



WATER SERVICES  
ASSOCIATION OF AUSTRALIA



# Health & Safety

## A new industry direction

A guide to assist with implementation of  
Health & Safety Priority Program deliverables

November 2019

- Leadership Commitment Statement
- Health & Safety Maturity Model
- Mental Health Framework and
- Self Assessment Tool



# Background

WSAA is committed to helping achieve a step change in the industry's health and safety (H&S) performance. We are committed to taking a focussed and strategic approach to achieving impactful and sustained changes.

In line with our commitment, we have further defined what this means to us and through key deliverables and have provided the industry with further guidance on the practical steps required to create this change.

WSAA believes that application of the content in these documents will help develop physically and mentally healthy workplaces and promote industry learning and collaboration.



WSAA and AWA Board's joint safety discussion, May 2019

# What is the Health and Safety Priority Work Program?

The HS Priority Work Program delivers the following:

1. Leadership Commitment Statement
2. Water Industry Health and Safety Maturity Model
3. Water Industry Mental Health Framework and
4. Self Assessment Tool

All outputs are intended for use by the water industry (including utilities, councils, delivery partners and subcontractors).

A summary two page document of all deliverables has also been produced.





# What was the industry's initial response?

Consultation through various initiatives including:

- National Mental Health Workshop in December 2017 involving H&S and HR professionals from the industry
- H&S Maturity Workshop in October 2018

New Industry H&S Taskforce established under WSAA's Utility Excellence Committee to scope a targeted Program of Work to deliver step change improvement



# Consultation with key stakeholders has been critical



WSAA HS forum held with key delivery partners in Melbourne on Friday 24 May

# What was the approach?

Developing outputs



## Project Management Activities

- ▶ Meetings with WSAA taskforce to develop scope, objectives, stakeholders and timelines.

## Research

- ▶ Desktop review of research and documentation provided by WSAA member organisations and other key stakeholders

## Consultation

- ▶ Safety Maturity Workshop
- ▶ Joint WSAA-AWA Board Meeting
- ▶ Mental Health Workshop
- ▶ Workshops
- ▶ Calls with various stakeholders
- ▶ Feedback teleconference
- ▶ Utility Excellence Committee
- ▶ HS and People and Culture Network meetings
- ▶ WSAA Chairs & Members meeting

## Present

- ▶ Release of key deliverables November 2019

# Leadership Commitment Statement (extract)

***“ The health, safety, and wellbeing of our people, communities, and workplaces is critical. We strive to be free from harm and injury, both physical and psychological. ”***

**The intention is that all WSAA Members and their delivery partners sign up to the Leadership Commitment Statement.**



# Water Industry Health and Safety Context

## Future of the work environment

In developing the Water Industry Health and Safety Maturity Model we have looked at the strengths, stressors, opportunities, and current actions of the water industry in relation to health and safety.

In addition, it is worth taking note of the broader implications of general workforce changes and challenges going into the future.

Key skills and attributes likely required are detailed to the right.

The considerations for the future, and key skills and attributes have been considered in the development of the Water Industry Health and Safety Maturity Model.

### Considerations for the future

Role of technology and varying digital literacy

Changing workforce (e.g. demographics, ageing and retiring workforce)

Cost pressures, trying to do more with a smaller workforce

Regulatory pressures and high profile nature of the industry

Capability gaps, particularly in leadership roles

Climate and resource stress

Urbanisation

### Skills and attributes of the future<sup>1</sup>

**Leadership** Change management, strategic planning, learning mindset, communication, culture

**Data and analytics** Digital literacy, internet of things

**Resilience** Flexibility, agility, critical thinking

**Customer** Service, culture, experience, focus

**Technical skills** Network operation skills, engineering, general operations, risk management, knowledge management

**Delivery models** Contracting, commissioning, outsourcing, insourcing

**Entrepreneurship** Innovation

**Collaboration** Partnerships within the water sector and partnerships with other sectors

# Key health and safety challenges

## Key industry challenges

### 1 Future trends

As disruption becomes an everyday occurrence, there are primary global forces that are shaping our future which include; changing workforce demographics and technology advancements. There are also a number of local forces including; increase regulatory pressure, cost pressures, and capability gaps, which are all impacting the way health and safety is managed.

