



WATER SERVICES
ASSOCIATION OF AUSTRALIA



Water industry health and safety maturity model

A FRAMEWORK TO DRIVE A STEP CHANGE IN HEALTH AND SAFETY
CULTURE AND PERFORMANCE IN THE WATER INDUSTRY



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WSAA has produced these work products with EY undertaking research, analysis and drafting.

Water industry health and safety context

Through a clear and coordinated approach, we can push our industry forward towards a better health and safety future.

Organisations that work both in, or with the water industry in operation, maintenance, construction, corporate, and program activities, face similar health and safety challenges irrespective of where they may be in their health and safety journey.

In considering these forces of change, the future of the work environment (described on page 4), and thorough consultation with WSAA members, delivery partners and other key stakeholders, we have determined that the development and advancement of health and safety performance and culture in the water industry is best achieved through two key areas:

- 1 **Water Industry Health and Safety Maturity Model** which explores eight key principles that will positively direct the way organisations approach health and safety in the water industry, and
- 2 **Mental Health Framework** which explores eight critical areas to drive change through a pipeline of actions.

Application of the content in these documents will help develop physically and mentally healthy workplaces, and promote the industry learning and growing together.

Key industry challenges

1 Future trends	2 Industry and regulator focus	3 Health and safety and the project lifecycle	4 Delivery partner engagement
<p>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; increased regulatory pressure, cost pressures, and capability gaps, which are all impacting the way health and safety is managed.</p>	<p>Organisations across the industry are facing similar health and safety challenges, for example in mental health; there is increasing attention from the regulator, the 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.</p>	<p>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.</p>	<p>With the complex and changing environments that organisations work in, it is recognised that to appropriately manage the health and safety risk to the workforce, the water industry needs to develop a more effective and consistent approach to engage with delivery partners and other key stakeholders such as the regulator.</p>

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 future¹

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

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	Health and safety principles overview	Health and safety maturity overview	Health and safety maturity model	Self assessment tool
The first section of this document sets the purpose and background through; <ul style="list-style-type: none">• Detailing the core concepts of the health and safety principles and• Outlining the maturity model, and definitions at various stages.	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.	The third section presents the maturity level across the eight principles, detailing the definition of each principle at the various stages of maturity.	The fourth section explores the eight principles in detail as follows; <ul style="list-style-type: none">• Why it's important in advancing the industry• The current state of the industry• Definitions, descriptors, and actions to advance at each maturity level.	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.

*Delivery partners are companies whom perform work on water services on behalf of client organisations.

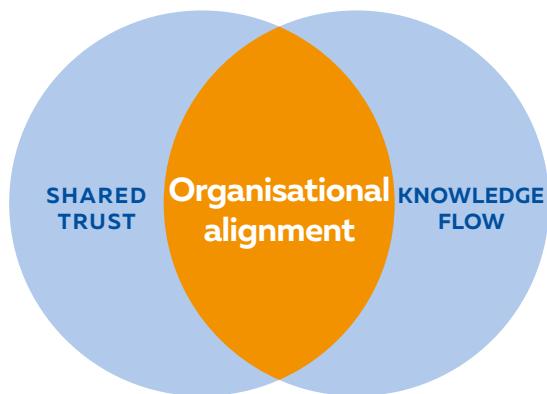
Background and context

Creating change in the water industry

In order to create change within the water industry, the following has been developed in collaboration with WSAA members, delivery partners and other key stakeholders.

Health and safety principles

Eight principles have been defined and detailed on the next page, as fundamental to advancing the maturity of the water industry. Core to these principles is the concept of building shared trust and enabling knowledge flow amongst the organisation and their delivery partners, creating organisational alignment. This provides a strong foundation for organisations to create cultural change, and improve health and safety performance so service providers and delivery partners can return home free from harm.



Health and safety maturity model

To acknowledge that individual organisations have varying operating contexts, across different states, jurisdictions, and geographies of the water industry, the health and safety principles have been overlaid with a maturity model which outlines maturity progression from Minimum to Leading as described below, recognising that an individual organisation may be at different stages within each principle.

Three stages of maturity

MINIMUM	PROGRESSING	LEADING
Some evidence and an inconsistent application of the described systems or practices	Consistent evidence that a positive portion of the described systems or practices are implemented	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

Water industry health and safety principles

Health and safety principles overview

Working closely with WSAA members and their delivery partners the following eight health and safety principles have been defined as critical to improving health and safety performance and culture across the industry.

1	Demonstrate leadership commitment	2	Establish clear governance and accountability	3	Facilitate open and honest communication	4	Ensure effective systems and structures
Define and live health and safety leadership through communication of vision, commitment and authentic engagement	Establish strong governance accountability and protocols for health and safety at the board and leadership, and define health and safety responsibilities throughout the organisation, including delivery partners	Have open and honest communication and disclosure on health and safety matters at all levels of the organisation, with delivery partners, and other stakeholders	Ensure appropriate systems and structures are designed to inform and enable effective decisions				
5	Strengthen partnerships and relationships	6	Promote a culture that supports health and safety	7	Drive innovation and improvement	8	Advance health and safety risk management
Promote strong partnerships with delivery partners and other stakeholders	Promote a culture of engagement and trust and through actions, strive to be free from harm and injury, both physical and psychological	Empower our people to consider new and better ways to work	Ensure that adequate and effective risk management processes and practices are in place to identify and control risks				



Water industry health and safety maturity

Health and safety maturity model

The maturity model considers the diverse operating contexts of the water industry, and outlines the different stages of maturity present in the industry against each principle, and stretches beyond that current state to what could be considered leading. The maturity model (left to right) and the definition of each maturity for each principle is outlined in the table and described further on the following pages.

