

HS2



I care. **You count.** We matter.

Safe at heart You count team conversation Briefing pack

September 2020



About this pack

This is the second in a **series of 3 conversation packs** to bring **I care, You count** and **We matter** to life for your teams.

The focus for this pack is **You count**: making sure every decision and action we take in our teams and organisations counts.

Pack contents

Slide number	Section	Contents	Purpose
4-10	Introduction and brief	<ul style="list-style-type: none">• Welcome• Summary of support resources• Top tips for having a good conversation• Aims and objectives• Context• How You count aligns with our strategic goals.	For line managers and facilitators
11-17	Framework for the conversation	<ul style="list-style-type: none">• Introductory slide for the conversation• Choose your resources• Discussion points slide• Sample You count word cloud	Suggested format for the team conversation
18 - 25	You count resources	A range of slide options	To provide context and stimulate discussion
26-27	Feedback	Feedback form	To capture and measure outcomes

Introduction and brief

Welcome!

By now you will have had your **I care conversation** with your team and identified your three improvement actions to create a caring working environment?

This pack focuses on why the safe decisions and actions we take **in our teams and organisations count**. Whether we work on site, in HR, Finance, Communications or Project Controls we all have an impact on health, safety and wellbeing at HS2

Have your conversation as:

- Part of an extended values moment
- An agenda item on your regular team meeting
- A standalone focus on health, safety and wellbeing within your team.

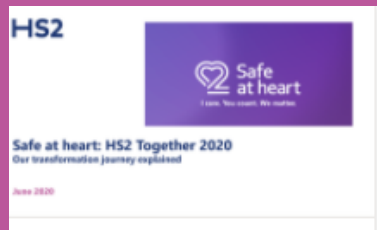
Remember!

One of the many benefits of having an action-focused conversation like this is it will provide **the evidence** to support your team's **personal health and safety objectives**.

You'll find a range of resources to support your conversation at the back of this pack, or by clicking the links below.

Background on Safe at heart transformation

Click on the image for a reminder of what we're trying to achieve through Safe at heart.

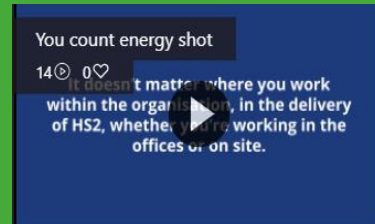


You count videos

What does You count mean to Mark Thurston?



What does You count mean to people across HS2?



What does You count mean to leaders?



You count slides

(click on the links below to view options)

- [The burning platform for transformation](#)
- [A reminder of what I care, You count, We matter means](#)
- [Our CEO's personal commitment to You count](#)
- [Safe at heart strategic framework](#)
- [You count in action across HS2](#)
- [You count: why does it matter?](#)
- [You count: how do we know we're making progress?](#)

Plus

- Create a You count word cloud with www.wordart.com
- Form for capturing your actions
- Feedback form to be completed and sent to SafeatheartDevelopment@hs2.org.uk

Top tips for having a good conversation

Be prepared

- Decide time and invite team
- Organise breakout groups if the team is large
- Appoint a facilitator (if not you)
- Appoint a note taker to create word cloud and team actions
- Decide which resources you'll use and incorporate into the pack.
- Add to or modify the conversation starter questions
- Check all the videos are working; make sure audio is enabled in Microsoft Teams.

Sample structure for a 1 hour conversation

Time	Action	Resources
20 mins	Introduction and context	Slide options: 3, 20, 21, 22, 23, 24 Videos: Mark Thurston You count video HS2 family You count video You count conference vox pop
20 mins	Team conversation: breakout groups and whole group feedback	Slide 15 and 16
10 mins	Identify, agree and share key actions	Slide 18
5 mins	Share You count word cloud, thank you and close	www.wordart.com

Conversation overview: You count

- Aim:** Engage your team in a conversation about *what 'You count' means* in the context of the work your team does, how you do it, its impact on the health, safety and wellbeing of others and the safe delivery of HS2. Align with focus on delivery on time and to budget.
- Output:** Top three actions and timescale for implementation
- Intervention:** **Example: You count word cloud**
- Outcome:** **Understanding of what You count means** to your team's capacity to contribute to a thriving health, safety and wellbeing culture and environment that supports the successful delivery of HS2. Evidence to support your team's personal health and safety objectives.
- Support:** Find resources to support You count at the end of this pack. **Our health and safety leads and specialists** and the Safety Culture Development team.
- Timings:** 30 mins – 1 hour
September/October 2020.

