

# Water Services Association of Australia

## SELF ASSESSMENT SUMMARY





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



**Overall Maturity:**  
**Leading**

**2021 Overall Maturity:**  
Leading

**Date of baseline self-assessment:**  
20 July 2020

**Date of 1<sup>st</sup> reassessment:**  
4 August 2021

**Next planned reassessment:**  
August 2022



**Background:**

The objective of the Water Services Australia Self Assessment Tool is to provide organisations with the opportunity to assess their current state against eight principles defined in the Water Industry Health and Safety Maturity Model document. The assessment tool looks at the eight principles defined in the document and outlines steps to take in order to advance health and safety maturity.

Principles	Maturity
Demonstrate leadership commitment	Leading
Establish clear governance and accountability	Leading
Facilitate open and honest communication	Progressing
Ensure effective systems and design	Progressing
Strengthen partnerships and relationships	Minimum
Promote a culture that supports health and safety	Leading
Drive innovation and improvement	Leading
Advance health and safety risk management	Leading
Final maturity rating	Leading

Principle	Elements	Question	Minimum	Progressing	Leading	Self Assessment	Results
Demonstrate leadership commitment	H&S Strategic Direction	Is there an existing H&S strategy that is appropriate for the organisation's H&S risk profile and maturity?	H&S Strategic Direction – H&S strategic direction has been defined by H&S function and leadership, however there is a lack of shared H&S strategic vision and values amongst the organisation.	H&S Strategic Direction – there is a sense of shared H&S strategic vision and values amongst the organisation created by the H&S strategic direction.	H&S Strategic Direction – there is a strong sense of shared H&S strategic vision and values amongst the organisation that is integrated and aligned to the organisations objectives. Leadership and the workforce (including delivery partners) create a culture of lawful, ethical, and responsible operation.	Leading	Leading
	Leaders Capability	Do leaders personify the H&S behaviours they want to see in the workforce?	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.	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.	Leaders Capability – development programs and peer support frameworks are embedded and actively build the capability and consistency of leadership across the organisation.	Leading	
	Leading by Example	Do leaders consistently recognise and reward helpful H&S behaviours, and are leaders consistently able to effectively challenge unhelpful H&S attitudes and behaviours?	Leading by Example – leaders across the organisation inconsistently; promote the H&S vision and values of the organisation, set clear H&S expectations, and challenge unsafe attitudes and behaviours.	Leading by Example – leaders promote the H&S vision and values of the organisation, what they expect of others, and challenge unsafe attitudes and behaviours across the business.	Leading by Example – leaders live the H&S 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.	Leading	
Establish clear governance and accountability	Governance by Design	Is there a clear governance structure in place that is representative of H&S risks?	Governance by Design – A governance framework exists however H&S is not considered a key priority.	Governance by Design – H&S is a key consideration in the governance framework.	Governance by Design – H&S governance is integrated into main corporate governance structures (i.e. risk, remuneration and audit committees), and the Board is of appropriate size and collectively have 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.	Leading	Leading
	Informed Decision Making	Is relevant, robust and timely information relating to H&S performance, H&S risks, and outcomes of H&S assurance activities regularly provided to all internal stakeholders (including the Board, ELT, leaders and employees)?	Informed Decision Making – the Board and leadership is not consistently provided with adequate H&S risk management information, to inform their decision making.	Informed Decision Making – Operational challenges and H&S implications are not always understood by the Board.	Informed Decision Making – H&S is a key consideration for decision making, and the Board and leadership have a clear understanding of the organisations operations, and H&S challenges and risks to do so effectively.	Progressing	
	Clear Accountability	Has accountability for H&S been clearly defined?	Clear Accountability – accountability has not been adequately defined and communicated, and is inconsistently demonstrated across the entire organisation.	Clear Accountability – a system of accountability aligned to a persons level of control or influence and everyone's role in H&S has been defined, however, these are not consistently demonstrated across the organisation.	Clear Accountability – accountability is aligned to a persons level of control or influence, roles in H&S are clearly understood and demonstrated at all levels of the organisation, and everyone is held accountable for the impact of their decisions and actions.	Leading	



