

# Safety is at the heart of everything we do

Safety, Health &  
Wellbeing (SHW)  
Strategy

2022 — 2027





**He aha te mea nui o te ao**

What is the most important thing in the world?

**He tangata, he tangata, he tangata**

It is the people, it is the people, it is the people



# Foreword from Stacey

As the guardian of Tāmaki Makaurau's transport systems, Auckland Transport (AT) plays a vital role in shaping the future of our region. How we design our transport infrastructure, plays a direct role in strengthening the connections between people and the places we share.

We're in the business of building a region for current and future generations of Aucklanders. We want our children and theirs to experience the freedom of living in a region that is welcoming and one where they can get around effortlessly and safely.

Safety is all about putting people first. It's about doing the right thing and leading from our heart alongside our legislative responsibilities.

## **It's about Manaakitanga. We care. Full stop.**

We have a clear mandate from central government and Council in improving transport safety for everyone who calls Tāmaki Makaurau Auckland their home. By 2050, we have committed to a goal of getting to zero transport related deaths and serious injuries as Aucklanders and visitors travel around our region.

This means that Vision Zero and Safe Systems have to become second nature to and for us. It also means that AT is a strong and vocal safety advocate for all things transport. Our Vision Zero commitments extend to our people and those who work with us – our road safety partners, suppliers, delivery and operating partners.

Keeping people safe is at the heart of everything we do. Our Safety Culture, Vision Zero and Safe Systems have to be deeply embedded into AT's psyche with clear intentions, robust systems, talented specialists, leaders and people who believe in their mahi (work).

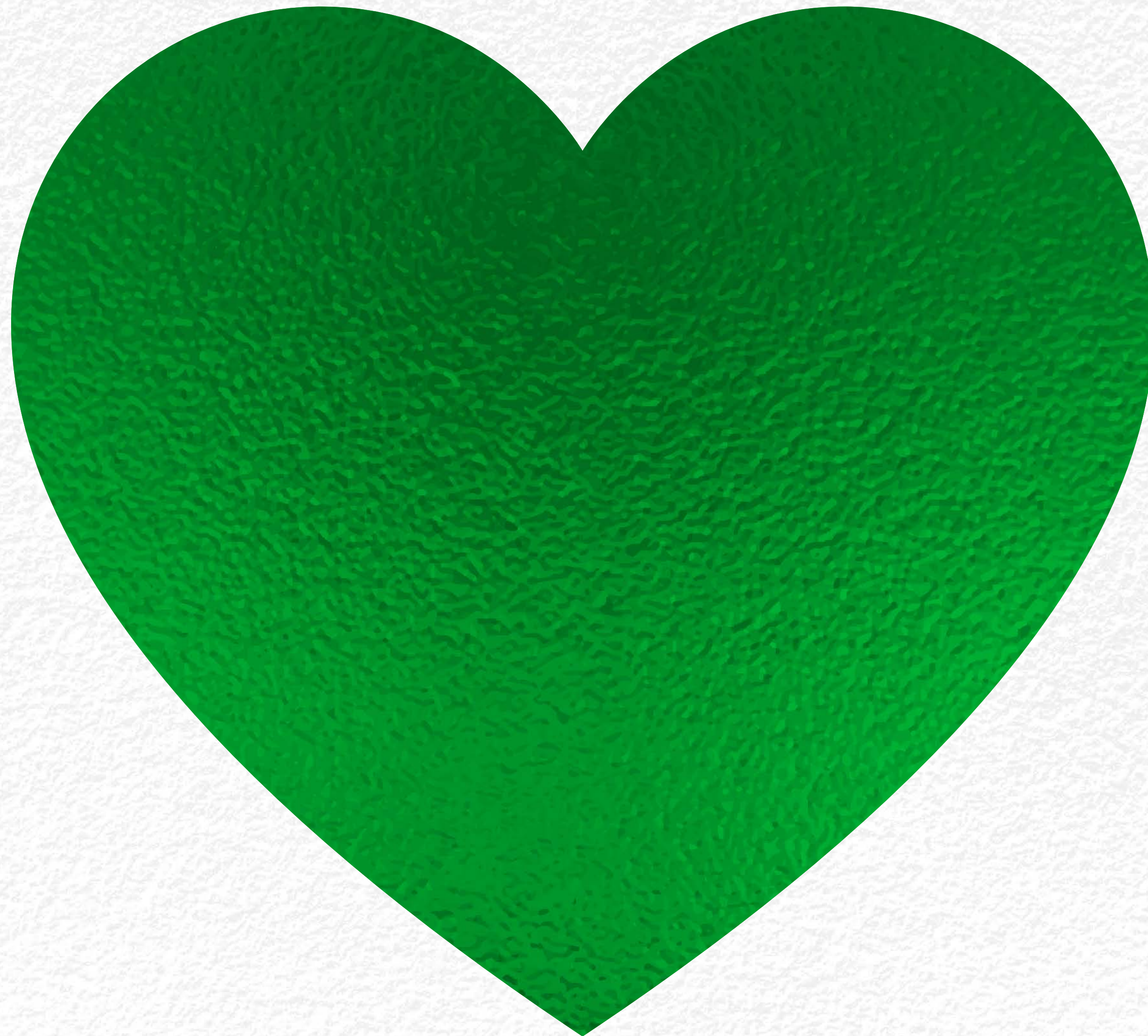
This Auckland Transport Safety Strategy signals our belief and our intentions – in road and transport safety, community and workforce safety and wellbeing. This document addresses Workplace Health and Safety, transport safety, and wellbeing. It also incorporates AT's current programmes and initiatives including Vision Zero, Katoa Ka Ora and the Safe Speeds programme, the work we are doing to connect communities through engagement and design, and the Hauora (employee wellbeing) framework.

