

# Safety Integration

Bryan Sherritt, *Executive GM Safety*

1 September 2020 Board meeting



# Background

Tiakitanga – Safe With Us - is one of Auckland Transport's (AT) core values. The role of the safety team is to enable and champion safety to be delivered across the organisation. However, currently the work of the safety team is not well integrated across the organisation nor is organisational delivery of safety visible to ELT and board. Further work is required to build a constructive culture at AT.

**Safety Integration** builds on the Safety Change work started at the beginning of 2020 and will require change across the organisation with a strong focus on our people, processes and systems.

## High Level Alignment

### PURPOSE

The safety team enable and champion safety to ensure everyone gets home safe and well everyday.

### SAFETY OP MODEL

Establish a partnering and SME style structure to enhance the impact and value of the safety function.

### SAFETY INTEGRATION PORTFOLIO




The Safety Integration portfolio provides oversight of safety actions and outputs across AT. Governed by the Safety EPSG.

### SAFETY ACTIONS INTEGRATED INTO BUSINESS PLANS

Each AT function has safety outputs embedded in their programme to deliver.

# Purpose of Safety Integration

The purpose of the Safety Integration portfolio is to enable an integrated delivery of the Vision Zero transport safety strategy and health & safety outcomes across AT. This will require changes in people, processes and systems, including developing AT’s safety leadership capabilities and improving the visibility of safety outputs through quality governance reporting. This contributes to building a constructive culture for the organisation which achieves safety outcomes.

	Constructive	Passive/Defensive	Aggressive/Defensive
Operating Culture			
Outcomes	<ul style="list-style-type: none"> <li>• High effort</li> <li>• High \$ performance</li> <li>• High cooperation</li> <li>• High satisfaction</li> <li>• High quality</li> <li>• Safe environment</li> </ul>	<ul style="list-style-type: none"> <li>• Low effort</li> <li>• Poor \$ performance</li> <li>• Low cooperation</li> <li>• Low satisfaction</li> <li>• Poor quality</li> <li>• Unsafe – “don’t say anything”</li> </ul>	<ul style="list-style-type: none"> <li>• High staff turnover</li> <li>• Volatile \$ performance</li> <li>• Low cooperation</li> <li>• Low satisfaction</li> <li>• Poor quality</li> <li>• Unsafe – “harden up!”</li> </ul>



# The approach to Safety Integration

Safety Integration uses people, processes and system levers to achieve a high performing and constructive culture.

## People

C&T and the Safety Team enable change through ongoing comms, learning, engagement and leadership.