Principle	Elements	Question	Minimum	Progressing	Leading	Self Assessment	Results
Facilitate open and honest communication	Knowledge Flow	Is H&S information readily available and communicated across the organisation through reports and other appropriate mechanism?	Knowledge Flow – H&S information is difficult to access, is inconsistently communicated across the entire organisation, and does not always provide an accurate reflection of H&S performance.	Knowledge Flow – H&S information is readily available and communicated across the organisation through reports and other appropriate mechanisms. This information is not integrated into wider business reporting.	Knowledge Flow – H&S information is relevant, integrated and contextualised by information from other parts of the organisations, 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.	Progressing	Progressing
	Transparent H&S	Are a mix of lead, lag and positive performance indicators used to measure H&S performance and inform decision making?	Transparent H&S – H&S 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.	Transparent H&S – H&S indicators have been established and there is a mix of lead and lag indicators, however, delivery partners are considered separately.	Transparent H&S – the organisation has defined H&S indicators that provide an accurate representation of H&S performance, including delivery partners, and outcomes are measured and clearly disclosed.	Progressing	
	External Reporting	Are material H&S performance goals, challenges and initiatives clearly communicated (e.g. external stakeholder reports)?	External Reporting – H&S information is not actively shared with delivery partners and external bodies.	External Reporting – H&S information is periodically shared with delivery partners, and externally through an annual or sustainability report.	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 H&S body of knowledge.	Progressing	
Ensure effective systems and design	Supportive Structures	Is there a clearly defined organisational H&S structure?	Supportive Structures – H&S structures are defined, but do not effectively or practically support risk management, or promote two-way communication and collaboration.	Supportive Structures – The H&S structure supports H&S risk management, and two-way communication, however, remains independent of other structures in the organisation.	Supportive Structures – H&S structure is integrated into the organisations structure, efficiently and effectively improving risk management and two-way communication to drive continuous improvement.	Leading	Progressing
	Practical Systems	Is there a clear process around the development and maintenance of policies and procedures?	Practical Systems – H&S 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 consider operational change.	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.	Practical Systems – proactive and constant feedback from the workforce is incorporated into the ongoing update of integrated H&S systems and processes to keep them current, practical, and support operations, addressing all relevant aspects of H&S (e.g. includes psychosocial, and physical).	Progressing	
	Assurance	Does the H&S assurance framework address governance and structure, scope/coverage, processes, and resourcing?	Assurance – a H&S assurance framework has been developed, and assurance activities are periodically undertaken in some areas of the organisation.	Assurance – a H&S assurance framework has been developed, and assurance activities are periodically undertaken across the entire organisation with relevant information reported to the Board and leadership.	Assurance – H&S assurance framework is designed to capture all information appropriate to the organisations varying risk profiles. Assurance activities are a core part of business as usual, with information reported ongoing throughout the organisation, and the Board and ELT to enable appropriate oversight and informed decisions to be made.	Progressing	