### 2 Industry and regulator focus

Organisations across the industry are facing similar health and safety challenges, for example in mental health; there is increasing attention from the regulator, release of guidelines, and potential for future audits and improvements notices. It has become more important than ever to unify as an industry and collaborate and innovate on solving these health and safety challenges.

### 3 Health and safety and the project lifecycle

Historically in the water industry, health and safety and mental health have not been adequately considered as part of the entire project lifecycle, including planning and design, construction, operations, maintenance, and demobilisation. As the industry and workforce continues to change in to the future, adequately addressing these challenges are critical to changing the way health and safety is approached.

### 4 Delivery partner engagement

With the complex and changing environments that organisation work in, it is recognised that to appropriately manage the health and safety risk to the workforce, the water industry need to develop a more effective and consistent approach to engage with delivery partners and other key stakeholders such as the regulator.

# Health and Safety Maturity Model

## How to use this document



This document is intended for use by the water industry, including utilities, councils, delivery partners\*, and subcontractors.

It outlines the current health and safety challenges of the industry, and defines a framework underpinned by a series of principles that can be adopted by water industry organisations and their delivery partners, to progress their health and safety maturity. Each component of this document is described below.

### Background and context

The first section of this document set the purpose and background through; Detailing the core concepts of the health and safety principles and Outlining the maturity model, and definitions at various stages.

### Health and safety principles overview

The second section provides an overview of the eight health and safety principles defined to improve health and safety culture and performance in the water industry.

### Health and safety maturity overview

The third section presents the maturity level across the eight principles, detailing the definition of each principle at the various stages of maturity.

### Health and safety maturity model

The fourth section explores the eight principles in detail as follows;

- Why it's important in advancing the industry
- The current state of the industry
- Definitions, descriptors, and actions to advance at each maturity level.

### Self assessment tool

The final section introduces the self assessment tool and its application in understanding current health and safety maturity and the actions to advance an organisation.

# Health and Safety Maturity Model is based on eight key principles

1

**Demonstrate leadership commitment**

Define and live health and safety leadership through communication of vision, commitment and authentic engagement

2

**Establish clear governance and accountability**

Establish strong governance accountability and protocols for health and safety at the board and leadership, and define health and safety responsibilities throughout the organisations, including delivery partners

3

**Facilitate open and honest communication**

Have open and honest communication and disclosure on health and safety matters at all levels of the organisation, with delivery partners, and other stakeholders

4

**Ensure effective systems and structures**

Ensure appropriate systems and structures are designed to inform and enable effective decisions

5

**Strengthen partnerships and relationships**

Promote strong partnerships with delivery partners and other stakeholders

6

**Promote a culture that supports health and safety**

Promote a culture of engagement and trust and through actions, strive to be free from harm and injury, both physical and psychological

7

**Drive innovation and improvement**

Empower our people to consider new and better ways to work

8

**Advance health and safety risk management**

Ensure that adequate and effective risk management processes and practices are in place to identify and control risks

# Mental Health Framework

## How to use this document



This document is intended for use by the water industry, including utilities, councils, delivery partners\*, and subcontractors.

It outlines a vision and commitment for the industry to improve mental health through use of eight key areas. Actions from each of these areas are then specified in a pipeline which can be tailored for use by individual organisations.

### Vision, definitions and industry context

The first sections of this document set the purpose and background through:

- Detailing the industry vision for improving the way mental health is managed across our communities,
- Providing definitions for mental health, and wellbeing,
- Considering the specific context for the water industry.



### Pipeline

This section describes, in depth, eight key areas an organisation may use to address mental health. This pipeline explores the factors affecting mental health in each area through looking at:

- What and why the area is important,
- A case study of good practice,
- Actions to implement.



### Pipeline actions

The actions put forward in the previous section have been placed in a pipeline to provide guidance around the order in which each action should be implemented. Organisations should use this as a basis to develop a pipeline specific to its own organisational context, tailored to their current state, in order to improve their mental health management.



### Measurement and collaboration

In order to drive industry continual improvement, the final section provides guidance as to how the progress and implementation of a mental health system could be measured as well ideas of how expertise can be leveraged through industry collaboration. Finally, we have included a list of further resources an organisation could utilise.

# WSAA Mental Health Commitment Statement



***“WSAA commits to cultivating positive, engaging, and safe workplaces across the water industry where workers are supported, and able to thrive.”***

# Water Industry Mental Health Framework

The *Mental Health Framework* has been developed to improve the mental health of workplaces in the water industry.