We are laying the foundations for significant and powerful change in terms of Safety at Auckland Transport and across our broad and diverse eco system.

Come join us as we take the next steps in improving health, safety and wellbeing for our people and transport safety for our region.







## **The vision statement for our AT Safety Strategy**

People's safety, health and wellbeing is at the heart of everything we do.

Our values of Tiakitanga and Manaakitanga guide us, our partners, and our communities to be healthy and safe in work, life and travel.



# Bringing Tiakitanga to life

## Context and background

What safety, health and wellbeing means to AT - by safety, we mean our role, position, action, and intentions that relate to Transport Safety, Workplace Health, Safety & Wellbeing of AT employees, partners, customers, and communities across Tāmaki Makaurau. When we talk “safety” in this strategy, we keep this full meaning in mind.

This strategy brings together the building blocks we already have in place for Transport Safety, Workplace Health, Safety & Wellbeing, and amplifies the combined scale of what safety is, how it fits, and where it happens within our organisation and across our services and delivery programmes.

Included in our ecosystem are all people and organisations working for and with AT, in a direct or indirect capacity. This includes but isn't limited to people who use our services, our workforce, our suppliers, our partners and the agencies we're connected with, such as Auckland Council, Waka Kotahi, NZ Police, and ACC.

The Health and Safety at Work Act 2015 and other legislative instruments apply to AT activities, but AT seeks to do more to prioritise safety, protect people from harm, and look for healthy sustainable options.

We are taking a strategic, cultural and systemic view around how we stamp safety into AT's DNA, and then how we apply it across our activities, projects, programmes and people.

The philosophical perspective of safety has shifted and been elevated from compliance and design (to ensure as few things as possible go wrong) to identification and control (ensuring as many things as possible go right). Current thinking propels the concept of safety from bureaucratic and prescriptive, to a more humanised, flexible and resilient system able to anticipate and rapidly respond to changing situations. Successful safety systems focus on understanding what's going right, learn from those occasions and are sensitive to the possibility of failure.

**Safety, Health, and Wellbeing are core to AT's values and are embedded in day-to-day operations through the Vision Zero Action Plan and the following core documents...**

