

HS2



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

Stations - Safe at heart

You count - Actions

January 2021



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



My three personal health, safety and wellbeing commitments

I care - Individual accountability

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

You count - Team and organisational accountability

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

We matter - Collective accountability

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

Stations Safe at heart commitment

All of the Stations SLT **care** about getting this right, **you count** and will enable us as a team to deliver on these promises.

We matter because we have the opportunity to change our industry for the benefit of all those involved.



I care in action

- Care for ourselves by planning in a break that suits and caring for each other by checking their schedule before booking meetings and respecting those times they are not available.
 - Enabling meetings to finish 5 minutes earlier and start 5 minutes later to create natural breaks.
We are all trying to do this!
 - Designate a meeting free morning or afternoon for the team.
We can see this is happening
 - Sharing examples of demonstrating I care with the team. Small and simple does not have to be complicated. **The Values moments we are experiencing show we are caring for each other**
 - Reiteration of flexible working for everyone and respecting people's diaries.
Matthew and Tom do this a lot!
 - Facilitate a tailored induction for all new starters so they meet the same people they would have interacted with in the office. **Lee Holmes and Tom have been busy doing this**
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You count: Stations SLT leadership

- Following a review of the **You count** actions on the 7th January we have pulled together the ones that sit with us as an SLT...once we can support, lead, encourage and embrace.
- Many of us are already doing these...thank you for your continued efforts.
- We have grouped these in the following ways:
 - Recognising team efforts
 - Recognising opportunities to create space and be more effective
 - You count team of teams
- Some need support from other parts of the business – this has been requested.



You count: Recognising team efforts

- Support the HS2 values awards by nominating your colleagues and showing them how they count to you.
- Identify and celebrate the small things that have made a difference to people in the team. “Celebrate the small”.
- Managers to support all their team members to enable them to be heard, to be able to challenge and contribute in a way that works best for them.
- Require feedback to be provided to the person who has spoken up. Showing people their input counts helps motivate further contributions.
- Provide feedback on the advice and support given but not taken onboard to help people understand, accept and respect the decision made.



You count: Recognising opportunities to create space and be more effective

- **Resilience in the team: Create Multi-skilled staff and flexibility within teams to support at pinch points and address single points of failure to help release pressure – Reporting periods etc.**
 - where are our pinch points?
 - how do you provide contingency?
 - Who is your back up?
 - Is it end of the world if something does not happen?
- **Meetings Stop & Pause – review attendance lists; provide clarity around expectations.**
- **Ensuring what you want to count is based on evidence/facts and figures to enable the person you are trying to influence to make an informed judgement and choice. Being effective in how you influence others.**



You count: Team of teams

Create an environment that recognises ideas take time to develop; we are all in this for the long game. Encourage individuals to partner up to push ideas forward; support each other to make the difference

Ensure the team have opportunity for social events and promote informal conversations at the start of meetings to support wellbeing and inclusion of all team members.

We cannot meet for some time yet; but we can continue our check in's
Together we can continue to make time and be honest with each other



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

You count: Actions delivered

- **Provide understanding on the health and safety performance indicator: E1 – No Harm/Loss / observation reporting rate.**
 - The new look ESPI pack is with your SLT and HS support for cascade and discussion.
 - **Be aware of the challenges faced by the team as working from home continues and support individuals to seek their views and offer assurance of support.***
 - Well-being section in the December all hands briefing and Managers continue to be guided by the business in order to support their people.
 - **Bring new starters together with existing members of the team to ensure they have an I care, You Count and We matter conversation.**
 - We are running sessions for new starters.
 - **Support a “my new day in the life of” story – how our lives have changed in 2020.**
 - Tom Wilne was the trailblazer in December.
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You count: Actions in progress

- **Brief the Team on the forums and systems that exist for support of Health , Safety & Wellbeing in the Project – including SHWeLT, Safety Forum, Working Groups, HORACE.**
 - Presentation drafted and awaiting feedback from consultees.
 - **Enable and support other members of the team to join the HS conversation training to assist them in having more confidence in day to day HS conversations.**
 - See next slide and book through Oracle
 - **As part of SLT Safety Tour Schedule; members of the Hs2 Project / site team to join SLT Safety Tour and engage in safety discussions with the workforce.**
 - The schedule was put together in December and team members were booked on however due to Lockdown 3 leadership tours are postponed and arrangements to create a virtual tour are being put in place.
 - **Support and assure that the Safe at heart I care, You Count, We matter is getting down to our Tier 3 and beyond suppliers.**
 - BBVS IPT have held and I care workshop and will be holding a We matter workshop. We will continue to work with our supply chain to deliver Safe at heart.
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You count: Actions to be worked through

- **Create a Stations learning space providing knowledge bites to help people understand acronyms and share links to useful, inspiring books e.g. black box thinking by Matthew Syed. Make use of the wealth of material available to the leadership cohort; make this more accessible.**
 - Chloe and Ros are looking to create a Teams page for all the learning points shared and knowledge bites. NB formal Safety alerts will remain accessible via the portal and are also sent by email.
- **Look to create an Active Listening campaign for Stations; provide the team with interactive resources so we can all upskill in this area.**
 - Active listening is available through CSL already; we will endeavour to get the link for you.
- **Consider a local values award for stations and look at the current values awards being rolled out in MWCC and OOC so the learning can be taken into the Midlands Stations.**
 - Please continue to support the HS2 values award. In the medium term there will be a recognition and reward scheme within the IPTs.



You count: Actions already addressed elsewhere in the business

- **Suggest to the Climate survey scoping team to consider a question that explores whether people feel empowered to speak up, challenge and contribute. Be conscious of emerging subcultures that potentially emerge as the team/programme grows.**
 - The Climate survey will explore whether people feel engaged and empowered and this will also bring out any subcultures. Ros Seal is also on the SHWeLT Safety Culture Working Group.
- **Actively encourage and report positive feedback from local communities.**
 - Community Engagement actively seek community feedback and report on this as part of being a good neighbour.



You count: Actions we will discuss with other parts of the business

- **Provide Managers with 15 minute refreshers on services that are available to help them manage the team and signpost staff to services they would/may benefit from.**
 - To be discussed with L&D however...resources are provided on Interchange, in cascades, Managers monthly and the All Hands briefings.
 - **Consider the change management process and the impact on safe decision making. Do we routinely visit past decisions when faced with change and fully consider health, safety and wellbeing.**
 - To be discussed with change management/Project Controls.
 - **Draft a standard meeting template that requires the objective of the meeting and routinely asks if people need any support in order to participate; helping create an inclusive meeting structure.**
 - To be discussed with EDI.
 - **Support people to become self-aware and consider roll out of the insights assessment that looks at personality profile.**
 - This is covered as part of the IPT development and team development mobilisation. However new starters will not experience this. Discuss with collaboration lead.
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Thank you!



Safe
at heart

I care. You count. We matter.

