

# HS2

## **Safe at heart: HS2 Together 2020** **The Safe at heart transformation journey**

**Line manager pack**

**June 2020**



**I  
care**

# Introduction

We're at the start of a journey to **transform our health, safety and wellbeing approach** and performance: our Safe at heart transformation journey

The HS2 Safety Culture Development team has created a **series of resource packs** to help you have engaging **conversations with your teams** around the three areas of accountability for Safe at heart: I care; You count; We matter.

**Facilitator pack** - this pack is to familiarise you with

1. What we're trying to achieve through Safe at heart
2. why it is important to HS2 and
3. How you can help us to achieve our goal

## **I care Pack**

Is to support you to have a meaningful conversation with your team around the 'I care' theme

**The following slides will give you further context to the above. Feel free to share some or all with your teams if you wish.**



# 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

# Why a step change in the Safe at heart approach?

We refuse to accept the predictable outcome – getting what we've always got by doing what we've always done is not an option. We believe:

Strategies, plans, structures, policies, processes and systems are not enough

Health, safety, wellbeing and performance are intrinsically linked

We can do things better and differently through Safe at heart to make 'the possible' a future reality

Caring for our people is at the heart of transforming delivery

Our personal and joint Safe at heart commitment will guide us towards our history-making goal.

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

My three personal health, safety and wellbeing commitments are:

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

**Mark Thurston**



# 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

# Our shared Safe at heart leadership commitment

HS2 – Together, changing the face of our industry

On HS2 we are Safe at heart. We personally *care* for one another.

We listen and act, making every person involved in the project *count*.

People *matter* and are healthier and happier for having worked on HS2.

By 2025 we will set new benchmarks and standards of performance in workplace health, safety and wellbeing.

I care; You count; We matter

(This is a 'living' commitment and will evolve)



# Safe at heart: How do we know we're making progress?

	I care	You count	We matter
<b>What we would see?</b>	<p>Colleagues have a plan for actively looking after their wellbeing.</p> <p>Colleagues are alert and aware of the wellbeing of others.</p> <p>Colleagues are coming up with a lot more ideas for improving team wellbeing and considering it in their work.</p>	<p>Teams and cross matrix functions connecting, sharing ideas and respecting competing priorities to reduce duplication and facilitate transformation</p>	<p>Lots of case studies and stories from across the project showcasing innovation, best practice and learning.</p> <p>Collaboration between HS2 and JVs on health, safety and wellbeing initiatives that will change the face of the industry.</p> <p>All parties on the alert for legacy contributions.</p>
<b>What would we hear?</b>	<p>"I feel so much better - looking after health and wellbeing is so important"</p> <p>"I want to share what has worked for me because it might work for someone else."</p> <p>"Could we consider doing things this way to make life easier for others?"</p>	<p>"Let's share this information and involve..."</p> <p>"This is important let's spend some further time on this."</p> <p>"Let's seek feedback from..."</p>	<p>"What are others doing?"</p> <p>"Let's connect with them and find out more."</p> <p>"Let's apply this learning/best practice to our own operations."</p> <p>"Let's share our great ideas as quickly as possible."</p>
<b>What would we feel?</b>	<p>Fulfilled, flourishing, mindful, ownership and inspired</p>	<p>Progress, results, empowered, trusted, involved.</p>	<p>Pride, inspiration, collaboration, connection, influential</p>

# HS2

## Safe at heart: HS2 Together 2020

Team conversation facilitation pack for line managers

May 2020



# What's in this pack?

- The aims of the conversation
- Some tips on having a good conversation
- The context for 'I care'
- A slide you can use with your team to stimulate conversation
- Some facilitation support notes, with links to resources you can use to bring 'I care' to life
- A feedback form to record your top three 'I care' actions for your team
- An example of a word cloud you might want to create with your team.



# Focus for this month: I care

- Aim:** Engage team members in a well-rounded conversation about what 'caring' looks and feels like right now, challenges, upsides and potential impact on 'caring' when life returns to normality. Align with current wellbeing endeavour.
- Output:** Top three actions for change; I care word cloud
- Outcome:** A team understanding of what caring means to individuals' wellbeing, quality of work and health, safety and wellbeing across the project.
- Support:** Our health and safety leads and specialists and the Safety Culture Development team.
- Timings:** Please aim to have your conversation and feedback your comments within two weeks of receiving your pack. You can either incorporate it into your existing team meeting, or hold it as a standalone.

I care

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

# Top tips for having a good conversation

Before the session it's important to prepare the outcome and purpose. The focus should be on solutions, behaviours, learning and improvement. What can we do to change/improve the current situation?

## Start

- Introduce the session: purpose and outcome
- Timing: how long will it take?
- Overview of the topic

## Middle

- Encourage participation by all
- Encourage ownership of change we want to see
- Ask questions that are:
  - Open
  - Probing
  - Enquiring
  - Solution focused
- Listen, reflect, record

## End

- Agree the outcomes – what will you do differently?
- Feedback the actions
- Thank for participation

# Focus for this month: I care

## Context

This month the focus is on 'I care'.

