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HEALTH & SAFETY

Crossrail Occupational Health & Wellbeing Strategy

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3.0	Revised strategy focussing on the 4 Cornerstones of Occupational Health and introduction of the Occupational Health and Wellbeing Maturity Matrix.

Learning Legacy Document

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1 Purpose

Workplace Health forms one of the 6 Pillars of Health and Safety which underpin Crossrail's Target Zero philosophy. This occupational health and wellbeing strategy aims to create a healthy organisation that goes beyond our legal obligations and creates a commitment across the whole organisation to healthy and productive working lives.

A healthy workforce is essential to the successful completion of this world class project, and we are therefore committed to a more coherent, strategic approach which builds on our achievements to date and sustainably develops the provision of occupational health and wellbeing by; providing leadership, managing risks, maintaining fitness to work and developing wellbeing.

We are a business made up of disparate organisations and populations which makes it critical to have a common framework and vocabulary that gives consistency in focus but allows the sites to tailor their approach to the needs of their respective workforces.

The Strategy will be delivered through a programme of activities and it is important that the occupational health and wellbeing strategy has a co-ordinated approach and is delivered consistently across the project.

The purpose of this strategy is to provide a framework to shape the occupational health and wellbeing plans.

2 Scope

The Occupational Health and Wellbeing Strategy is the umbrella plan to collectively embed and implement the Government's *Health at Work* strategy and the Crossrail Occupational Health Standard. (**REF. 1**) It applies to the Crossrail staff working on the central section of the project under the Occupational Health Standard and 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 (**REF. 2**) Part 2B, 19.4, which replicates the Occupational Health Standard and outlines *Contractors'* requirements.

Existing policies, procedures and plans (as listed References) 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 unharmed, all harm is preventable and we must all work together to achieve this. The occupational health and wellbeing Pillar is managed by a set of principles:

- Being an advocate and leader in Workplace Health.
- Engaging the interest of everyone involved in the project.
- 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 and support and rehabilitate workers.
- Promoting and maintaining a high degree of wellbeing of workers.

We aim to achieve this by developing systems, processes and initiatives based on the Four Cornerstones model for health:



- Healthy company – commitment to the health of our workforce.
- Fitness for work – managing the effects of health on work.
- Health risk management – protecting our workforce from inherent risk and ensuring Zero harm.
- Wellbeing – providing information and tools and opportunities to maintain optimal health.

4 Requirements

This applies to the delivery of the Central Section of Crossrail Programme only. The Crossrail Team will deliver the Crossrail Occupational Health and Wellbeing Strategy in accordance with good practice outlined in the Occupational Health Standard (OHS) and Contractors shall comply with Works Information (WI) Part 2B, 19.4. (See Appendix 1)

Familiarity with the Fatigue Policy (**REF. 3**) and Crossrail's Drugs and Alcohol Policy (**REF. 4**) as outlined in the Works Information and Occupational Health Standard is also required.

4.1 Responsibilities

Managers should be trained and equipped to manage health at work and are a vital resource in the promotion of workplace wellbeing.

Health representatives or champions to be established on every site to support managers in their role to deliver the occupational health and wellbeing plan.

Employees have responsibilities to attend work as fit and as energised as possible.

4.2 Healthy company



To be a healthy company Crossrail needs strong and visible leadership, engaged managers at all levels, robust management systems and proactive performance management.

We will achieve this by:

Leadership and management

- Visible commitment to national and industry campaigns – Public Health Responsibility Deal (PHRD), No Time To Lose (NTTL), Breathe Freely, Wellbeing Charter etc.
- Working with industry partners to review and update industry standards and good practice.
- Benchmarking with other organisations on operational excellence.
- Improve understanding of occupational health and wellbeing and develop a culture of wellbeing.
- Developing a learning legacy.

Management system

- Develop and implement an Occupational Health & Wellbeing Standard, with accompanying procedures and guidance.
- Support the implementation of the Crossrail Fatigue Policy and Drugs and Alcohol Policy.
- Deliver an audit and assurance programme, support compliance with requirements and take part in external audits.

Performance management

- Develop outcome measures for this strategy.
- Develop key performance indicators and monitor data reporting.

4.3 Fitness for Work



To meet the challenges ahead to deliver the programme safely, on schedule and within budget Crossrail needs a workforce that is fit to meet the requirements of their role. We need to assess the health status of our staff before placing them in their role and determine if any adjustments are required to accommodate them. Staff are also likely to experience ill health from time to time, have a pre-existing health/medical condition or adopt unhealthy lifestyle choices, all of which may have an impact on their fitness for work and need managing.

We will achieve this by:

Health assessment

- Provide health assessments to recognised industry standards and good practice.