PRINCIPLE	MINIMUM	PROGRESSING	LEADING
1 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
2 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 organisation's corporate governance framework, and is well defined and understood across the organisation
3 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
4 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 organisation's structures, systems, and processes
5 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
6 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 organisation's culture	The organisation supports health and safety by promoting it as an integrated aspect of the organisation's culture
7 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
8 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





Water industry health and safety principles

1

Demonstrate leadership commitment

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



Why is this important to advance health and safety?

Visible, and strong health and safety leadership is a fundamental factor to shape the culture of an organisation. Leaders need to consistently and authentically engage with the workforce and delivery partners, to inspire a sense of shared vision and set of values to encourage buy-in and commitment.

What is the current state of the industry?

The level of health and safety training that some leaders receive across the industry does not adequately build capability, which is demonstrated by the way leaders fail to consistently reinforce health and safety in their organisation and the industry.

There are examples of poor health and safety leadership commitment demonstrated across organisations, which is reflected in the way that organisations inconsistently collaborate and support the health and safety of their workforce and delivery partners.

Some organisations have developed creative ways to promote leaders' commitment to health and safety, and have established effective leadership development programs that address all aspects of leadership.

CASE STUDY

Best practice leadership commitment

South East Water has been successful in transforming their safety leadership through a Safety Conversation program where all executive and senior leader team (SLT) members conduct safety walks, conversations and lead safety discussions across the organisation.

These are predominantly used by the SLT to engage with the workforce, promoting safe behaviours as well as providing them an opportunity to learn about the hazards and risks posed to the workforce across a range of operations.

The result of this program being well implemented means employees across the organisation feel engaged and supported by leadership in safety matters, and this has resulted in an increased understanding from the SLT on key safety challenges and risks.

	DEFINITION	DESCRIPTION	ACTIONS
MINIMUM	<p>Health and safety is considered a key priority by some leaders, however there is inconsistent direction and expectations set with the workforce</p>	<p>Health and safety strategic direction Health and safety strategic direction has been defined by health and safety function and leadership, however there is a lack of shared health and safety strategic vision and values amongst the organisation.</p> <p>Leaders capability Programs to improve leadership capability are inconsistently delivered across the entire organisation with some areas of the business demonstrating stronger leadership more than others.</p> <p>Leading by example Leaders across the organisation inconsistently promote the health and safety vision and values of the organisation, set clear health and safety expectations, and challenge unsafe attitudes and behaviours.</p>	<p>Advance from minimum to progressing</p> <ul style="list-style-type: none"> Develop a shared sense of vision and value amongst the organisation aligned to the health and safety strategic direction. Implement a program to consistently develop the capability and skills of leaders that is; extended to delivery partners, aligned to organisational needs, and that reinforces importance of health and safety. Develop techniques, and approaches that will enable leaders to effectively lead by example, role modelling health and safety behaviours, and appropriately challenge unsafe behaviours.
PROGRESSING	<p>Health and safety is considered a key priority by most leaders, and clear expectations are set with the workforce</p>	<p>Health and safety strategic direction There is a sense of shared health and safety strategic vision and values amongst the organisation created by the health and safety strategic direction.</p> <p>Leaders capability Programs are consistently and frequently delivered across the entire organisation to build the capability of leaders, however some areas of the business demonstrate stronger leadership more than others.</p> <p>Leading by example Leaders promote the health and safety vision and values of the organisation, what they expect of others, and challenge unsafe attitudes and behaviours across the business.</p>	<p>Advance from progressing to leading</p> <ul style="list-style-type: none"> Review the health and safety strategic direction with input from the workforce (including delivery partners) ensuring that it aligns and is integrated with the organisation's strategic objectives. Establish peer to peer leadership coaching to further develop leadership skills and capability, ensuring the process is ongoing and effective. Ensure adequate support and resources are available to the workforce to achieve organisation objectives, and implement systems to encourage leaders to role model health and safety behaviours and challenge unsafe behaviours in all areas of the organisation.
LEADING	<p>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</p>	<p>Health and safety strategic direction There is a strong sense of shared health and safety strategic vision and values amongst the organisation that is integrated and aligned to the organisation's objectives. Leadership and the workforce (including delivery partners) create a culture of lawful, ethical, and responsible operation.</p> <p>Leaders capability Development programs and peer support frameworks are embedded and actively build the capability and consistency of leadership across the organisation.</p> <p>Leading by example Leaders live the health and safety vision and values, role modelling what they expect of others, consistently challenging unsafe attitudes and behaviours, demonstrating genuine care, and providing appropriate support and resources to the workforce to achieve organisation objectives.</p>	<p>Continually improve</p> <ul style="list-style-type: none"> Continue to improve by revising the organisation's health and safety strategic direction, considering the strategies, visions, and values employed by peer organisations and other industries ensuring it remains relevant and innovative. Continue to build the capability of leaders, ensuring development programs consider latest and emerging methods. Continue to lead by example internally, and also by collaborating with peer organisations and delivery partners to drive the industry forward.

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 organisation, including delivery partners



Why is this important to advancing health and safety?

Having clearly defined and communicated health and safety accountability and protocols at the Board level acknowledges the responsibility for health and safety at the highest level and ensures effective governance controls are in place.

Accountability across the organisation ensures that all levels of the organisation have clarity on what is expected of them and others. Increased transparency and understanding of accountability across the organisation consequently assists the Board and leadership's ability to meet their due diligence requirements.

What is the current state of the industry?

The complex and diverse operational nature of the water industry requires directors and leaders to make appropriate and informed decisions regarding health and safety. There is often a lack of adequate skills, knowledge, or information about operations to enable them to make these decisions, which is reflected by the inconsistency in reporting and understanding of key health and safety issues in their business.

