

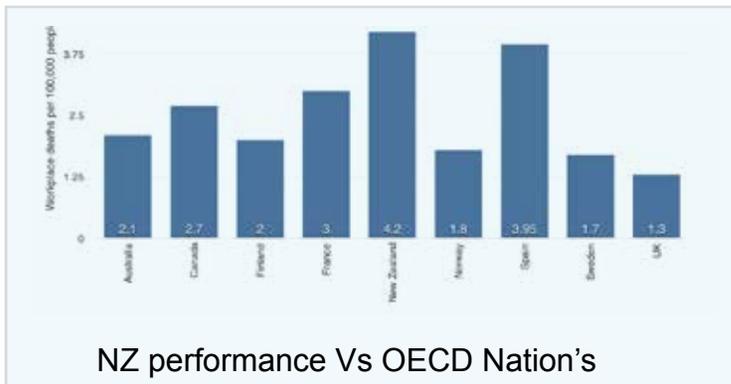


ZERO HARM
NEW ZEALAND TRANSPORT AGENCY
STRATEGIC PLAN 2014-2020

Introduction

The tragic events of Pike River on the 19th November 2010 will forever change the way we as a nation approach and manage health and safety.

We make progress by learning from our own and other people's mistakes. We as a nation must make the most from these lessons and achieve a step change to improve our performance as our performance is poor compared to other developed countries.



To help achieve this step change, new workplace health and safety legislation is being developed and will be implemented on the 1st April 2015.

This will require large organisations like ours who operate a contractor model to deliver to our customers taking a more proactive approach to Health and Safety.

These changes will bring a greater focus on our Board members and leaders and how we conduct suitable due diligence to ensure the safety of all our people. Whilst this new regulatory framework will help us drive change we need to ensure it's not the reason for change.

This strategy outlines how we can play our part as a large organisation with an ability to influence our supply chain by achieving Zero Harm by 2020 and assist in helping the government hit its objective of reducing workplace fatalities and serious harm by 25%.

We will do this by initially focusing on our safety culture and systems followed by a proactive focus on health and wellbeing, not just occupational health exposure.



“For the things we love doing at work and at home”



Objective

“By 2020 or sooner all our people*, regardless of employer will go home safe and healthy**, every day, no exceptions”

- “By 2020 or sooner all our people*, regardless of employer will go home safe and healthy**, every day, no exceptions”
- As an employer, designer, leading client, regulator and PCBU we want to improve the health and safety of our people.
- We are fortunate to work with a broad selection of society as we work together to deliver to our customers.
- As part of our commitment to improving our nation’s performance we will work with our employees, contractors and suppliers to create step change.
- We have therefore developed a Zero Harm strategy to clearly state what we aim to achieve and to provide a framework for driving improvements across the Transport Agency.

We recognize that our organisation is complex and that levels of risk are higher in some parts of our work than others. We also recognize that we rely on our supply chain to deliver many of our front line services to our customers.

Achieving our goal will require a strong focus across all parts of our business, and this strategy commits us to action in our key task areas.

- As an employer
- As a regulator
- Our role as an agent and client
- Industry leader
- Designer
- Asset Owner
- PCBU

*Our People - Employees, contractors, sub-contractors, agents and temporary staff

**Healthy - in the same physical or mental condition they joined us

2020 Vision

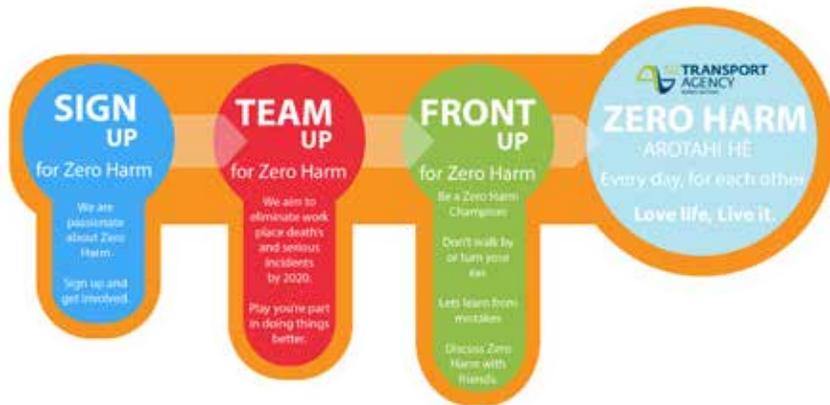
2020 will be our first year of many where we are able to deliver our services with no fatal or lost time injuries for our people including our contractors.

We will achieve this by providing a systematic risk based approach to health and safety delivering consistent outcomes across the Agency. This will be achieved by a focusing on the high-risk areas of the organisation as our initial priority.