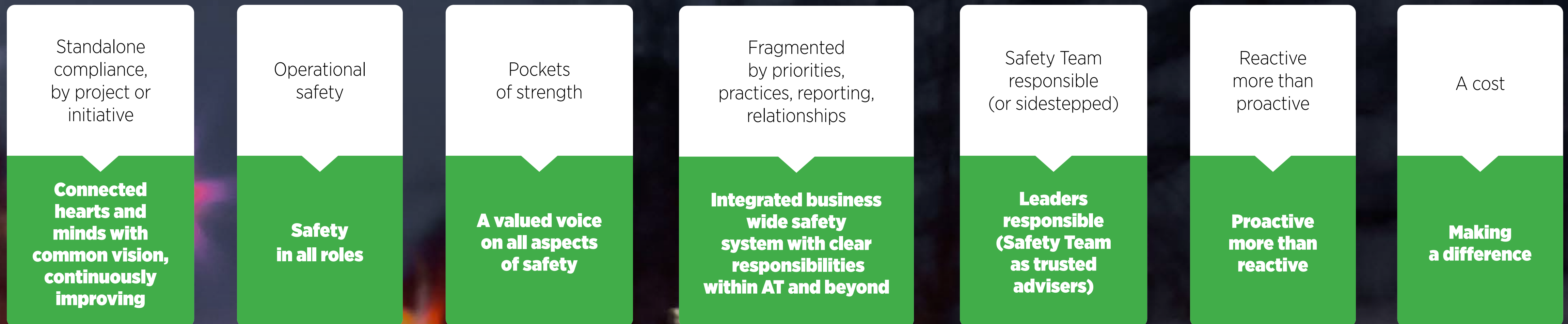




# Safety – What's Changing?

The desired shift in the perceptions and reality of Safety at AT can be described as shifting

## From current state



## To desired future state



# Why this strategy, why now?

The purpose of this strategy is to set the overarching strategic direction and present ways to achieve the highest standards of safety and wellbeing in life, work and travel for the people we employ and work with, and those who use the transport infrastructure and services we provide.

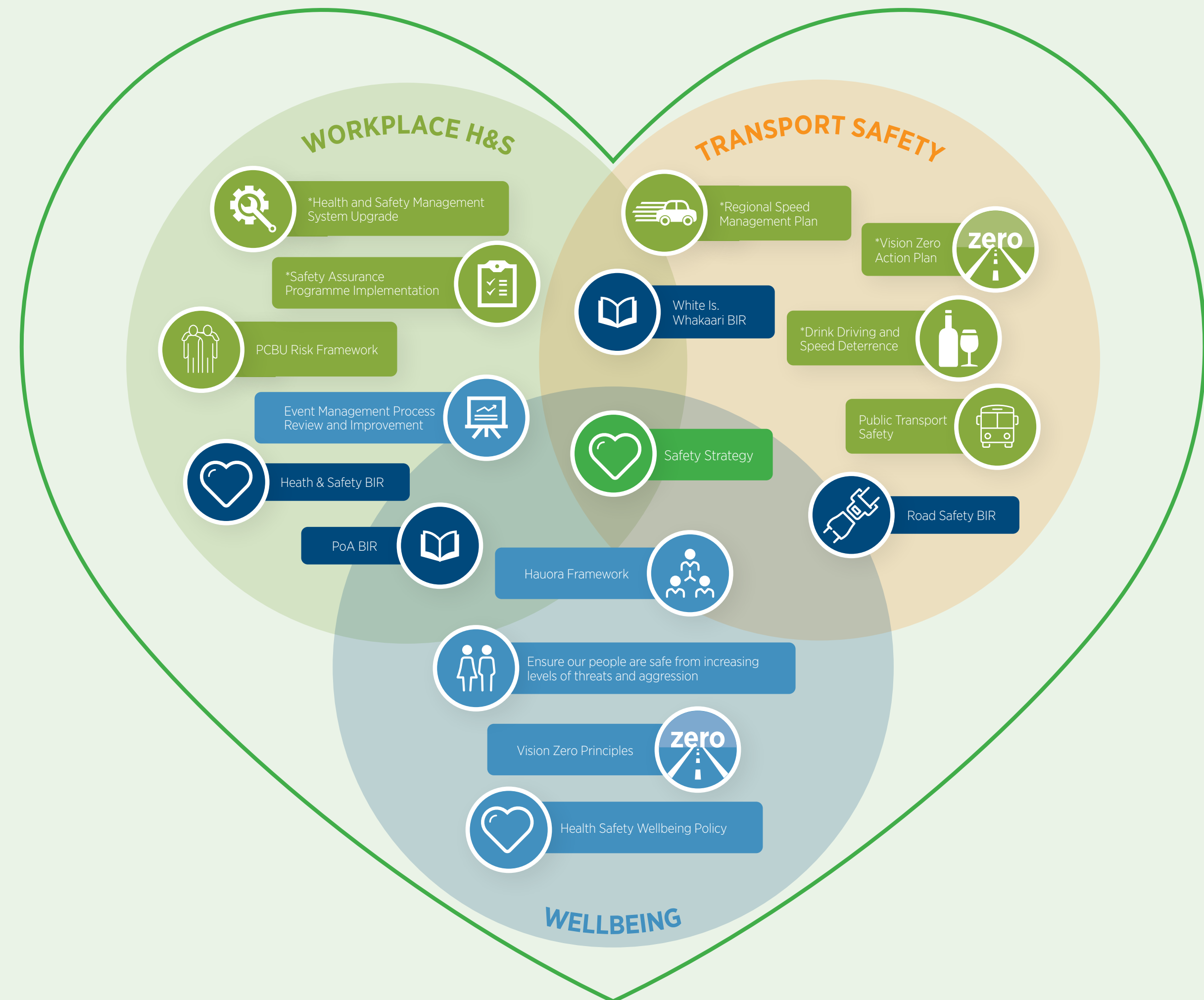
AT employs more than 1700 people and has a responsibility to support nearly 20,000 people employed to specifically fulfil our services in keeping them safe while on the job – from parking and transport officers, bus drivers and train managers, ferry crew and construction workers to those who work behind the scenes planning, co-ordinating and supporting. At any one-time AT may have approximately 450 construction projects on the go with thousands of people working on and maintaining our transport network.