## Processes & System

**Phase 1:** Includes Vision Zero Strategy actions and H&S actions.

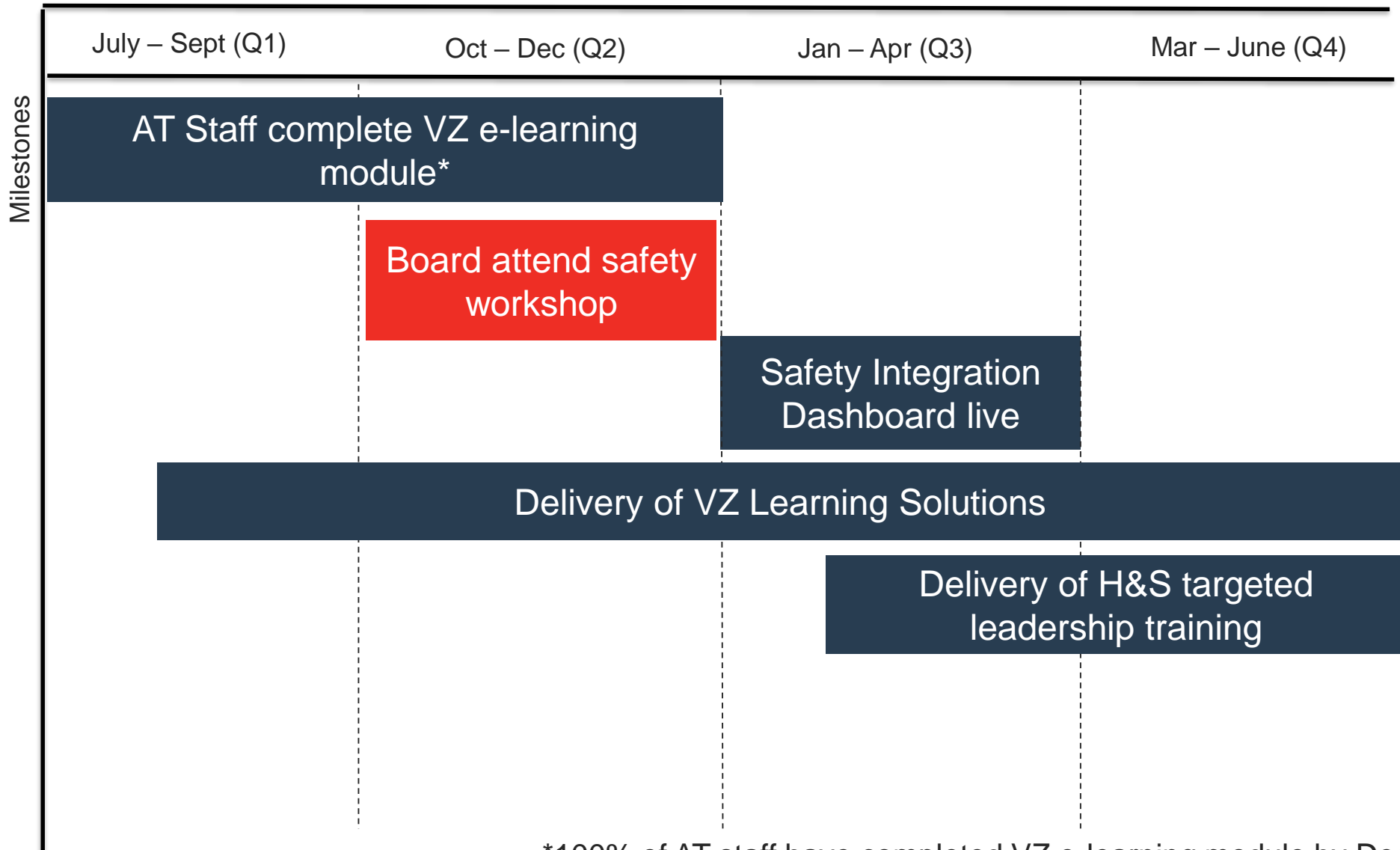
Following approval of H&S Strategy

**Phase 2:** Further integration of H&S and Transport Safety actions.



# Safety Integration Milestones for Phase 1

Timeline



\*100% of AT staff have completed VZ e-learning module by Dec2020





# How Safety Integration could be reported

It is important to have clear visibility on safety across the organisation to enable effective decision making and ensure accountability on safety commitments.

The Safety Integration dashboard provides an overview of the progress of the safety outputs indicating to ELT and board if there are any major issues, concerns and achievements. The dashboard provides an overview of the entire Safety Integration portfolio and will be governed by the Safety EPSG.

The dashboard can be generated through Power BI once safety outputs are owned across the organisation and reported in Edison365.

## Colour Key for the Dashboard

Colour Key	
RAG Status	Status Change ( $\Delta$ )
Major Issues	Deterioration 
At Risk	No Change 
On Track	Improvement 
No Data	No Data 

# Safety Integration Dashboard Example

Last Refresh Date: XXX

Report Period	Portfolio Status	Data Confidence	Overall Commentary
XXX to XXX	Previous: xx <b>Current: xx</b>	High/Med/Low	<ul style="list-style-type: none"> <li>(Key highlights for the report period, can include milestones, achievements or concerns to be discussed)</li> <li>XXX</li> </ul>

Safety Leadership		Status Δ	Safety Comms & Engagement		Status Δ
<ul style="list-style-type: none"> <li>(Key comments from Safety Leadership)</li> <li>XXX</li> <li>XXX</li> </ul>			<ul style="list-style-type: none"> <li>(Key comments from Safety Comms)</li> <li>XXX</li> <li>XXX</li> </ul>		
AT Board	ELT		Safety Learning		Status Δ
			<ul style="list-style-type: none"> <li>(Key comments from Safety Learning)</li> <li>XXX</li> <li>XXX</li> </ul>		
XX%	XX%				