This aligns us with the WorkSafe NZ statement of intent which also takes a risk based approach, focusing on safety initially and shifting to a focus on occupational health and wellbeing in 2016.

The Key to Zero Harm

Our behavioral safety course will have been taken by all our people creating a standard expectation across the agency of the behaviors we expect to see.



We will develop distinct action plans focusing on the Groups' individual needs (based on the risk profile) to ensure a practical and measured approach is taken.

To achieve this we will become Zero Harm culture **LEADERS**:

Lead

Influencing and leading our people and supply partners to adopt minimum standards and challenging ourselves to raise the bar and strive towards achieving Zero Harm through continual development.

Expectation

Train our leaders and people to better understand how they can play their part in improving the country's health and safety performance. Set clear expectations of our people and suppliers through procurement and hold them accountable for their performance.

Assist

Provide suitable tools, systems and relevant information in a format that is easy to understand and simple to follow for both our employees and suppliers in a way that empowers people and organisations.

Direction

Take our people on the journey to a state of zero harm, by engaging and exciting people on the way.

Educate & Empower

Openly sharing knowledge through lessons learnt, industry leadership forums and world best practice with our community through our Zero Harm website and seminars.

Recognize

Identify and reward areas of good and poor performance both internally and through our supply chain partners.

Solution finders

Not problem creators, be proactive, finding better ways to do things through innovation and experience.

Current State



In April 2015 the new workplace H&S regulations will come into effect and will require a major step change for all employers, clients, designers and plant suppliers in New Zealand. These changes will be the biggest change in workplace H&S in over thirty years. Regardless of these new requirements we are still far behind current best practice.

One of the areas we need to address is how we budget and resource H&S across the Agency. Currently we have numerous parts of the organisation with separate cost codes and budgets.

This contributes to the lack of a consistent approach to H&S whilst also creating inefficiencies and at times sending the wrong message.

As a result our approach is sporadic, disjointed and operating in silos. This is demonstrated by a lack of a safety management system. However we do have people who are passionate about the issue. We just need to give them a proper framework to grow our Zero Harm culture and take it to the next level.

We currently have no comprehensive system in place to understand our own internal H&S reporting or the reporting of our supply chain on agency projects.

In the 2014 Gallup survey we sit in the 30th Decile when compared against other employers with a 3.84 / 5.0 response to the question of “I feel safe in my work environment”.

In addition to this we scored 3.92 to the question “My manager has a good understanding of the health and safety issues that affect me and manages them accordingly”.

The Zero Harm strategy has been developed to ensure these gaps are closed and ensure that we will meet or exceed the new workplace H&S regulations. In addition to this we will obtain ISO: 18001 the international standard for H&S management provide - a robust governance framework for our Board and allow us to benchmark our performance against other international transport agencies.





Future State

“Zero Harm will be spoken about in the same manner as our road safety culture”

By 2020 we will demonstrate a mature Zero Harm Culture and have world-class systems to back it up. We will account for Zero Harm in all our activities and sufficiently resource it by having a centralized Zero Harm budget and strategy to achieve a consistent risk based approach across all our Groups and suppliers.

We will be able to achieve this by having:

Governance Framework

A robust corporate governance framework in place allowing our Board and People to easily understand our critical risks and how we mitigate them. We will provide a real time Zero Harm dashboard for our Board members and to understand how we are performing against our lead and lag indicators.

Training

Our people and their leaders will be trained in the Zero Harm way empowering them to actively engage in Zero Harm leadership in the office, on the highway, railway or testing stations.

Systems

We support our people and our communities by providing relevant easy to understand and use tools not just for our own people but also for anyone who has the need. We work with our suppliers to provide leadership, training, information and tools to smaller organisations who lack the resources or specialists.

Culture

Our people and our suppliers have signed up, teamed up and will be fronting up to achieve Zero Harm through our behavioral safety course “the Key to Zero Harm”.



The Journey

Leadership

Our people leaders will attend a Zero Harm leadership-training course and be provided with suitable tools and information in an easy to use format regardless of location using web applications.

The Zero Harm Manager will also provide mentoring and advice to support our leaders to implement Zero Harm across the agency.

Our People Leaders will be held accountable for the Agency's H&S performance and KPIs will be set to measure the progress.

Learning Culture

We will develop a behavioral safety course for all employees supported by E-learning to refresh and update their capabilities.

An internal Zero Harm video will be developed and placed on the internal Zero Harm On-Ramp site with other relevant information for our people.

We will develop an external Zero Harm website (as a part of the NZTA website) to promote our role as a leader and providing support as a regulator by giving guidance and easy tools for businesses to download and use to enable willing compliance.

The site will also be made available to our suppliers to access minimum standards, E-learning, guides and forms.

A just culture will be developed that ensures all serious incidents or trends will be investigated with focus on learning. We will work with our committees, unions and suppliers to ensure a thorough investigation is conducted and people are held to account when required.

