Safety

Sydney Water’s goal is to achieve zero injuries to staff, contractors and visitors. The lost-time injury frequency rate increased for staff and contractors. We are focusing on behavioural change, key risks and the most common causes of injuries.

Indicator: Lost-time injury frequency rate for Sydney Water staff and contractors

Safety is not negotiable. Sydney Water’s goal is to provide a safe and efficient workplace with zero injuries to staff, contractors and other visitors to our worksites. Every staff member and contractor is responsible for working safely and making sure others are not at risk.

Despite a long-term decreasing trend, Sydney Water’s lost-time injury frequency rate (LTIFR) for staff increased for the second consecutive year in 2010–11, from 4.867 to 5.9. The total number of lost-time injuries (LTI) for staff was 31, an increase from 29 in 2009–10. Many of the injuries were from manual handling and slips, trips or falls. The injuries occurred mainly in the Maintenance Division where much of Sydney Water’s high-risk work is done.

The LTIFR for contractors also increased in 2010–11 to 3.28 from 1.92. The total number of contractor LTIs was 17, an increase from 15 the previous year. The injuries occurred during work on high-risk activities in the Maintenance, Operations and Asset Solutions divisions.

The LTIFR is the number of lost-time injuries per million hours worked. A LTI is defined as an occurrence that resulted in time lost from work of one day/shift or more.*

Sydney Water’s Health and Safety Management System was certified to Australian Standard and New Zealand Standard 4801: Occupational health and safety management systems for the health and safety group early this year. We are now moving to increase the scope of certification and certify other business areas in 2011–12.

Sydney Water has expanded its safety audit program to better identify opportunities for improvement. Two audits were carried out in 2010–11 and the plan is to continue to audit twice each year.

During 2010–11, Sydney Water developed or upgraded its procedures for managing risks associated with sites, fatigue, workplace violence, asbestos, fall prevention and mobile plant and equipment. We will continue to develop or upgrade procedures to manage key risks.

Sydney Water will continue to work closely with contractors to improve safety through workplace inspections, audits and forums.

*Results for 2009–10 have been updated to reflect more accurate data.

*In accordance with Workplace injury and disease recording standard (Australian Standard 1885.1–1990), published by Standards Australia.
Indicator: Safety corrective actions closed on time for Sydney Water staff and contractors

Sydney Water aims to maintain a workplace culture that puts safety first. We continually review work processes and thoroughly investigate incidents. When non-conformances or improvement opportunities are identified, staff are asked to take corrective action, which is monitored. Timeframes for taking action vary depending on the level of risk identified.

During 2010–11, 57 corrective actions were identified. Of these, 88% were closed on time, a six percentage point increase. This improvement is due to our focus on ensuring that action is taken within an appropriate time period.

Table 33 Safety audit action requests closed on time at 30 June

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of requests closed on time (%)</td>
<td>52</td>
<td>57</td>
<td>82</td>
<td>88</td>
</tr>
</tbody>
</table>
Capability

Investment in staff training and the entry level program continues to help staff work more effectively, better serve customers and contribute to Sydney Water’s long-term viability as a successful business.

Indicator: Training investment per staff member

Sydney Water trains its staff so that they have the appropriate skills, knowledge and behaviours to perform their work more effectively, better serve customers and to contribute to the ongoing viability of Sydney Water as a successful business.

In 2010–11, Sydney Water is reporting a new indicator to measure training investment per staff member. This indicator will enable Sydney Water to benchmark its investment in developing and maintaining staff skills against the rest of the Australian public sector. It is calculated by dividing the organisation’s training costs by the average number of full-time equivalent staff employed in that year.8

In 2010–11, training investment per staff member was $1,365. This result compares favourably with the 2010 public sector 75th percentile benchmark of $1,201.9 Staff also participate in additional activities to build capability that do not result in a financial expense as measured by this benchmark.

Corporate mandatory training in 2010–11 included an e-learning training course in fraud and ethics awareness. This training was instigated to improve existing ethics training and awareness, and was a recommendation of the recent public Independent Commission Against Corruption (ICAC) investigation. To know more, see the ICAC website www.icac.nsw.gov.au.

