Safety Essentials

Mandatory requirements for our high risk activities

Leader's Guide

WATER
CORPORATION

Message from the CEO

Your safety and wellbeing, and that of our customers and communities, is my top priority and underpins every decision I make. We won't start any job unless we're confident it can be completed safely.

Your actions and behaviours in your own area of influence as safety and wellbeing leaders support our **Safe for All** goal, which is a key part of our vision, Thrive2035.

Responsibility for what happens on our worksites and managing our operations safely sits with us all as leaders, so it's vital you establish safe systems of work and understand the mandatory requirements for high risk activities set out in this Safety Essentials Leader's Guide.

With many of our operations classified as high risk, we must focus on having the right controls to manage all risks, particularly those that can hurt or kill us.

We first introduced our Safety Essentials fatal risk program in 2014 and identified nine activities posing the greatest risk. We established three Safety Taskforce teams to focus on specific risk areas – safe job planning, contractor management and public safety.

Taking onboard learnings from our mental health and wellbeing journey, we have added a tenth Safety Essential, Healthy Minds, to recognise the importance of being in the right head space as we perform high risk work.

Psychological health and safety is just as important as physical safety, where our people's mental health and wellbeing are critical to our safety and ensure we can all thrive at work, and in everything we do.

You are essential on this journey, and play a vital role in actively promoting a physically and psychologically safe workplace and culture, which we continue to build on as we make this a great place to work.

Pat Donovan
Chief Executive Officer
Water Corporation

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Introduction

Safety Essentials are the mandatory requirements for our high risk activities. Each Safety Essential describes the processes and systems that must be established and maintained to conduct the work safely and minimise the potential for harm.

This guide outlines the mandatory system requirements that must be in place to support the management of high risk activities. As a leader, you should use it in conjunction with supporting procedures that relate to each high risk activity.

We have recently introduced Healthy Minds as a prompt for leaders and workers to remain psychologically safe, as well as, physically safe.

The requirements set out in this guide apply to all Water Corporation workers, Alliance partners and contractors when working for Water Corporation.

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Healthy Minds

Safe systems of work

As leaders, we must set the right expectations and ensure we have established safe systems of work prior to tasks being allocated.

A safe system of work must consider things like the layout of a workplace (planning), the storage and handling of materials (equipment), the training and competencies of people on site and anything that may affect the progress of your job (change).

By setting our people up for success, we empower them to question whether the appropriate information is available to conduct the work safely:

What can hurt me?	What can kill me?
What controls do I need to put in place?	How do I know they are working?

It is critical as leaders that we have the right conversations with our people to ensure everyone is aware of their role and the mechanisms we all have to keep each other safe.

Remember all work sites are dynamic and have the potential to change. Make sure you empower people to manage these changes.

Continual improvement

At Water Corporation, we are committed to continual improvement. While the requirements set out in this document support current best practice, there are always opportunities to improve. We're all responsible for exploring safer ways of working.

Essential stages of work

We must plan and execute our work safely. When you're preparing work, it's important you and your team are setup for success, have controls you rely on in place and we learn from each other's experience.

Planning

Pre-plan, discuss and identify safety and environmental risks.

Include proposed controls in safe job planning documentation.

Verify and set up

Review safe job pack onsite before work starts.

The site controller ensures everyone on the job understands:

- their role
- the risks of the job
- why the controls are in place
- being mentally focussed and present.

Performing the job

Start the job.

Where a change is identified, STOP the job, reassess the risk as a team, agree and document controls.

Reassess risk, workers and team leaders agree on new controls and document.

Complete and learn

Every job is an opportunity to learn and a chance to pass on learnings to help others in the future.

Healthy minds

Ask yourself 'am I okay?' before high risk work tasks

1.1 As leaders, we have obligations under Work Health and Safety laws to protect the physical **and psychological health** of our workers and to identify and control psychological risks.

1.2 Leaders must understand **mental health**, identify changes in workers' performance or behaviour and be prepared to take action through adequate training.

1.3 Leaders must create an **environment** where workers feel comfortable to have conversations about mental health and address any concerns in an open and respectful way.

1.4 Leaders should **listen loudly** by acknowledging what the worker is saying, express empathy, explore options and plan for action. Also, respect boundaries if the issues are personal and the worker doesn't feel comfortable talking about it.

1.5 Workers must be **permitted** to stop the task if they feel they are not in the right head space to continue safely. Leaders should facilitate adjustments to tasks or delay works if possible to support workers.

1.6 Encourage **behaviours** that focus on mental health, including mindfulness before undertaking high risk tasks and safe spaces where workers can raise issues.

Stop work if unsafe

Identify → Assess → Implement → Review

Managing change

## When undertaking a task and the plan or conditions change

2.1 A formal process must be in place to **identify and manage change** that has the potential to increase risk or introduce new hazards.

