

HS2



Safe at heart: Our transformation journey explained

June 2020

The joint agreement:

Leaders across HS2 have agreed a shared **Safe at heart commitment** to achieve a **step-change** in health, safety and wellbeing that will underpin **exceptional performance** on HS2 and **change the face of our industry**.

**This is our safe at heart
transformation journey**

This pack is designed to help you support that step-change



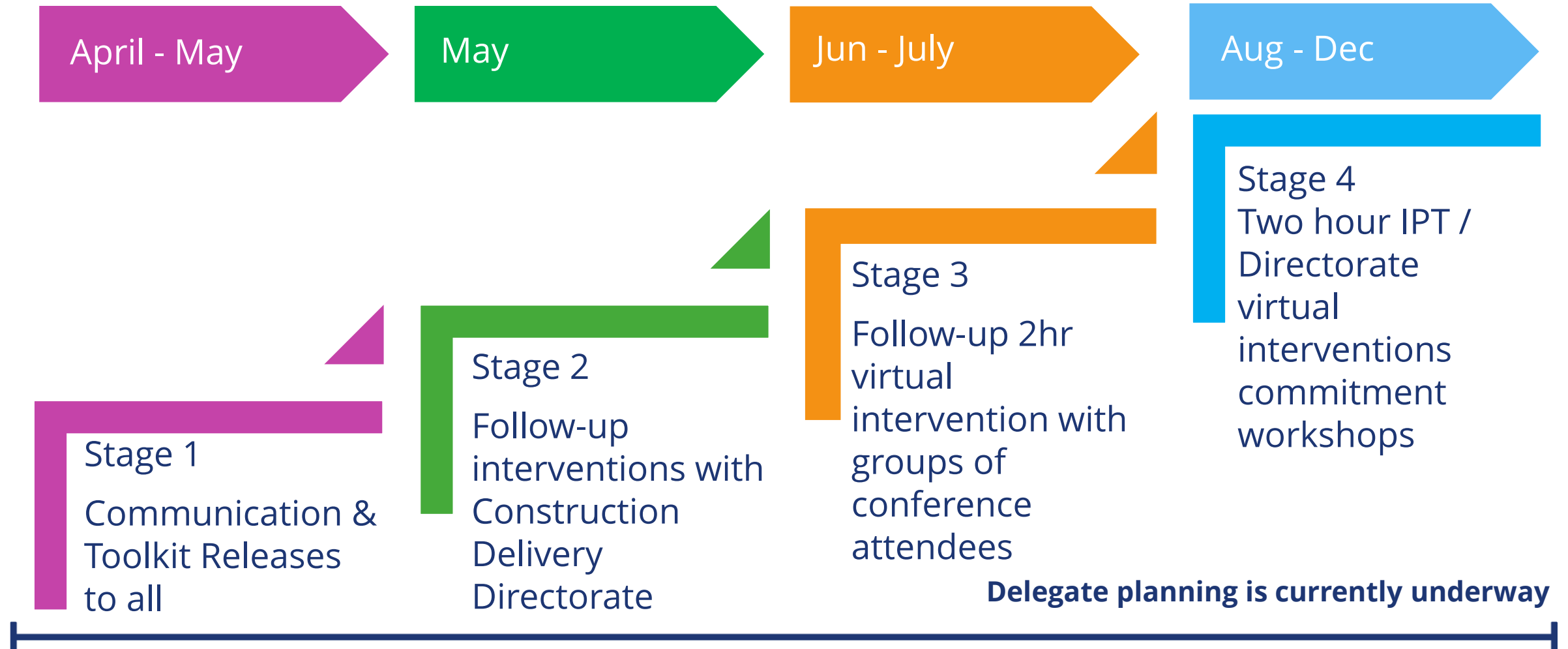
Aims of this pack

Give leaders and managers across the project an overview and understanding of:

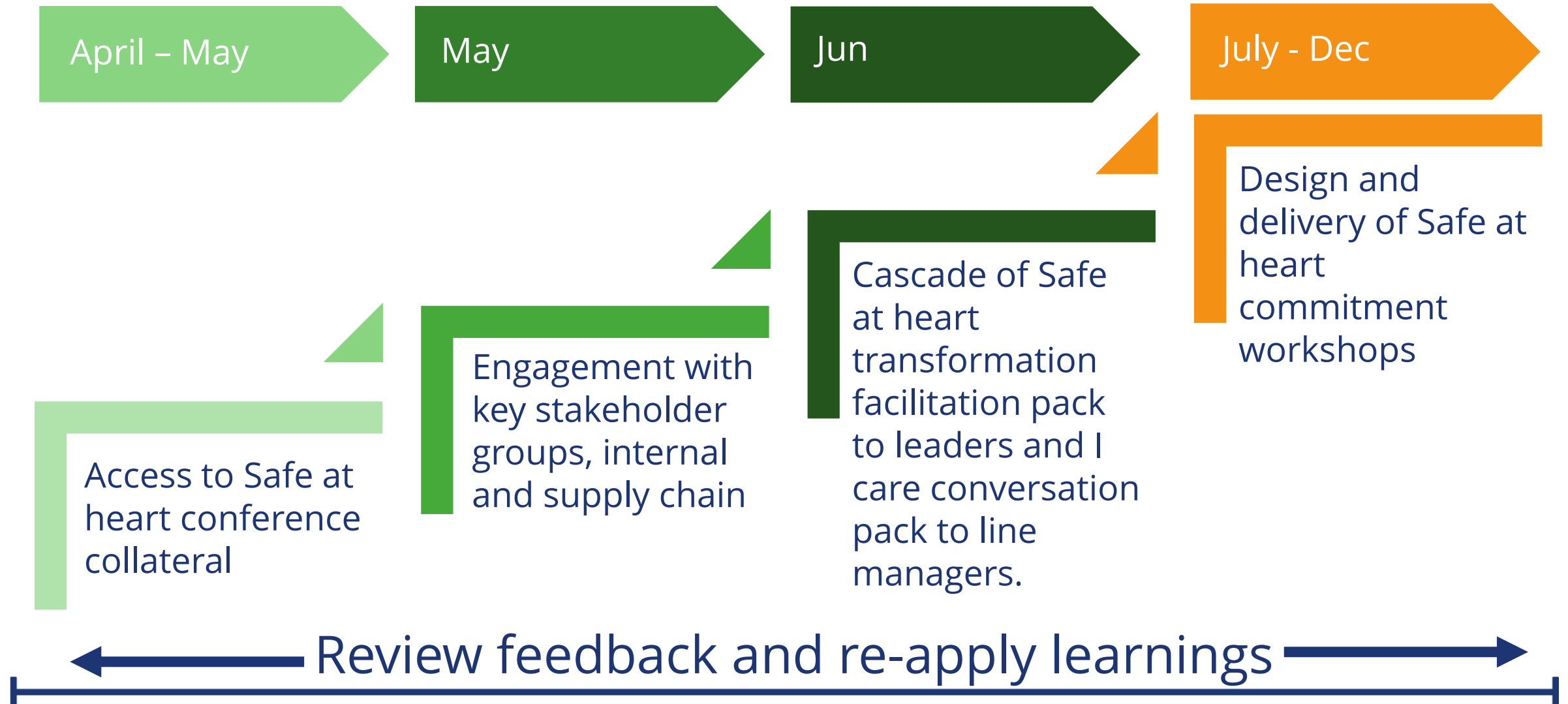
- The Safe at heart transformation journey and why it's so important
- Your role in that journey
- Our refreshed Safe at heart branding and messaging
- Resources, support and frameworks for embedding, sustaining and measuring Safe at heart transformation progress across the project.

Any of the slides in this pack can be adapted and used for your own briefings, engagement and communications

The current development of the Safe at heart transformation journey for the IPT's



