date of their first aid qualification shall be provided and kept up to date on the WHS Intranet site, on staff notice boards and located at each fixed location first aid kit.

### **Workers with Particular Needs**

Workers with specific requirements for medical treatment in the event of an emergency (e.g. EpiPen) are recommended to discuss their emergency management plan (if applicable) with their local first aider.

### **Recording First Aid Treatment**

First aiders must report all first aid treatment (including to visitors) using the online hazard and incident reporting system in MyHR immediately after providing treatment.

## Definitions

**First Aid** - is the immediate treatment or care given to a person suffering from an injury or illness until more advanced care is provided or the person recovers.

**First Aid Officer** - is a person who has successfully completed a nationally accredited training course or an equivalent level of training that has given them the competencies required to administer first aid.

**First aid equipment** - includes first aid kits and other equipment used to treat injuries and illnesses.

**High risk workplace** - means a workplace where workers are exposed to hazards that could result in serious injury or illness and would require first aid.

**Identified First Aider** - is an employee who holds an appropriate first aid qualification and is appointed by the employer and approved by Organisational Development to perform first aid duty and be in charge of a first aid kit.

**Low risk workplace** - means a workplace where workers are not exposed to hazards that could result in serious injury or illness such as offices, shops or libraries. Potential work-related injuries and illnesses requiring first aid would be minor in nature.

**Defibrillators** – Defibrillation is the emergency procedure where trained first aiders apply an electronic device called an Automated External Defibrillator (AED) to the chest of a cardiac arrest casualty, and the device delivers a controlled electric shock to the casualty's heart.

## Key Responsibilities

First aid trained Staff are responsible for:

- Ensuring that kits are fully stocked (where given responsibility for a kit)
- Advising Organisational Development if they wish to resign as a designated first aider
- Documenting any treatment issued to injured persons on the MyHR online incident and hazard reporting system, or contacting the WHS team

Workers are responsible for:

- Seeking first aid treatment in the event of an injury
- Reporting injuries and incidents immediately after treatment to the Injury Management Officer, and assisting the first aid officer in making a formal incident report on MyHR.

## References (laws, standards and other Council documents)

- First Aid in the Workplace Code of Practice – February 2016
- Work Health and Safety Regulation 2017
- Local Government (State) Award 2017

## Details of Approval and revision

**Approval date:** [Approval Date]



**Responsible Section:** Organisational Development

**Superseded policies/procedures:**

**Next review date:** 1/08/2019

### Table of amendments

Amendment	Authoriser	Approval ref	Date

CONFIDENTIAL DRAFT FOR REVIEW

## Appendix 1: Types of First Aid Training

<p>Provide First Aid</p>	<p>Provides competencies required to recognise and respond to common life-threatening injuries or illnesses, including life-support using cardiopulmonary resuscitation (CPR), and to manage the casualty and incident until the arrival of medical or other assistance.</p> <p>In low risk workplaces, first aiders are sufficiently trained if they can perform CPR and treat minor illnesses and injuries.</p>
<p>Provide Advanced First Aid and Provide Advance First Aid Response</p>	<p>Provides additional competencies required to apply advanced first aid procedures. This type of training is suitable for some high risk workplaces.</p>
<p>Manage First Aid Services and Resources</p>	<p>Provides competencies required to apply advanced first aid procedures and to manage a first aid room.</p>
<p>Provide First Aid in Remote Situations</p>	<p>Provides the competencies required to administer first aid in a remote and/or isolated situation, including preparing for aero-medical evacuation. This type of training is suitable for high risk workplaces that are likely to have a major delay in accessing emergency services.</p>