You count

Making sure that every decision and action we take in our teams and organisations *counts*

Context: You count

In this session we're focusing on 'You count'.

You count is about **team and organisational accountability** for health, safety and wellbeing.

For Mark Thurston, this is about putting all his energy into creating a culture we can be proud of. *(See resources section)*

We all have a role in building that culture: one that empowers teams and organisations to **deliver HS2 safely, on time and to budget and a history-making legacy** for our industry and our country.

That's what this conversation is about and **that's why every decision and action we take in our teams counts.**

You'll find lots of resources at the end of this pack to help you deep dive into what You count means for your team.

You count

Making sure that every decision and action we take in our teams and organisations **counts**

You count and the Safe at heart delivery framework

Health and Safety Strategic Goal: HS2 has committed to create a railway designed, built and operated to the highest HSS standards

What is your goal? Which focus area or commitment are you working on?

These are the strategic principles we have defined to achieve your goals.

This is the Safe at heart personality trait you will be expressing (and the corresponding HS2 brand personality trait).

Follow the guidelines for this area of accountability in Safe at heart.

Objective

To manage the health and wellbeing of all of our workers to create a new better standard in occupational health.

Focus areas (also see commitments)

- Workplace and occupational health and wellbeing.



A holistic approach

Safety is at the heart of everything we do.



View health like safety

Pro-actively promote health in all aspects of the project life cycle.



Our belief

Everyone has the right to go home unharmed.



Caring

HS2: Neighbourly

I care.

This is the Safe at heart area of accountability for individuals.

[See page 11](#)

Objective

To prevent injury and pro-actively manage risk. To protect HS2 and supplier assets.

Focus areas (also see commitments)

- Workforce safety.
- SMART assurance.
- Safe supply chain management.



Personal accountability

Everyone feels able to speak up and intervene.



Safe decision making

Acknowledging there will be challenges on cost and programme – we will make whole-life-safe decisions.



Develop HS2 to be a safe organisation

Develop a culture where safety is always our first consideration.



Empowering

HS2: Can-do

You count.

This is the Safe at heart area of accountability for teams and organisations.

[See page 12-14](#)

Objective

To set a better standard for H&S performance in the delivery of a major project.

Focus areas (also see commitments)

- Safety by design.
- Public and neighbour H&S.
- Safe operations.



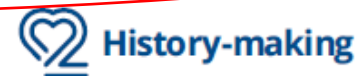
Safety leadership

Visible health and safety leadership.



Delivering a safe railway

Design a railway system that puts the safety of our collective workforce, passengers and the public at its heart.



History-making

HS2: Visionary

We matter.

This is the Safe at heart area of accountability for HS2 and our partners acting collectively.

[See page 15](#)

Framework for the conversation

HS2



I care. **You count.** We matter.

Safe at heart You count team conversation

September 2020

**You
count**

Overview: Why are we having this conversation?

Together, we are building a **Safe at heart** transformation plan that will be meaningful to everyone.

We believe an **exceptional health, safety and wellbeing culture** will transform performance and contribute to history-making legacy.

Every **safe decision and action** we take in our teams and organisations **counts**

Let's **commit to three actions** in our teams to improve our impact on health, safety and wellbeing at HS2.

Introductory slides

Choose **slides and videos** from the resources section (or any part of this pack) to add life and context to your **You count** conversation before it begins.

