

occupational health and safety



Network Services Safety Manager Simon Burgess (left), Safety Health and Environment Manager Chris Arnold (centre) and Safety, Health and Environment Officer with Network Services Barry Hands carry out a site inspection at the Cambridge Resource Centre.

Objective:

High performing motivated teams and leaders who deliver with zero injuries

Strategy:

Recruit, train, and retain the best people, utilising their talents effectively and safely

Safety indicator (parent company)

2007/2008 result:	0%
2008/2009 target:	100%
2008/2009 result:	92%

Lost Time Injury Frequency Rate (parent company)

2007/2008 result:	6.6
2008/2009 target:	4.5
2008/2009 result:	1.8

The parent company's Lost Time Injury Frequency Rate of 1.8 represented our best safety performance yet, while there were also improvements on the health and wellbeing front. We attribute this to a team effort and strong commitment from employees, our management team and service providers.

Safety

Occupational health and safety remains an integral part of our corporate social responsibility framework. Our Balanced Scorecard target Lost Time Injury Frequency Rate is set at 4.5, but our ultimate goal is a zero injury rate.

Our business operates management systems known as AuroraSafe and AuroraHealth to guide our compliance in occupational health and safety. These systems are available to all employees on our intranet. External auditors Bureau Veritas Quality International conducted major audits of our operations against the AS/NSZ 4801 standards in October 2008 and April 2009. No non-conformities were noted.

The auditor wrote to Aurora after the audit:

"The management system currently in place within Aurora is a strong, well documented system which has been developed over a number of years. The system, when used

A key to Balanced Scorecard indicators is on page 144-145.

as designed, is well capable of managing and reporting incidents within the Aurora workforce.

An opportune site visit to a live-line crew just as the hazard IDs were being discussed displayed just how diligent, careful and aware this particular crew was as the job was discussed and prepared for. This was a first class observation of the Aurora process in operation.

I thank Aurora management and staff for the open cooperation, patience and valuable input during the audit, and the hospitality shown during the audit process."

In addition to the external audit, 884 internal audits were conducted, covering field practices, safety observations, office inspections, vegetation contractors, response centres and live-line work.

Legislative framework changed this year

Aurora is governed by the *Workplace Health and Safety Act 1995* and *Regulations 1998*; the *Electricity Industry Safety and Administration Act 1997* and *Regulations 1999*; the *Occupational Licensing Act 2005* and *Occupational Licensing (Electrical Work) Regulations 2008*.

The Occupational Licensing Act and Regulations required that Aurora lineworkers and cable jointers be licensed. The legislation was enacted in January 2009. A project was initiated in the Network Services Division's Standards, Audit and Licensing Team to facilitate the implementation of the licensing. Further detail is on page 51.

We go beyond measures required by legislation in order to protect the safety of the public and our employees. The introduction of a behavioural safety program that began with a pilot in Customer Connections this year is one key measure that will enhance the safety of employees. Volunteers from the front line elect to carry out safety observations on each other so that they can identify and reinforce safe behaviours. This helps to turn those safe behaviours into a habit that keeps our employees safe.

Our safety management structure

About 100 employees, or around 8 per cent of our total workforce, are members of Aurora's Safety and Health Community.

The coordination and management of safety strategies and initiatives in our business is led by the Responsible Officers Coordinating Group (ROSCO), to ensure that responsible officers meet their legal obligations and that all employees are fully aware of their roles and responsibilities. ROSCO comprises every member of the Aurora Executive Team, including the CEO, and the Safety, Health and Environment Manager. ROSCO reports regularly to the Board.

The 11-member Aurora Safety Health and Environment Committee (ASHEC) has responsibility for strategy implementation and monitoring workplace issues. It comprises divisional representatives and the People & Culture Safety, Health and Environment team.

Membership of the divisional teams number 10 in Retail, six in the corporate team under the direction of Commercial Services Division, 46 in Network Services, including

a dedicated seven-member team, and 12 in Network Division.

The Incident Review Team is accountable to ASHEC and has responsibility for reviewing investigations conducted by the divisions and analysing incidents to identify emerging trends. It refers these to ASHEC for action.