CONFIDENTIAL DRAFT FOR REVIEW

**Appendix 2: First Aid sign (White cross on green back ground)**



CONFIDENTIAL DRAFT FOR REVIEW



### Appendix 3: Contents of a First Aid Kit\*

Item	Quantity
Instructions for providing first aid – including Cardio-Pulmonary Resuscitation (CPR) flow chart	1
Note book and pen	1
Resuscitation face mask or face shield	1
Disposable nitrile examination gloves	5 pairs
Gauze pieces 7.5 x 7.5 cm, sterile (3 per pack)	5 packs
Saline (15 ml)	8
Wound cleaning wipe (single 1% Cetrimide BP)	10
Adhesive dressing strips – plastic or fabric (packet of 50)	1
Splinter probes (single use, disposable)	10
Tweezers/forceps	1
Antiseptic liquid/spray (50 ml)	1
Non-adherent wound dressing/pad 5 x 5 cm (small)	6
Non-adherent wound dressing/pad 7.5 x 10 cm (medium)	3
Non-adherent wound dressing/pad 10 x 10 cm (large)	1
Conforming cotton bandage, 5 cm width	3
Conforming cotton bandage, 7.5 cm width	3
Crepe bandage 10 cm (for serious bleeding and pressure application)	1
Scissors	1
Non-stretch, hypoallergenic adhesive tape – 2.5 cm wide roll	1
Safety pins (packet of 6)	1
BPC wound dressings No. 14, medium	1
BPC wound dressings No. 15, large	1
Dressing – Combine Pad 9 x 20 cm	1
Plastic bags - clip seal	1
Triangular bandage (calico or cotton minimum width 90 cm)	2
Emergency rescue blanket (for shock or hypothermia)	1
Eye pad (single use)	4
Access to 20 minutes of clean running water or (if this is not available) hydro gel (3.5 gm sachets)	5

Instant ice pack (e.g. for treatment of soft tissue injuries and some stings).	1
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\*Reference: *First Aid in the Workplace Code of Practice (2016), Appendix C*

## First Aid Assessment Form

FIRST AID ASSESSMENT FORM		
Location		
Size and location of the workplace		
Number of floors		
Access between floors (e.g. lift, stairs)		
Nearest hospital (distance)		
Nearest medical or occupational health service (e.g. doctors office)		
Maximum travel time to medical service		
The number and composition of the workers and other persons at the workplace		
Number of workers		
Number of other persons		
Shifts		
Overtime worked		
Remote or isolated workers		
Injuries, illnesses and incidents		
Last 12 months' data		
Incidents not resulting in an injury		
Other		
Nature of the work being carried out and the nature of the hazards at the workplace		
Hazards	How the hazard could cause harm	Likelihood of occurrence and degree of harm
Required first aid		
Number of first aiders needed		
Training and competencies for first aiders		
Number and location of kits		
Contents of first aid kits		
Kit maintenance		
Sign-off		
Completed by		
Date		



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CONFIDENTIAL DRAFT FOR REVIEW

## **Schedule 9: Flexible work Procedure for Indoor Staff**

### **Purpose**

We encourage flexible working hours so our staff can achieve a better balance between their personal and working lives, subject to meeting Council’s operational needs.

These arrangements provide our outdoor staff with greater freedom, however it is essential that all staff adopt a responsible approach. Co-operation between the staff and their leaders is essential for the successful operation of this approach.

Flexible work hours will always be subject to Council’s operational needs. This means that the first priority is to meet the needs and demands of Council and our commitments to the community and customers. As we have to ensure that there is no disruption to Council work and that service levels are maintained, there may be areas where it may be difficult to fully implement flexible working hours.

### **Scope**

This procedure applies to all permanent and fixed-term council employees occupying positions where the ordinary hours of work are 35 hours per week as well as Lifeguards and Rangers.

### **Procedure**

<p>What hours must I work?</p>	<p>The spread of ordinary hours shall be 35 hours per week for indoor staff.</p> <p>Core Hours will be agreed between Group Leaders and their teams. These are the hours staff are required to be in attendance on days they are working.</p>
<p>How does Flexible work apply to part time employees?</p>	<p>Part Time Employees will have limited access to the flexible work hours. They will be entitled to accumulate up to a maximum of the hours required to cover any annual shutdown applicable to them.</p>
<p>What are the hours I can work outside Core Hours?</p>	<p>Where operational circumstances allow, employees may agree with their people leaders to work beyond the core hours. This could be to accumulate time to take off at a later stage, or to provide for an early start or late finish each day.</p>