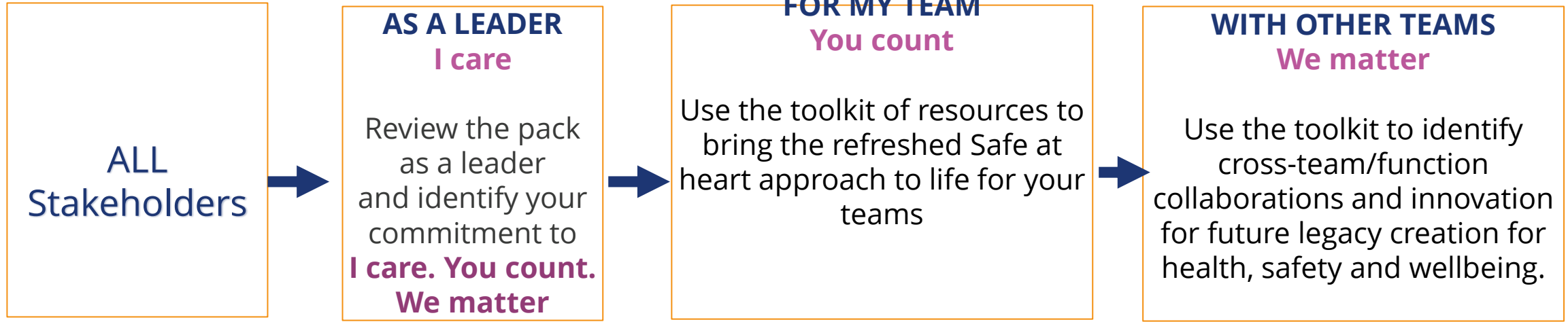
The current development of the Safe at heart transformation journey for non-IPTs



Pack contents

What?	Why?	Who?	How?
Platform for transformation Slides 9-13	To explain why transforming our health, safety and wellbeing performance through Safe at heart is so important to delivering HS2	Leaders Managers HSW leads All staff	<ul style="list-style-type: none"> Content can be extracted and adapted for use in local contexts
A fresh look at Safe at heart Slides 14-16	To explain the new branding and messaging for Safe at heart: I care; You count; We matter	Leaders Managers HSW Leads	<ul style="list-style-type: none"> Content can be shared with teams or used as background to delivering I care; You count; We matter team conversations
The role of leaders Slides 17-21	To explain why leaders are essential to the transformation process	Leaders	<ul style="list-style-type: none"> Content can be used as background reading or to share with other leaders
A framework for transformation Slides 22-24	An example and a template for creating a plan to apply the refreshed Safe at heart approach within your own teams.	Leaders Managers HSW leads	<ul style="list-style-type: none"> Each team manager can use and adapt the planning frameworks provided, or create their own.
Sustaining Safe at heart Slides 25-26	Actions leaders and managers can take to embed and sustain Safe at heart	Leaders Managers	<ul style="list-style-type: none"> Suggestions that leaders and managers can build on to keep Safe at heart 'live' in their teams
Measuring progress Slides 27-29	What we will see, hear and feel when the Safe at heart approach is put into action	Leaders Managers	<ul style="list-style-type: none"> Simple surveys or focus groups will help leaders and managers to gauge progress
Toolkit of resources Slides 30-32	A toolkit of resources to help leaders and managers bring Safe at heart to life for their teams.	Leaders Managers HSW leads	<ul style="list-style-type: none"> Videos and other collateral from the Safe at heart: HS2 Together 2020 conference that can be used to support team conversations.

Our expectations of you



Stakeholder engagement

ALL Stakeholders	ELT/SLT	<ul style="list-style-type: none"> We believe exceptional H&S culture will transform performance and contribute to history-making legacy 	<ul style="list-style-type: none"> (Lead, galvanise, commit visibly) Promote toolkit to bring the refreshed Safe at heart approach to life 	<ul style="list-style-type: none"> Lead, empower, celebrate success, measure, we matter
	IPT leaders	<ul style="list-style-type: none"> Together, we are building a Safe at heart transformation plan that will be meaningful to everyone 	<ul style="list-style-type: none"> (Lead, commit, enact) Use the toolkit of resources to bring the refreshed Safe at heart approach to life for your teams 	<ul style="list-style-type: none"> Lead, inspire, report, share, live commitments
	H&S / OH leads	<ul style="list-style-type: none"> Your engagement and support is essential to embedding Safe at heart mindset and culture 	<ul style="list-style-type: none"> (advocate, support) Support delivery and cascade of the refreshed Safe at heart approach 	<ul style="list-style-type: none"> Engage, support, embed, live commitments
	JV Comms leads	<ul style="list-style-type: none"> Your engagement and support is essential to facilitating the cascading of the plan, messaging and resources. 	<ul style="list-style-type: none"> (We matter) Tailor toolkit to needs and facilitate cascade throughout all tiers; introduce messaging in H&S comms 	<ul style="list-style-type: none"> Facilitate, engage, amplify, measure, share, spotlight Safe at heart in action
	Line managers	<ul style="list-style-type: none"> Engagement with the new approach and messaging of the refreshed Safe at heart brand. 	<ul style="list-style-type: none"> (You count) Use toolkit to stimulate conversations with your teams about doing things differently through Safe at heart 	<ul style="list-style-type: none"> Engage, empower, inspire, demonstrate Safe at heart in action
	HS2 staff	<ul style="list-style-type: none"> Subtle introduction of the language and messaging of the refreshed Safe at heart brand. 	<ul style="list-style-type: none"> (I care) What does Safe at heart mean to me? How can I demonstrate it in action? 	<ul style="list-style-type: none"> Care, feel empowered, speak up, take pride, I/little things matter

