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# HEALTH & SAFETY

## Crossrail Occupational Health and Wellbeing Strategy

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## 1 Purpose

A healthy (mental and physical) workforce is essential to the successful completion of the Project, and we are therefore committed to improving the quality of the working environment for all individuals employed on the Project irrespective of employer by aiming to provide a healthier workplace, reducing absence, and increasing moral and motivation. We also have a moral and legal duty not to adversely contribute to an individual's future health by exposure to health hazards.

## 2 Scope

The Occupational Health and Wellbeing Strategy is the umbrella plan to collectively embed and implement the Governments Health at Work strategy and the Crossrail [Occupational Health Standard](#) It applies to Crossrail Team working on the central section of the project under the [Occupational Health Standard](#) It applies to all *Contractors* whether they are Principal Contractors/Sub-Contractors or Suppliers working on the central section of the Project under the Occupational Health section of [Works Information](#) Part 2B, 19.4, which replicates the Occupational Health Standard and outlines how *Contractors* will comply.

Existing policies, procedures (as listed in section 8 references) and initiatives such as healthy workplaces and health related health campaigns will support this strategy to enable Crossrail to achieve our vision.

## 3 Our vision

In line with the Crossrail Target Zero Principles:

Everyone has the right to go home safely, all harm is preventable and we must all work together to achieve this:

- Promoting and maintaining a high degree of wellbeing of workers
- Ensuring workplaces are designed to prevent workers health being affected
- Protecting workers in their employment from risks which may be adverse to their health
- Reduce work related illness absence
- Support and rehabilitate workers

We aim to achieve this by:

- Raising the awareness of health and wellbeing through health education and campaigns
- Engaging the interest of everyone involved in the project
- Offering regular health checks (surveillance, lifestyle screening)
- Incorporating Healthy by Design
- Being an advocate and leader in Workplace Health
- Identifying and working with the right providers to ensure employee health is protected

## 4 Requirements

This applies to the delivery of the Central Section of Crossrail Programme only. The Crossrail Team will comply with the Crossrail Occupational Health and Wellbeing Strategy under the [Occupational Health Standard \(OHS\)](#) and Contractors shall comply with [Works Information \(WI\)](#) Part 2B, 19.4.

Familiarity with the [Fatigue Policy](#) and [Crossrail Drug and Alcohol Policy](#) as outlined in the Works Information and Occupational Health Standard is also required.

The Strategy will be delivered through a programme of activities and the organisations as above will be audited for compliance on a regular basis by the Crossrail Audit and Health & Safety Assurance Teams.

It is important that the occupational health and wellbeing strategy has a co-ordinated approach and is delivered consistently across the project. Crossrail has adopted the [Constructing Better Health Assessment Matrix](#) and Standards to assist with this in some areas.

#### 4.1 As a minimum the requirements shall include:

- **Pre – placement health screening** - a baseline health assessment used to assess the candidate's current health status and provide information enabling adjustment to working if necessary. Results can also be used to compare future measurements moving forward, which may indicate changes due to either work or social environments. (OHS 3.4 & 5.3.1/WI 19.4.2.1)
- **Health Check/Surveillance** – at the appropriate time in line with the Constructing Better Health Standards (OHS 3.4 & 5.3.2/WI 19.4.4.2)
- **Night workers assessments** (OHS 3.4 & 5.3/WI 19.4.4.2)
- **Access to Occupational Health Services** incorporating Occupational Hygiene Services, counselling services (EAP), Physiotherapy Services (OHS 3.3 - 3.4/WI 19.4.2.1)
- **Education Programmes** for Managers to ensure they can manage employee health and wellbeing appropriately (OHS 5.1/WI 19.4.1)
- **Drug and Alcohol Testing** (OHS 5.5/WI 19.4.2.3)
- **Absence management and rehabilitation** (OHS 5.1 /WI 19.4.2.1)
- **Health Promotion** activities to include co-ordinated health campaigns, lifestyle screening every 2 years, education delivered through tool box talks (WI 19.4.5)
- **Health Initiatives** such as - health challenge (keas.com), diet and nutrition advice, smoking cessation, discounted gym memberships, healthy option food available in site canteens.
- **Fatigue Policy /Management** plans (WI 9.4.6/)
- **Contractors forums** on health issues (OHS 4.5/WI 19.4.1)
- **Occupational Health Service Providers (CBH) forums** (OHS 4.5)
- **Gateway** - Celebration of good workplace health programmes

The effectiveness of the Occupational Health and Wellbeing Strategy will be evaluated by the Crossrail Occupational Health Audit as well as Gateway and continuous monitoring of by reviewing health and safety performance index (OH).