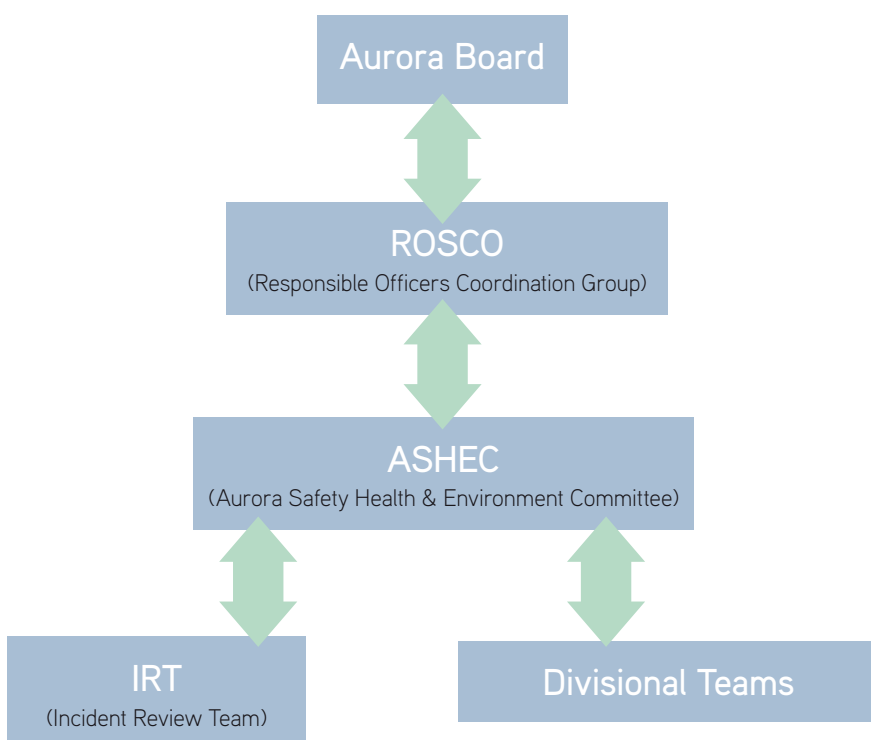
Our safety commitment

Our commitment is to achieve and maintain a safe, healthy and productive work environment for all employees, contractors, visitors and members of the public.

- We will actively encourage a teamwork approach, cooperation and good communication as the keys to working safely.
- Personal safety and the safety of others in the workplace will never be compromised. Nothing is more important.
- All employees are responsible for safety. Full participation in safety activities is essential and will be actively encouraged.
- All managers will take an active and visible role by supporting and ensuring a safe and healthy workplace.

Figure 21

Aurora Energy Safety Health & Environment Structure



- We will work safely by looking after ourselves, our workmates, customers and members of the community to ensure a lifestyle free from accidents, injury and illness.

We will meet these principles by:

- working together, understanding and accepting responsibility for our personal safety and the safety of others;
- following specific safety policies, standards and procedures as detailed by our AuroraSafe safety management system;
- ensuring as a minimum standard that our activities comply with relevant legislation and other relevant regulatory requirements;
- clearly stating performance expectations, measuring progress and rewarding achievement;
- ensuring continual improvement of safety systems, standards and procedures and involving our people in safety activities, education and training;
- effectively identifying, assessing, controlling and monitoring hazards and risks for people, equipment and material; and
- making safety part of everything we do, every day.

These principles and requirements are available on our intranet site and form an essential part of the induction process.

Our safety performance

We ended the year with no occupational diseases or fatalities. A total of 133 days were lost as a result of incidents during the year, compared to 204 days in 2007/2008. This delivered us a Lost Time Injury Severity Rate (LTISR) of 60.1. The LTISR is the total number of days lost to lost time incidents, per million hours worked over a 12 month period. The total number of incidents was four, down from 14 for the previous year. On both counts, these figures represent the lowest ever recorded by Aurora since our first year of operation



Ground Services North-West Job Manager John Murphy receives instruction from St John Ambulance trainer Ann Strong during refresher first aid training at the Burnie Resource Centre.

in 1998/1999. Given that our workforce has expanded from 840 to 1309 people over this period but the nature of our work and our risk exposure remains similar, it appears that we are managing our risk exposure more effectively.

The 12 month average days lost figure of 33.3 is significantly higher than at the same time in the previous year, when it was 14.6.

This figure has been increasing steadily since September 2008, due to two long-term injuries.

The increasing average figure is a function of the number of days being generated by a single long-term injury that is then divided by a much smaller number of LTIs compared to previous years.