All these operational and project activities have an inherent degree of risk to a person's safety, health, or wellbeing - from catastrophic to hazardous which needs to be understood and managed. In addition, many maintenance and refurbishment projects occur in areas that can't be closed off to the public, where workers are exposed to risks created by public activities, and vice versa.

Keeping people safe is at the heart of everything we do. We keep this real to us by spotlighting the importance safety has for all the people AT is here to serve. We underpin it with our values, and by setting a pathway to continually improve and stretch as we strive to keep people safe every day. Responding throughout the Covid-19 pandemic has highlighted the real importance of supporting the hauora (wellbeing) of our people.

While AT has a number of Safety related and targeted strategies and programmes, until now we have not had a fully integrated, over-arching and enterprise-wide strategy that sits across road, transport and our work activities and environments.

We have made the commitment to keep our people safe and enable them to keep others safe. We also have made the commitment to deliver a great customer experience and build pride in what we do here at AT. We now need a Safety Strategy to ensure that we have a clear approach and plan to achieve these objectives.





# Our Safety drivers





# Existing safety building blocks

## The Vision Zero Transport Safety Strategy for Tāmaki Makaurau is an ambitious plan to reduce deaths and serious injuries (DSI) on Auckland’s transport system to zero by 2050.

It sets out the strategic direction and targets for achieving a safe transport network, and is about creating a region that is liveable, equitable and sustainable, where people can be more active and travel around their neighbourhoods easily and safely.

Vision Zero aims to achieve an interim target of no more than 250 DSI by 2030. This target is approximately a 65 percent reduction from a 2016-2018 annual average baseline of 716 DSI. Vision Zero takes a collaborative, partnership based approach which is pro-active in its advocacy for safe active modes (such as walking, scooting and cycling). This approach to safety extends and lifts the uptake for all types of public transport journeys, so people feel confident and safe when they choose sustainable transport.

Feeling safe and being safe is the foundation to delivering AT’s customer value proposition that ‘people can move freely with confidence’. Delivering a Safe transport network is a minimum expectation of Aucklanders if they are to have trust and confidence in AT.



## Vision Zero Principles



### Ethics

People shouldn’t die or be seriously injured in transport journeys.



### System response

We need to look at the whole system and develop combinations of solutions and all work together to ensure safe outcomes.



### People centered

System designers must accept that people make mistakes and people are vulnerable.



### Responsibility

**System designers** are ultimately responsible for the safety level in the entire system – systems, design, maintenance and use. **Everyone** needs to show respect, good judgement and follow the rules. If injury still occurs because of lack of knowledge, acceptance or ability, then **system designers** must take further action to prevent people being killed or seriously injured.