We will recognise and address both good and bad behaviors fairly.

Risk Management

The work programme to deliver the strategy will take a risk based approach. We will identify the highest risk areas and address those in order of priority.

This will then enable us to focus our initiatives and resources on our high risk areas to eliminate or reduce these.

Our top ten risks will then become our critical risks with an action plan put in place to reduce the impact of the hazard. Each critical risk will be measured and have performance indicators to measure our progress.

Management Systems

We will develop a web based Zero Harm management system to enable our people to be informed regardless of location.

This will be certified to the international standard ISO:18001 where our performance will be measured against international peers such as The Highways Agency (UK), and the NSW Road Transit Authority.

We will partner with Auckland Transport to develop shared tools to achieve some standardization for our suppliers.

We will develop a suitable incident and near miss reporting system, which allows us to conduct an investigation and identify root causes and track the effectiveness of any corrective actions.

Our processes and tools will also be made available for other businesses to access and duplicate reflecting our leadership role.

Measurement

As part of our governance structure all initiatives will be measured using lead and lag indicators to measure effectiveness and value for money.

This information will be made available on the Zero Harm portal and reported to SLT on a monthly basis.

In Q1 and Q2 of 14/15 we will capture our lead and lag performance indicators using a web based tool which will be implemented from the 1st July 2014. Initially we will use this to paint a picture of trends. In Q3/Q4 we will implement a program aimed at reducing our lag and increasing our lead indicators. For 2014/15 we will reduce our lag indicators by 25%.

In 2015/16 we will increase our lead indicators by 200% and reduce our lag by a further 25%.

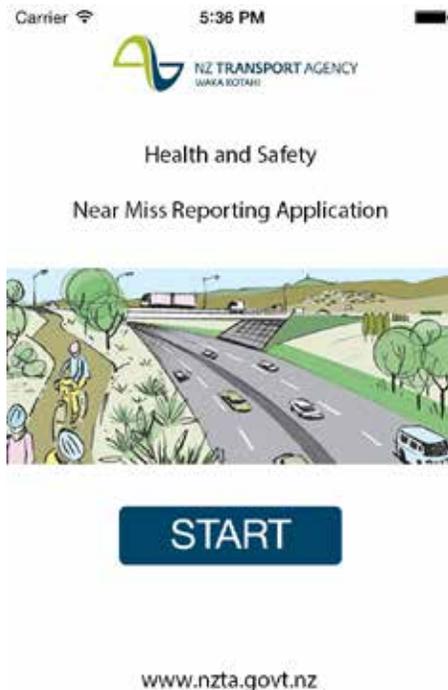
As task specific programs are developed performance indicators will be developed to encourage proactive behaviors using lead indicators.

Our Lead and Lag indicators

These indicators have been developed to capture all our tasks, not all will be applicable to some groups. This will be further developed as part of the risk profiling process.

Lead indicators	Lag indicators
Number of drug and alcohol tests	Number of Fatal incidents
Proportion of drug and alcohol tests that are negative	Number of Serious Harm incidents
Number of site health and safety audits	Number of Lost Time Injuries (LTI)
Number of safety briefings	Number of Medical Treatment Injuries (MTI)
Number of near misses	Number of First Aid Injuries (FAI)
Number of positive reinforcements	Number of staff on reduced/alternate duties
Number of traffic management inspections	Number of significant environmental incidents
Number of Safety in Design workshops (Designers only)	Number of Underground service strikes
Number of Safety in Design reviews (Designers only)	Number of Overhead Service strikes
Number of sub-contractor reviews	Number of property damage incidents
Number of stop work actions	Lost time Injury Frequency Rate (LTIFR)
	Total Recordable Frequency Rate (TRFR)

System Structure



Corporate Governance framework and program

- Setting the expectation through policy document
- Development of indicators to measure management performance against the policy
- Conduct due diligence through auditing and reviewing the effectiveness of the Zero Harm system and its implementation
- Understand the risks associated with the activities carried out by the Agency and how the system mitigates them
- Provide suitable training for our Officers and Directors

Agency Zero Harm System / Health & Wellbeing

- Develop a systematic approach to managing all known hazards based on the ISO: 18001 Plan, Do, Check, Act approach
- Provide information to support the delivery of good H&S outcomes and provide training to People Leaders and employees
- Set performance indicators to measure the performance of People Leaders or Groups to ensure implementation of system
- Develop suitable Zero Harm committees based at regional and a task level
- Work with our groups and suppliers to ensure suitable due diligence is carried out through desktop and contract audits.