See **'Top tips for having a good conversation'** slide in previous section for suggested resources.

Tailor your resources to the amount of time you've allocated to the conversation.

Why are we having this conversation?

Together, we are building a Safe at heart transformation plan that will be meaningful to everyone.	We believe an exceptional health, safety and wellbeing culture will transform performance and contribute to history-making legacy.	Every decision and action we take in our teams and organisations counts
--	--	--

Mark Thurston's personal commitments to health, safety and wellbeing



My three personal health, safety and wellbeing commitments

- Individual accountability**
I will put health, safety and wellbeing at the heart of all my decisions and actions as CEO
- Team and organisational accountability**
I will put all my energy into creating a culture we can be proud of.
- Collective accountability**
I will lead the drive to achieve an improvement in standards and ways of working.

Why do **You** count?

On Tuesday 25 August plant operators, supervisors, site managers and senior leaders across HS2 stopped work to talk about **safe plant working** across our sites.

Why? Over 11 months there have been 13 **HiPos** involving overturn of plant or vehicles. It was time to take action before someone was seriously injured – or worse. Two key messages emerged:

- Everyone has a responsibility, and should be empowered, to speak up and stop work if something is unsafe.
- Wherever we work – construction site, HR, Finance, Project Controls – what we do has an impact on health, safety and wellbeing somewhere at HS2.

The decisions we make and the actions we take in our teams and organisations count.

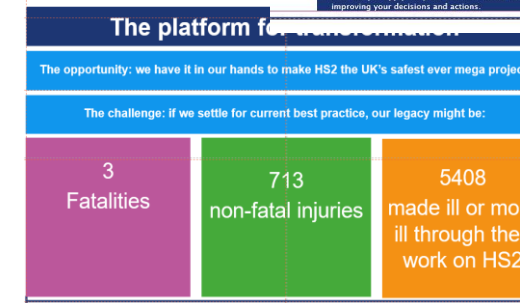
- Discussion points**
- Have a look at the reasons for the overturns. *Are right?*
 - Think about the health, safety and wellbeing impact of the work you do in your team.
 - Where is there room for improvement?
 - How can you apply the plant overturn causal factors to improving your decisions and actions?



David Bennett
Delivery Director

Investigations showed these were the **top five reasons for the overturns**

- Plant selection (tools for the job)
- Operator competence/decision making (skills for the job)
- Risk identification/awareness
- Supervisor responsibility/site conditions (Leadership; management; environment)
- Change identification/management (what's changed since yesterday?)



Across HS2 and supply chain



Safety Values Awards

Personal accountability

Team across HS2

Supply chain

Safe decision making

- Andy Bird, Senior Property Acquisitions Manager
"going above and beyond to ensure the safety of this team and maintaining morale"
- Lucy Listerwell, Phase 2
"commitment as a MFA and putting the personal needs of a colleague first"
- Niamah Leggett, Infrastructure directorate
"helped to reduce the stigma around a health issue by speaking out"
- Victoria Burgess, Stakeholder Engagement
"ensuring the wellbeing of her team while standing in for her sick manager"

Safe at heart: I care. **You count.** We matter

- As teams and organisations we can all contribute to making HS2 the UK's safest ever mega project.
- Wherever and whatever our work, the decisions and actions we take can impact on the health, safety and wellbeing of others.
- Considering health, safety and wellbeing in everything we do improves our delivery performance.