2.2 Leaders must be **permitted** to stop the task and positively challenge workers on how they have assessed changes in the work plan.

2.3 **Formal consultation and escalation** must be included within the managing change process to ensure the right people are involved and included in the approval authority.

2.4 A system that **formally documents changes** must be in place that details any design deviations or alterations including formal delegated authority for sign off.

2.5 A system must be in place to identify, track and record the **competency** of team leaders and workers to identify and manage change.

2.6 Leaders need to be aware that change can include **psychological risk** as well as physical.

Confined space

Working in or near a confined space

3.1 A system to **identify and record** confined spaces must be in place and they must be signposted and have secure entry points.

3.2 **Training and competencies** for confined space entry work must be identified, delivered, recorded and maintained.

3.3 A **permit system** must be in place for confined space work, which requires approval from an authorised person.

3.4 **Communication** methods to monitor the person entering the confined space must be established and maintained for the duration of the entry.

3.5 **Atmospheric monitoring** equipment must be calibrated, used before and during a confined space entry, and records kept of readings.

3.6 **Isolation** of systems which may discharge into the confined space must be identified and controlled before entering.

3.7 **Barricading and signage** must be used to prevent unauthorised access by workers and public into the work area.

3.8 **Emergency response and rescue equipment** must be identified, set up, tested and maintained.
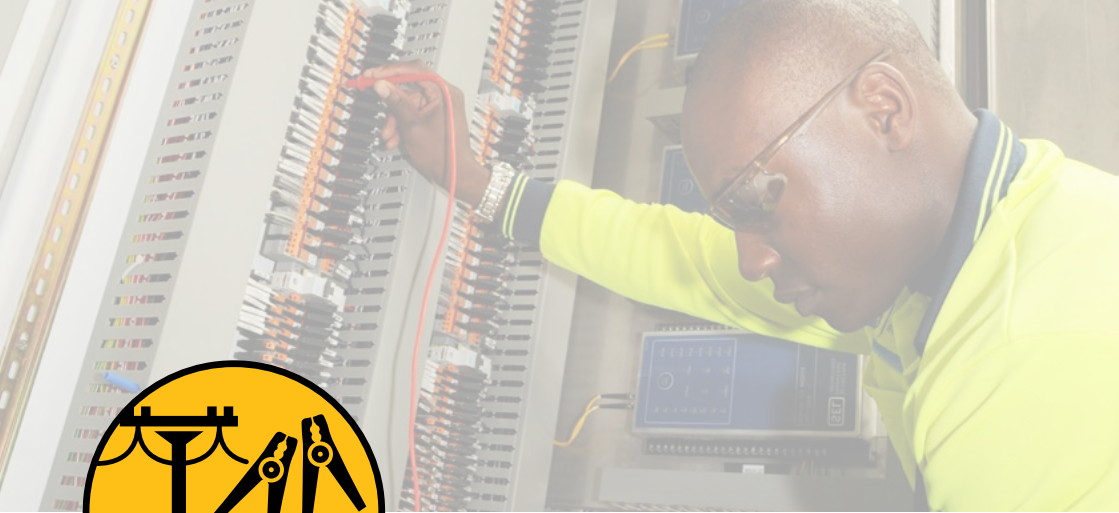
Electricity

Working on or near electricity or electrical equipment

4.1 **Training, competencies and licences** for undertaking electrical work must be identified, delivered, recorded and maintained.

4.2 **Access** to electrical assets must be controlled to prevent unauthorised workers or public from gaining entry.

4.3 A **lock out tag out** process must be in place for electrical isolations.

4.4 A system which requires **approval** by a competent person must be in place before the commencing of the task.

4.5 **Overhead and underground service** voltage, location and minimum distances must be identified and maintained.

4.6 A **test for de-energisation** process must be in place to verify assets or services have been de-energised before commencing work.

4.7 A **planned maintenance and inspection** schedule must be established, implemented, monitored and recorded for electrical assets and portable electrical equipment.
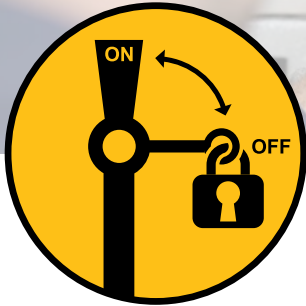
Energy release

Working with or near plant that has the potential to release stored energy

5.1 **Training and competencies** must be identified, delivered, recorded and maintained for undertaking work on assets and equipment.

5.2 Plant with the potential for an **uncontrolled release** of energy must be identified during the planning process.

5.3 The **planning process** must identify hazards with uncontrolled release of energy to prevent people from being in the line of fire.

5.4 A **lock out tag out** process must be in place for plant where there is the potential for an uncontrolled release of energy.