Group specific standards and programs

- Conducting a Group risk assessment to identify the high-risk areas
- Providing group specific training to educate employees how to manage H&S as part of their daily duties
- Developing industry initiatives tailored to suit the Group's needs
- Making the system proportionate to the risk and not doing it for the sake of it

Driving innovation and collaboration between the Groups to refine and develop Agency wide standards.

Organisational Structure



Zero Harm Manager

- Responsible for implementing the Zero Harm strategy across the Transport Agency
- Development and certification of the Agency's Zero Harm management system
- Coaching SLT and Board members in the Zero Harm approach
- Positioning the Agency as an industry leader and government center of excellence for H&S in procurement.

Zero Harm Project Manager

- Working with the Zero Harm Manager to develop initiatives and consult with stakeholders
- Working with the Zero Harm Advisors to implement group initiatives
- Work with industry groups to coordinate and support initiatives
- Assist the Zero Harm Manager with the development of the Zero Harm management system

Zero Harm Advisors

- Implementing the Zero Harm strategy into the relevant group
- Conducting lessons learnt and sharing best practice
- Developing capability within the groups' leadership teams
- Supporting and assisting the Group to deliver good Zero Harm outcomes
- Providing on the job mentoring and formal training
- Working with people leaders to implement a return to work program
- Reporting on group performance indicators
- Developing groups specific initiatives
- Facilitating risk workshops

Zero Harm Coordinator

- Reporting on Agency and Group's performance indicators
- Capturing all incident reports and ensuring they are closed out by the manager/advisor
- Maintaining the Zero Harm management system and competency registers
- Developing Zero Harm communications for employees and suppliers.

Communication Plan

Change the conversation.

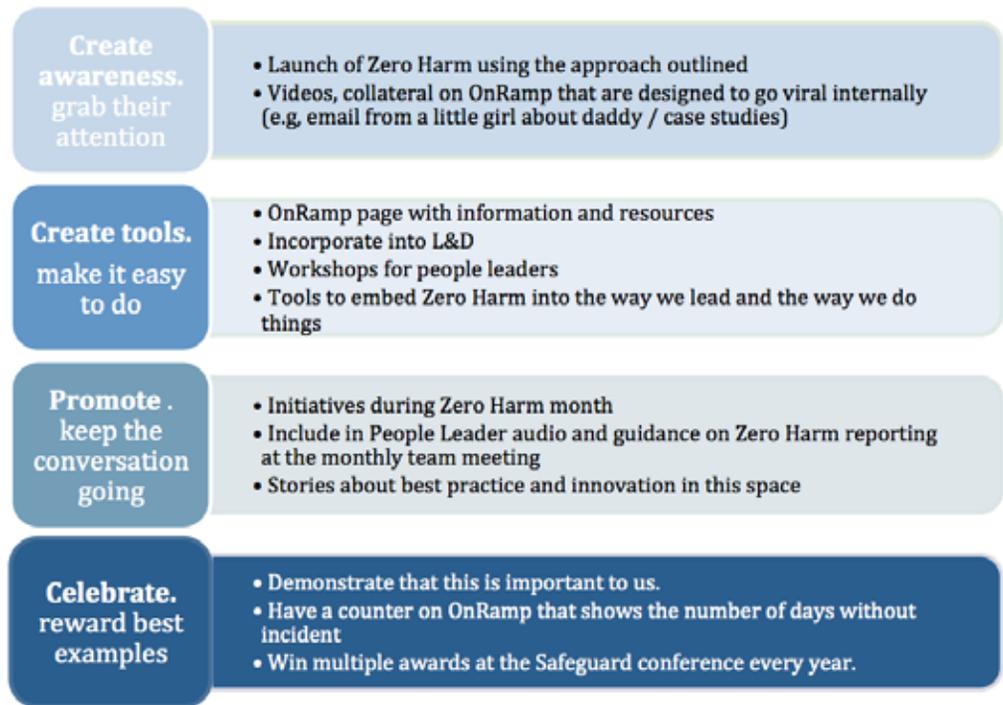
For the Zero Harm programme to be effective and not easily dismissed as 'just a health & safety compliance programme', we need a new fresh way to approach it and position it with our people.

Every day for each other, at work and at home. Zero Harm as a caring exercise, about looking after our people for the benefit of each other and their family. Our Safer Journeys ads sometimes employ a shock tactic, for Zero Harm we suggest a slightly different take, adding in an emotional campaign with faces of colleagues who care, wives, husbands, partners and children who want you to come home to them safely.

Summary

Zero Harm makes good business sense, More importantly it's the right thing to do.

By enabling our people to achieve Zero Harm we will directly affect the nation's performance in our efforts to improve our health and safety record as a country and also prevent an estimated \$3bn dollars worth of lost GDP per year. In addition to this our people can go home healthy and enjoy all that life has to bring.





TRANSPORT
AGENCY
WISCONSIN

ZERO HARM

Every day, for each other
Love life, Live it.