## Death and injury percentages

Impact Speed  
Kmh

30



Death  
Percentage  
risk

10%

Impact Speed  
Kmh

40



Death  
Percentage  
risk

30%

Impact Speed  
Kmh

50



Death  
Percentage  
risk

80%

Impact Speed  
Kmh

60



Death  
Percentage  
risk

95%

Survivability rates vary significantly based on a number of factors and scenarios. AT takes a preventative approach with respect to the survivability of our most vulnerable road users. Data taken from Research Report AP-R560-18 published in March 2018 by Austroads - the Association of Australian and New Zealand Road Transport and Traffic Authorities.



# Existing safety building blocks

## No excuse for abuse

### Bus driver abuse must stop: Auckland Transport and NZ Police

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Due to an increase in bus drivers being assaulted and verbally abused, Auckland Transport (AT) and NZ Police have joined forces to create the Be Kind to Bus Drivers - Kia Atawhai i ngā Kai Taraiwa Pahi campaign.

**Hemi.**  
**Family man.**  
**Photography enthusiast.**  
**Parking Compliance Officer.**  
**Verbally & physically abused.**



**NO EXCUSE FOR ABUSE**

**Alycia.**  
**Mother.**  
**Animal lover.**  
**Bus Driver.**  
**Harassed.**



**NO EXCUSE FOR ABUSE**

## Hauora framework

The Hauora framework is an internal programme focused on proactively improving wellbeing to protect and strengthen our people through the following eight key priorities:

1. Upskill leaders to have compassionate conversations
2. Use human-centred design, get input from our people
3. Create a culture where it is safe to 'speak up' (Kōrero Mai)
4. Ensure our people are safe from increasing levels of threats and aggression
5. Use data and insights to identify high-risk groups
6. Lift visibility, accessibility
7. Embed the Me – We – Us model into our wellbeing action plan
8. Expand and integrate our people support networks internally and externally.



Enabled by



## Speak Up

The intention of Speak Up is to empower our people to voice concerns or questions, regardless of the circumstances. Speak Up connects our people to the range of channels that are available to provide support.

Speak Up reflects AT's commitment to ensuring the safety and Hauora (wellbeing) of our people in the workplace (Tiakitanga).





# The opportunity to be safer

## Looking through an independent lens

### **An independent health and safety Business Improvement Review (BIR)\* and a road safety BIR was commissioned by Auckland Transport's Board.**

The BIRs reviewed AT's health and safety governance, structure, tools, activities, and performance with reference to its service providers, contractors, and safe community outcomes - and made recommendations for continued improvement.

#### **The independent reviewers noted:**

- ATs strong commitment to health and safety of workers, passengers, and members of public and ensuring getting people home safely
- The clear commitment to safety by senior managers and directors
- A number of best-in-class initiatives within AT internal operations, for example, office facilities, flexible hours, security for customer service centres and mitigating risks for Parking Officers
- A number of collaborative efforts with partners and contractors, with the opportunity to scale and embed across the organisation
- Good progress on Road Safety, with significant steps forward taken in Auckland Transport's introduction of Vision Zero and its safer speeds programme.

That said, there remained significant opportunity to further address recommendations made around the health and safety of people at work.

Top priority recommendations from the Road Safety BIR included a substantial improvement in the deterrence of both drink driving and speeding. A further high priority recommendation lies in the ability for us to influence road safety regulatory reform at a national level, this includes higher penalties and fines for low level speeding and a review of the demerit system and its application.

Overall the direction was clear that our biggest opportunity was to consult and collaborate on an integrated safety strategy, and for it to guide future direction and actions.



\*Independent Improvement Reviewers: Van Schaik H&S Consultants and Eric Howard providing the Transport safety BIR.



# Co-designing our safety direction



We co-designed this strategy with key stakeholders to fully understand the challenges and priorities of our safety ecosystem and to create a strategy that addresses them.



We engaged with the Auckland Transport Board, Executive Leadership and our Collaborate and Contribute Partners\*, conducting 28 interviews, 10 “buddy” meet-ups, eight workshops, and three surveys. We then turned the information we gathered into high-level tangible actions.



As part of this Strategy Design Process, we looked across New Zealand and overseas for companies and industries that are Best in Class examples of our strategic focus areas, both for inspiration and potential actions that we can take to meet our strategic objectives.