There were 57 incidents reported during the year that required medical treatment (by a doctor or at a hospital), five fewer than the previous year and the lowest number ever recorded. Our Medical Treatment Injury Frequency Rate (MTIFR) of 25.5 bettered our annual target of 27 and is the lowest rate experienced since records were first kept in July 1999.

It is the Lost Time Injury Frequency Rate (LTIFR) result of 1.8 that most clearly demonstrates the significance of our improvement. LTIFR is calculated by multiplying the number of lost time injuries by one million, divided by the number of hours worked. We bettered our 2007/2008 result of 6.6 and also our Balanced Scorecard target for this year of 4.5.

Figure 22

LTIFR over 10 Years (parent company only)

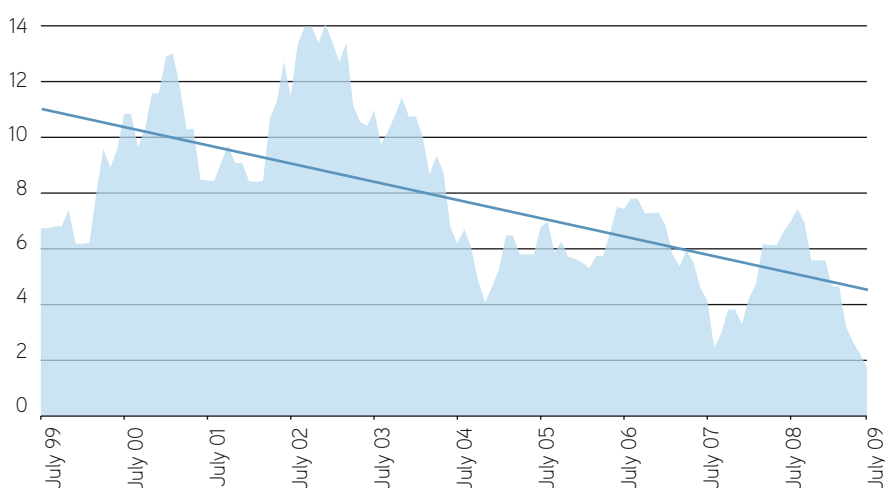


Figure 23 Injury Types 2008/2009

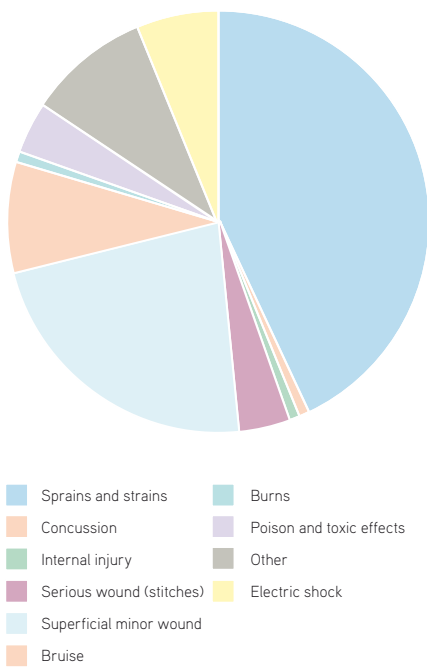
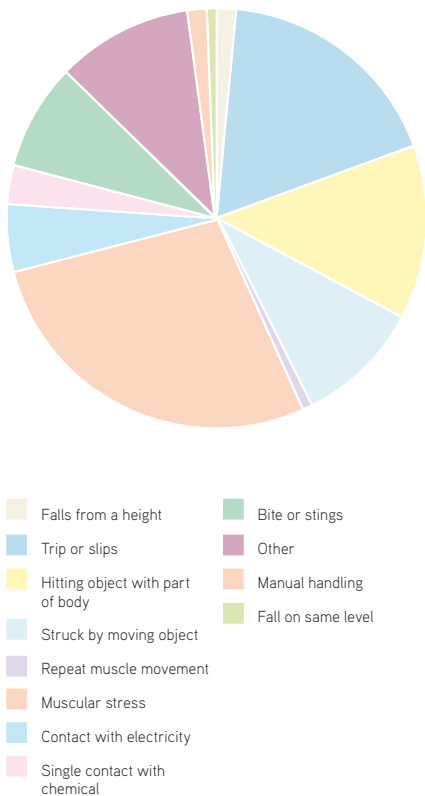


Figure 24 Causes of Employee Injuries 2008/2009



Network Services' adoption of root cause analysis methodology to understand accidents has been a big contributor to incident reduction. By identifying the true root causes of incidents rather than the immediate causes, systemic opportunities for improvement have been identified within the business that reduce the likelihood of repeat incidents.