Putting these two words into action has possibly never been more important than now.

Wellbeing is at the forefront of everyone's minds: our own; our loved ones; our friends; our colleagues; our fellow citizens; our health and care workers.

I care is at the heart of being Safe at heart not just now, but always.

What does it mean to your team? Why does it matter? How do you show you care? What does being cared for feel like? What does caring about our work mean? Does your team feel cared for? If not, what could change? What impact does caring have on the success of the project?

That's what this conversation is about.

You'll find lots of resources in this pack to help you deep dive into what these two simple words really mean.

# I care

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

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

- Putting these two words into action has never been more important
- Wellbeing is at the forefront of everyone's minds
- I care is at the heart of being Safe at heart not just now, but always

## I care

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

### Discussion point

What does being Safe at heart mean and why is it so important to the success of HS2? What words come to mind when you think about 'I care'? What does caring look and feel like at HS2? What does caring mean in our team? How do you show you care?



Slide contact: Sue Langmead / Abigail Joliffe

# Discussion points and resources

You can use the discussion points below to plan your Safe at heart conversation. Your goal is to facilitate an engaging discussion, inclusive of everyone in your team and feedback your top three actions. If you need help, please contact your local health and safety representative or [SafeatheartDevelopment@hs2.org.uk](mailto:SafeatheartDevelopment@hs2.org.uk).

Discussion point	Supporting notes	Resources and support
<p>What does being Safe at heart mean and why is it so important to HS2?</p>	<ul style="list-style-type: none"> <li>You can open the conversation by playing the <b>opening video</b> from the Safe at heart: HS2 Together conference – it'll get your heart beating a bit faster!</li> <li>You can use some of the <b>slides from the background reading</b> section to explain why we've refreshed and simplified our Safe at heart messaging.</li> </ul>	<p><a href="#">Conference opening video</a></p>
<p>What words spring to mind when you think of the word 'care'?</p>	<ul style="list-style-type: none"> <li>You could open up the conversation about caring by showing the <b>'I care' video</b>, in which colleagues across the project talk about what caring means to them.</li> <li>As an ice breaker, you could <b>create a word cloud</b> to illustrate what I 'care'; means to all the members of your team and share after the conversation.</li> </ul>	<p><a href="#">I care video</a></p> <p><a href="http://www.Wordart.com">www.Wordart.com</a>,  <a href="https://wordart.com/tutorials">https://wordart.com/tutorials</a>  <a href="#">Create a quiz using slido</a></p> 
<p>What does caring look like at HS2?</p>	<ul style="list-style-type: none"> <li>You could try asking the following questions: <ul style="list-style-type: none"> <li>Why does it matter? What difference does it make to us as individuals, in our teams and as a project?</li> <li>What does caring feel like right now (during the pandemic)?</li> <li>What recent examples have you seen of I care in action (individuals, teams, HS2)?</li> <li>Where could HS2 improve in showing it cares about us?</li> <li>What downsides might there be to caring?</li> <li>(You can add your own questions)</li> </ul> </li> </ul>	<p>An opportunity to remind your team about the health and wellbeing services on offer.</p> <p><a href="#">Wellbeing survey results</a>  <a href="#">Coronavirus health and wellbeing pages</a>  <a href="#">Coronavirus health and wellbeing webinars</a></p>

# Discussion points and resources

Discussion point	Supporting notes	Resources and support
<b>What does caring mean within our team?</b>	<p>This section of the conversation moves the team towards a commitment to action.</p> <ul style="list-style-type: none"><li>• You could ask the following questions<ul style="list-style-type: none"><li>• What are/could we be doing to show we care for ourselves?</li><li>• What are/could we be doing to show we care for each other?</li><li>• What are/could we be doing to show we care about our colleagues</li><li>• What are/could we be doing to show we care about our work and the impact it has on others</li></ul></li></ul>	
<b>What three actions do we agree to take to show we care about ourselves, our colleagues and the impact of our work?</b>	<ul style="list-style-type: none"><li>• Reflecting back on the conversation with your team, summarise and agree the top three action points for you and your team.</li><li>• Circulate feedback, actions and word cloud (if used) to your team.</li></ul>	<p>Use the feedback form in this pack to capture your actions and reflections and send to <a href="mailto:SafeatheartDevelopment@hs2.org.uk">SafeatheartDevelopment@hs2.org.uk</a>.</p>

# Safe at heart facilitation pack: feedback

1. Do you feel you have a good understanding of the refreshed Safe at heart approach?	
If yes, provide 2-3 bullet points on why it resonates with you	
If no, what would enhance your understanding?	
2. How engaged were your team with the conversation about caring at HS2?	
3. What impact will the approach and messaging have on your leadership?	
5. What are the top three actions you and your team will take to put the 'I care' area of accountability into action?	Action 1:  Action 2:  Action 3:
6. How can we help you to make future conversations more engaging?	
<b>Please return your feedback to e: <a href="mailto:safeatheartdevelopment@hs2.org.uk">safeatheartdevelopment@hs2.org.uk</a></b>	



# I care