Time recording	Each Section will determine the administration they require to support flexible working in their Section. This may range from informal agreements to formalised systems using timesheets.
Lunch break:	A minimum lunch break of 30 minutes (unpaid) must be taken after a staff member has worked for 5 hours in any one period, then a further paid meal break of 20 minutes after the next 5 hours.
What counts towards calculating whether an employee has settled their 35 hours per week?	Over any one fortnightly period, staff must work their contracted hours. This work time could include time carried over from previous periods, time worked at ordinary rate and leave and public holidays.  Leave and public holiday hours will be counted at the number of hours the employee would have worked on that particular day in accordance with their agreed work pattern.
Credit carry-over:	A maximum of 5 days can be accumulated at any one time to allow for any official forced shutdown between Christmas and New Year.
How much time can I accumulate?	A maximum of 7 hours can be accumulated during any fortnightly period, by default. This may be extended by agreement with the Group Leader
Do I need to accumulate days?	No. If you already worked your 35 hours per week in a fortnight and you are still required to work, you may elect to be paid for the additional hours worked in excess of the ordinary 35 hours or be recorded as Time in Lieu.  However, the assumed default will be that these additional hours will be accrued as flexi-time. Staff will not be required to work any hours in excess of ordinary time as part of any flexible work arrangement.
Who does this apply to?	This applies to Indoor staff working on a permanent or fixed-term contract basis.

## Definitions

**Indoor Staff** - Those employees occupying positions where their ordinary hours of work are based on a 35-hours work week.

**Leader** - A person who organises or is in charge of a group of employees including Directors, Group Leaders, Section Leaders, Team Leaders and Coordinators.



## Key Responsibilities

**Procedure owner** – Group Leader Organisation Development

**Review of any change to Policy** – Staff Consultative Committee

**Application of Policy** – All leaders

**Recording RDO accruals** – Payroll

## References (laws, standards and other Council documents)

- NSW Local Government Award 2017 and its successors
- Coffs Harbour City Council Agreement 2017
- Industrial Relations Act 1996

## Details of Approval and revision

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**Responsible Section:** [CHCC Section]

**Superseded policies/procedures:**

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## Table of amendments

Amendment	Authoriser	Approval ref	Date

## Schedule 10: Flexible Work procedure Outdoor Staff

### Purpose

We encourage flexible working hours so our staff can achieve a better balance between their personal and working lives, subject to meeting Council’s operational needs.

These arrangements provide our outdoor staff with greater freedom; however it is essential that all staff adopt a responsible approach. Co-operation between the staff and their leaders is essential to the successful operation of this approach.

Flexible work hours will always be subject to Council’s operational needs. This means that the first priority is to meet the needs and demands of Council and our commitments to the community and customers. As we have to ensure that there is no disruption to Council work and that service levels are maintained, there may be areas where it may be difficult to fully implement flexible working hours.

### Scope

This Procedure applies to permanent and fixed-term Council employees occupying positions where the ordinary hours of work are 38 hours per week, excluding Lifeguards and Rangers.

### Procedure

<p>What hours must I work?</p>	<p>The spread of ordinary hours for outdoor staff shall be 152 hours per four week period.</p> <p>A fixed 4 week roster will be defined by the Section Leader in consultation with the work crews. This will typically follow a 19 day month, 9 day fortnight or 4 day week pattern.</p> <p>All patterns will be based on the 19 day month with a set RDO each 20 working days and the ability to add one flex day where practicable.</p>
<p>Can I accrue flexi-days</p>	<p>Yes, employees may accrue 1 flexi-day in each 20 working day period. This accrued day may be taken as a flexi-day during the 20 day period or accrued. A maximum of 3 flexi-days may be accrued.</p>

When can I take a flexi-day?	Flexi-days will be agreed with the employee's leader in advance. Unless flexi-days are taken on a regular schedule, an employee should submit a request to take a flex day at least 1 week prior to taking the time off.
Time recording	Start time, finish time and meal breaks will be recorded using electronic timesheets.
Meal breaks:	A minimum lunch break of 30 minutes (unpaid) must be taken after a staff member has worked for 5 hours in any one period, then a further paid meal break of 20minutes after the next 5 hours.
What counts towards calculating whether an employee has settled their 152 hours over 4 weeks?	Over any four week period staff must work their contracted hours. <ul style="list-style-type: none"> <li>• Time worked at ordinary rate.</li> <li>• Time carried over from previous periods</li> <li>• Leave and public holidays (counted at the number of hours the employee would have worked on that day if they were not on leave/public holiday)</li> </ul>
Reporting and Monitoring Implementation of Flexiwork	Organisation Development will provide regular reporting, at least bimonthly, to the Joint Consultative Committee and Central Enterprise Agreement Team. The reporting will detail the implementation of flexible work taken across each of Council's different Outdoor work areas, issues experienced with flexible work and list any areas which have not implemented a Flexi work model

## Definitions

**Outdoor Staff** - Those employees occupying positions where the ordinary hours of work are 38 hours per week excluding Lifeguards and Rangers.