A list of typical root causes has been developed. These include deficiencies in the areas of hardware, training, organisation and accountability, communication, shared goals, procedures, maintenance management, contractor management and learning from past mistakes. From this, significant trends have been identified and reinforced in organisational (safety) culture.

An increased focus by management on the timely closure of remedial actions has also played a very important role.

Action taken on non-compliances

Aurora's safety performance is regulated by Workplace Standards Tasmania and its sub-department Electricity Standards and Safety. There were two incidents of non-compliance dealt with during the year:

- Aurora was charged with failing to ensure that electrical work carried out by an employee lineworker on private powerlines was inspected, tested and energised by a licensed electrical contractor. The incident occurred in February 2007. Aurora pleaded guilty on the basis of its statutory vicarious liability for the actions of its employee and was fined \$2500. Training and field practices have been revised in response to this incident to prevent a recurrence.
- Workplace Standards issued a formal Notice under Section 38 of the *Workplace Health and Safety Act 1995* regarding an incident that occurred in February 2009 where a live 22kv conductor was cut using a remote cable-cutting device. In accordance with the Notice, Aurora has undertaken an assessment of its confined spaces, training and risk assessment procedures.

Safety Improvement Plan back on track

While the development of an Aurora Safety Risk Register led to considerable progress in 2007/2008 towards the establishment of a new Safety Improvement Plan, we weren't able to achieve our target of 100 per cent completion that year.

The Aurora Safety Community approved a Safety Improvement Plan for 2008/2009 and it was put formally in place in May 2008. This year we completed 92 per cent of activities endorsed under the Plan, a significant improvement in our performance.

The 2008/2009 Safety Improvement Plan focused on the following risks:

- **Occupational Health and Safety (OHS) Systems**

Ninety per cent of activities were completed. They included a new document standard and progress towards a draft OHS legislative database standard. The Safety, Health and Environment statements were reviewed and are awaiting sign-off from ROSCO. Our emergency preparedness standard was also reviewed.

- **Contractor management**

Ninety-eight per cent of activities were completed. This included the introduction of a new system used for contractor selection and management called Procuremax. The inclusion of contractor audits in the OHS auditing initiative will help to ensure good occupational health and safety performance from our contractors. Eighty-three per cent of the 733 people trained in Power System Safety Rules this year were contractors or subcontractors.

- **Working on or near electrical assets**

This activity was 92 per cent completed and auditing demonstrated compliance. This risk was reduced to as low as possible within Network Services Division.

- **Working at height**

This project was 92 per cent completed and auditing demonstrated compliance.

This risk was reduced to as low as possible within Network Services Division.

- **OHS auditing**

This project was 97 per cent completed. An AuroraSafe standard for OHS was developed following extensive research into audit regimes across Aurora.

It sets the minimum standards for internal safety auditing within Aurora.

- **Driver safety**

This project, which involves the continued roll-out of our Crash-Free Program, was only 52 per cent completed when the owner of this initiative was allocated to another business critical project.

- **Behavioural safety**

The project was 94 per cent completed. A pilot behavioural safety program was initiated in the Customer Connections Group of the Network Services Division. Sixty-five per cent of the group volunteered to carry out observations on one another to identify and reinforce safe behaviours. Typical initial volunteer rates in industry range from 30 to 50 per cent. This project was highly successful and will be continued next year.

The 2009/2010 Safety Improvement Plan is currently under development and will feature further enhancement of our risk management strategies, behavioural safety and OHS systems.

Crash-Free program continues

Seventy-two employees completed the Crash-Free driver safety program this year.

Our Fleetwatch system continued to monitor driver performance, including vehicle maintenance, speeding infringements, vehicle accidents and complaints.

Over the past 12 months, 305 vehicle incidents were recorded. The number of incidents rose from 290 last year.

Progress made with asbestos management

Aurora continually strives to improve its asbestos management. Where practical, electrical components that have minor amounts of asbestos containing material (ACM) are totally removed. In the financial year about 700 kg of electrical components was removed from sites. During the year work continued on identifying, labelling and adding to the register items in 700 out of 1700 substations across the State that contain ACM.