Organisations adopt different governance practices based on a range of factors, including their size, complexity, history and culture, and as a result, there is commonly a lack of collaboration to create efficiencies and consistency in the approaches taken e.g. when assigning accountability and responsibility.

CASE STUDY

Best practice governance and accountability

Concerned about the financial, reputational, and legal risks associated with its portfolio, a large electrical utility organisation undertook a governance review of their sites in the form of an annual 'health check'. The review focused on site management, project management, steering committees, governance and communication, risk management, and stakeholder management.

Forming part of the 'health check', they investigated best practice management for the sites, facilitated risk workshops for individual sites, and undertook interviews with their leadership team and executives. Over the course of six months, strategies were developed for each of the sites which set out a road map for reducing the risk faced by the organisation.

The 'health check' assessments undertaken provided the organisation with a range of findings of identified weaknesses and/or potential improvements in its management sites. This enabled leadership and the Board to make informed decisions that would contribute to significant improvement.

	DEFINITION	DESCRIPTION	ACTIONS
MINIMUM	Health and safety governance and accountability is defined, however is not well understood across the organisation	<p>Governance by design A governance framework exists however health and safety is not considered a key priority.</p> <p>Informed decision making The Board and leadership is not consistently provided with adequate health and safety risk management information, to inform their decision making.</p> <p>Clear accountability Accountability has not been adequately defined and communicated, and is inconsistently demonstrated across the entire organisation.</p>	<p>Advance from minimum to progressing</p> <ul style="list-style-type: none"> Incorporate health and safety governance into the organisational governance framework. Design and implement processes to communicate relevant health and safety information to the Board and Executive (e.g. through regular reports in existing forums). Consider oversight and assurance requirements. Build a system or framework for accountability, considering the different roles in the organisation, and assign accountabilities, and responsibilities relative to the level of control or influence associated with that role.
PROGRESSING	Health and safety governance and accountability is appropriately defined and understood across the organisation	<p>Governance by design Health and safety is a key consideration in the governance framework.</p> <p>Informed decision making Operational challenges and health and safety implications are not always understood by the Board.</p> <p>Clear accountability A system of accountability aligned to a persons level of control or influence and everyone's role in health and safety has been defined, however, these are not consistently demonstrated across the organisation.</p>	<p>Advance from progressing to leading</p> <ul style="list-style-type: none"> Review the structure of the governance framework to ensure that it enables the Board to discharge its health and safety duties effectively. Ensure Board and leadership understand the risks associated with the operations of the organisation, and are engaged in the development and communication of health and safety strategic direction, including health and safety goals. Embed performance measures that drive a culture where everyone is held accountable.
LEADING	Health and safety governance and accountability is integrated into the organisation's corporate governance framework, and is well defined and understood across the organisation	<p>Governance by design Health and safety governance is integrated into main corporate governance structures (i.e. risk, remuneration and audit committees), and the Board is of appropriate size and collectively has the skills, commitment and knowledge of the entity and the industry in which it operates, to enable it to discharge its duties effectively and to add value.</p> <p>Informed decision making Health and safety is a key consideration for decision making, and the Board and leadership have a clear understanding of the organisation's operations, and health and safety challenges and risks to do so effectively.</p> <p>Clear accountability Accountability is aligned to a persons level of control or influence, roles in health and safety are clearly understood and demonstrated at all levels of the organisation, and everyone is held accountable for the impact of their decisions and actions.</p>	<p>Continually improve</p> <ul style="list-style-type: none"> Consider creating an additional board sub-committee to increase health and safety amongst the organisation if health and safety governance structures are integrated however still ineffective. Ensure that health and safety remains a key consideration in decision making, with continued consideration of any changes to operations or the industry. Continue to revise accountabilities and responsibilities, considering the impact of changes such as restructures and clearly communicating on a regular basis across the organisation.

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



Why is this important to advancing health and safety?

Communication, dialogue and disclosure (both internally and externally) that is consistent, clear, two-way and, is essential to creating an environment of trust, alignment, and knowledge flow.

This promotes open, honest and timely information enabling the organisation to better identify and manage health and safety risks, share knowledge and generate new health and safety improvement opportunities.

What is the current state of the industry?

Organisations with a larger geographic spread have increased challenges with effective communication and collaboration. These challenges are further exacerbated when organisations have a diverse risk profile and operational context.

The changing operational context of the industry, including increasing collaboration with delivery partners, presents both new challenges and opportunities to improve the way organisations communicate and build sustainable relationships.

Although organisations are increasingly adopting lead measures, there are still multiple challenges across the industry reflected by; inconsistency in approach and boundary for relevant benchmarks, variations between what is reported internally and externally, the infancy and complexity of measuring and communicating mental health, and lag reporting remaining commonplace.

CASE STUDY

Best practice open and honest communication

Following a period of significant incidents, a large energy transmission organisation held a worker led transformation program to better understand the organisation's safety behaviours and what pressures were coming from the organisation that were impacting these behaviours negatively.

They identified five key challenges and areas of improvement that a specialised working group addressed over an eight month period. Each of the identified challenge areas had an executive team member sit in that area and engage in the program for its duration to ensure a clear tone from the top, and the safety working group was comprised of a number of people from across the organisation providing a variety of perspectives into how the challenges could be addressed.

The program was successfully closed out in collaboration with the workforce, and was able to be integrated into business as usual. It allowed people to have input on safety moving forward, elevating safety to a different level within the business.