**The co-design process highlighted four strategic focus areas (or pillars). For each of these pillars we have determined our objectives, commitments and high level tangible actions.**

**\* Collaborate and Contribute Partners include –**

- AT business unit representation (including Health & Safety) • Waka Kotahi • Auckland Council
- CCNZ • ACENZ/Aurecon • WorkSafe • CHASNZ • MaritimeNZ • Fullers • BCA
- NZBus • ATOC • KiwiRail • Mentemia • Unions • Tier1 (Dempsey Wood) • CRL





# Strategic pillars and objectives



## Leadership

- We believe safety on our network and at work, including health and wellbeing, is everyone's responsibility – and we take that responsibility seriously.
- Everyone has a clear role, responsibility and accountability for SHW at AT, and across our partners.
- We build SHW capability and keep each other accountable.
- We set the mark high on strong SHW performance targets and metrics. We help each other to achieve them.
- We keep our focus on prevention and learning, not blaming.
- We recognise & advocate for the Safety, Health & Wellbeing needs of Treaty Partners & communities.



## Engagement

- Tiakitanga and Manaakitanga underpins everything we do. People feel supported and included in conversations about SHW on our transport networks and while at work.
- We know our personal responsibility to ourselves and to others in ensuring mental and physical health, safety and wellbeing. We show this in our everyday actions.
- We consult, cooperate and coordinate with each other and our partners to bring real-world SHW solutions.
- We keep SHW simple, equitable, tangible and specific to people's reality.
- We look to our Safety team as trusted advisors.



## Safe systems

- Our SHW systems, tools and policies and processes are aligned, fit-for-purpose and easy to use. We consider the human factor and where work is done.
- We apply safe system thinking into how we design, build, operate and maintain a safe transport network.
- We know our critical risks and we focus on gaining assurance over our critical controls.
- We benchmark against what good looks like – performance, assurance and practices in order to lift the bar.
- We use data and insights to continuously learn and improve.



## Advocacy

- We influence and action for safety, health, and wellbeing impacts on our transport networks and in workplaces across our broad ecosystem, locally and nationally which may impact regulatory and policy settings.
- We show our commitment in our proactivity and our high expectations of others.
- We promote the good work AT is doing and seek to learn from others, so together we get better at keeping each other safe.
- We take a lead on the challenging conversations needed to realise a safer region.



# Our commitments & actions



## Leadership

### **Commitments** – How we will get there

- Set up a leadership framework that lays out clear roles, responsibility and accountability in all our safety relationships and at all levels.
- Deliver targeted relevant learning and informative opportunities so to continue to lift focus and capability on working safely with and at AT.
- Encourage people to speak up through conversations and channels for the purposes of keeping each other safe and continuously improve on how we approach any aspect of SHW, regardless of role or relationship.

### **Actions** – Tangible actions we will take

- Develop a roles, responsibilities, and accountabilities framework which is communicated for both internal (i.e. AT roles) and external partners in the ecosystem.
- Develop a collaboration programme to lead the conversation and enhance leadership of safety, health and wellbeing by creating an environment that goes above and beyond just reporting and focuses on prevention and learning with the ecosystem.
- Identify leading targets and metrics to demonstrate the impact we are making.
- Enhance the safety, health, and wellbeing leadership programme and our ways of working to ensure AT has the capabilities required to drive behavioural change and address critical risks.



## Engagement

### **Commitments** – How we will get there

- Know if our people feel safe, supported and included. Know what drives these feelings so we can do even better.
- Have a line-led framework reflective of people's safety, health, and wellbeing reality – where the work is done. Aspects will include clear communications for awareness and direction; tangible and specific actions relevant to task, environment, and relationship; and open conversations with our people.
- Encourage people to engage in safety, health, and wellbeing conversations. We want to increase the voice of our “where work is done” communities.

### **Actions** – Tangible actions we will take

- Identify the current state and develop a plan to address changes required to enhance engagement, support and impact relating to safety, health and wellbeing amongst our people.
- Identify which channels and methods are most effective for increasing engagement and participation including how to recognise and celebrate good work.
- Develop a PCBU consult cooperate and coordinate forum with our partners.
- Create framework that allows us to tailor safety, health, and wellbeing to our people's realities.
- Create a communications strategy and implement a plan that increases awareness and leads the conversation.
- Align the product and services of the Safety team in order to be a trusted advisor for AT.