Safe at heart
Platform for transformation

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
CEO HS2



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 could 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.

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)



A fresh look at Safe at heart

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

HS2

Supply Chain Health and Safety Approach



www.hs2.org.uk

The big picture for health and safety at HS2

Our corporate goals	Our vision is to be a catalyst for growth across Britain.	Our mission is to build a new high speed railway to better connect people across Britain. As a high performing, innovative organisation, we will deliver value for money by applying the best in worldwide design and construction techniques. We will achieve new standards in infrastructure delivery, resilient operations and passenger experience.	Our core values shape the way we behave at HS2 and form the basis of our relationships with all our stakeholders. Our reputation depends on living these values, as individuals and as an organisation, as we deliver our vision and mission.	Leadership Integrity	Safety Respect			
Our Safe at heart approach	Safety as a value, means caring for our workforce, our passengers and the public, by creating an environment where no one gets hurt.	Each of our corporate values is interdependent and essential to safe outcomes. For example: <ul style="list-style-type: none">when leaders are seen to apply this value it demonstrates commitment to safety;when we act with integrity we're more likely to report things that are unsafe; andleaders who welcome health and safety contributions from their people show and gain respect.	Safe at heart brings together everything we aim to achieve in health, safety and wellbeing at HS2 at every stage of the project. Safe at heart sets out our responsibilities as an industry leader: <ul style="list-style-type: none">expectations of all who work for and with HS2;caring approach to our workforce, neighbours and public; andcommitment to giving health equal status to safety.	Our health and safety strategic goal HS2 will create a railway designed, built and operated to the highest health, safety and security standards. Our Safe at heart strategic principles underpin our approach to health, safety and wellbeing.	As holistic approach Safety is at the heart of everything we do.	Our belief Everyone has the right to go home unharmed.	Delivering a safe railway Design a railway system that puts the safety of our collective workforce, passengers and the public at its heart.	Develop HS2 to be a safe organisation Develop a culture where safety is always our first consideration.
Our focus areas	Safe at heart in action our commitments and expectations of all who work with and for HS2.	Workforce safety <ul style="list-style-type: none">Industry approach to site access passport.Embedding Safe at heart approach.Role of supervisors as active safety leaders.Working with supply chain partners to identify better ways of working to protect worker safety.	Public and neighbour health and safety <ul style="list-style-type: none">Access to resources and channels to address health and safety concerns during construction.	Workforce health and wellbeing of our people: <ul style="list-style-type: none">Setting new occupational health standards on construction sites.Changing the narrative: view health like safety.	Safe by design <ul style="list-style-type: none">Working together with the design community to set new standards.Building capability in design to identify health and safety risks.Building a culture in which we make safe decisions.	Safe supply chain management <ul style="list-style-type: none">Engage all tiers of the supply chain in improving health and safety standards.Set clear expectations but not be prescriptive.Create a culture of sharing best practice and a fair culture approach to incident response.	Safe operations <ul style="list-style-type: none">Safe decisions now for the future safe operation of HS2.Designing access for workforce and passenger safety.Upskilling supply chain system safety.	SMART assurance <ul style="list-style-type: none">Fit-for-purpose, HS2-aligned health and safety management systems.Robust risk identification, management, monitoring, auditing and assurance processes.

I care. You count. We matter. reinforces our:

- 8 strategic principles
- 7 focus areas
- 21 commitments

The role of leaders

Why does what we do together as leaders matter so much?

I care.

We set the bar for what we expect of others

If we care for ourselves, we take better care of our colleagues so they can care for each other and care about their work

You count.

The way we think, act and behave affects us, our colleagues and our neighbours

It's our responsibility to show every member of our teams that their contribution counts

We matter.