Safety training delivered

Our people participated in annual refresher training which included pole top rescue techniques, first aid and resuscitation.

The training was conducted by personnel from the Aurora Energy Training Centre in conjunction with St John Ambulance at resource centres around the State.

Training and assessment has also been delivered to authorised contractors to equip them to work safely on overhead services under the new Accredited Metering Installers scheme. For further information on our in-house training school, Aurora Energy Training, refer to page 54.

Employee Safety Representative Forums established

A series of regional safety meetings held for Network Services Employee Safety Representatives (ESRs) in August 2008 heralded the start of a new safety era.

The meetings enabled participants to discuss safety-related issues, exchange ideas and develop solutions that will enhance the safety of our people. This has accelerated issue resolution within the Division and expanded the important role ESRs play in the workplace.

DVD proving an effective resource

A DVD commissioned by Network Services' Standards and Audit team in July 2008 has become a very effective component in a training package designed to reinforce our safety culture. Featuring the relatives of Tasmanians who have been killed in workplace accidents, it has had a strong impact on our employees:

"It makes you realise that you can't leave anything to chance. Everything you do must be 100 per cent right."

- **Chris Owens**, Network Services

"When I watched the DVD I thought about my little boy and girl at home and it's made me very aware of how safe I have to be to ensure I get home in one piece to my family."

- **Greg French**, Service Connections

The DVD was produced with the assistance of the Proactive Agricultural Safety Society (PASS Inc).

Safety benefits community

Aurora's safety performance continues to boost services in local communities. For more details on our Safety Incentive Scheme, refer to page 80. Full details of our community safety campaigns are on pages 78-80.



National Business Development Manager with Fitness2Live Gerard Beven presents Information Services Group Resource Planner, and Energise competition winner, Laura Sorell with her prize.

Health and wellbeing

Our business is committed to assisting our employees to maintain their health and wellbeing both at work and in their private lives.

This commitment is driven from the Board and Executive Team down through the organisation under a policy framework known as AuroraHealth. Central to AuroraHealth is the understanding that if our people are to remain productive and positively engaged, we must give them the tools to balance their work, lifestyle and family commitments in a sustainable way.

Our health principles are:

- We will proactively manage health and wellbeing in the workplace to ensure our people are provided with a long-term positive effect.
- We will actively encourage our people to participate in, and own, workplace health and wellbeing, ensuring a positive effect on business outcomes.
- We will encourage and support our people to improve their health, general wellbeing and fitness.
- We will be leaders in the provision of rehabilitation for ill or injured employees.

These principles will be achieved by:

- providing appropriate workplace facilities and encouraging participation in health promotion and fitness programs;

- ensuring our people have access to the rehabilitation program, whether the illness or injury is sustained at work or at home;
- ensuring as a minimum standard that our activities comply with relevant legislation and regulatory requirements;
- maintaining in all health activities the privacy and dignity of individuals and the confidentiality of personal information;
- continually reviewing and improving our health and wellbeing programs and benchmarking with other industries;
- providing a smoke-free workplace; and
- providing appropriate employee assistance programs.

Aurora has a Health Improvement Plan in place. We completed 94 per cent of the activities listed under this plan during 2008/2009:

- An ergonomics policy and online tool was rolled out to all employees across the business but implementation has not been audited due to the online tool being incompatible with the new intranet site. This activity is 92 per cent complete;
- Processes and procedures around our sick leave policy and rehabilitation policy were updated as a result of the Aurora Agreement changes. Activities are 89 per cent complete. A communications package will be developed in the next Health Improvement Plan;

- A review of Aurora's drug and alcohol policy commenced; and
- Aurora's pandemic plan was implemented due to the escalation of pandemic phases. Pandemic officers were trained and a communications plan was developed. Care packs were distributed to all employees. This project is 98 per cent complete. Further information is provided on page 62.

The future for AuroraHealth

A new Health Improvement Plan will be developed in the first quarter of the 2009/2010 financial year after the risk register has been updated.

Health Fairs effective

A roving Health Fair incorporating our annual influenza vaccination program attracted 358 participants at the Burnie, Devonport and Rocherlea centres in April 2009 and at Cambridge, Moonah and Kirksway the following month. Of these, 160 employees participated in healthy heart testing and were provided with advice by representatives from the Cancer Council of Tasmania and Converge International. This activity has been completed and will be repeated next year.

