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Health and Safety Performance Index Mandatory Measures

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Document History:

Version:	Date:	Prepared by:	Checked by:	Authorised by:	Reason for Revision:
1.0	20-03-15	[REDACTED]	[REDACTED]	[REDACTED]	Introduction of new HSPI Mandatory Measures
2.0	22-03-16	[REDACTED]			Annual review of HSPI Mandatory measures for Phase 4 (2016/17)

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Contents

1 Purpose.....3

2 Scope3

3 Definitions3

4 Changes from Previous version.....3

5 HSPI Mandatory Measures4

5.1 Pillar 1 – Leadership and Behaviour.....4

5.2 Pillar 2 – Designing for Health and Safety5

5.3 Pillar 3 – Communication5

5.4 Pillar 4 – Workplace Health7

5.5 Pillar 5 – Workplace Safety.....7

5.6 Pillar 6 – Performance Improvement.....8

6 Reference Documents9

7 Appendices9

1 Purpose

This document details the range of mandatory measures used as part of the Crossrail Health and Safety Performance Index (HSPI) mechanism. These measures are reviewed periodically and updated to reflect the current risk profile of Crossrail and assist in driving improvements in Health and Safety Performance

2 Scope

These mandatory measures are to be used in the HSPI mechanism alone. All measures are allocated to one of the six Target Zero Pillars used on Crossrail. Incidents are those related to Health and Safety only and exclude Environmental incidents.

3 Definitions

Relevant reporting period:

For the purposes of this document only. This refers to the last complete period used to collect health and safety data for use in reports, KPIs, mandatory measures etc. For example, if reports are being produced during 2015/16-Period 2 (typically in week 1 or 2), then the relevant reporting period will be the previous period, 2015/16-Period 1. All tasks, incidents, investigations, GREFs or HOFs related to this relevant period will be considered in the HSPI measures below.

4 Summary of changes from previous version

Ref	Change	Description/Title	Notes
A	Remove	Measure 2 – Reporting Culture	Replaced by K, but still being reported on dashboards
B	Remove	Measure 3 – Leadership Excellence	
C	Remove	Measure 4 – Designer engagement	Assessed in Gateway and other assurance processes
D	Remove	Measure 7 – Occupational Hygiene	Replaced by M
E	Remove	Measure 8 – Health Assessment	Replaced by M
F	Remove	Measure 9 – CBH	Replaced by M
G	Remove	Measure 10 – Drugs and Alcohol	Replaced by M
H	Amend	Measure 11 – Health and Safety Inspections	Normalised rate to replace “number of”
J	Add	Measure 2 - Leadership Visibility	

K	Add	Measure 3 - Positive Reinforcement	
L	Add	Measure 5 – Effective Briefings	
M	Add	Measure 7 - Occupational Health and Wellbeing Maturity	
N	Add	Measure 9 - Joint HRA Observation	

5 HSPI Mandatory Measures

5.1 Pillar 1 – Leadership and Behaviour

Title	Measure 1 – Leadership Engagement		
Description	Principal Contractor Senior Leadership engagement tours/activities involving Project Directors, Construction Managers and above, including Senior Directors from supply chains.		
Scoring Criteria	0	less than 8 engagement tours/activities in the period	
	1	at least 8 engagement tours/activities in the period	
	2	at least 12 engagement tours/activities in the period	
	3	at least 16 engagement tours/activities in the period	
Additional Requirements / Notes	List of Senior Leadership members to be agreed by Project Manager. Minimum membership to include PD, Deputy PD and at least one MD. Engagement tours/activities considered in this measure must be: a) Undertaken by the members on the list mentioned above and, b) Fed back to Health and Safety teams using either PC or CRL forms, noting the activity undertaken and any resultant actions, positive behaviours etc.		