The framework contains practical actions and examples of case studies and outlines a pipeline which should be tailored to the organisation and implemented to drive better practice.



All organisations are responsible for providing a mentally healthy workplace



## Pipeline

This pipeline consists of eight key areas detailed in the following sections and provides a high level overview of actions an organisation may consider, in order to influence a mentally healthy workplace. It was developed considering water industry stressors, strengths, opportunities, and current actions detailed earlier.

Through implementing this Mental Health Framework we will cultivate mentally healthy workplaces where workers are supported, and able to thrive. The activities to consider and pipeline should be tailored to each individual organisation.

**Use governance and leadership to contribute to positive mental health management**

The values, tone and culture of the organisation comes from the top and is developed by the whole organisation. Boards and leaders play an important oversight role, which can be proactively used to support a mentally healthy workplace.

**Engage with people and encourage participation to establish and grow a positive mental health culture**

People are the cornerstone of an organisation and integral in developing culture. With a flexible and inclusive culture, people are supported and share responsibility in growing a mentally healthy workplace.

**Implement systems and an organisational structure to facilitate a mentally healthy environment**

The organisation's system and structure are necessary to facilitate programs and detail functions geared toward promoting positive worker mental health.

**Leverage digital technology to assist with identifying, controlling, and monitoring mental health risks**

Digital technology is disrupting the global market and can be leveraged to facilitate improved management of mental health in many innovative and interesting ways.

**Develop a clear mental health strategy to provide direction and alignment to the organisation**

The mental health strategy of a workplace is integral in setting the tone and direction, and is an essential tool in the mental health management repertoire.

**Apply methods to assess mental health risks and identify opportunities for improved mitigation and control**

Identifying key mental health risks is essential for an organisation in managing and mitigating them to establish a mentally healthy workplace. This also helps in identifying risk controls and opportunities tailored for improvement.

**Develop processes to review and report on the implementation of mental health plans**

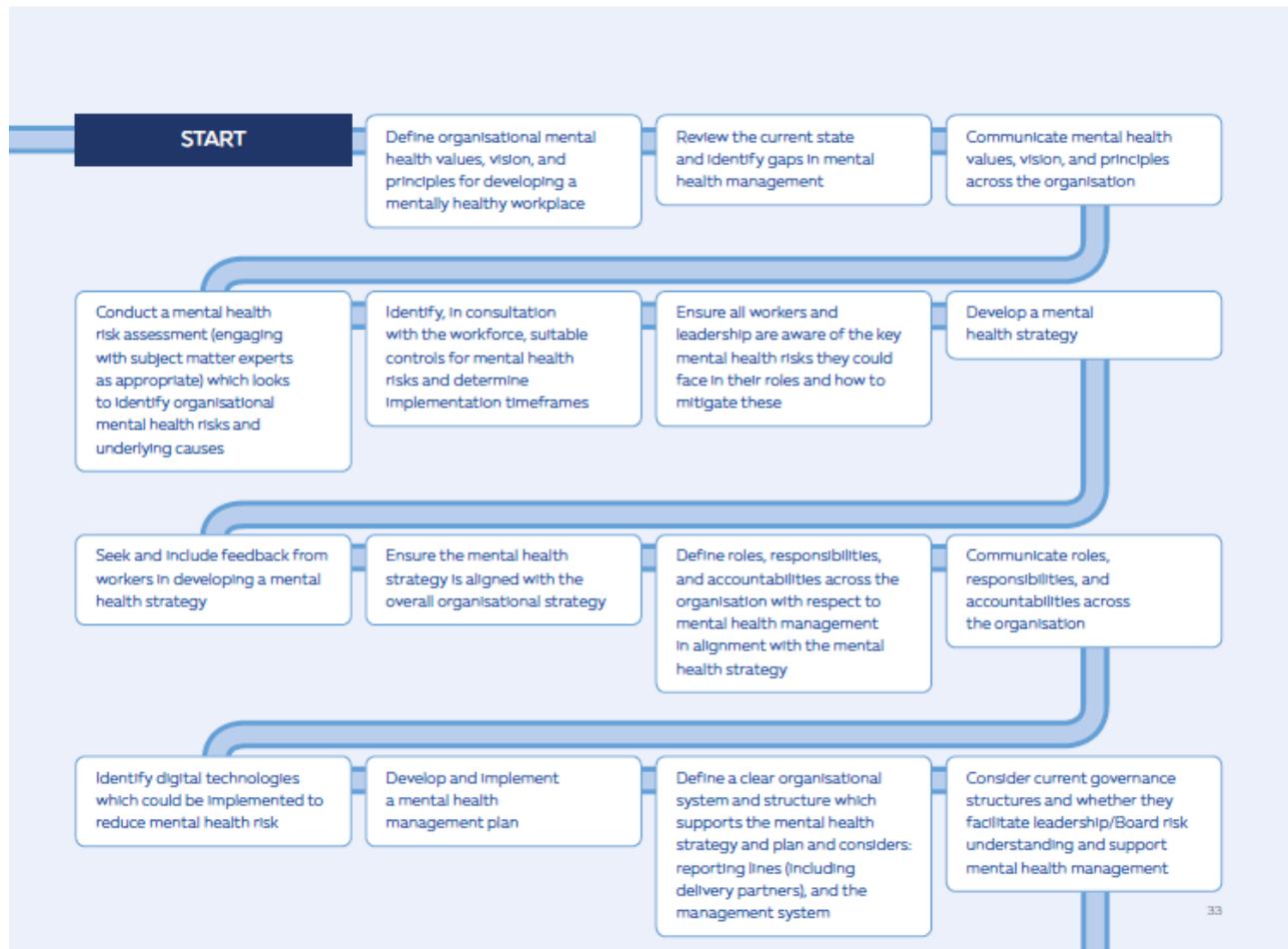
Programs to review and report on mental health provide support and essential feedback on the implementation and effectiveness of mental health plans and can provide guidance on where to focus support.

