ORR Case Study - Balfour Beatty Rail Limited

Legacy Position

Balfour Beatty Rail Limited was formed in 2009 resulting from the restructuring of the UK rail operations into a single named corporate entity. It currently employs approximately 2500 employees both in the UK and Overseas. The Occupational Health of employees has historically been managed locally within each Business Unit and although there are some pockets of good practice in existence, with professional occupational health medical provision provided by several external organisations, the management of occupational health is not consistent across Balfour Beatty Rail Limited.

Where are we going in 2011 – 2015

It is the aim of Balfour Beatty Rail Limited to provide the best Occupational Health and Wellbeing (OHW) experience for its employees, their families and dependants. A five year OHW Strategic Plan has been drafted and sets out key deliverables in regards to both resources and systems to achieve this aim. Critical success factors will be:

- Clear support from Senior Management
- The number of employees actively engaged in health and wellbeing initiatives represents a significant proportion of the total workforce
- Easily assessable health and wellbeing information
- Health and wellbeing initiatives are sustainable and motivating
- Productivity and competitive advantage are clearly demonstrated

The opportunity for employees to raise personal concerns in regards to health and wellbeing is critical for the business to better understand potential OHW issues in the workplace. Therefore, it was established early on that an employee feedback mechanism needed to be introduced across all Balfour Beatty Rail Limited sites and premises.

Occupational Health & Wellbeing Enquiry Cards have now been introduced to allow employees to ask any questions, raise any concerns in regards to current working practices or just to provide feedback on how they believe aspects of their work or their general work life balance may impact on their personal health and wellbeing.

The opportunity to send in questions or comments to a central function allows the most appropriate person in the organisation to consider what the best course of action to take is. This may take many forms including additional staff training; workplace health assessments; changes to local working practices or raising staff awareness at local Occupational Health & Wellbeing events.



Everyone is encouraged to utilise the new Enquiry Cards and in doing so, assist the organisation make positive improvements in OHW. Completed Enquiry Cards are returned to the address shown on the Card Holders via the internal mail system or alternatively they can be scanned in and emailed to the designated email address located on the Enquiry Card. This information can be sent in confidence, if required.

Occupational Health

Balfour Beatty Rail became a Contractor Member of the Constructing Better Health (CBH) in March 2011. Owned by the industry, its not-for-profit status ensures that the Balfour Beatty Rail Limited now has the opportunity to receive best value and impartiality in all matters relating to the overall management and improvement of the health of its workforce. As a centre of excellence, CBH provides a central point of reference for advice, support, training and guidance.

Funded by Industry, Government and Trade Unions, CBH aims to explore and develop a national scheme exploring work related health needs within the construction sector. As members Balfour Beatty Rail Limited will actively engage with CBH, occupational health medical providers and our employees in order to find the most effective means of monitoring and managing potential work related health impacts and set consistent occupational health compliance standards across the business.

Following membership to CBH, implementation of the scheme has been deliberately restricted to approximately 200 members of staff on the London Underground Track Partnership contract which is part of the Renewals business. This pilot, which is due to run until December 2011, will enable Balfour Beatty Rail Limited to better understand all implementation issues, both internal and external, so the lessons learnt can be incorporated within the company wide launch in 2012.

Balfour Beatty Rail Limited is currently required to carry out a variety of medical examinations and/or medical surveillance on employees for various reasons, these may be:

- New employee starters
- Client requirements (NWR/LUL)
- Legal requirements under HSE (Asbestos, HAVs, Noise etc...)
- Management Referrals
- Rehabilitation
- Long Term absence return to work
- Following Accident or Injury

Costs currently exceed over £300k per annum.

As part of the CBH pilot on the Track Partnership contract, discussions are ongoing with professional occupational health medical providers to try and rationalise the current fragmented medical assessment process in place within the company. It is being established whether a 'One Stop Shop' medical assessment / re-assessment process that captures the requirements of the CBH construction health assessment tool (CHAT) system, example shown below, and also allows the issue of PTS or LUL medical certification, as appropriate, could be introduced. It is proposed that this medical assessment process would be more frequent than the current PTS / LUL medical assessment requirements.

Key for Actions Required SAPETY CRITICAL Fitness for work health assessment Required by regulation - Nisk assessment required HEALTH MONITORING Strongly recommended - Risk assessment required NO Codd business sense	Preflacment Quedionnaire	Pre-Placement Health Assessment / Medical	Safety Ortical Workers Fitness For Tack Assessments	Statutory Medicals (Appointed Doctor)			icals	য়			are	5	STN .		10	20	
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Employees																	
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Jason Andrews																	
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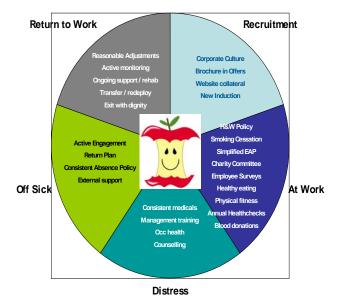
The main benefits of this approach would be:

- Reduced medical assessment costs
- Reduced production down time
- Better Baseline data on health conditions
- Better long term surveillance
- Employee engagement and health awareness benefits
- Exit condition medicals
- Good employee, employer relationship
- Reduced absenteeism

Wellbeing

Wellbeing is an important factor in the job satisfaction of our employees and, therefore, a key issue for all levels within Balfour Beatty Rail Limited. The company seeks to create an organisational culture where negative wellbeing issues are identified and minimised and has a clear aim to promote the positive aspects and ideas associated with health and wellbeing at work through:

- Promoting good practice in both physical and mental health and wellbeing and sharing best practice across the company
- Promoting health and wellbeing through our management policies, support services, information networks and health promotions, including diet and exercise
- Preventing so far as practicable, those circumstances detrimental to health and wellbeing at work



Experience demonstrates that companies which adopt a positive approach to improving and maintaining levels of health and wellbeing across the company, may achieve a range of benefits associated with increased job enrichment and quality of work life; reduced levels of absenteeism and staff turnover; increased staff morale; and improved productivity and overall company performance. Wellbeing is driven under the company's CORE branding.

Summary

Balfour Beatty Rail Limited is committed to improving the OHW of its workforce. Through the successful implementation of the key actions identified within its 5 year OHW Strategic Plan this objective should be consistently met across each of its operational Business Units.