Title	Measure 2 – Leadership Visibility		
Description	Rate (per 100k hours) of joint GREFs being conducted on site. Only GREFs conducted together with CRL/Contractor to be considered.		
Scoring Criteria	0	Less than 5 GREFs in period per 100,000 hours worked	
	1	At least 5 GREFs in period per 100,000 hours worked	
	2	At least 10 GREFs in period per 100,000 hours worked	
	3	At least 20 GREFs in period per 100,000 hours worked	

Title	Measure 3 – Positive Reinforcement	
Description	Positive Observations reported on RIVO (through Level 5), normalised per 100k hours.	
Scoring Criteria	0	Less than 20 positive observations in period per 100,000 hours worked
	1	At least 20 positive observations in period per 100,000 hours worked
	2	At least 50 positive observations in period per 100,000 hours worked
	3	At least 100 positive observations in period per 100,000 hours worked
Additional Requirements / Notes	Only Level 5 observations categorised on RIVO as 'Good Practice', 'Positive', 'Safe' or 'Good' will be considered. Overall incident reporting will still be reported through dashboards, but not measured on HSPI.	

5.2 Pillar 2 – Designing for Health and Safety

Design for Health and Safety will continue to be assessed through established Gateway assessments and other assurance processes.

5.3 Pillar 3 – Communication

Title	Measure 4 – Compliance											
Description	Notification of Incidents to Crossrail as per Works Information.											
Scoring Criteria	0	Less than 100% of Level 1 and Level 2 incidents reported in compliance with Works Information or less than 60% of all Level 3&4 incidents reported in compliance with Works Information deadlines.										
	1	at least 60% of all Level 3&4 incidents reported in compliance with Works Information deadlines										
	2	at least 80% of all Level 3&4 incidents reported in compliance with Works Information deadlines										
	3	at least 95% of all Level 3&4 incidents reported in compliance with Works Information deadlines										
Additional Requirements / Notes	<p>Only incidents occurring in the relevant reporting period will be considered. Current reporting timelines specified by Works Information:</p> <table border="1"> <thead> <tr> <th></th> <th>RIVO notification requirements</th> </tr> </thead> <tbody> <tr> <td>Level 1</td> <td>By 11am on the next working day after the incident</td> </tr> <tr> <td>Level 2</td> <td>By 11am on the next working day after the incident</td> </tr> <tr> <td>Level 3</td> <td>During the next working day after the incident</td> </tr> <tr> <td>Level 4</td> <td>Within 3 working days after the incident</td> </tr> </tbody> </table>			RIVO notification requirements	Level 1	By 11am on the next working day after the incident	Level 2	By 11am on the next working day after the incident	Level 3	During the next working day after the incident	Level 4	Within 3 working days after the incident
	RIVO notification requirements											
Level 1	By 11am on the next working day after the incident											
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Level 4	Within 3 working days after the incident											

Title	Measure 5 – Effective Briefings	
Description	Measuring the implementation of effective point-of-work briefings	
Scoring Criteria	0	Less than 10 POW briefings or generic briefings reviewed in period.
	1	At least 10 site team briefings reviewed.
	2	As per Score 1 above, but ALL briefings are at POW.
	3	As per Score 2 above, but ALL POW briefings have received positive reviews for clear delivery, engaging content, 2-way communication/feedback with the team and includes a 360 degree review of the work area.
Additional Requirements / Notes	This element to be reviewed by Crossrail HSAs prior to scoring.	

Title	Measure 6 – Timeliness	
Description	KPIs reported on time for period (by 14:00 Tuesday of week 1 of each period)	
Scoring Criteria	0	Reported late to Crossrail in the current relevant reporting period
	1	Reported on time to Crossrail in the current relevant reporting period.
	2	Reported on time to Crossrail for at least the last two periods.
	3	Reported on time to Crossrail for at least the last four periods.

5.4 Pillar 4 – Workplace Health

Title	Measure 7 - Occupational Health and Wellbeing Maturity	
Description	Encourage Occupational Health management through the Health and Wellbeing Maturity matrix, focussing on Maturity level and improvement throughout the year.	
Scoring Criteria	0	Achieving below Level 1 on the Maturity Matrix
	1	Achieving Level 1 on the Maturity Matrix
	2	Achieving all of the following: a) Level 1 on the Maturity Matrix b) At least 50% Green on the criteria for Level 2
	3	Achieving all of the following: a) Level 2 on the Maturity Matrix
Additional Requirements / Notes	Initial assessment will be verified by the Crossrail Occupational Health Specialist, with scores carried forward to the next quarterly review. For the next Phase of HSPI in 2017/18, contracts will be required to achieve Level 2 on the Maturity Matrix as a minimum to score 2 on HSPI.	