**Leader** - A person who organises or is in charge of a group of employees including Directors, Group Leaders, Section Leaders, Team Leaders and Coordinators.

## Key Responsibilities

- Procedure owner – Group Leader Organisation Development
- Review of any change to Procedure – Council Consultative Committee
- Implementation of Procedure – All leaders
- Recording RDO accruals – Payroll

**References (laws, standards and other Council documents)**

- NSW Local Government Award 2017 and its successors
- Coffs Harbour City Council Enterprise Agreement 2017
- Industrial Relations Act 1996.

**Details of Approval and revision**

**Approval date:** [Approval Date]

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**Table of amendments**

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## Schedule 11: Proof of Illness Procedure

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### Purpose

To clarify when proof of illness is required in instances where employees access Sick Leave.

### Scope

This Procedure applies to all employees.

### Procedure

#### 3.1 Guidance for when proof of illness may be required

Council encourages employees who are genuinely ill to take sick leave.

Employees who have a good sick leave history (typically having taken 4 days or less sick leave over 12-month period) are unlikely to be asked for proof of illness, however leaders will exercise discretion when reviewing sick leave patterns and will ask employees to provide proof of illness in instances where it is suspected that sick leave is being abused. This may typically occur in the following circumstances (which serves as a guide only and is not a comprehensive list):

- Where more than 8 days' sick leave have been taken in the last 12 months.
- Sick leave taken before or after other leave, a public holiday, flexi-days or an RDO.
- Where there are concerns about genuineness of a request for sick leave.
- On any subsequent sick leave taken after 5 concurrent business days' sick leave have been approved.
- In instances where employees did not contact the person they report to on the day of their illness by phone (or voice message) before normal starting time.

If a leader determines that an Employee is required to provide proof of illness for all future incidents, they will advise the employee in writing and will review the arrangement after 12 months.

#### 3.2 Guidance for the type of proof that will be required

Acceptable proof of illness shall be a certificate from a registered medical or health professional stating that the employee is unfit for work and the duration the employee is expected to remain unfit for work.

### 3.3 Consequences for not providing proof of illness

If employees do not provide adequate proof of illness when requested, they will be required to use annual leave or other leave. If they do not have sufficient leave available they will be required to take unpaid leave.

### 3.4 General

To support leaders in the application of this procedure, they will be provided with

- Regular reports on sick leave taken by employees who report to them;
- Relevant training.

If an employee believes they are being unfairly required to provide proof of illness, they may escalate the matter to their next higher level of leadership. If they remain dissatisfied with the resolution they should follow the Grievance and Dispute Resolution Procedure.

Carers leave requirements are as stated in the Coffs Harbour City Council Enterprise Agreement 2017.

## Responsibilities

### Leader

- Manage sick leave taken by employees reporting to them.
- Sight proof of illness if required.
- Ensure that all sick leave taken are recorded in the payroll system and that proof of illness is uploaded against the sick leave transaction where applicable.
- Where concerns exist, discuss circumstances of illness with employee.
- Where applicable, issue letter to employee seeking future proof of illness.

### Employee

- Contact leader by phone (or voice message) before normal starting time on day of illness.
- Provide proof of illness to leader if required, or if proof of illness has been obtained.

### Organisation Development Group

- Provide leaders with sick leave statistics and reports.
- Provide templates and training in support of this procedure.

### Payroll

Ensure that payroll system supports this procedure.