	DEFINITION	DESCRIPTION	ACTIONS
MINIMUM	Health and safety information is communicated to the organisation, however this is not always consistent, accurate or effective	<p>Knowledge flow Health and safety information is difficult to access, is inconsistently communicated across the entire organisation, and does not always provide an accurate reflection of health and safety performance.</p> <p>Transparent health and safety Health and safety indicators have been established however these are predominantly lag indicators, and do not consistently provide an accurate reflection of performance. Delivery partners are not considered a part of reporting.</p> <p>External reporting Health and safety information is not actively shared with delivery partners and external bodies.</p>	<p>Advance from minimum to progressing</p> <ul style="list-style-type: none"> Identify key health and safety inputs and develop and disseminate information across the organisation in mediums such as reports and meetings. Establish a mix of lead and lag indicators that are linked to the health and safety strategic objectives, and provide an accurate reflection of health and safety performance. Actively report relevant information with delivery partners and external bodies.
PROGRESSING	Health and safety information is communicated to both the organisation and other stakeholders consistently, accurately and effectively	<p>Knowledge flow Health and safety information is readily available and communicated across the organisation through reports and other appropriate mechanisms. This information is not integrated into wider business reporting.</p> <p>Transparent health and safety Health and safety indicators have been established and there is a mix of lead and lag indicators, however, delivery partners are considered separately.</p> <p>External reporting Health and safety information is periodically shared with delivery partners, and externally through an annual or sustainability report.</p>	<p>Advance from progressing to leading</p> <ul style="list-style-type: none"> Ensure communication mechanisms encourage two-way communication with the workforce, and integrate health and safety reporting into wider business reporting and communication forums, utilising other information from the organisation to contextualise health and safety information (such as operational performance). Review the indicators to ensure focus on indicators accurately reflect performance and culture, and integrate health and safety of delivery partners. Engage in open and transparent two-way dialogue with delivery partners and external bodies.
LEADING	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	<p>Knowledge flow Health and safety information is relevant, integrated and contextualised by information from other parts of the organisation, and is readily available and communicated across the organisation through reports and other appropriate mechanisms. There is a consistent open and two-way dialogue with the workforce.</p> <p>Transparent health and safety The organisation has defined health and safety indicators that provide an accurate representation of health and safety performance, including delivery partners, and outcomes are measured and clearly disclosed.</p> <p>External reporting The organisation reports; material, transparent and timely information and insights with delivery partners and other external stakeholders. They engage with stakeholders to gather feedback and contribute to the water industry health and safety body of knowledge.</p>	<p>Continually improve</p> <ul style="list-style-type: none"> Continue to identify better ways of measuring and reporting information, considering the use of digital technology to promote accurate and real time reporting that can be disseminated across the organisation. Explore ways of increasing the transparency of safety performance both internally with the Board and with external stakeholders. Regularly hold facilitated forums or meetings with delivery partners and external stakeholders to identify both internal and external opportunities for improvement, promoting honest and authentic conversations.

4 Ensure effective systems and structures

Ensure appropriate systems and structures are designed to inform and enable effective decision making



Why is this important to advancing health and safety?

Ensuring that there are appropriate structures, systems, and underlying processes and policies in place, supports the organisation and its workforce to effectively manage health and safety risks,

communicate information, and continuously improve. Systems that integrate with delivery partners lead to improved health and safety outcomes for all.

What is the current state of the industry?

In the face of a changing work landscape and increasingly complex environments, the current health and safety systems often put focus on meeting legal obligations (and as protection against prosecution), and do not always support and drive safer outcomes. They are often designed in a manner that does not support practical implementation or update, and are over complicated or not understood consistently across the organisation, nor do they adequately cover the scope of delivery partner involvement in work.

As above, due to increasing complexity and change, some organisations in the industry have re-designed and implemented structures that embed health and safety roles into specific areas of the business. This supports better health and safety outcomes due to increased understanding and visibility of operational processes.

CASE STUDY

Best practice systems and structures

Recognising the importance of an effective health and safety structure, City West Water clearly defined and implemented an organisational structure that is reflective of their risk profile and geographic spread.

To achieve this, they revised and implemented a health and safety structure that includes a business partner representative within each business unit, who works closely with employees and the Safety Team on health and safety matters. Identified as key to the success of this model was the strong focus on two-way communication through the business partners.

This has resulted in a workforce that feels their health and safety feedback is taken in to account, and has lead to a positive impact in the effectiveness of controls and management of health and safety risks.

	DEFINITION	DESCRIPTION	ACTIONS
MINIMUM	<p>Some health and safety systems and structure have been developed, however these are not clearly understood across the organisation</p>	<p>Supportive structures Health and safety structures are defined, but do not effectively or practically support risk management, or promote two-way communication and collaboration.</p> <p>Practical systems Health and safety systems and processes have been developed across the entire business, however, are not reviewed regularly (or as required) to ensure they are fit-for-purpose and have considered operational change.</p> <p>Assurance A health and safety assurance framework has been developed, and assurance activities are periodically undertaken in some areas of the organisation.</p>	<p>Advance from minimum to progressing</p> <ul style="list-style-type: none"> Consider the structure of the health and safety function to ensure that it supports the operational delivery model and needs of the organisation. Create, or update systems and processes to align to current operating environments, including consideration of health and safety throughout the project lifecycle. Review the assurance framework to ensure that activities are undertaken across the entire organisation.
PROGRESSING	<p>A health and safety structure has been defined and systems are in place, however these are separate to the rest of the organisation</p>	<p>Supportive structures The health and safety structure supports health and safety risk management, and two-way communication, however, remains independent of other structures in the organisation.</p> <p>Practical systems Systems and processes have been developed across the entire business and are updated periodically to ensure they are fit-for-purpose and consider operational change.</p> <p>Assurance A health and safety assurance framework has been developed, and assurance activities are periodically undertaken across the entire organisation with relevant information reported to the Board and leadership.</p>	<p>Advance from progressing to leading</p> <ul style="list-style-type: none"> Review and evaluate the current health and safety structures, and consider if and where health and safety can be integrated in to other parts of the organisation to improve operational support. Engage ongoing and consistently with the workforce to update systems and processes, considering changes in operations and risk profiles, leveraging technology where appropriate. Review the assurance framework and integrate it into the organisation's assurance frameworks, ensuring that the process is ongoing, and information is consistently and accurately reported to the Board and leadership.
LEADING	<p>Health and safety is integrated in to the organisation's structures, systems, and processes</p>	<p>Supportive structures Health and safety structure is integrated into the organisation's structure, efficiently and effectively improving risk management and two-way communication to drive continuous improvement.</p> <p>Practical systems Proactive and constant feedback from the workforce is incorporated into the ongoing update of integrated health and safety systems and processes to keep them current, practical, and support operations, addressing all relevant aspects of health and safety (e.g. includes psychosocial, and physical).</p> <p>Assurance Health and safety assurance framework is designed to capture all information appropriate to the organisation's varying risk profiles. Assurance activities are a core part of business as usual, with information reported ongoing throughout the organisation, and the Board and leadership to enable appropriate oversight and informed decisions to be made.</p>	<p>Continually improve</p> <ul style="list-style-type: none"> Continually evaluate the structure of health and safety in the organisation by monitoring the effectiveness of risk management and two-way communication. Encourage workforce to actively challenge systems and processes in place that manage health and safety to promote continuous improvement and ensure these are fit for purpose. Continue to ensure assurance frameworks address governance and structure, scope, processes, resourcing, and have a strong focus on ongoing continuous improvement across the organisation and delivery partners.

