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Safety, Health and Wellbeing Strategy Implementation

For decision: For noting:

Te tūhonga / Recommendation

That the Auckland Transport Board (board):

- a) Notes the implementation of the Safety, Health and Wellbeing (SHW) Strategy.

Te whakarāpopototanga matua / Executive summary

1. Auckland Transport’s (AT’s) SHW 2022-2027 has been completed and was launched in August 2022. A new brand for safety at AT “safety always” has created a fresh look and feel for safety and together with the content of the strategy provides a cohesive strategic direction that signals change and has language that is humanised to appeal to all audiences.
2. The intended audience for this strategy will be both internal and external to AT, noting many of the intended external groups were part of the original co-design and are listed contributors within the strategy document.
3. The implementation approach to embed this strategy considers organisational need as well as activities into the ecosystem, inclusive of partners, suppliers, and the people of Tāmaki Makaurau.

Ngā tuhinga ō mua / Previous deliberations

Date	Report Title	Key Outcomes
March 2022 Board	Safety Strategy	Recommendation from the board that the number of critical success factors be less and the content of the critical success factors to be more quantitative.
June 2022 Board	Safety Management System Update – Six Monthly Checkpoint	Confirmed that the Safety Strategy will provide more quantitative measures based on accurate data to set good benchmarks and guidelines around best practice for both physical works and public transport.
September 2022 Safety Committee (committee)	SHW Strategy Implementation	The committee noted the implementation of the SHW Strategy.

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Te horopaki me te tīaroaro rautaki / Context and strategic alignment

4. An overarching SHW Strategy had not been completed since the amalgamation of AT's Transport Safety and Health & Safety teams. The development of the strategy was a key recommendation from the Van Schaik Health and Safety Business Improvement Review (BIR). The SHW strategy is an integrated strategy that encompasses three major fields in Safety, Transport Safety, Workplace Health and Safety and Wellbeing.
5. Contained in the SHW strategy are pages that show the links to the "existing building blocks" of Vision Zero and the Hauora Framework. The strategic pillars which have been developed are Leadership / Engagement / Safe Systems and Advocacy. These pillars represent an integrated approach that can be applied to these existing frameworks of Hauora as well as the Vision Zero strategy. AT's Enterprise Business Plan 2023 is communicated in alignment of the organisational objectives.

Ngā matapakinga me ngā tātaritanga / Discussion and analysis

6. Implementation of the SHW Strategy consists of a set of launch and embedding activities to meet our year one targets.
7. **Launch activity includes:**
 - a. All Company Broadcast featuring Executive General Manager Safety and Interim Chief Executive, supported by a range of workers representing safety across AT.
 - b. Presentation to focused groups such as Safety Leaders Council and Safety Representatives.
 - c. Cascading the document through to business unit leadership groups by Safety Business Partners.
 - d. Korero Mai pack for teams to discuss the strategy.
 - e. Digital assets such as screensavers as well as hardware such as safety branded carry bags and badges to be targeted firstly at customer facing employees.
8. **Embedding activity includes:**
 - a. Continued communication and deployment of the Safety Leadership Walks programme.
 - b. Safety Leadership Training and continued rollout of elements making up the Safety Management System (SMS).
 - c. Monthly updates from Safety Business Partners to internal business units of the progress against the strategy as well as increased engagement with Safety Representatives.
 - d. The Monthly Reporting dashboard has been updated to reflect the eight critical success factors for year one and aligned to the four strategic pillars of the strategy.

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- e. The Dupont Safety Culture survey will again be undertaken in the later stages of 2022 to measure the shift in safety culture across individual business units as well as across AT as an organisation.
- f. The Safety Hub is now updated with the SHW strategy document and this platform for accessing safety across the business will be further enhanced as content is shifted into an intuitive safety portal using the Service Now platform.
- g. The strategy will also be communicated outside of AT including but not exclusive to our consult and contribute partners who assisted in the co-design approach that was taken.

Ngā tūraru matua / Key risks and mitigations

Key risk	Mitigation
Advocacy for our SHW Strategy from the business, our suppliers and partners	<ul style="list-style-type: none"> • Continued communication of the alignment of the SHW Strategy to AT’s business plan. • Continued Roll out of SMS elements within the strategic framework of Transport Safety/ Workplace SHW. • The use of our new safety brand to support key activities and activations throughout the business, bringing Tiakitanga to life. • Target the development of a transport network inclusive safety governance forum.
Falling short of our Year One Critical Success Factors.	<ul style="list-style-type: none"> • Configuration of the monthly board report to include a strategy specific dashboard including measures on the eight Year One critical success factors.

Ngā ritenga-ā-pūtea me ngā rauemi / Financial and resource impacts

- 9. Whilst the role of catalyst for the embedding of the safety strategy lies with the Safety Division, this team cannot bring about the shift in culture alone. Resourcing in the Safety team has improved in recent months to now include key roles in risk, safety assurance, data and insight specialist expertise, business partnering as well as roles being filled in the Safety Enablement team covering technical specialists and occupational health.

Ngā whaiwhakaaro ō te taiao me te panonitanga o te āhuarangi / Environment and climate change considerations

- 10. Safety is a key strategic spotlight alongside Whirinaki, Climate Change & Sustainability. These spotlights are intrinsically linked in terms of how we drive behavioural change and key outcomes across the system for our people, stakeholders, customers, and communities. Improving AT’s safety

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performance will have a positive environmental impact in the links to supporting safer journeys, delivery of the Safer Speeds programme, and encouraging safer experiences of public and active modes of transport.

Ngā whakaaweawe me ngā whakaaro / Impacts and perspectives

Mana whenua

11. The AT Māori Engagement team was involved in the development of the SHW Strategy. Their involvement specifically led to the creation of the key objective under the Leadership Pillar: We recognise and advocate for the SHW needs of Treaty partners and communities.

Ngā mema pōti / Elected members

12. Members of AT's Strategic Consultations team representing elected members were involved as collaboration partners.

Ngā rōpū kei raro i te Kaunihera / Council Controlled Organisations

13. Members from Auckland Council representing Health and Safety were involved in the codesign of the strategy as collaboration partners.

Ngā kiritaki / Customers

14. Key leaders in the Customer Experience team as well as Customer Service workers were involved in the codesign of the strategy as collaboration partners. Several of these members also now representatives on Safety Leaders Council forum as well as in the Safety Representative programme.

Ngā whaiwhakaaro haumaruru me ngā whaiwhakaaro hauora / Health, safety and wellbeing considerations

15. This SHW Strategy is designed for the benefit of our people, our partners and suppliers and the people of Tāmaki Makaurau.

Ā muri ake nei / Next steps

16. Deliver on the launch activity and embedding activities described in the discussion and analysis section of this report.



17. Periodically review and measure performance against key deliverables.

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Te whakapiringa / Attachment

Attachment number	Description
1	Safety, Health and Wellbeing Strategy 2022-2027

Te pou whenua tuhinga / Document ownership

Submitted by	Ben Hawkins Safety Business Partner	
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Approved for submission	Mark Lambert Interim Chief Executive	