## 5 Occupational Health Service Providers

To enable the Occupational Health and Wellbeing Strategy to be achieved The Crossrail team and Contractors will need to work closely with their Occupational Health Service Providers (**OHSPs**) who can provide services listed in the requirements.

Please check with your employer how to access your Occupational Health Services.

All OHSPs working on Crossrail are required to be members of the Constructing Better Health Scheme and have achieved the national occupational health standard – Safe Effective Quality Occupational Health Service (**SEQOHS**).

## 6 Strategy delivery progress

The occupational health and wellbeing strategy is being implemented to different degrees across the project and there are a number of things that are being done poorly or not at all.

### 6.1 Areas identified of concern

- Pre – placement screening and health checks are not always undertaken at induction or to CBH standards (OHS 3.4 & 5.3.1/WI 19.4.2.1)
- Drug and alcohol testing is not always undertaken at induction (OHS 5.5/WI 19.4.2.3)
- Drug and alcohol testing had not been undertaken as stated in the D&A Implementation Policy and Works Information (OHS 5.5/WI 19.4.2.3)
- CBH – Industry Standards and the CHAT database has not been fully understood, which has led to it being under utilised (WI 19.4.1)
- The full range of occupational health services such as; management referrals for absence management, physiotherapy, counselling and rehabilitation, are not being communicated to the wider audience and therefore under utilised (OHS3.3 - 3.4/WI 19.4.1)
- Lack of management training related to health and wellbeing (OHS 5.1/WI 19.4.1)
- Uncoordinated health campaigns (OHS 5.4.1/WI 19.4.5.1)
- Health initiatives are sporadic (OHS 5.4.1/WI 19.4.5.1)
- More consideration required for Fatigue and Stress management plans - Including consideration for night workers (Fatigue Policy /WI 19.4.6)
- Post Incident occupational health follow-up (OHS 5.2/WI 19.4.2.1)
- Lack of understanding of health and wellbeing programmes (OHS5.4.1/WI 19.4.5)
- Monitoring of occupational health procedural documents (WI 19.4.2.4)
- Not all OHSPs have attained SEQOHS accreditation (OHS 5.1/WI 19.4.2)
- The large amount of health data being stored is at risk of not being used to its full potential (OHS 3.4/WI 19.4.1)

## 7 Performance Measures

### 7.1 Measuring the effectiveness of the strategy

The strategy requires consistency, and we aim to gain the same standard across the project. Evaluation of effectiveness will be achieved by LRQA Audits, H&S/OH Audits, HSPIs and organised health promotion events/lifestyle checks. Staff surveys (e.g. pulse/big dig) can also assess the impact of commitment to health and wellbeing on employee moral.

## 7.2 Commitment

To address the concerns listed in 7.1 Crossrail requires the following commitment:

- Pre-placement health shall be undertaken prior to commencement or at induction in line with CBH industry standards
- Drug and Alcohol testing shall be undertaken prior to commencement or at induction
- Drug and alcohol testing shall be undertaken in accordance with the [Crossrail Drug and Alcohol Implementation Policy](#)
- Management training programmes on health and wellbeing to be implemented
- The full range of occupational health services shall be communicated to the workforce
- Individuals' shall be referred to occupational health services to enable them to receive appropriate support following illness requiring
- Improve communication regarding health and wellbeing throughout the organisation to increase awareness of all staff
- Co-ordinated health campaigns
- Better co-ordinated health initiatives
- Fatigue management policy and plan in place
- Up to date health policies, standards and procedures
- All OHSPs working on the project have achieved the Safe Effective Quality Occupational Health Service accreditation by December 2013 and have service level agreement in place with their client

## 8 References

[Occupational Health Standard](#)

[Works Information](#)

[Fatigue Policy](#)

[Crossrail Drug and Alcohol Policy](#)

[Crossrail Drug and Alcohol Implementation Policy](#)

[Gateway](#)

[Healthy by design](#)

[Target Zero](#)