## Definitions

**Leader** - An employee who has an employee directly reporting to them.

**Employee** - Current or future workers employed by The Coffs Harbour City Council to undertake paid work.

## References (laws, standards and other Council documents)

- Coffs Harbour City Council Enterprise Agreement 2017
- Local Government (State) Award 2017
- Grievance and Dispute Resolution Procedure

## Details of Approval and revision

**Approval date:** [Approval Date]

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## Table of amendments

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## Schedule 12: Sick and Carers Leave Bonus Procedure

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### Purpose

Council recognises the productivity cost of a high incidence of sick and carers leave and seeks to encourage and reward employees who are able to take less personal leave.

### Scope

This procedure applies to all permanent employees of Council.

### Procedure

Eligible employees will be entitled to a bonus payment based on the table below. The bonus will be paid in the first pay cycle in December each year commencing in the first December after the Enterprise Agreement is ratified. The bonus payable is determined on the average sick leave for all employees in either indoor staff or outdoor staff depending upon which group they would be classified as working in, taken in the previous 12 months. This entitlement is pro-rated for part time employees.

### Eligibility requirements to receive the bonus

All of the following criteria must be met before an employee can receive the bonus:

- They have taken less than the following number of hours sick or carer's leave in the 12 months preceding the bonus payment date:
  - **Outdoor** staff member : **less than 35 hours** OR
  - **Indoor** staff member: **less than 31 hours**
- They have been a permanent employee of Council for a minimum of 12 months.
- They have a sick leave balance greater than 30 days.





## Bonus Payable

Average sick and carers leave days per employee	Reduction in sick and carers leave days per employee	Bonus payable
<b>Outdoor staff</b>		
No Target	0	0.8%
11	1.0	1.0%
10.5	1.5	1.2%
10	1.9	1.3%
9	2.9	1.5%
8 or less	3.9	1.9%
<b>Indoor Staff</b>		
No Target	0	0.8%
6.5	0.4	1.2%
6.0	0.9	1.5%
5.5	1.4	1.7%
5.0 or less	1.9	1.9%

### Basis for bonus calculation

The bonus for eligible employees will be calculated as the appropriate percentage defined in the above table multiplied by the base salary of the employee's substantive position at the time of the bonus payment. Where an employee has been continuously occupying a position on secondment or acting in higher duties for a period greater than 3 months at the time of the bonus payment, that salary shall be used as the basis of the calculation.

### Publication and audit of leave data

Monthly average sick and carers leave for both indoor and outdoor staff will be published together with the rolling 12 monthly average. The Staff Consultative Committee will be provided with data to substantiate the average sick leave numbers on the request of the chairperson of the Committee.

### Definitions

**Indoor Staff** - Those employees occupying positions where the ordinary hours are 35 per week and including Lifeguards and Rangers

**Outdoor Staff** - Those employee occupying positions where the ordinary hours are 38 hours per week excluding Lifeguards and the Rangers Group

**Substantive position** - The position which an employee would normally occupy in the absence of any acting appointment.

**Personal Leave** - Sick and Carers Leave as defined in the NSW Local Government (State) Award.

**Average Sick Leave** - The total of all sick and carers leave, expressed in days, taken in the immediate previous fifty two weeks divided by the total number of employees at the time of the calculation expressed as FTE.

**FTE** - Full Time Equivalent is the value of one employee working full time

### Key Responsibilities

**Procedure owner** – Group Leader Organisation Development

- Review of any change to Policy** – Staff Consultative Committee
- Publication of the sick leave data** – Group Leader Organisation Development
- Application of Policy** – All leaders
- Recording Sick and Carers leave** – Employee and People Leader
- Calculation and payment of the Bonus** – Payroll
- Approval for Bonus payments** – Group Leader Organisation Development

**References**

- NSW Local Government (State) Award 2017 and its successors
- Coffs Harbour City Council Enterprise Agreement 2017

**Details of Approval and revision**

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**Table of amendments**

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## **Schedule 13: Annual Leave Purchase Procedure**

### **Purpose and Scope**

Permanent full time or part time employees of Council are entitled to apply for purchased leave in addition to their annual leave entitlement.

In advance of requiring the leave to be taken, however the approval must always be subject to council's operational needs.

The Purchased leave is a separate additional arrangement to the normal four or five weeks annual leave entitlement and is subject to an employee's Group Leader or Director approval.