5

Strengthen partnerships and relationships

Promote strong partnerships with delivery partners and other stakeholders



Why is this important to advancing health and safety?

Solving industry challenges can only be achieved through strengthened partnerships with delivery partners, policy makers and regulators, communities, and others key stakeholders in the water industry rather than in isolation. It is important to ensure the continuum of dialogue and work to converge at a broader industry level with joint governance oversight to achieve necessary ownership and engagement.

This collaboration and communication will ultimately contribute to better health and safety outcomes through; accelerated health and safety learning and innovation to systems and practices, effective transfer of critical health and safety skills and knowledge, a high trust culture that is inclusive of delivery partners, improved decision making (particularly during work design) with more seamless transfer of health and safety information.

What is the current state of the industry?

The operating context is shifting with the relationship between organisations becoming less transactional, and delivery partners becoming more embedded in organisations and the industry.

Despite collaboration opportunities becoming more frequent and accessible, there is still often inadequate engagement with delivery partners on health and safety matters, which is driving inefficient work practices, ineffective information and knowledge transfer, and ultimately poorer safety outcomes.

CASE STUDY

Best practice partnerships and relationships

A construction organisation with a large contractor workforce recognised the need and importance of building strong and lasting relationships with their contractor workforce.

To achieve this, they established a contractor alliance group with key contractors, with the objective of delivering large multidisciplinary projects in a collaborative way that promotes trust, risk and responsibility sharing, high performance, and alignment of commercial interests.

Studies conducted on the alliance contracting model have demonstrated it adds value through relationship development between organisations and their contractors by encouraging a culture of mutual trust and reflective learning beyond project-specific performance outcomes.

	DEFINITION	DESCRIPTION	ACTIONS
MINIMUM	<p>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</p>	<p>Health and safety in procurement Health and safety is a consideration in procurement of delivery partners, however, not all indicators/incentives used in decision making are appropriate (e.g. primarily cost/price driven).</p> <p>Stakeholder engagement The organisation inconsistently consults and collaborates with delivery partners across the organisation on health and safety matters, and engagement with external stakeholder usually only takes place when required.</p> <p>Health and safety operating model Delivery partners' health and safety risks and processes are inconsistently integrated into the organisation's risk profile.</p>	<p>Advance from minimum to progressing</p> <ul style="list-style-type: none"> Evaluate the procurement process for delivery partners to ensure that appropriate health and safety indicators/incentives are considered in decision making. Actively and consistently engage with delivery partners and other stakeholders on health and safety matters. Review health and safety risks and processes in consultation with delivery partners across the organisation to build alignment.
PROGRESSING	<p>Delivery partners and other key stakeholders are engaged by all areas of the organisation, however, this is not always consistent or effective</p>	<p>Health and safety in procurement Health and safety is considered in the procurement process and appropriate indicators are used to support this.</p> <p>Stakeholder engagement The organisation consults and collaborates with delivery partners on health and safety matters that directly impact them, and consultation with external stakeholder consistently takes place.</p> <p>Health and safety operating model Delivery partners' health and safety risks and processes are integrated in the organisation</p>	<p>Advance from progressing to leading</p> <ul style="list-style-type: none"> Ensure procurement standards align to the delivery partners' ability to manage health and safety to the same standard or better than the organisation. Embed delivery partners into key internal forums and other mediums related to health and safety to involve them on all relevant health and safety matters, and proactively engage with other stakeholders to gain insight and inputs. Integrate health and safety risks and processes of delivery partners with those of the organisation..
LEADING	<p>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</p>	<p>Health and safety in procurement Procurement decisions are primarily driven by delivery partners' ability to manage health and safety to the same standard or better than the organisation, and appropriate indicators are used to support this.</p> <p>Stakeholder engagement Delivery partners are proactively engaged by the organisation as part of wider consultation and communication with the workforce on all health and safety matters, and the organisation fosters strong relationships with external stakeholder (e.g. health and safety regulator, community groups), proactively engaging and encouraging an open dialogue.</p> <p>Health and safety operating model Delivery partners' health and safety risks and processes are integrated in the organisation and there is no differentiation between delivery partner and employee.</p>	<p>Continually improve</p> <ul style="list-style-type: none"> Continue to review the processes for procurement of delivery partners, to ensure that they drive safer outcomes. Continue to identify ways that delivery partners and other stakeholders can be effectively engaged in health and safety. Continue to define and implement shared improvement opportunities through collaboration

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



Why is this important to advancing health and safety?