## Programme Status

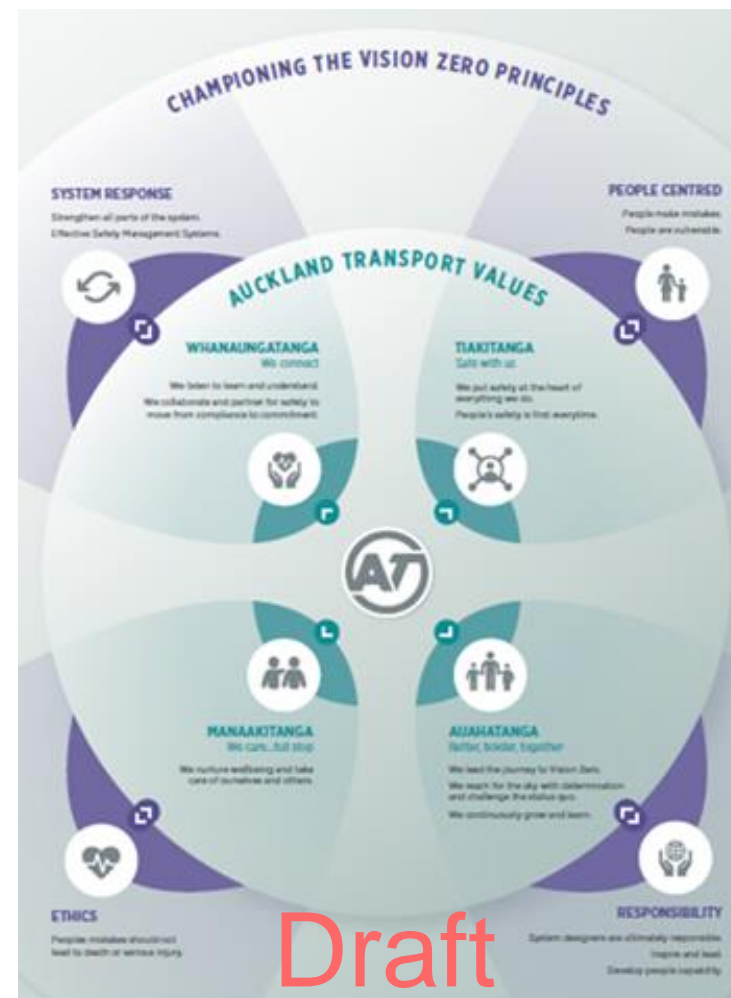
BT	C&T	CX	Finance	IN	P&I	R&A	SD	SCC	Safety
XX%	XX%	XX%	XX%	XX%	XX%	XX%	XX%	XX%	XX%

# Safety Narrative Tiakitanga

Safety narrative is two-fold, the story of the safety team (what we tell ourselves, our culture) and the story of safety at AT (more structured, project-driven workstream). The story of the safety team establishes our culture and our reason for being. The story of safety at AT helps our people understand what they do to keep themselves and our community safe (bringing together health, safety and wellbeing and transport safety).

*Tiakitanga* – *Safe with us* is the value that underpins our narrative.

More communication tactics will be identified to continue sharing our safety story, including the development of AT's Tiakitanga award which will recognise outstanding safety performance in the organisation.

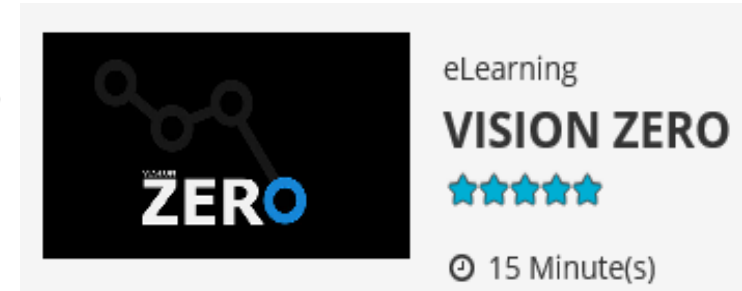




# Safety Learning Solutions

In partnership with Culture & Transformation safety learning solutions are being designed and built to delivery an innovative learning experience for AT staff.

- The first Vision Zero (VZ) e-learning module was launched to all AT staff in July 2020. [Link available here.](#)
- A series of short e-modules to support the Safety Narrative is being designed. The first e-module is focused on speed which will launch in August/September 2020. Additional modules in the series are in the discovery phase.
- The first VZ workshop (VZ Principles) will launch in September 2020 to a targeted AT audience. The VZ Principles workshop is a deep dive into the four VZ principles to explore how the different principles apply to the way we work.
- Health, Safety and Wellbeing Representatives (HSWR) elections are in progress, with 56 nominations received across AT. A forum will be held in September, which will also include HSWR awards for the past term (2018-2020). HSWR-specific training will commence in October.
- The Health & Safety Authorization To Work (ATW) e-learning module is currently in development and due to launch in August 2020. This is an education module for when work (planned maintenance and events) takes place on AT owned, leased or controlled sites.
- Health & Safety targeted leadership training is in design and aims to be delivered in February/March 2021.



# Safety Leadership

We are inviting the AT Board to continue their safety leadership journey with an innovative and experiential learning workshop. The workshop will enable the board to experience some of the material from the Vision Zero Principles workshop, build their own safety knowledge and show resolute leadership through leading by example.

The role and safety commitments have been identified by ELT and the Board (*from Vision Zero workshop in April 2019*). These need to be revisited, refreshed and to include new safety actions (transport safety and health & safety). This can be done at the proposed Board safety workshop.

**Discussion: What is your feedback from last year's Vision Zero workshop or general advice, so we can provide a targeted workshop for the Board?**