The 2009 influenza vaccination program ran smoothly, with 358 employees taking part compared to 321 in the previous year. A small number of employees attended their local doctor to receive the vaccination.

Rehabilitation and workers compensation figures improve

We assist our people to manage and recover from illness and injuries, whether sustained at work, at home or during leisure pursuits. We have a policy of early intervention for all illnesses and injuries.

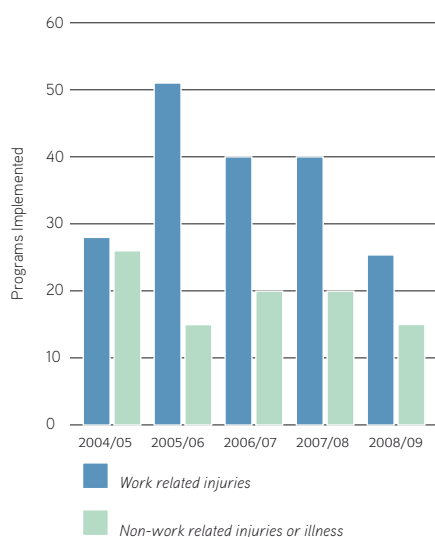
We have designated divisional rehabilitation coordinators who work with ill or injured workers, their families, health care experts and counsellors, and also use the services of external rehabilitation providers.

Figure 25 shows that 25 people currently have return-to-work plans in place as a result of a workplace-based incident, compared to 35 in 2007/2008.

A further 15 are utilising return-to-work plans for injuries or illnesses that are not work-related, compared to 21 in the previous year.

Figure 25

Return-to-work Programs Implemented July 04/June 09



CASE STUDY

Yorke Mountford: the power of the positive



Yorke Mountford, with Compliance Audit team colleagues Alan Wood (left) and Robert Whitton (seated).

For 24 years, Yorke Mountford had enjoyed his job in the Tasmanian electricity industry as a lineworker and more recently, a live-lineworker. In March 2008, a slight scratch from a small dog transferred a bacterium called capnocytophaga, and left him fighting for his life in hospital.

Not only did Yorke survive, he has gone on to become an inspiration to many people from all over the world – and 12 months later, despite the amputation of both legs and all his fingers, he returned to work at Aurora.

Many workgroups ran fundraising events and his workmates also organised modifications to his house and garden.

"I've been overwhelmed by everyone's widespread support and generosity," he said. "I can't think of a depot that didn't offer to help, and it shows that this is a company that really comes together and wants to help people out when they're in trouble."

Yorke was keen right from the start to talk with Aurora and his rehabilitation provider about a return-to-work plan.



Yorke uses a toughbook when carrying out a field audit.

Now a popular member of Network Services' Standards, Audit and Licensing team, he enjoys the flexibility of his new job as an Audit Officer.

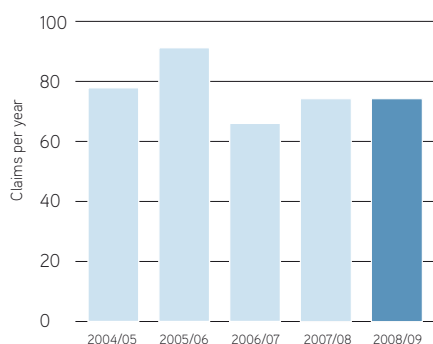
"I've had to learn to use a computer but I've actually enjoyed it," he said. "I still get to go out in the field and use my knowledge and have taught myself to drive a normal car."

Yorke was awarded a Pride of Australia Award in 2008.

Our workers compensation insurance is provided through an external insurance company, Vero. Our company is also registered for workers compensation in Victoria and South Australia. Figure 26 demonstrates that workers compensation payments continued a downward trend, totalling \$310,000 against a total of 74 claims made for the year. This compared to \$428,000 against 74 claims in 2007/2008.

Figure 26

Claims against Workers Compensation July 04/June 09



Pandemic plan put in place

The provision of a safe and reliable electricity supply could potentially be compromised in the event of a widespread pandemic.

Aurora's established pandemic plan was implemented when the H1N1 virus outbreak reached Tasmania. Aurora's plan aligned with the pandemic phases announced initially by the World Health Organisation and escalated by the Australian Government, to provide a foundation for our response and management of this issue. Frequent briefings occurred and a specific website was established on our intranet site.