5.5 A planned **maintenance and inspection schedule** must be established, implemented, monitored and recorded for plant.

Excavation

Working in or near an excavation

6.1 **Training and competencies** for excavation work must be identified, delivered, recorded and maintained.

6.2 **Potential contaminants** that could create an unsafe atmosphere must be identified and controlled.

6.3 A system which requires **approval** by a competent person must be in place before starting the task.

6.4 **Overhead and underground service** location and minimum distances must be identified and maintained.

6.5 Methods of **preventing a collapse** must be in place for excavations, and where deeper than 1.5 m, this must be approved by a competent person.

6.6 **Access and egress** methods for entering and exiting excavations must be identified and made available.

6.7 **Barricading and signage** must be used to prevent unauthorised access by workers and public into the work area.

6.8 An **inspection** process must be in place to ensure excavation stability is maintained, and undertaken and documented by a competent person.

6.9 **Emergency response and rescue equipment** must be identified, set up, tested and maintained.

Falls

Working where there is the potential to fall from one level to another
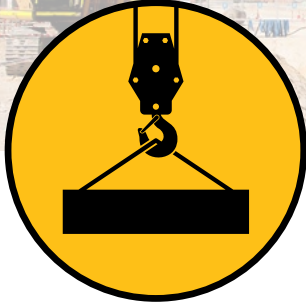
7.1 **Training, competencies and licences** for work that involves exposure to potential falls must be identified, delivered, recorded and maintained.

7.2 A process for **selecting** equipment to prevent a fall must be established and aligned with the hierarchy of controls.

7.3 **Barricading and signage** must be available to prevent unauthorised access by workers and public into the work area.

7.4 A planned **maintenance and inspection** schedule must be established, implemented, monitored and recorded for assets and equipment.

7.5 **Emergency response and rescue equipment** must be identified, set up, tested and maintained.

Hazardous materials

Working with or near hazardous chemicals and dangerous goods

8.1 **Training, competencies and licences** for workers who handle, transport or use hazardous materials must be identified, delivered, recorded and maintained.

8.2 Hazardous materials must be **risk assessed** and controls implemented prior to purchase, storage or use onsite.

8.3 **Signage and labels** must be in place where hazardous materials are located and on the containers they are stored in.

8.4 A process must be in place to **identify** and register asbestos containing materials.

8.5 **Safety data sheets** must be available and current for hazardous materials.

8.6 **Emergency response and rescue equipment** must be identified, set up, tested and maintained.

8.7 Where potentially **exposed** to hazardous materials, a process must be in place to record the potential exposure and monitor the health of workers.

Lifting

Operating or working near lifting equipment

9.1 **Training, competencies and licences** for lifting must be identified, delivered, recorded and maintained.

9.2 Equipment, devices and accessories **selected** for a lift must be fit for purpose.

9.3 A process to **determine** the complexity of a lift must be established, documented and approved by a competent person.

9.4 **Barricading and signage** must be available to prevent unauthorised access by workers and public into the work area.

9.5 **Communication** methods must be established and maintained for the duration of the lift.

9.6 Loads must be **secured** before lifting and controls implemented to prevent workers from walking under a load or being in the line of fire.

9.7 A planned **maintenance and inspection** schedule must be established, implemented, monitored and recorded for lifting equipment, devices and accessories.

Mobile plant

Operating or working near mobile plant

10.1 **Training, competencies and licences** for operating mobile plant must be identified, delivered, recorded and maintained.

10.2 A **risk assessment** process must be in place for the purchase, storage, registration and use of mobile plant, and to ensure the plant is suitable for the task.

10.3 **Barricading and signage** must be available to prevent unauthorised access by workers and public into the work area.

10.4 **Communication** methods must be established and maintained while operating plant.