### **Rules and Arrangements**

- 2.1 The Purchased Leave is a separate additional arrangement to the normal annual leave entitlement and is subject to approval by an employee's Group Leader (or Director if applicable).
- 2.2 Employees who wish to purchase additional leave must submit their application in advance, stating when they intend using the Purchased Leave, however the approval of the annual leave will remain subject to Council's operational needs.
- 2.2 Employees may purchase up to two weeks' additional Annual Leave, with a minimum period of one week, by taking a reduced salary over a 52 week period. This will be calculated as follows:

<b>Number of paid weeks (spread over 52 weeks)</b>	<b>Number of weeks purchased leave</b>	<b>% of Full Time Salary (Paid over 52 weeks)</b>
50 weeks	2 weeks	96.1538
51 weeks	1 week	98.0769

Any additional hours worked by the employee on a purchased leave arrangement shall be compensated in accordance with the overtime and time in lieu provision determined in the Coffs Harbour City Council Enterprise Agreement 2017. Where additional hours are paid at penalty or overtime rate, the payment shall be calculated using the employee's ordinary hourly rate and not the reduced annualised hourly rate used to purchase additional leave. All purchased leave must be taken in full at the end of the 52 week period. During the period in which it is taken, an employee should exhaust their full purchased leave entitlement before accessing their annual leave entitlement.

An employee working under this arrangement may revert to standard employment conditions at the end of the 52 week reservation period, or in extreme circumstances as initiated by the employee and approved by the employee's Group Leader (or Director where applicable).

Purchased leave arrangements are not available to casual or temporary employees.

On termination of employment or withdrawal from the purchase leave arrangement before the end of the purchased leave period, employees will either:

- (a) have the pro-rata amount of unused purchased leave reimbursed as a lump sum payment; or
- (b) be required to repay any overdrawn purchased leave.

The purchase of additional leave is subject to the following:

- Purchase leave applications must be submitted in writing in the prescribed format.
- An employee with leave balances in excess of 8 weeks is not eligible to participate in the purchase of additional annual leave unless they have submitted an application to use existing leave.
- Employer Superannuation Contributions will be based on the reduced annual rate of pay.
- An employee who is on a period of employee funded (purchased) leave will continue to accrue annual, long service and personal leave at 100% of their normal accrual rate.
- Purchased leave is considered as service in all circumstances.

## Key Responsibilities

**Procedure owner** – Group Leader Organisation Development

**Review of any change to Procedure** – Council Consultative Committee

**Application of Procedure** – All leaders

**Recording Leave purchase accruals** – Payroll

## References (laws, standards and other Council documents)

- NSW Local Government Award 2017 and its successors
- Coffs Harbour City Council Enterprise Agreement 2017
- Industrial Relations Act 1996

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## Table of amendments

Amendment	Authoriser	Approval ref	Date

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## Schedule 14: Career Break procedure

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### Purpose

In line with our approach to offering a more flexible work environment, employees are offered the opportunity to take a career break, which is an extended period of unpaid or purchased leave to allow for circumstances that are not covered by the usual leave entitlements. For example:

- For purposes of completing study or extending skills that may be used within Council;
- Attending to family responsibilities, e.g. dependent care, elder care;
- Undertaking significant social or community responsibilities, e.g. volunteer work for a community organisation; and
- Gaining work experience in an organisation that is not in conflict with Council activities/responsibilities.

### Eligibility to take a career break and other conditions

2.1 An employee will be eligible for a career break when:

- They have completed two years of continuous service prior to commencing the career break;
- All outstanding leave in excess of four weeks and all accrued long service leave has been taken or is incorporated in the career break;
- The employee has applied in writing for the career break at least 3 months prior to the date on which they wish to commence their career break.
- The employee has provided sufficient evidence of the benefits to be gained from the career break, both to Council and the employee;
- The application has been endorsed by their leader, with due regard to operational requirements; and
- The application has been approved by the Executive.

2.2 The length of a career break may vary from four weeks to 12 months.

2.3 Only one career break is available to an employee any five year period.

2.4 At the conclusion of the career break, the employee will be entitled to return to their previous substantive position. Where the position no longer exists, the employee will be eligible for redeployment or redundancy in accordance with the provisions of the Award.