Training was delivered to people selected as pandemic officers. Their task was to assist employees in roles judged as critical to ensuring a continuous power supply.

Individual care packs were distributed throughout the business in June 2009. Regular meetings were held with our industry colleagues at Hydro Tasmania and Transend to ensure any escalation of plans was consistent. Regular communication and clear adherence to the plan resulted in



Employees were provided with individual care packs during the H1N1 virus outbreak.

no discernable disruptions to our business, although it did highlight the ongoing challenge of communicating with a geographically dispersed workforce.

Energise program reduces individuals' health risks

Energise is our online health and wellbeing program, delivered by service provider Fitness2Live. We recently extended this contract for a further 12 months. We have 474 registered users, up from 367 in the previous year, and 103 people joined the program this financial year.

Healthy Hearts testing is a vital component of the Energise program. Participants are given a free, 10 minute test by a qualified nurse which screens for blood pressure, glucose and cholesterol and weight indicators. In November 2008, 128 employees participated at centres around the State. A further 160 participated during the health fairs in April and May 2009.

The average number of health risks per Aurora employee is 2.14. This figure is slightly above the average of 2.09 for Fitness2Live's corporate clients with similar demographics.

The average number of health risks decreases by 0.27 per employee when the employee completes more than one 'wellness record'. Studies have shown that employee productivity decreases by 2.4 per cent per risk factor (Burton et al, 2005). Based on the national average

salary of \$60,575, this improvement of 0.27 represents an estimated saving to Aurora of \$183,000 for the 474 current participants.

The proportion of participants at risk of health deterioration due to insufficient exercise has decreased from 35 per cent to 23 per cent and for poor diet, 78 per cent down to 68 per cent for employees who had completed more than one wellness record.

Employees who completed more than one wellness record were far more likely to know their blood glucose and blood pressure levels. The proportion of employees who do not know their blood pressure, for example, has dropped from 55 per cent prior to the Healthy Hearts program to just 4 per cent, indicating an increased level of awareness for these risk factors.

Another component of Energise that provided support for employees who had decided to quit smoking was launched in July 2008. The Smoking Cessation Active Care program covered goal setting, how to deal with cravings, diet and relapse prevention. We have 13 people enrolled in the program.

We also offer every employee a \$200 contribution towards fitness centre or gym membership each year. This year we rationalised the gym facilities we provide and now offer them at Rocherlea and Devonport only.

Employee Assistance Program continued

Our Employee Assistance program service provider is Converge International. The company provides a free, confidential and independent counselling service for all Aurora employees and their families.

We recognise that there are a wide range of issues that may affect our employees' ability to perform their work duties effectively and safely and they may relate to a family member, friend or colleague. Issues requiring assistance do not have to be work-related or experienced directly by the employee.

Equal Employment Opportunity Policy ongoing

The Aurora workforce is predominantly male, consistent with our industry. We have policies that cover discrimination, sexual harassment and workplace bullying available on our intranet. Anti-discrimination training is ongoing throughout the business. Twelve employees participated in Employee Support Officer training in March 2009.

Support strong for health initiatives

Our People & Culture Division initiated a \$10,000 donation to the Cancer Council of Tasmania in January 2009 to support its ProstateTAS awareness campaign. There were 62 deaths from prostate cancer in Tasmania in 2008 and the disease typically affects men over the age of 45. As nearly half of Aurora's male workforce fall into this category, it was a very relevant cause for our business.

Aurora employees are also very active in either participating in, or supporting a wide range of health-related fundraising efforts. In 2008/2009 these included the Be Brave and Shave campaign for the Leukaemia Foundation, the 'Movember' initiative for men's health, the Asthma Whistle and Golf Days and the Go Red for Women Day for the Heart Foundation.

A total of 168 of our employees from all



Aurora General Manager People & Culture Ted Bradshaw (left) makes a donation to the chairman of ProstateTAS, Jim McAlpine.



Public Relations Officer Sarah Cowling (left) and Business Analyst Andrea Jenz participate in the launch of the Global Corporate Challenge.

parts of the business and including the CEO, a Board member and three of our six General Managers, are participating in the virtual walk around the world, the Global Corporate Challenge. The Challenge, in which participants are required to walk at least 10,000 steps per day, has generated teamwork and fitness motivation among participants. Aurora participated in the worldwide launch of the Challenge, which was held in St David's Park in Hobart.