You count

Making sure every decision and action we take in our teams and organisations ***counts***



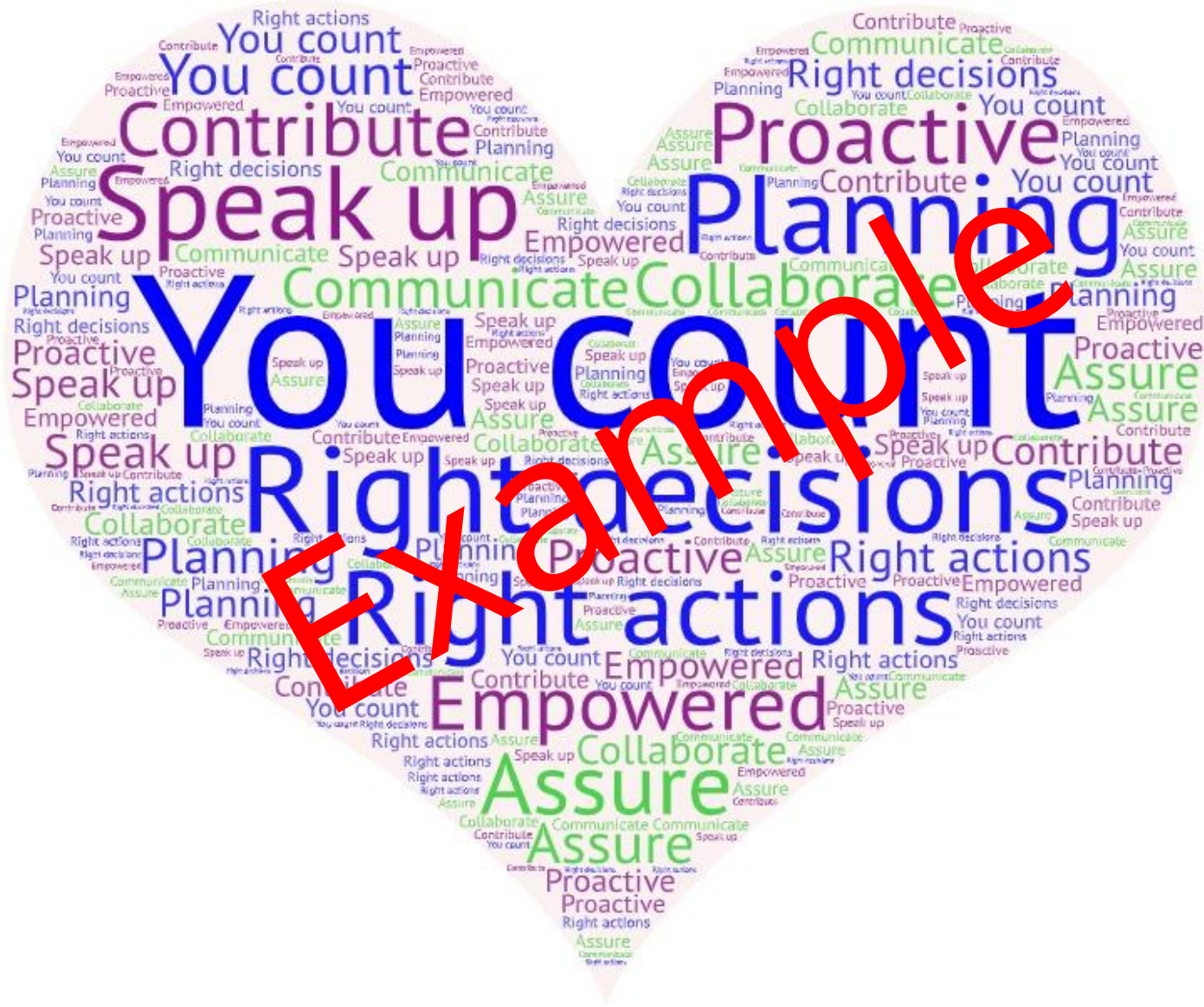
Discussion points



- What **words come to mind** when you think about **'You count'** in relation to health, safety and wellbeing?
- **What activities do we do** in our team that impact on health, safety and wellbeing elsewhere on HS2?
- **Who do we impact** and how?
- How do you think putting health, safety and wellbeing at the heart of everything we do can **improve performance** – for our team and HS2?
- How empowered do you feel to **speak up, challenge, contribute**?
- How do you **show others** they count?

What **three actions** will our team take to improve the impact of our activities on health, safety and wellbeing across the project?