In 2010–11, we conducted mandatory, compliance and business training programs in areas such as:

- corporate training
- safety, risk and governance
- environment
- leadership and management
- service delivery
- business delivery
- information technology
- induction training
- competency programs.

The top four layers of management at Sydney Water were trained in a new leadership framework in 2010–11 to clarify their authorities and accountabilities. This is part of an ongoing program to improve managerial capabilities.


9See note 8.
Managers assess staff capability each year. Plans are developed for each staff member to ensure they are fully capable in their role, and internal and external programs are arranged to bridge any gap in knowledge, skills or experience. Talent programs develop high-potential staff to meet future business requirements. Individual progress is discussed mid-year and in a yearly assessment review.

### Table 34 Training investment per staff member

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$498</td>
<td>$1,029</td>
<td>$1,280</td>
<td>$1,580</td>
<td>$1,365</td>
</tr>
</tbody>
</table>

**Indicator: Number of staff in the Entry Level Program**

Sydney Water’s Entry Level Program offers placements to graduates, trainees and apprentices and industry experience to tertiary students. At the end of June 2011, 117 individuals were taking part in the program, 23 fewer than in 2009–10.

Numbers vary throughout the year as new participants are recruited and others move into permanent positions with Sydney Water or choose to leave the organisation. Sydney Water reviews the amount of Entry Level Program participants each year to ensure this reflects business needs.

The graduate placement program aims to attract the next generation of staff whose ideas, ambitions and skills will shape Sydney Water’s future. This award winning program offers learning and development opportunities through rotational placements, formal training and coaching over three years. Graduates work in various areas and locations on a range of projects.

In 2010–11, there were 1,294 applications for the graduate program. Sydney Water aims to maintain 40 to 80 places for graduates each year. Fourteen new graduates were recruited in January 2011 and 18 graduates were placed in permanent positions. At 30 June 2011 there were 51 graduates in the program.

Sydney Water hosts trainees and apprentices through an external training organisation. In 2010–11, four apprentices completed their training and three accepted positions within Sydney Water. At 30 June 2011 there were 18 apprentices in the program. At 30 June 2011, 27 trainees were 14 months into a two-year traineeship.

Sydney Water also offers industry experience placements to tertiary students during their vacation periods. There is no target for the number of industry experience students; they are recruited based on business needs.

### Table 35 Number of staff in the Entry Level Program

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total at 30 June</td>
<td>140</td>
<td>117</td>
</tr>
</tbody>
</table>

**Indicator: Staff-initiated turnover for staff with five years of service or less**

Sydney Water aims to develop a capable workforce by attracting and retaining staff and building their skills and experience.

In 2009–10, Sydney Water developed a new indicator to measure staff-initiated turnover within five years of service. This indicator is calculated by dividing the number of staff who voluntarily left within five years of employment by the average number of staff who had less than five years of employment. The obtained figure is then converted to a percentage. This indicator enables Sydney Water to track performance in retaining skills and knowledge.

Staff-initiated turnover for staff with five years of service or less improved to 6.2% in 2010–11, down from 7.7% in 2009–10.

### Table 36 Staff-initiated turnover for staff with five years of service or less

<table>
<thead>
<tr>
<th></th>
<th>2009–10</th>
<th>2010–11</th>
</tr>
</thead>
<tbody>
<tr>
<td>12-month rolling average^</td>
<td>7.7%</td>
<td>6.2%</td>
</tr>
</tbody>
</table>

^ Based on quarterly periods
Key behaviours

Survey results showed that we met our target for the key behaviours of honesty, teamwork, achievement driven and personal responsibility. These behaviours guide the way staff deliver essential and sustainable water services for the community.

Indicator: Average rating of key behaviours in staff survey

Sydney Water has four key behaviours that guide the way staff deliver essential and sustainable water services for the community:

- honesty
- teamwork
- achievement driven
- personal responsibility.