Organisations which influence a health and safety culture based on trust and openness will drive greater transparency and alignment, inspiring behaviours that are lawful, ethical, and responsible.

This will lead to improved health and safety outcomes, including increased confidence and oversight to the Board and leadership.

What is the current state of the industry?

With the high amount of activity in the construction industry there is increased demand for talent, which has resulted in a capability gap across the water industry, and a need to retain and build the skill and knowledge of workers.

With constant change in the demographics of the workforce, organisations and the industry need to consider the way they engage with their people, and how leaders effectively demonstrate commitment to health and safety. Some organisations have not adequately adjusted to this with ineffective engagement in developing health and safety goals and objectives, reflected in the disconnect between workers and leadership in health and safety.

CASE STUDY

Best practice culture that supports health and safety

Following a decline in health and safety performance, a mining organisation embarked on an organisation wide change.

To achieve this, they undertook a culture transformation program with psychology of safety at its core. The program targeted at both workforce (which included tier 1 contractors) and leadership, was developed by firstly understanding their current state culture through interviews, workshops and surveys, and then in consultation with the workforce developed a tailored and fit for purpose training program. This was then embedded and delivered to the entire organisation.

The program, and leadership commitment to safety throughout the program, resulted in an increased awareness of safety across the organisation as well as the longest period without injuries the organisation had ever experienced.

	DEFINITION	DESCRIPTION	ACTIONS
MINIMUM	The organisation recognises the importance of health and safety, however, it is not actively promoted, reinforced or supported	<p>Health and safety promotion</p> <p>The Board and leadership recognise the importance of a positive health and safety culture, however, this is not promoted, and there is inconsistent understanding amongst the organisation of the health and safety goals and the value of reporting health and safety issues. Some health and safety initiatives exist, however, these are not adequately endorsed, inconsistently implemented, and not tailored to address operationally specific issues.</p> <p>Positive reinforcement</p> <p>Multiple reward and recognition programs exist, however, these are implemented inconsistently across the organisation to reinforce positive health and safety contributions.</p> <p>People capability</p> <p>A competency framework exists, however, health and safety competency are inadequately defined.</p>	<p>Advance from minimum to progressing</p> <ul style="list-style-type: none"> Develop initiatives that are relevant to the organisation and support the promotion of a positive health and safety culture, ensuring that this has adequate Board and leadership sponsorship. Consolidate and implement reward and recognition program to encourage positive health and safety contributions. Review the health and safety competency framework to ensure there is a focus on continuous improvement.
PROGRESSING	The organisation promotes a health and safety culture that is separate to the organisation's culture	<p>Health and safety promotion</p> <p>The Board and leadership promote a positive health and safety culture, however, there is varied understanding amongst the organisation of how to support the health and safety goals and the value of reporting health and safety issues. Broad-spectrum initiatives are implemented that are not tailored to address operationally specific issues.</p> <p>Positive reinforcement</p> <p>Leaders consistently reward and recognise positive health and safety contributions.</p> <p>People capability</p> <p>Health and safety competency framework has been defined for the organisation that focusses on continuous improvement.</p>	<p>Advance from progressing to leading</p> <ul style="list-style-type: none"> Ensure that the Board and leadership are actively communicating and positively reinforcing the importance of individual roles in health and safety, leading by example, and are engaging with the workforce to review underlying initiatives to ensure that they address the root cause of health and safety issues. Utilise reward and recognition to build a positive health and safety culture, inspiring trust through two-way communication. Embed and integrate the health and safety competency framework into the organisation, and the worker lifecycle.
LEADING	The organisation supports health and safety by promoting it as an integrated aspect of the organisation's culture	<p>Health and safety promotion</p> <p>The Board and leadership set the right tone at the top and influence the culture across the organisation, ensuring that everyone understands and actively supports the health and safety goals of the organisation and the value in reporting health and safety issues. Effective initiatives are designed and implemented to appropriately support this communication and address the root cause of health and safety issues.</p> <p>Positive reinforcement</p> <p>Leaders influence a positive health and safety culture through promotion of two-way interactions and consistent reward and recognition of positive health and safety contributions.</p> <p>People capability</p> <p>Health and safety competencies have strong focus on continuous improvement, are integrated across the organisation, and embedded into the worker lifecycle. The framework helps drive excellence.</p>	<p>Continually improve</p> <ul style="list-style-type: none"> Continue to review and explore initiatives that positively support and build the health and safety culture, looking outside the industry. Continue to proactively engage with the workforce in a way that is meaningful and promotes trust and openness. Continue to revise health and safety competency ensuring that they remain relevant to the operating context, and that new members of the workforce are appropriately onboarded and health and safety expectations are clearly set.

7

Drive innovation and improvement

Empower our people to consider new and better ways to work



Why is this important to advancing health and safety?

External forces continue to pressure the way organisations conduct work, and the water industry needs to keep pace with this rapid change through continual innovation and improvement of systems and practices.

It is important to consider that the organisation has the right digital capability to identify and leverage technology, encouraging a culture where innovation and improvement is valued.

What is the current state of the industry?

While constant innovation and improvement is important in driving safer outcomes, there is often a disconnect between standards, new practices/materials/technologies, and management of change processes that hinder innovation and improvement across the industry.

There has been an increase in the technology available to organisations to support innovation and improvements to health and safety. Although some organisations have harnessed this, there is opportunity for a greater shift, which is reflected by the number of organisations that still use paper based systems and or digital management systems that are not integrated into broader organisation systems.

CASE STUDY

Best practice innovation and improvement

An infrastructure delivery organisation's sub-contracted workforce faced a significant influx of new entrants to the industry with little or no construction experience. To provide these new entrants with adequate skills and knowledge to perform their work safely the organisation needed a solution that enabled training to be rapidly rolled out across a large population effectively and efficiently.