Share *your* team's **You count** word cloud (see resources section)



Share your **You count** actions safeatheartdevelopment@hs2.org.uk

What three actions do we agree to take to show every safe decision and action we take in our team counts towards making HS2 the UK's safest ever mega project?	Reflecting back on the conversation with your team, summarise and agree the top three action points for you and your team.	Completion date
Action 1:		
Action 2:		
Action 3:		

You count resources

Please use any or all of the following slides to bring life to your conversation.

- To aid understanding
- To provide context
- As additional discussion points

The platform for transformation

The opportunity: we have it in our hands to make HS2 the UK's safest ever mega project.

The challenge: if we settle for current best practice, our legacy might be:

3
Fatalities

713
non-fatal
injuries

5408
made ill or
more ill
through their
work on HS2

Messaging: Being Safe at heart means each of us every day showing:

I care

Caring about ourselves, our colleagues, everyone impacted by HS2 and the work we do

You count

Making sure that every decision and action we take in our teams and organisations *counts*

We matter

Recognising that what we do together *matters* to the future of HS2, our industry and our country

Mark Thurston's personal commitments to health, safety and wellbeing



My three personal health, safety and wellbeing commitments

Individual accountability

I will put health, safety and wellbeing at the heart of all my decisions and actions as CEO

Team and organisational accountability

I will put all my energy into creating a culture we can be proud of.

Collective accountability

I will lead the drive to achieve an improvement in standards and ways of working.

You count in ACTION across HS2 and supply chain

Safety Values Awards

Personal accountability

Teams across HS2

Develop HS2 to be a safe organisation

Supply chain

Safe decision making

Andy Bird, Senior Property Acquisitions Manager

"...going above and beyond to ensure the safety of this team and maintaining morale"

Lucy Lagerweii, Phase 2

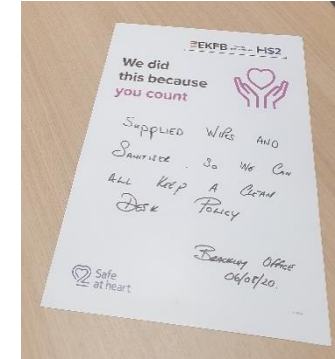
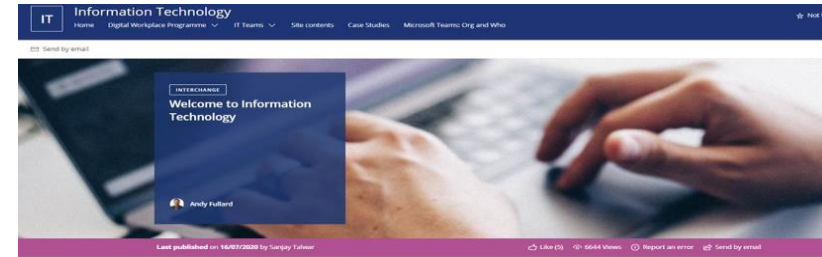
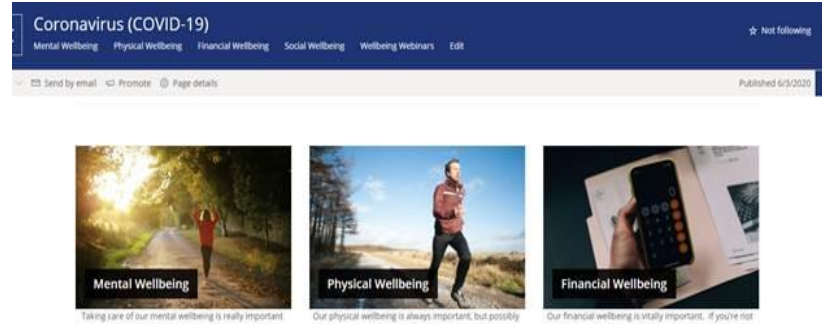
"...commitment as a MHFA and putting the personal needs of a colleague first."