A yearly staff survey measures staff perceptions of the demonstration of the key behaviours. In June 2011, 2,218 staff (about 76%) chose to complete the survey. This was an improvement on the previous year’s participation rate of 70%.

Sydney Water maintained a good standard of performance and achieved an average indexed rating of 78 in 2010–11. This was a three-point improvement on the previous year’s result and was in line with the organisational target of 78 for 2011.

### Table 37 Average rating (indexed score) of key behaviours in staff survey

<table>
<thead>
<tr>
<th>Year</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>72</td>
<td>75</td>
<td>75</td>
<td>78</td>
</tr>
</tbody>
</table>
Work-life balance

Sydney Water helps staff balance the demands of work and personal life. Survey results showed that staff are able to achieve balance and that managers are supportive.

Indicator: Percentage of staff who feel they are able to balance work and personal life commitments

Sydney Water helps staff balance the demands of work and personal life. A range of benefits and conditions is offered to support work-life balance, including flexible working arrangements, special leave provisions, wellbeing programs and parental services.

To gauge the success of these initiatives, Sydney Water seeks feedback via a yearly staff survey. In 2010–11, 88% of respondents indicated they were able to balance work and personal commitments, up from 87% in 2009–10.

For the third consecutive year, work-life balance and flexible working conditions topped the list (nominated by 23% of respondents) when staff were asked which ‘one thing you like most about working at Sydney Water’.

Sydney Water uses the results of its staff survey to help develop relevant actions for improvement.

| Table 38 Percentage of respondents who feel they are able to balance work and personal commitments |
|---------------------------------------------------|---|---|---|---|
| 2008 | 2009 | 2010 | 2011 |
| 86% | 85% | 87% | 88% |

Note: Percentages comprise responses to ‘Agree’ and ‘Some what agree’.

Indicator: Percentage of staff who feel management is supportive of work-life balance

Sydney Water believes it is not enough for an organisation to simply introduce policies and activities that enable work-life balance. Managers must support the initiatives and work with staff to find appropriate solutions and promote success.

Staff survey responses indicate that the majority of staff (88%) feel that management supports their efforts to achieve work-life balance, a two percentage point increase on the previous year’s result.

Sydney Water uses the results of its staff survey to help develop relevant actions for improvement.

| Table 39 Percentage of respondents who feel that management supports work-life balance |
|---------------------------------------------------|---|---|---|---|
| 2008 | 2009 | 2010 | 2011 |
| 83% | 86% | 86% | 88% |

Note: Percentages comprise responses to ‘Agree’ and ‘Some what agree’.
Staff engagement

Survey results indicate that staff effort and retention drivers continued to improve.

Indicator: Average ratings of engagement drivers in staff survey

One of Sydney Water’s business goals is to develop a safe, capable and committed workforce. Improving staff engagement is a key requirement of this goal.

Higher levels of engagement generally result in improved performance and staff retention. A yearly staff survey helps gauge the effectiveness of the tools and activities Sydney Water uses to drive staff effort and intent to stay. Each of the indexed scores in the table represents the average of 11 separate measures.

In 2010–11, the overall score for ‘intent to stay’ rose three points to meet the target of 75. The score for ‘discretionary effort’ rose two points to 79, just one point short of the target. Discretionary effort refers to whether staff are motivated to contribute more than is required to complete their work.

The 2010 reported ‘performance’ measure has been removed from the survey.

Sydney Water defines staff engagement according to the Corporate Leadership Council model as ‘the extent to which employees commit – both rationally and emotionally – to something or someone in their organisation, how hard they work and how long they stay as a result of that commitment’.

Table 40 Average ratings (indexed score) for the drivers of staff engagement in staff survey

<table>
<thead>
<tr>
<th></th>
<th>2011 target</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>‘Intent to stay’ score</td>
<td>75</td>
<td>70</td>
<td>71</td>
<td>72</td>
<td>75</td>
</tr>
<tr>
<td>‘Discretionary effort’ score</td>
<td>80</td>
<td>75</td>
<td>76</td>
<td>77</td>
<td>79</td>
</tr>
</tbody>
</table>