Through a market scan virtual reality (VR) technology was identified. The organisation tested various technology options available, then designed and developed a tailored VR experience that was fit-for-purpose. This was done by engaging with a representative sample of the organisation to script the experience, then capturing on-site video that was developed into relevant VR content.

As a result of this, a series of VR experiences were created, which were provided to a large number of participants as an immersive and engaging experience, more effectively communicated and prepared them for the risks present when on-site than traditional training would have.

	DEFINITION	DESCRIPTION	ACTIONS
MINIMUM	<p>The organisation is content with current health and safety systems and processes, and does not actively promote health and safety innovation or improvement</p>	<p>Digital IQ Leaders and the workforce are mostly unaware or unfamiliar with health and safety digital technology and their applications within the organisation, and the health and safety team aren't provided with appropriate training to improve their digital capability.</p> <p>Process innovation The organisation are late or reactive adopters of new methods and/or technology, only opting to change when it becomes necessary (e.g. regulatory drivers).</p> <p>Data and information Health and safety data is captured however is not always used to generate meaningful insights that guide and support innovation and improvement.</p>	<p>Advance from minimum to progressing</p> <ul style="list-style-type: none"> Develop a health and safety digital competency framework for the entire worker and leader lifecycle (recruitment, onboarding, and ongoing), and deliver training to improve the organisation's health and safety digital capability. Actively promote and encourage innovation and improvement by collaborating with the workforce, delivery partners, industry peers and other stakeholders. Develop protocols to access, validate, secure, and transmit health and safety data internally, with delivery partners, and the industry.
PROGRESSING	<p>Innovation and improvements in health and safety is not consistently encouraged and implemented across the organisation</p>	<p>Digital IQ The organisation is aware of the health and safety digital technology deployed by the organisation, however, the skills and knowledge to apply them in practice varies, with some areas of the workforce adopting new health and safety technologies more readily than others.</p> <p>Process innovation The organisation seeks innovation and improvement, however, this is ineffectively coordinated with all relevant stakeholders, and/or inconsistently implemented across all areas of the organisation.</p> <p>Data and information Health and safety data and information is used to guide and support innovation and improvement.</p>	<p>Advance from progressing to leading</p> <ul style="list-style-type: none"> Integrate health and safety digital competencies into the broader organisation framework, to continually upskill the workforce in the use of health and safety technology, and build the capability of the health and safety function to enable them to actively seek innovation and improvement. Implement organisational change management processes to ensure effective and sustainable implementation of any health and safety process innovation and improvement. Leverage technology as a means to capture and process data, and effectively communicate health and safety insights internally, with delivery partners, and the industry.
LEADING	<p>The organisation drives innovation and improvement internally and for the industry utilising data-driven insights and meaningful collaboration with the workforce</p>	<p>Digital IQ The organisation openly embrace and encourage the use of health and safety digital technology, digital literacy is integrated into the organisation's competency framework, and the health and safety function are provided with the necessary skills and capabilities to continually innovate and improve health and safety outcomes. The entire organisation is continually up-skilled in the use and application of new health and safety technology.</p> <p>Process innovation The organisation actively explores solutions to improve health and safety, and solve complex problems. There is effective collaboration and consultation with the entire organisation, and all delivery partners, to share insights, identify opportunities to innovate and improve processes through technologies and other means. Strong change management processes are in place.</p> <p>Data and information Health and safety data and information is effectively captured and is integrated as part of wider organisation's systems, secured, and processed to create holistic insights (contextualised by various inputs) that form planning, decision making and drive further innovation and improvement of processes internally and externally.</p>	<p>Continually improve</p> <ul style="list-style-type: none"> Continue to support innovation and improvement implementation with strong change management processes to ensure effective and sustainable deployment. This should include consideration of feedback mechanisms to ensure changes are fit for purpose. Continue to actively encourage innovation and improvement across the organisation and industry to improve the way health and safety is managed. Undertake market scans to keep up to date with new technologies and processes. Include consideration of innovations in other industries, and how these can be transferable.

8

Advance health and safety risk management

Ensure that adequate and effective risk management processes and practices are in place



Why is this important to advancing health and safety?

Organisations need to ensure that they have adequate risk management processes, to identify and assess current and emerging health and safety risks, as well as effective systems to control and monitor risks.

To ensure the appropriate level of health and safety governance, this information needs to be effectively communicated to different levels of the organisation, and the Board to ensure that appropriate action and decisions can be made to mitigate and manage risk.

What is the current state of the industry?

The Water Industry Fatal Risk Guidelines² identifies sixteen fatal risks that exist in the water industry. Often these fatal risks are inadequately managed by organisations, which is reflected by the lack of clear and consistent guidance provided to the workforce (including delivery partners) regarding how these risks are to be controlled or eliminated.

With the diverse risk profiles that exist across the industry, unfortunately there are still incidents and serious near misses occurring. Some organisations are not effectively and efficiently capturing this information and managing these situations, which is reflected in the high rates of injuries still present across the industry and delivery partners.

CASE STUDY

Best practice health and safety risk management

A large telecommunications organisation with a changing operational profile looked to better understand their risk profile through a comprehensive review across their business.

This review involved significant consultation with the workforce through focus groups, interviews, and site visits, and included engagement with their contractor workforce, to identify the health and safety risks in each area of the business. From this engagement, the organisation created four distinct risk profiles for business units to own and manage moving forward. These risk profiles were linked to an overarching and online organisational risk profile that facilitated live updates and reporting.

The level of engagement and use of practical tools has resulted in increased understanding and management of risks across the organisation, as well as more informed decision making from live reporting.