Absence management

- Early referral to occupational health and other specialist advice, treatments and support services

Drugs & alcohol testing

- Implementation of pre-placements, random, for cause testing and maintain a database for positive results

Clinical standards

- Reviewing our occupational health procedures to ensure they meet current good practice and business needs

4.4 Health risk management



The HSE has stated that the management of health risks has not kept pace with safety, even on larger sites. The estimated new cases of self-reported work-related illness in 2014, amongst people who worked, had increased back to the levels seen in 2009/10. Crossrail activities create health hazards across the full spectrum, have the potential to cause work related ill health and need dynamic risk management.

We will achieve this by:

Health risk management

- Focussing on two key risks associated with air quality and fatigue
- Working with Contractors on the prioritisation of the management of key health risks
- Providing training for employees and managers on the management of health risks

Health surveillance

- Providing health surveillance as indicated by health risk assessment



4.5 Wellbeing

Wellbeing is a core influencer on people's ability to perform effectively, efficiently, safely and with innovation. To get this we need to ensure our staff have the emotional health and fitness to think clearly and react safely, no matter the pressure faced, together with the physical health and fitness that enables our staff to come to, and perform at, work. We will encourage our workforce to take responsibility for improving their own health by providing the support, tools and opportunity needed.

We will achieve this by:

Mental health

- Providing a programme that addresses the stigma of mental health, practical things to help and opportunities to articulate requirements and solutions

Wellbeing

- Develop the six step programme for sustainable behaviour change
 - Create a shared view and vocabulary of wellbeing
 - Build awareness and visibility of wellbeing
 - Create local support and champion network to drive localised approach
 - Educating and up-skilling local managers and staff
 - Create governance and accountability structures that reinforce the need to change
 - Provide access to resources and opportunities to change behaviour
- Monitor progress, refocus as needed and celebrate/share success

5 Performance Measures

5.1 Measuring the effectiveness of the strategy

The strategy requires consistency and we aim to gain the same standard across the project.

Health performance monitoring and management

The effectiveness of the Occupational Health and Wellbeing Strategy will be evaluated as follows:

Crossrail occupational health audit and assurance programme – measuring compliance with mandatory requirements

Health & Wellbeing Maturity Matrix – baseline assessment with each site commits to a number of priority areas and move up one level each year. (REF. A & B)

Have Your Say survey – measuring wellbeing improvement year on year and uptake rates

Interventions – measuring the take up and evaluation of workshops, training and activities

Gateway assessment – assessing implementation of health management

Health and safety performance index (OH) – measuring key performance indicators

Review, trending and reporting of occupational health indicators – such as sickness absence data, health surveillance and management referral data.

6 Commitment

To establish a health management strategy the following commitments are required:

- To improve understanding of occupational health and wellbeing and develop a culture of wellbeing
- To develop and implement an Occupational Health & Wellbeing Standard on each site
- To measure and monitor key health performance indicator
- To implement management training programmes on health and wellbeing
- To identify and manage key health risks
- To implement an appropriate health surveillance programme
- To improve communication regarding health and wellbeing throughout the organisation to increase awareness of all staff
- To co-ordinate health campaigns and initiatives
- To complete of the health and wellbeing matrix and year on year improvement

7 References

Ref:	Document Title:	Document Number:
1.	Occupational Health Standard	CR-XRL-Z7-GPR-CR001-00012
2.	Works Information (Part 19)	CRL1-XRL-V3-XWI-CR001-50019
3.	Fatigue Policy	CRL1-XRL-Z7-PCY-CR001-50001
4.	Drugs and Alcohol Policy	CR-XRL-Z2-PCY-CR001_Z-50002
5.	Drugs and Alcohol Implementation Policy	CR-XRL-Z2-PCY-CR001_Z-50011

8 Standard Forms / Templates

Ref:	Document Title:	Document Number:
A.	Occupational Health and Wellbeing Maturity Matrix	CRL1-XRL-O1-ZFM-CR001-50002
B.	Readiness Checklist for Occupational Health Maturity Matrix	CRL1-XRL-Z7-ZFM-CR001-50018

9 Appendix 1 – Key Occupational Health Requirements

The key requirements of the Works Information and the Occupational Health Standard are:

- 1. Access to Occupational Health Services** incorporating fitness for work services, occupational hygiene services, counselling services (EAP), physiotherapy Services (OHS 4.4/WI 19.4.2.1) The Crossrail team and Contractors will need to work closely with their Occupational Health Service Providers (**OHSPs**) who can provide services listed in the Occupational Health Standard and Works information. 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**).
- 2. Development of a management systems** incorporating good practice standards, guidance and procedures (OHS 5.1/WI19.4.1) To ensure quality of the occupational health provision the Crossrail team and Contractors should provide a systematic approach to delivery of services and activities that consistently deliver to standards of good practice and legal requirements.
- 3. Design teams have access to approved occupational health advice** (OHS 4.1/WI19.4.7) Using the Crossrail good practice guide to enable designers to meet legal responsibilities working in accordance with Crossrail Ltd policies and ethical codes of conduct as required by bodies such as RIBA, ICE, etc.
- 4. Provide assurance on performing duties in accordance with requirements** incorporating review and audit (OHS 4.2) The Crossrail team and Contractors will work closely to ensure that services are delivered as required and to good practice standards.
- 5. Occupational Health forum** incorporating OH service providers and constructing better health (OHS 4.5/WI19.4.6) The Crossrail team and Contractors will work collaboratively to oversee the performance of the OHSPs and the Crossrail Occupational Health & Wellbeing Specialist will provide policy and professional occupational health advice and input to the ongoing supplier performance evaluation process.
- 6. Health assessments** at the appropriate time in line with the industry standards, including Constructing Better Health, Network Rail and LUL (OHS 5.3.1/WI 19.4.1) The pre-placement health questionnaires and assessments provide a baseline health status and provide information enabling adjustment to working if necessary. Routine follow up health assessments and role specific health assessments such as night workers, crane drivers completed as indicated by role.
- 7. Drugs and Alcohol Policy and Testing programme** incorporating induction, random and for cause testing (OHS 5.5/WI 19.4.16) The Crossrail team and Contractors will introduce a robust drugs and alcohol testing programme, with the OHSP providing a physician to act as the Medical Review Officer.
- 8. Absence management and rehabilitation** as a result of injury or illness (OHS 5.1 /WI 19.4.3) Line managers to refer employees to the OHSP for poor absence or poor performance at work, which may be due to underlying physical and mental health and wellbeing issues. A report will be issued and will make recommendations on the individual's fitness for work and any reasonable adjustment for temporary or permanent disabilities. On-going referral to the general practitioner or other specialist eh physiotherapist or counsellor.
- 9. Health risk assessment** including those related to physical, chemical, biological, ergonomic and psychological health hazards (OHS 4.3/WI19.4.2) The Crossrail team and Contractors will assess any significant health hazards using health surveillance

monitoring and measurement where indicated. Prioritise the key health risks and implement a robust management programme.

10. Fatigue Policy /Management plans (OHS 4.3/WI 9.4.14) The Crossrail team and Contractors will assess the risk of fatigue and manage arrangements to control working hours and/or shift patterns. Adopting industry best practice arrangements.

11. Health surveillance to monitor the effectiveness of health risk controls and exposure (OHS 5.3.2/WI19.4.3) Baseline health surveillance and follow up as indicated by results and changes in exposure, including audiometry, lung function testing, skin checks and biological monitoring.

12. Instruction and training for Managers and supervisors to ensure they can identify risks to employee health and manage employee health and wellbeing appropriately (OHS 5.1/WI 19.4.1)

13. Employee wellbeing activities to include co-ordinated health campaigns, lifestyle screening every 2 years, education delivered through tool box talks (OHS 5.4/WI 19.4.11,12,13)

Organisation of educational and promotional campaigns to link in with national health promotion initiatives and any areas of concern identified by the health risk assessment process

10 Appendix 2 – Occupational Health and Wellbeing Plan 2016-2017

Health company	<ol style="list-style-type: none"> 1. Develop and deliver the occupational health & wellbeing strategy and plan 2. Continue to support the public health responsibility deal 3. Create a learning legacy 4. Review and update the management system 5. Deliver the audit and assurance programme 6. Continue to provide the NEBOSH occupational health and wellbeing course 7. Implements the health & wellbeing maturity matrix
Fitness for work	<ol style="list-style-type: none"> 1. Ensure suitable and sufficient health assessments 2. Ensure robust delivery of the drugs and alcohol process
Wellbeing	<ol style="list-style-type: none"> 1. Run the Have Your Say survey and support the delivery of improvement plans 2. Implement the wellbeing – six step programme 3. Support Stepping Up Week – focus on mental health and wellbeing
Health risk management	<ol style="list-style-type: none"> 1. Managing key risks <ol style="list-style-type: none"> a. Air quality – dust, silica, DEEE b. Fatigue – travel, shift-work, deadlines, life! 2. Continue to monitoring exposure <ol style="list-style-type: none"> a. Occupational hygiene – air monitoring and personal sampling b. Health surveillance 3. Collaborate with Contractors to develop a targeted health risk management programme