We create the culture and environment for our people to succeed; we lay the path for others to walk

The decisions we make and the actions we take matter to the legacy we leave

Leading a Safe at heart culture

	Belief (personal truth via experiences)	Trigger emotion (energy compelled feelings)	Behaviour (justified observable action)
<p>Leaders Input: What I believe triggers an emotion, motivates my behaviour and impacts my team. Workforce Output: The behaviour I observe in my leader has an emotional impact and impacts my belief.</p>			
I Care Personal	<ol style="list-style-type: none"> 1. I am responsible for my own safety, health and wellbeing 2. I take into consideration others safety, health and wellbeing 	<ol style="list-style-type: none"> 1. Optimistic + Confident 2. Compassion + Acceptance 	<ol style="list-style-type: none"> 1. Take breaks, ask for help, walking meetings etc. 2. Listen intently to build rapport and understanding of colleagues
You Count Team	<ol style="list-style-type: none"> 1. My team has real purpose and each member adds value to safety, health and wellbeing 2. My team are like family and we have each others backs 	<ol style="list-style-type: none"> 1. Trust + Pride 2. Loyalty + Sociability 	<ol style="list-style-type: none"> 1. Clearly communicated goals and praised often for collective achievements 2. Find common interests and enjoy working together
We Matter Programme	<ol style="list-style-type: none"> 1. We are stronger together in one Safe at heart culture 2. We will leave a legacy for future industries 	<ol style="list-style-type: none"> 1. Responsibility + Passion 2. Anticipation + Vigilance 	<ol style="list-style-type: none"> 1. Refer to the 'greater good' on a regular basis in comms and systems 2. Encourage innovation by creating a safe environment to explore

Social Norming

What questions can we ask of ourselves as leaders?

How do I show I care?

- What connects me personally to Safe at heart?
- What can I do differently or more of to help my colleagues to flourish?
- How will I demonstrate Safe at heart in my actions?
- What can I improve in the workplace to help people perform at their best?

How do I show You count?

- How do I empower my team to give of their best, do things differently and look for the non-obvious solutions?
- How do I consistently show my team that their contribution counts?
- How do I inspire my team to go beyond getting the basics right every day?
- How do I make Safe at heart relevant and meaningful to everyone?

How do I show We matter?

- How can I create the space to connect more effectively with leaders across the project?
- What's happening in my world that might contribute to a history-making legacy?
- What's happening in my world that STOPS us from creating a history making legacy?
- In which areas of our project can we make most difference?

Leader to leader: our community matters

I care.

What simple, consistent 'practices' and behaviours can we all adopt to provide visible endorsement of our commitment?

You count.

What structures can we put in place to keep the conversation and momentum going?

We matter.

How do we sustain meaningful relationships between ourselves and our wider HS2 family?



A framework to start your
journey

Our transformation

An example of the IPT Safe at heart journey

	What?	When?	Who?	Outcome?
Planning and aligning	Aligning leaders on Safe at heart vision: aspiring to the possible, not settling for the predictable.	Jan/Feb JV and HS2 leadership events.	HS2 Ltd Executive Board and operational leaders, JV CEOs, IPT directors.	Unifying Safe at heart vision for transformation outcome.
Developing	Sharing the vision, building personal commitments to a transformational Safe at heart approach, contributing to the plan.	Safe at heart: HS2 Together 2020 conference, 5 March 2020.	IPT directors, health and safety leads, HS2 operational leaders, principal partners.	Cross-programme leadership engagement and commitment.
Cascading and refining	Commitment workshops for the leadership teams of each IPT and selected HS2 forums to develop and refine the plan.	April to September 2020.	IPT leadership and HS2 teams.	Programme-wide alignment and final development of the Safe at heart transformation plan.
Safe at heart in action: engaging and embedding	Roll-out of the Safe at heart transformation plan to embed a Safe at heart mindset and culture.	September to March 2021.	Delivered by leaders to all project workforce.	Leadership capability to engage, inspire and embed; emerging evidence of Safe at heart impacting performance.
Measuring and improving	Measure engagement and impact on performance.	From March 2021.	Cross-section of leaders and workforce.	Intelligence to improve and deepen engagement.