Principle	Elements	Question	Minimum	Progressing	Leading	Self Assessment	Results
Strengthen partnerships and relationships	H&S in Procurement	Is H&S a central component of the procurement process for the selection of contractors?	H&S in Procurement – H&S 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).	H&S in Procurement – H&S is considered in the procurement process and appropriate indicators are used to support this.	H&S in Procurement – procurement decisions are primarily driven by delivery partners ability to manage H&S to the same standard or better than the organisation, and appropriate indicators are used to support this.	Minimum	Minimum
	Stakeholder Engagement	Are there strong relationships with delivery partners, and other key stakeholders, including industry bodies?	Stakeholder Engagement – the organisation inconsistently consults and collaborates with delivery partners across the organisation on H&S matters, and engagement with external stakeholder usually only takes place when required.	Stakeholder Engagement – the organisation consults and collaborates with delivery partners on H&S matters that directly impact them, and consultation with external stakeholder consistently takes place.	Stakeholder Engagement – delivery partners are proactively engaged by the organisation as part of wider consultation and communication with the workforce on all H&S matters, and the organisation fosters strong relationships with external stakeholder (e.g. H&S regulator, community groups), proactively engaging and encouraging an open dialogue.	Minimum	
	H&S Operating Model	Is the management of contractor H&S risks integrated into the organisation's H&S systems?	H&S Operating Model – delivery partners H&S risks and processes are inconsistently integrated into the organisations risk profile.	H&S Operating Model – delivery partners H&S risks and processes are integrated in the organisation.	H&S Operating Model – delivery partners H&S risks and processes are integrated in the organisation and there is no differentiation between delivery partner and employee.	Minimum	
Promote a culture that supports health and safety	H&S Promotion	Do leaders, including the Board/ ELT, demonstrate authentic engagement with employees on H&S issues (including participation in two-way interactions)?	H&S Promotion – the Board and leadership recognise the importance of a positive H&S culture, however, this is not promoted, and there is inconsistent understanding amongst the organisation of the H&S goals and the value of reporting H&S issues. Some H&S initiatives exist, however, these are not adequately endorsed, inconsistently implemented, and not tailored to address operationally specific issues.	H&S Promotion – the Board and leadership promote a positive H&S culture, however, there is varied understanding amongst the organisation of how to support the H&S goals and the value of reporting H&S issues. Broad-spectrum initiatives are implemented that are not tailored to address operationally specific issues.	H&S Promotion – 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 H&S goals of the organisation and the value in reporting H&S issues. Effective initiatives are designed and implemented to appropriately support this communication and address the root cause of H&S issues.	Leading	Leading
	Positive Reinforcement	Do leaders consistently recognise and reward helpful H&S behaviours?	Positive Reinforcement – multiple reward and recognition programs exist, however, these are implemented inconsistently across the organisation to reinforce positive H&S contributions.	Positive Reinforcement – leaders consistently reward and recognise positive H&S contributions.	Positive Reinforcement – leaders influence a positive H&S culture through promotion of two-way interactions and consistent reward and recognition of positive H&S contributions.	Leading	
	People Capability	Are H&S competency requirements (both technical and soft skills) embedded into the employee lifecycle?	People Capability – a competency framework exists, however, H&S competency are inadequately defined.	People Capability – H&S competency framework has been defined for the organisation that focusses on continuous improvement.	People Capability – H&S competencies have strong focus on continuous improvement, are integrated across organisation, and embedded into the worker lifecycle. The framework helps drive excellence.	Progressing	

Principle	Elements	Question	Minimum	Progressing	Leading	Self Assessment	Results
Drive innovation and improvement	Digital IQ	Are employees' aware of H&S digital technology concepts such as data analytics, emerging technologies, and the organisation's H&S information management system?	Digital IQ – leaders and the workforce are mostly unaware or unfamiliar with H&S digital technology and their applications within the organisation, and the H&S team aren't provided with appropriate training to improve their digital capability.	Digital IQ – the organisation are aware of the H&S digital technology deployed by the organisation, however, the skills and knowledge to apply them in practice varies, with are some areas of the workforce adopting new H&S technologies more readily than others.	Digital IQ – the organisation openly embrace and encourage the use of H&S digital technology, digital literacy is integrated into the organisations competency framework, and the H&S function are provided with the necessary skills and capabilities to continually innovate and improve H&S outcomes. The entire organisation and are continually up-skilled in the use and application of new H&S technology.	Progressing	Leading
	Process Innovation	Does the organisation actively seek innovation and improvement to help meet H&S objectives?	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).	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.	Process Innovation – the organisation actively explores solutions to improve H&S, 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.	Leading	
	Data and information	Is digital technology used to make decisions, manage H&S critical and other risks, allocate resources and define strategic objectives?	Data and information – H&S data is captured however is not always used to generate meaningful insights that guide and support innovation and improvement.	Data and information – H&S data and information is used to guide and support innovation and improvement.	Data and information – H&S data an information is effectively efficiently captured and is integrated as part of wider organisation 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.	Leading	
Advance health and safety risk management	Risk Identification	Are H&S risks, both physical and psychological, effectively defined and managed?	Risk Identification – H&S risks (including fatal risks) have not been appropriately defined, or processes to review these are ineffective or non-existent.	Risk Identification – H&S 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.	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.	Leading	Leading
	Control Effectiveness	Are effective H&S risk control systems in place?	Control Effectiveness – risk controls have not been appropriately developed, are not reviewed, and their effectiveness is not monitored and communicated.	Control Effectiveness – risk controls have been developed and implemented across the organisation. Information on implementation and effectiveness is periodically communicated.	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.	Leading	
	Incident Management	Are there effective hazard and incident management processes in place?	Incident Management – hazards and incidents are not adequately reported (including those from delivery partners), managed, and learnings implemented across the organisation.	Incident Management – hazards and incidents are inconsistently and ineffectively reported (including those from delivery partners), managed, and learnings implemented across the organisation.	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.	Leading	