	DEFINITION	DESCRIPTION	ACTIONS
MINIMUM	<p>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</p>	<p>Risk identification Health and safety risks (including fatal risks) have not been appropriately defined, or processes to review these are ineffective or non-existent.</p> <p>Control effectiveness Risk controls have not been appropriately developed, are not reviewed, and their effectiveness is not monitored and communicated.</p> <p>Incident management Hazards and incidents are not adequately reported (including those from delivery partners), managed, and learnings implemented across the organisation.</p>	<p>Advance from minimum to progressing</p> <ul style="list-style-type: none"> Develop initiatives that are relevant to the organisation and support the promotion of a positive health and safety culture, ensuring that this has adequate Board and leadership sponsorship. Consolidate and implement reward and recognition program to encourage positive health and safety contributions. Review the health and safety competency framework to ensure there is a focus on continuous improvement.
PROGRESSING	<p>The health and safety risk profile of the organisation has been defined, and systems are utilised to identify, assess, control and monitor risks</p>	<p>Risk identification Health and safety risks (including fatal risks) have been defined and are periodically reviewed, and processes are in place to identify new and emerging risks. Hazard and incident information is appropriately used.</p> <p>Control effectiveness Risk controls have been developed and implemented across the organisation. Information on implementation and effectiveness is periodically communicated.</p> <p>Incident management Hazards and incidents are inconsistently and ineffectively reported (including those from delivery partners), managed, and learnings implemented across the organisation.</p>	<p>Advance from progressing to leading</p> <ul style="list-style-type: none"> Ensure that the Board and leadership are actively communicating and positively reinforcing the importance of individual roles in health and safety, leading by example. And are engaging with the workforce to review underlying initiatives to ensure that they address the root cause of health and safety issues. Utilise reward and recognition to build a positive health and safety culture, inspiring trust through two-way communication. Embed and integrate the health and safety competency framework into the organisation, and the worker lifecycle.
LEADING	<p>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</p>	<p>Risk identification An active, ongoing, data driven, and outward looking process exists to identify new and emerging risk. Risk management is integrated into broader business practices, and there is a conscious awareness of fatal risks, and these are continually monitored and reported on to inform decision making.</p> <p>Control effectiveness Effective risk controls have been collaboratively developed, implemented, and reviewed across the organisation, and information on their effectiveness is appropriately communicated, with key consideration of critical controls.</p> <p>Incident management Leveraging effective technologies, all hazards and incidents are reported (including those from delivery partners), effectively managed, and learnings implemented across the entire organisation.</p>	<p>Continually improve</p> <ul style="list-style-type: none"> Continue to review and explore initiatives that positively support and build the health and safety culture, looking outside the industry. Continue to proactively engage with the workforce in a way that is meaningful and promotes trust and openness. Continue to revise health and safety competency ensuring that they remain relevant to the operating context, and that new members of the workforce are appropriately onboarded and health and safety expectations are clearly set.

Water industry health and safety self assessment

Self assessment tool

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 described in this document. The assessment tool looks at the elements an organisation needs to address in order to improve health and safety culture and performance, mapped against the eight principles defined in collaboration with the industry.

Organisations may use the tool to assess their own performance, as a tool to assess performance of delivery partners, or allow an engaged third party or 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.

Following the review of the self assessment results, opportunities for improvement should be established. The Action Plan provides a template to document the corrective or preventative action required to support continuous improvement. The Action Plan will pre-populate actions in line with the maturity rating assessment, and will provide guidance to organisations as to how to improve their health and safety culture and performance against each principle.

Example use cases

The self assessment tool could be used in a variety of ways.

Self-assessment internally

The organisation performs an assessment internally, which could be undertaken by an independent stakeholder from the business.

Assessment with delivery partners

The organisation and delivery partners assess each other to encourage open dialogue and collaboratively improve health and safety outcomes.

Assessment from third party

A third party assessor is engaged to undertake an independent assessment of either of the two scenarios above.

Example self assessment dashboard

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



Further information

This model was created for the industry and has been developed in consultation with WSAA members and key stakeholders. It was identified through this process that external research and input was critical to ensuring this model had the appropriate inputs to drive the industry forward.

External references

- The EY Health and Safety maturity model
- Corporate Governance Principles and Recommendations 4th Edition February 2019 (ASX Corporate Governance Council)
- Defining best practice in corporate occupational health and safety governance (Jacqui Boardman & Angus Lyon Acona Ltd)
- Practical Actions for Safety Leadership: Safety Governance frameworks for Boards (Dr Kirstin Ferguson)

- Key Practical Issues in Strengthening Safety Culture INSAG-15 (A report by the International Nuclear Safety Advisory Group)
- Leading health and safety at work, actions for directors, board members, business owners and organisations of all sizes (The Institute of Directors and the Health and Safety Executive)
- Workforce Skills of the Future (Water Services Association of Australia)
- Water Industry Fatal Risk Guidelines (Water Services Association of Australia)

Endnotes

- 1 Workforce Skills of the Future (Water Services Association of Australia)
- 2 Water Industry Fatal Risk Guidelines (Water Services Association of Australia)

More information

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About WSAA

The Water Services Association of Australia (WSAA) is the peak body that supports the Australian urban water industry. Our members provide water and sewerage services to over 20 million customers in Australia and New Zealand and many of Australia's largest industrial and commercial enterprises.

WSAA facilitates collaboration, knowledge sharing, networking and cooperation within the urban water industry. The collegiate approach of its members has led to industry-wide advances to national water issues.

WSAA can demonstrate success in standardising industry performance monitoring and benchmarking, as well as many research outcomes of national significance. The Executive of the Association retains strong links with policy makers and legislative bodies and their influencers, to monitor emerging issues of importance. WSAA is regularly consulted and its advice sought by decision makers when developing strategic directions for the water industry.

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