## Career Break - Unpaid

An unpaid career break is not considered a break in continuity of service. However, long service leave, annual leave, superannuation, personal leave and other leave entitlements do not accrue during the career break. Employees may make their own contributions to their superannuation fund during the period of the career break.

## Career Break - Extended Purchased Leave

An employee may apply for a career break through a leave purchasing arrangement.

Leave may be purchased in advance of a career break being taken.

The purchase of leave for career break purposes is subject to the following requirements and conditions:

- The employee must use all paid accrued Career Break leave entitlements during the period of the arrangement unless a written application submitted 4 weeks prior to a requested change to the Career Break is approved by their Group Leader.
- Staff may elect to maintain a balance of up to 4 weeks Annual or Long Service Leave, if buying additional leave for purposes of a career break.
- Career break leave arrangements do not apply to casual or temporary employees.
- Any leave untaken at the time of termination of employment will be paid at the employee's current rate of pay.
- All leave purchased for a career break must be used in the nominated career break.

## Calculation of salary reduction

The following formula will be used to calculate the percentage of pay required to accumulate the leave

*Number of weeks of leave requested / 48 \* years to accumulate the leave before it commences \* 100*

The employee's ordinary rate of pay will be reduced by the percentage calculated above. *For example*

<b>Number of Weeks Purchased Leave over Purchased Period</b>	<b>% of ordinary rate payable during Purchased Leave Period</b>
4 weeks purchased over one year	91.7% (100%-8.3%)
26 weeks purchased over two years	73%
52 weeks purchased over four years	73%

Any additional hours worked by the employee on a purchased leave arrangement shall be compensated in accordance with the overtime and time in lieu provision determined in the *NSW Local Government (state) Award 2017*

Where additional hours are paid at penalty or overtime rate, the payment shall be calculated using the employee's ordinary hourly rate (not the reduced hourly rate)

## Key Responsibilities

**Policy owner** – Group Leader Organisation Development

**Review of any change to Policy** – Council Consultative Committee

**Application of Policy** – All leaders

**Recording Leave purchase accruals** - Payroll

## References (laws, standards and other Council documents)

- NSW Local Government Award 2017 and its successors
- Coffs Harbour City Council Enterprise Agreement 2017
- Industrial Relations Act 1996

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## Table of amendments

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## Schedule 15: Grievance and Dispute Procedure

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### Purpose

The parties to the Enterprise Agreement recognise the importance of resolving grievances quickly and through consultation between employees, their representatives and Council's leaders through the four step process outlined in this procedure.

### Scope

This procedure applies to all Council Employees.

### Procedure

The steps to resolve a grievance or dispute are:

- Step 1** The employee(s) concerned should raise the matter in writing citing the issue and proposed remedy to their immediate Supervisor. If the matter cannot be resolved with the Supervisor within 2 working days, the employee should refer the matter to their Section Leader or Group Leader.
- Step 2** The Section leader or Group leader shall, if able, resolve the matter or dispute raised. If the matter cannot be resolved by the Section leader or Group Leader within 2 working days of it being referred to them, the employee should refer the matter to their Director.
- Step 3** The Director and/or General Manager shall, if able, resolve the matter or dispute raised within 3 working days of it being referred to them and provide the employee with a written response, copying the relevant HR Business Partner for record purposes.
- Step 4** If the dispute is unable to be resolved at the workplace, and all agreed steps for resolving it have been taken, the dispute may be referred to the Industrial Relations Commission of NSW (IRC) by either party for resolution.

If any of steps 1 to 4 are not addressed within the specified timeframe or not responded to in a genuine attempt to resolve the issue, the issue can be escalated to a formal grievance and/or dispute as specified in the Award Clause 35 by using the form provided on Council's intranet

While the dispute resolution process is being followed, employees shall remain at work and carry out their duties as normal, unless an employee has a reasonable concern about an imminent risk to their health or safety, in which case they must comply with any reasonable direction given by the employer to perform other available work, either at the same workplace or at another workplace.

## Key Responsibilities

**Procedure Owner** - Group Leader Organisation Development

**Resolution of Grievances** - Section Leaders, Group Leaders and Directors

## References (laws, standards and other Council documents)

- Local Government NSW (State) Award 2017 and its successors
- Coffs Harbour City Council Enterprise Agreement 2017

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