**Become a learning organisation to continuously improve the maturity and performance of mental health actions**

Continuous improvement is integral to the ongoing improvement and increasing maturity of an organisation in implementing this Mental Health Framework.

# Mental Health Framework Pipeline Actions

This pipeline of actions has been developed to provide general guidance around the order in which actions should be implemented. Actions and their implementation should be tailored to an individual organisation. Review current research, trends, and engage subject matter expertise as required to assist with implementation of this pipeline.



# Self Assessment Tool

## OVERVIEW

The Self Assessment Tool can be applied at an organisational level, with the intent of identifying strengths and opportunities for improvement within the eight principles of the Water Industry Health and Safety Maturity Model document. This assessment tool looks at the elements an organisation needs to address in order to improve H&S culture and performance, mapped against the eight principles defined in collaboration with the industry and delivery partners.

To complete this tab within the excel based tool, read each of the questions against the elements, and select your assessment result in the cells highlighted in grey, labelled 'pending' in the self assessment column, selecting the option that best reflects your current state.

Organisations may use this tool to assess their own performance, as a tool to work with delivery partners to assess their performance, or allow delivery partners the opportunity to provide assessment for the organisation. Each assessment will require the following:

- *Assessor* - The role of the assessor is to review and record the status of each action within the organisation
- *Reviewer* - Is required to review the results made by the assessor and decide whether to accept or make alterations. Any alteration should be discussed and changed in consultation with the assessor.

## Three stages of maturity

Three stages of maturity		LEADING
	<b>PROGRESSING</b>	Significant evidence that all described systems or practices are present and are aligned or integrated with other areas of the business with a view to continue to improve and innovate health and safety performance
<b>MINIMUM</b>	Consistent evidence that a positive portion of the described systems or practices are implemented	
Some evidence and an inconsistent application of the described systems or practices		

## Self assessment tool

The intent of the tool is to identify strengths and opportunities for improvement within the eight principles.

1	Demonstrate leadership commitment	MINIMUM
2	Establish clear governance and accountability	MINIMUM
3	Facilitate open and honest communication	PROGRESSING
4	Ensure effective systems and structures	PROGRESSING
5	Strengthen partnerships and relationships	LEADING
6	Promote a culture that supports health and safety	LEADING
7	Drive innovation and improvement	LEADING
8	Advance health and safety risk management	PROGRESSING

# Self Assessment Tool

## ACTION PLAN

Following the review of the Self Assessment results, opportunities for improvement may be established. The Action Plan provides a template to document the corrective or preventative action required to support continuous improvement, and should be used as follows:

- The Action Plan tab will pre-populate with actions in the Action Plan column in line with the maturity rating assessment, and will provide guidance to organisations on how to improve their H&S culture and performance against each principle.
- An organisation may need to tailor the actions or provide further context by entering information into the Comments column.
- Considering the resources required , a target date of completion column and responsible person column needs to be completed.