5.5 Pillar 5 – Workplace Safety

Title	Measure 8 – Health and Safety Inspections	
Description	Health and Safety focussed inspections by middle management, supervisors and works managers (below Construction Manager and not including H&S Professionals)	
Scoring Criteria	0	Less than 10 inspections per 100,00 hours worked
	1	At least 10 inspections per 100,000 hours worked
	2	At least 20 inspections per 100,000 hours worked
	3	At least 50 inspections per 100,000 hours worked

5.6 Pillar 6 – Performance Improvement

Title	Measure 9 - Joint High Risk Activity (HRA) Observation	
Description	HOF compliance (% compliance), only HOFs conducted in collaboration with contractor teams to be considered	
Scoring Criteria	0	Either of the following: a) Less than 90% compliant on focussed HRA b) No HOF conducted in period related to focussed HRA
	1	At least 90% compliant on focussed HRA
	2	At least 95% compliant on focussed HRA
	3	95% compliance and no associated RIVOs (Level 1-3) incidents in the period
Notes	<p>Periodic review of incident causation over last three periods to be completed by contractors and Crossrail HSA. Focussed High Risk Activities to be identified following the periodic review. Scoring criteria to be applied to these targeted HRAs only, not the complete set of HOFs completed.</p> <p><u>Example:</u> Periodic review at the beginning of Period 1 considers incidents from P11, 12, 13. This identifies that Working at Height is an area of concern. Hence focussed HRA to be measured at the end of Period 1 will be Work at Height.</p>	

Title	Measure 10 - Task Closure	
Description	RIVO task closeout timeliness within due date. Includes only tasks from Incidents, Investigations and GREFs/HOFs, not ad-hoc tasks. Task closeout to be verified by Crossrail HSA. Only tasks raised in the current reporting period will be considered	
Scoring Criteria	0	Any Overdue or Outstanding tasks in previous 12 periods (prior to the relevant reporting period) or less than 75% of tasks closed within due date
	1	at least 75% closed within due date, or no tasks raised in period despite the presence of relevant Incidents, investigations or GREFs/HOFs.
	2	at least 85% closed within due date
	3	100% closed within due date
Additional Requirements / Notes	<p>Task closeout to be verified by Crossrail HSAs. Only tasks raised in the current reporting period will be considered for closeout timeliness.</p> <p>For tasks raised in previous 12 periods this measure will not consider timeliness, only whether they are completed or overdue/outstanding.</p>	

Title	Measure 11 – Incident Causation	
Description	Average percentage of Level 1-3 health and safety incidents, over the previous 3 periods, which have <u>both</u> Immediate and Root Cause identified.	
Scoring Criteria	0	Causes identified for less than 100% of all Level 1&2 incidents or less than 75% of all Level 3 incidents raised in period
	1	Causes identified for at least 75% of all Level 3 incidents raised in period.
	2	Causes identified for at least 85% of all Level 3 incidents raised in period
	3	All Level 1,2 & 3 incidents have Root and Immediate causes identified or No Level 1,2 or 3 incidents in period.
Additional Requirements / Notes	<p>Unless more specific detail is provided within the Immediate and Root Cause descriptions, any causes specified as “Other” will be considered as “not determined”, with a resultant reduction in HSPI scores according to scoring criteria.</p> <p>“Previous 3 periods” as stated in the description, refers to three periods prior to the relevant reporting period. As an example, if the relevant reporting period is “2015/16-Period 1”, then only incidents occurring in 2014/15-Period 11, Period 12 and Period 13 will be included. This is intended to allow contracts to complete a suitable investigation prior to the incident being considered in the criteria.</p>	

6 Reference Documents

None

7 Appendices

None