Hannah Leggett, Infrastructure directorate

"...helped to reduce the stigma round a health issue by speaking out."

Victoria Burgess, Stakeholder Engagement

"...ensuring the wellbeing of her team while standing in for her sick manager."



Why do *You* count?

On Tuesday 25 August plant operators, supervisors, site managers and senior leaders across HS2 stopped work to talk about **safe plant working** across our sites.

Why? Over 11 months there have been 11 HiPos involving overturn of plant or vehicles. It was time to take action before someone was seriously injured – or worse. Two key messages emerged:

- Everyone has a responsibility, and should be empowered, to **speak up and stop work** if something is unsafe.
- Wherever we work – construction site, HR, Finance, Project Controls – what we do has an impact on health, safety and wellbeing somewhere at HS2.

The decisions we make and the actions we take in our teams and organisations count.



Discussion points

- Have a look at the reasons for the overturns (*see right*)
- Think about the health, safety and wellbeing impact of the work you do in your team.
- Where is there room for improvement?
- How can you apply the plant overturn causal factors to improving your decisions and actions.



David Bennett
Delivery Director



Investigations showed these were the top five reasons for the overturns


- Plant selection (*tools for the job*)
- Operator competence/decision making (*skills for the job*)
- Risk identification/awareness
- Supervisor responsibility/site conditions (*Leadership; management; environment*)
- Change identification/management (*what's changed since yesterday?*)



Create your own **You count** word cloud at www.wordart.com



You count: How do we know we're making progress?

What we would see?	Teams and cross matrix functions: <ul style="list-style-type: none">• putting health, safety and wellbeing at the heart of their decisions and actions• connecting, sharing ideas and respecting competing priorities• constantly making the connection between health, safety and wellbeing as an enabler of high performance• Increased reporting, fewer HiPos and incidents, safe completion on time of complex milestones
What would we hear?	 <p>"Before we do this, what impact is this going to have on the health, safety and wellbeing of others?"</p> <p>"This doesn't feel right - I'm going to speak up about it."</p> <p>"Is this decision/action going to contribute to our performance efficiency/legacy creation?"</p> <p>"Let's seek feedback from..."</p> <p>"This is important - let's spend more time on this"</p> <p>"Let's share this information and involve..."</p>
What would we feel?	Energised, empowered, trusted, involved, motivated, confident, responsible.



**Please give us your
feedback by completing
and returning the
following form to**

safeatheartdevelopment@hs2.org.uk

You count conversation: feedback

Click on the form to the right to complete and send us your feedback about your session.
(you need to be in presentation mode)

Safe at heart - You count conversation feedback

Hi Sue, when you submit this form, the owner will be able to see your name and email address.

* Required

1. How many people are in your team? *

The value must be a number

2. How many people within your team did you deliver the pack to? *

The value must be a number

Guide to creating breakout rooms

1. In your calendar - create meeting invites just to yourself for the number of breakout rooms you need
2. Add MS Teams to the meeting invite
3. Change the 'meeting options' to bypass the lobby
4. Right click over the meeting url and copy it.
5. Create a spreadsheet
6. Allocate your attendees to the rooms you want them to be in. (Best done in column format)
7. Add the url next to their name
8. For ease of use - right click and change the name of your url to the name of your breakout room.
9. Once your main 'MASTER' meeting starts enter the chat - cut and paste the attendees and their names into the chat

NOTE: Chat will only allow up to circa 15 names in column format – so this may have to be done multiple times.

1. The attendees just click on their url and enter the breakout room
2. Attendees can enter multiple rooms up to a maximum of 4.

Example spreadsheet below

John Smith	<u>B1 Breakout Room 3</u>
Jack Brown	<u>B1 Breakout Room 3</u>
Phil White	<u>B1 Breakout Room 3</u>
Chris Green	<u>B1 Breakout Room 3</u>



Thank you

Enjoy your conversation

Deliver on your actions

Your participation counts

safeatheartdevelopment@hs2.org.uk