 <b>SELF ASSESSMENT ACTION PLAN</b>							
PRINCIPLE	ELEMENTS	RATING	SELF ASSESSMENT RESULTS	ACTION PLAN	COMMENTS	TARGET DATE OF COMPLETION	RESPONSIBLE PERSON
<input type="radio"/>  DEMONSTRATE LEADERSHIP COMMITMENT	H&S Strategic Direction	Leading	Progressing	Continue to improve by revising the organisation H&S strategic direction, considering the strategies, visions, and values employed by peer organisations and other industries ensuring it remains relevant and innovative.			
	Leaders Capability	Progressing		Establish peer to peer leadership coaching to further develop leadership skills and capability, ensuring the process is ongoing and effective.			
	Leading by Example	Progressing		Ensure adequate support and resources are available to the workforce to achieve organisation objectives, and implement systems to encourage leaders to role model H&S behaviours and challenge unsafe behaviours in all areas of the organisation.			

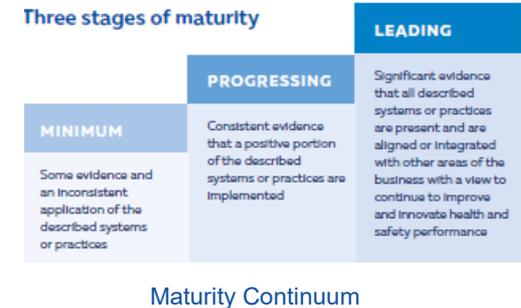
# Self Assessment Tool

## ASSESSING MATURITY

The maturity model outlines three stages of maturity progression from Minimum to Leading as represented in the below diagram. These three stages, through consultation, have been agreed as the approach to categorising maturity across the industry, and have been defined with the intention that 'minimum' pushes the industry forward.

Although the maturity model is divided into three stages, maturity should be considered on a continuum as demonstrated in the adjacent diagram.

PRINCIPLE	MINIMUM	PROGRESSING	LEADING
<b>1</b> Demonstrate leadership commitment	Health and safety is considered a key priority by some leaders, however there is inconsistent direction and expectations set with the workforce	Health and safety is considered a key priority by most leaders, and clear expectations are set with the workforce	All leaders clearly articulate the importance of health and safety, inspire others through their actions, and provide appropriate support to the workforce to achieve health and safety goals
<b>2</b> Establish clear governance and accountability	Health and safety governance and accountability is defined, however is not well understood across the organisation	Health and safety governance and accountability is appropriately defined and understood across the organisation	Health and safety governance and accountability is integrated into the organisations corporate governance framework, and is well defined and understood across the organisation
<b>3</b> Facilitate open and honest communication	Health and safety information is communicated to the organisation, however this is not always consistent, accurate, or effective	Health and safety information is communicated to both the organisation and other stakeholders consistently, accurately, and effectively	Health and safety information is contextualised through integration, effectively communicated to the organisation with open two-way dialogue, and openly disclosed externally to build a culture of trust, knowledge flow, and alignment
<b>4</b> Ensure effective systems and structures	Some health and safety systems and structure have been developed, however these are not clearly understood across the organisation	A health and safety structure has been defined and systems are in place, however these are separate to the rest of the organisation	Health and safety is integrated in to the organisations structures, systems, and processes
<b>5</b> Strengthen partnerships and relationships	Delivery partners and other key stakeholders are only engaged by some areas of the organisation on health and safety, and this is not consistent or effective	Delivery partners and other key stakeholders are engaged by all areas of the organisation, however, this is not always consistent or effective	The organisation proactively and effectively engages with delivery partners and other key stakeholders on all health and safety related matters to achieve collaborative health and safety outcomes
<b>6</b> Promote a culture that supports health and safety	The organisation recognises the importance of health and safety, however, it is not actively promoted, reinforced, or supported	The organisation promotes a health and safety culture that is separate to the organisations culture	The organisation supports health and safety by promoting it as an integrated aspect of the organisations culture
<b>7</b> Drive innovation and improvement	The organisation is content with current health and safety systems and processes, and does not actively promote health and safety innovation or improvement	Innovation and improvements in health and safety is not consistently encouraged and implemented across the organisation	The organisation drives innovation and improvement internally and for the industry utilising data-driven insights and meaningful collaboration with the workforce
<b>8</b> Advance health and safety risk management	The health and safety risk profile of the organisation is incomplete, and/or formal processes have not been established to identify, assess, control, and monitor risks	The health and safety risk profile of the organisation has been defined, and systems are utilised to identify, assess, control, and monitor risks	The health and safety risk profile of the organisation is well-defined and integrated with the enterprise risk framework, and effective systems are embedded to control, monitor, and report