# Our commitments & actions



## Safe Systems

### **Commitments** – How we will get there

- Embed safety, health, and wellbeing decision criteria in procurement, planning and design.
- Know our critical risks and understand and manage the controls.
- Redesign our safety, health, and wellbeing management system and its parts – roles, tools, policies and processes – for enterprise coverage and local adaption to be fit for purpose and easy to use.
- Make good decisions using the right resources, information and data to mitigate risk and hazards as far as reasonably practicable.
- Have a framework that empowers contractors and operators to demonstrate and commit to their safety, health, and wellbeing requirements.

### **Actions** – Tangible actions we will take

- Update the safety, health, and wellbeing management systems including the re-development of policies, procedures, tools, and guidance.
- Identify and address safety, health and wellbeing critical risks and implement a control programme.
- Implement SHW criteria and approvals in the planning and design stage of projects, operations, and maintenance.
- Develop and implement safety criteria in procurement processes, execution, and supplier management.
- Create a programme that empowers partners and suppliers to deliver on their safety, health, and wellbeing requirements.
- Enhance our data and analytics to identify and implement continual improvements, predictive insights and benchmarks.



## Advocacy

### **Commitments** – How we will get there

- Know our diverse communities and develop products and services that are equitable, inclusive, and safe.
- Call for all across our ecosystem to lift their safety, health, and wellbeing focussed behaviours – both in transport safety and workplace health and safety and wellbeing – and expect it from ourselves.

### **Actions** – Tangible actions we will take

- Identify the needs and wants of our diverse communities.
- Draft and implement a plan to enable change for the enhancement of transport safety, workplace health, safety and wellbeing.
- Be a key stakeholder in policy, regulatory and system change discussions around transport and workplace health and safety and wellbeing.
- Identify and promote good work and leading practices which includes the development of thought leadership.
- Identify and develop a plan to influence behavioural change.
- Continually review the needs and wants of the diverse communities and AT's position to influence and drive change.



# Our critical success factors

Strategic Pillar	<b>Leadership</b> 	<b>Engagement</b> 	<b>Safe Systems</b> 	<b>Advocacy</b> 
Theme	Leaders, leading Safety	Positive change in Safety Culture	Data driven insight influencing design	Progress against advocacy plan
Critical Success Factor: Year one 22/23	<p><b>1</b></p> <p>10 x safety observations per year for senior leaders.</p>	<p><b>3</b></p> <p>Target a shift in category for AT overall from reactive to dependent, measured via the Bradley curve.</p>	<p><b>5</b></p> <p>Target for all moderate to extreme safety events to have a learning review completed and implemented.</p>	<p><b>7</b></p> <p>Target completion of all advocacy plan actions to influence higher penalties for offences &amp; enhanced enforcement of Road Safety.</p>
	<p><b>2</b></p> <p>Target all AT leaders in high safety risk operational areas to be trained through the safety leadership programme.</p>	<p><b>4</b></p> <p>Identification of ATs organisational critical safety risks including owners and implementation plan in action.</p>	<p><b>6</b></p> <p>Target collation of data sources across data eco-system for reporting of all harm to enable insights for infrastructure improvement planning.</p>	<p><b>8</b></p> <p>Target the development of a transport network inclusive safety governance forum.</p>

**Year two and beyond will build on these foundational success factors and continue to lift our safety outcomes.**



# Doing the hard mahi

This safety, health and wellbeing strategy is ambitious and there is plenty to be done. Being guided by our values of Manaakitanga and Tiakitanga we have started on the hard mahi to bring it to life.

## In the business now -

- This Safety Strategy
- A governance to delivery structure for engagement, communications, and action
- Organisation change strategy to support
- Safety Management System (SMS) upgrades
  - Increasing leadership and programme management resources
  - PCBU Policy, Procedure, Workshops and Training
  - Critical Risk Identification and Control Implementation Plan
  - Roles and Responsibilities, Policy and Executive Advocacy
  - Risk Profiling by Business Unit

## and in the near future are -

- Technology upgrades to our safety event reporting tool in order to better support learning reviews and highlight trends and insights
- Collaboration across our ecosystem of people and partners to provide insightful data sets. These will allow better understanding of vulnerabilities and proactive initiatives
- Elevating everyone's awareness of their roles and responsibilities in keeping ourselves and each other safe
- Learning from whats gone wrong and whats going right
- Extending external safety governance to include key contractors and suppliers







**He waka eke noa**  
 We are all in this together

