

SOCIAL

Community expectations now require businesses to be more open and consultative with stakeholders. The demands for businesses to account for their social responsibility is now a factor of the external environment.

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FOCAL POINT: INTEGRITY

We recognise that corporate social responsibility through the engagement of community stakeholders is an important part of sustaining our “license to operate”. We seek to understand our neighbours concerns through regular interaction including forums and surveys.

MICHELLE BLACKLEY

Commercial Manager – Western

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People

Employee Performance and Reward

Delta continued towards remuneration arrangements that better recognise performance and contribution. A Balanced Scorecard approach, where performance is measured in a range of different business areas beyond the usual financial indicators, is now the basis for determining payments applicable to all Delta employees. The scorecards promote performance towards common objectives. Revised scorecards will be used again in 2002/03.

- At the end of the year there were seven innovation teams in operation (involving some 108 employees). Innovation teams payments are based on their performance against a team Balanced Scorecard.
- Balanced Scorecards for each business unit are used to determine business success payments for Award employees.
- Half of the available performance payments applicable to senior contract managers are based on Delta's overall and the business unit Balanced Scorecards.

The Workplace

Delta encouraged employees to voice their opinions through a new on-line employee survey. The survey covers half of the workforce every six months and replaces a larger and more time consuming annual survey. Survey feedback is considered at Executive meetings and in the development of business plans.

Weekly team leaders meetings, participation in project teams, Chief Executive and other Executive presentations to employees, quarterly meetings with employee representatives and the annual planning cycle are examples of other means whereby the views of employees are captured.

Throughout the year, Delta employees demonstrated flexibility and co-operation by working a range of work patterns to meet business needs. Delta continued to provide a range of family friendly options relating to leave arrangements and working hours to assist employees to balance work and family commitments.

As part of Delta's commitment to a harassment free work environment, Delta implemented a number of initiatives including: harassment prevention training conducted by the Anti-Discrimination Board, internal promotion of harassment prevention policies and the appointment and training of Grievance and Contact Support Officers. Further training for team leaders in relation to how to manage harassment issues is to be conducted in the next year.

Recognising the importance of utilising best practice methods in the recruitment process, Delta conducted recruitment training for key personnel. The training covered issues relating to behavioural interviewing techniques and highlighted Equal Employment Opportunity issues such as compliance with relevant legislation.

Occupational Health, Rehabilitation and Safety

During the year, Vales Point, Munmorah and Mt Piper Power Stations and Corporate groups all exceeded the



milestone of 700 days without a lost time injury. Each of Delta's three business units maintained the highest Five Stars rating under the National Safety Council of Australia's safety award system. The Western region was also a finalist in the National Safety Council Awards of Excellence for "Best Implementation of an Occupational Health and Safety (OHS) Management System".

Delta strengthened its contractor OHS management system with the implementation of site induction training, site specific safety management plans, contractor accreditation and auditing processes.

Activity based risk assessment processes and tools were developed in each of the Business units as part of Delta's ongoing commitment to the risk management requirements outlined in new OHS Regulations.

Delta's Central Coast First Aid Centre conducted extensive audiometric testing with in excess of 100 employees tested as part of its Noise Conservation program. No increase in occupational induced hearing loss was recorded.

An employee assistance program operated as part of Delta's commitment to employee wellbeing.

This program provides employees and their families with professional and confidential counselling services on a range of matters.

Employee Relations

Delta maintained a record of minimal disruption to business activities associated with employee relations matters. Where necessary, Delta and employees utilised the process of the Grievance and Disputes Procedures of the Award, which provides for an orderly settlement of

employment related complaints, including access to the Industrial Relations Commission of NSW.

Training

Delta has continued to provide training and development opportunities to support and enhance the efficient operations of our business. Opportunities to complete training on-the-job and to undertake programs during work hours were provided to employees. Time to attend external courses of study and fee reimbursement for relevant programs is also made available.

This year has seen a major upgrade of Delta's Information Technology systems. To ensure that Delta derives the most from this technology, considerable effort has been directed towards the training of employees.

There continues to be a need to build and develop our leadership capacity. To achieve this, a number of employees are being supported in completing tertiary studies through the Monash Mt Eliza Business School. All employees have also had the opportunity of attending Harassment Prevention Workshops conducted by the Anti-Discrimination Board.

Community

Delta recognises that corporate social responsibility through the engagement of community stakeholders is an important part of sustaining our 'licence to operate'. Strengthening relationships with key stakeholders, and broadening the range of people and groups we actively engage, has helped Delta understand the needs

INNOVATION

A restructuring of Delta Maintenance in 2001 enhanced the profitability of the Project Services Group and facilitated the introduction of three additional innovation teams. The restructuring methodology included consultation in determining the preferred process for team member selection and validation of selection outcomes with team leaders. The result of this method was a better understanding of the need for change, a high level of acceptance and highly effective new teams.



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of its neighbours and in turn, has helped our neighbours better understand Delta's operations. New projects and challenges are expanding the range of communities Delta engages and we enter new areas with a greater understanding of the expectations of those who live around proposed new facilities.

Delta is an active community leader. Each year, a formal strategic community planning process seeks community input through community surveys and forums with community leaders and local employees.

Regular community surveys in the Western Region and on the Central Coast are providing positive feedback. Awareness and understanding of Delta's operations are increasing and generally we are viewed favourably. The community's greatest concern relates to Delta's environmental performance, particularly air and water quality, and active steps are being taken to address this by demonstrating our successes in minimising the environmental impact of the power stations.

Building trust with communities is a key to success. Relationships with communities influence business outcomes and Delta seeks to fairly tell its story and to hear from a wide range of community leaders, groups and members on areas of concern and opportunity. Delta works closely with the local media, produces regular community newsletters, has a dedicated community section on our web-site, participates in community meetings and holds public forums. On the Central Coast a regular Community Access Regional Environmental (CARE) Forum helps Delta understand the community's

expectations and values, and what they think about our activities in the region.

Each year a structured sponsorship program is developed as part of our community strategic plan. The focus is on broad-based community activities with several areas identified as particularly important to both the community and to Delta: youth, small business and the environment. Social, educational, cultural, sporting and business development are all supported.

On the Central Coast, Delta sponsors many local activities often in partnership with Wyong and Lake Macquarie Councils. Recently, Delta and the Councils have worked on sponsoring Landcare groups, developing community facilities, environmental research grants and a schools environment competition. Delta also supports local business awards.

In the Western Region, Delta sponsors Lithgow Business Awards, Celebrate Lithgow, Tidy Towns and Australia Day. We are also working closely with a range of community groups to establish Lithgow as a learning city.

In both regions we provide scholarships to local universities and offer schools computer donations and speech day prizes. Delta's Balanced Scorecard also includes community relations as a measure ensuring we both review and improve our performance as part of our ongoing business management.