10.5 A planned **maintenance and inspection** schedule must be established, implemented, monitored and recorded for mobile plant.
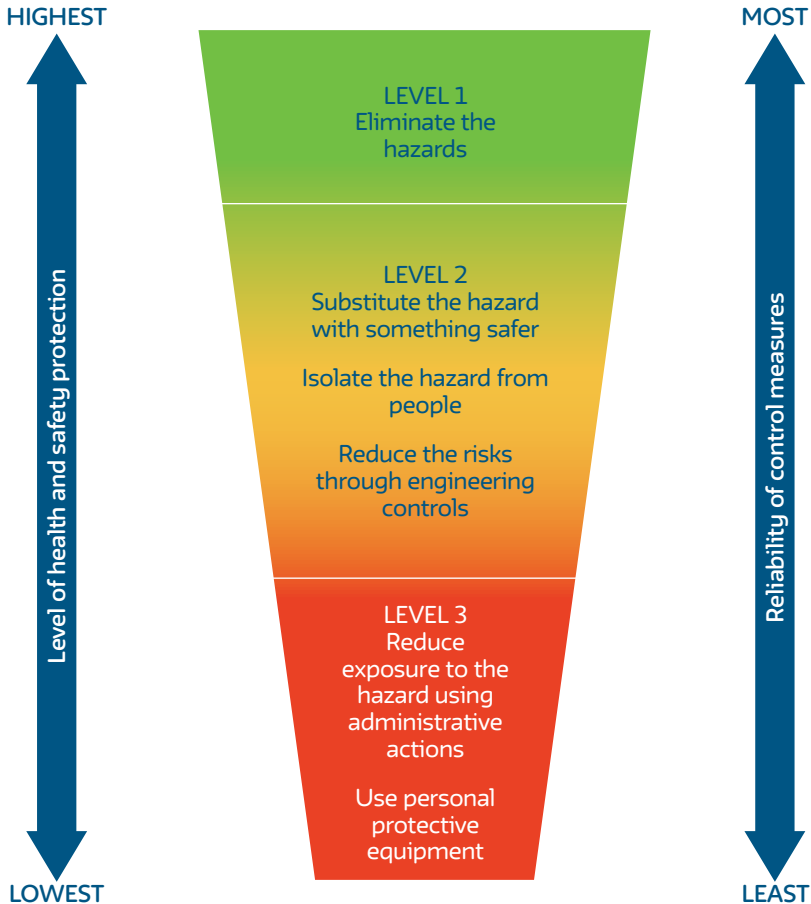
Vehicles and trucks

Operating or working near vehicles and trucks

11.1 **Training, competencies and licences** for driving vehicles and trucks must be identified, delivered, recorded and maintained.

11.2 Vehicle and truck **selection** must assess suitability of the vehicle or truck for the application, use, location and driver competencies.

11.3 A journey **planning** process must be in place to identify, plan, document and manage high risk journeys.

11.4 **Cargo/load restraint** must be in place when transporting goods.

11.5 A method of **separating** people from vehicles and trucks must be established, communicated and maintained.

11.6 A planned **maintenance and inspection** schedule must be established, implemented, monitored and recorded for vehicles and trucks.

11.7 A system must be in place to provide **driver feedback** and identify and reward good driving, and improve unsafe driving.

Hierarchy of control

Every effort must be made to eliminate or minimise your exposure to hazards. When identifying hazards, you must follow the hierarchy of control when selecting controls and ask yourself – "Is there a safer way?"

HIGHEST

MOST

Level of health and safety protection

Reliability of control measures

LEVEL 1
Eliminate the hazards

LEVEL 2
Substitute the hazard with something safer

Isolate the hazard from people

Reduce the risks through engineering controls

LEVEL 3
Reduce exposure to the hazard using administrative actions

Use personal protective equipment

LOWEST

LEAST

Definitions

Term	Description
Competent Person	A person who has, through a combination of training, education and experience, acquired knowledge and skills enabling that person to perform a specified task safely and correctly in accordance with Water Corporation's standards and procedures and legislative requirements.
Must	Mandatory, non-negotiable requirement that is to be followed. There will be no deviation from this requirement.
Operating	To work or use a machine, apparatus, or piece of equipment.
Plant	Any machinery, equipment, appliance, container, implement and tool, and includes any component or anything fitted or connected to any of those things. Plant includes items such as lifts, cranes, computers, excavators, workshop machinery, forklifts, vehicles, and power tools. Tools that rely exclusively on manual power for operation and are designed to be primarily supported by hand, for example a screwdriver, are not included in the definition of plant.
Worker	A person who carries out work in any capacity for or on behalf of Water Corporation. A worker agrees to perform work at Water Corporation's direction, instruction or request (whether express, implied, oral or in writing). This includes employees, contractors, subcontractors, employees of contractors and subcontractors, labour hire employees, apprentices and trainees, work experience students, outworkers or volunteers.
Working in	When a person is positioned within a physical space (e.g. within a confined space or within an excavation).
Working near	When a person is positioned close enough to a task that they could be harmed by the hazards associated with that task (e.g. lifts or mobile plant).
Working on	When a person is physically working on a task (e.g. Electrical work - work on electrical machines or instruments, electrical installation, electrical appliances or equipment, or assessment of electrical compliance).
Working with	When a person is working with a hazard that has the potential to cause harm (e.g. Exposure to hazardous chemical or exposure to an uncontrolled release of energy).

STOP

Think Safe, Act Safe

Stop a job if it's not safe.

Can I eliminate the hazard?

Are the necessary controls in place?

Have I communicated the controls to others and do they understand them?

Am I in the right headspace to complete this task safely?

Have I stopped and reassessed a task that's changed?

If you have any concerns, stop and contact your team leader.

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