Safe at heart transformation - Framework Template

To be used by Non-IPT Functions, with your team

	What?	When?	Who?	Outcome?
Planning and aligning	Aligning on Safe at heart commitment aspiring to the possible , not settling for the predictable	Timeline	e.g. Your immediate team, matrix functions, supply chain , neighbours and external bodies	What do you want to achieve that could also be measured for progress? Unifying Safe at heart commitment for transformation outcome
Developing	Sharing the vision, building personal commitments to a transformational Safe at heart approach, contributing to the plan.			What do you want to achieve for engagement and commitment?
Cascading and refining	Commitment workshops for the key team members and or other matrix functions to develop and refine the plan			What do you want to achieve for refining the plan?
Safe at heart in action : engaging and embedding	Roll out of the Safe at heart transformation plan to embed a Safe at heart mindset and culture.			What do you want to see as emerging evidence of Safe at heart impacting performance?
Measuring and Improving	Measure engagement and impact on performance.			What do you need to achieve to improve and deepen engagement?

Sustaining Safe at heart

How to sustain the Safe at heart message in your team

We will need continuous improvement in fulfilling our Safe at heart leadership commitment.

We can start by carrying out the following:

- Using the **I care, You count, We matter** areas of accountability, plan with your team what areas you could improve on
- Showcase outstanding examples of Safe at heart in action
- Provide regular feedback to your team on Safe at heart
- Reinforce the messages regularly for sustainable behaviour
- Speak up and show care to create a more effective working environment
- Share lessons learned to improve working practices
- Frequent and positive health, safety and wellbeing conversations
- Encourage creative thinking and fresh ideas to put into action



Measuring progress

How will we monitor and measure progress?

Transforming health, safety and wellbeing on HS2 and aligning with the refreshed Safe at heart approach requires every team to have a transformation plan in place.

If we want to be the UK's safest ever mega project, we all have a role to play.

We are seeking transformational, not incremental change and this is reflected in our approach to monitoring and measuring progress.

The following slide provides a guideline of what we will see, hear and feel when everyone in your team is being Safe at heart.

Progress can be measured through simple surveys and focus groups and hopefully you will have improvement stories you will want to share.



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

	I care	You count	We matter
What we would see?	<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>
What would we hear?	<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>
What would we feel?	<p>Fulfilled, flourishing, mindful, ownership and inspired</p>	<p>Progress, results, empowered, trusted, involved.</p>	<p>Pride, inspiration, collaboration, connection, influential</p>


Safe at heart toolkit: locations

HS2 employees: Safety and Assurance Interchange

Awarded contractors: Safe at heart Portal

External partners: Safe at heart library

Safe at heart: HS2 Together 2020 – Toolkit

Resources	Description	Link/File
Safe at heart: HS2 Together 2020 conference 'takeaway'	A summary of the new safe at heart approach, why it matters and what the rest of the journey will look like.	Conference takeaway pdf 
The Safe at heart leadership commitment	A 'living' commitment made by our top HS2 and JV supply chain leaders	<p>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</p>
Conference opening and closing videos	Duration (2:09)	Safe at heart Portal Safe at heart Library Safety and Assurance Interchange
Conference highlights video	Summary and highlights of the workshops and key moments during the conference	Safe at heart Portal Safe at heart Library Safety and Assurance Interchange
I care, You count, We matter videos	Short snapshots of Safe at heart in action across the project	Safe at heart Portal Safe at heart Library Safety and Assurance Interchange
Vox pop videos	I care – (2:29s), You count - (2:20s), We matter – (2:11s)	Safe at heart Portal Safe at heart Library Safety and Assurance Interchange
Safe at heart branding guidelines and templates	Guidelines explaining how and when to use the refreshed Safe at hearting branding, including tone of voice for the three areas of accountability: I care; You count; We matter	Safe at heart Portal Safety and Assurance Interchange

We need to hear from you to continue the journey

Safe at heart facilitation pack – Feedback

1. Do you understand our approach to health, safety and wellbeing transformation through Safe at heart?

If yes – which area resonated with you?

If no – what do you need more of?

2. How could we make this more dynamic and engaging to embed the message?

3. Has this made you think more about how you approach Safe at heart as a leader?

4. What feedback did you receive from your team when you shared some or all of this pack with your team?

Return this to e: safeatheartdevelopment@hs2.org.uk



HS2

Please tell us about your successes so we can share your team's stories.

**If you have any queries, suggestions, or need further support please contact
SafeatheartDevelopment@hs2.org.uk**





I care. You count. We matter.