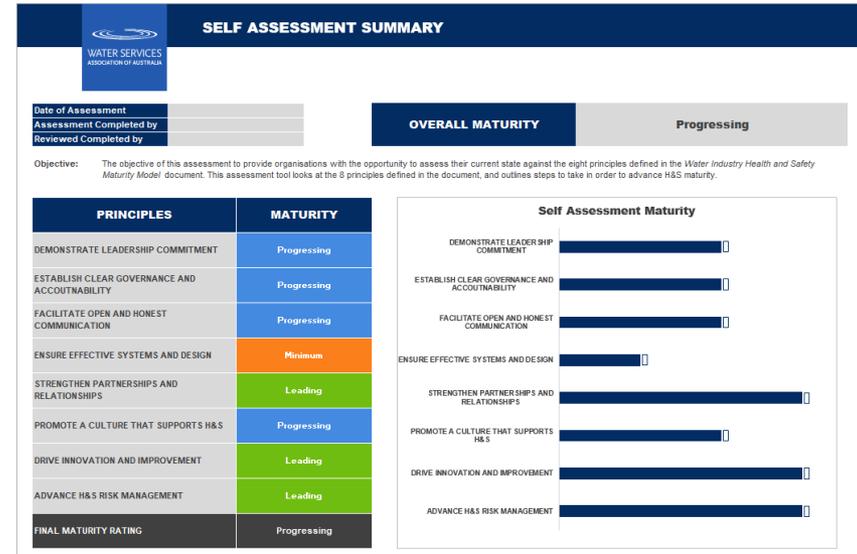


# Self Assessment Tool

## HOW TO ASSESS YOUR ORGANISATION

To assist organisation in undertaking the self-assessment, the following should be considered as part of the process:

- Involve a cross-section stakeholders internal and external to the organisation
- The assessment is of current state culture (not future, or intended), i.e. what are the systems, processes, initiatives, behaviours, and attitudes that are exhibited by the organisation at the time of the assessment
- The word 'consistent' indicates that systems or practices are implemented, embedded, understood, and effective organisation wide.
- Using multiple inputs to determine your assessment such as interviews, surveys, and workshops.
- Any recent feedback that may have been received in relation to H&S such as organisational or employee satisfaction surveys



# Next Steps

## The opportunity...



Sign up to the leadership commitment statement



Promote the model and framework **both internally and externally** to drive awareness and promote uptake



Communicate your **insights** into what works and what doesn't to promote **continuous learning and knowledge sharing**



**Champion** the model and framework by implementing them in a way that is **fit for purpose for your organisation**



SELF ASSESSMENT SUMMARY	
Overall Maturity	Progressing
Objective: The objective of the assessment is to provide organisations with the opportunity to assess their current status against the agreed process defined in the Water Industry Health and Safety Maturity Model document. The assessment consists of 63 questions reflecting the practices and capabilities expected to be in place to achieve the following:	
PRINCIPLES	MATURITY
DEMONSTRATE LEADERSHIP COMMITMENT	Progressing
ESTABLISH CLEAR GOVERNANCE AND ACCOUNTABILITY	Progressing
INTEGRATE OPERATIONAL RISK AND BUSINESS COMMERCIALITY	Progressing
DESIGN EFFECTIVE SYSTEMS AND DESIGN	Leading
STRENGTHEN PROFESSIONALISM AND RELATIONSHIPS	Leading
PROMOTE A CULTURE THAT SUPPORTS WELL-BEING	Progressing
DRIVE INNOVATION AND IMPROVEMENT	Leading
ADVANCE RISK STRATEGIC MANAGEMENT	Leading
ENSURE MATURITY MATRICES	Progressing

See Assessment Maturity

