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| Scope |
| This procedure applies to all Company projects, offices, facilities, asset and concession companies and Joint Venture (JV) projects where the Company Management System has been adopted by the JV Board. Where the Company is required to operate another party’s Management System then the requirements of the Joint Venture/Alliance Business Management System (BMS) Assessment (MSC-PR-0002) must be followed in relation to assessing the validity of third party management systems. |

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| Purpose |
| The purpose of this document is to define how the business identifies, evaluates, records and reviews Site Visits, Inspections, Targeted Inspections, Senior Managers Tours and Executive Site Visits. |

Procedural Requirements

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|  | **GENERAL** |
|  | The business carries out a number of activities to provide HSES advice & support, monitor compliance and to demonstrate commitment and leadership. Table 1 details these activities, the frequency, who’s involved and the purpose. |
|  | The [HSES ProjectPortal](http://portal.balfourbeatty.net/HSE/Default.aspx) has been developed to record Site Visits, Inspections, Targeted Inspection, Senior Managers Tours and Executive Site Visits and must be used to record these activities; except where a derogation has been approved in accordance with the ‘HSES Control of Derogation’ procedure ([HSES-PR-0004](https://home360.balfourbeatty.com/ghoreferencecentre/Group%20BMS/_layouts/DocIdRedir.aspx?ID=2KHUWT73P6SE-1572-6992)). |
|  | Where contractual requirements determine, client inspection platforms may be used to record inspections; however, arrangements must be made to ensure that the results are shared with the UK Enabling Function at a Director Level. |
|  | Access to the HSES ProjectPortal will be granted by a Portal Administrator: <http://portal.balfourbeatty.net/HSE/Default.aspx> |
|  | Where an electronic database is not available due to IT access/technical issues, a paper version is acceptable:   * Site Inspections ([HSES-SF-0009a](https://home360.balfourbeatty.com/ghoreferencecentre/Group%20BMS/_layouts/DocIdRedir.aspx?ID=2KHUWT73P6SE-1572-12256)), * Senior Management Tours ([HSES-SF-0009b](https://home360.balfourbeatty.com/ghoreferencecentre/Group%20BMS/_layouts/DocIdRedir.aspx?ID=2KHUWT73P6SE-1572-12255)), * Executive Site Visits ([HSES-SF-0009c](https://home360.balfourbeatty.com/ghoreferencecentre/Group%20BMS/_layouts/DocIdRedir.aspx?ID=2KHUWT73P6SE-1572-12254))   However, the record must be input into the ProjectPortal at the next available opportunity. Due to the complexity of Targeted Inspection, these should not be completed on paper, but should be discussed and agreed with the Site Lead. |
|  | *Supplier*’s advisors are required to thoroughly inspect their works (fortnightly, dependent on risk) and leave a detailed report with the Site Lead. The report must identify any noteworthy efforts, non-compliances or areas of concern along with recommendations for remedial action. |
|  | *The Supplier*’s management are responsible for immediately implementing the their advisor’s recommendations and formally confirming satisfactory close out to the Site Lead in writing within 14 days of close out. |
|  | **SITE VISITS/INSPECTIONS** |
|  | The HSES Manager in conjunction with the Site Lead will produce an inspection programme\*, which will detail how often and what type of inspections (inspection or targeted inspection) will take place, proportionate to the risk for each project/site, by discussing the following: |
|  | * the risk profile of each project |
|  | * trends across the business and industry |
|  | * the potential of any fatal risks activities |
|  | * Client requirements |
|  | \*The UK HSES Enabling Function may require additional targeted inspections to be conducted following significant incidents or feedback about potential breaches of compliance. Such requirements must be communicated by the relevant HSES Director for the SBU. |
|  | The HSES Advisor will ensure that they confirm the scope of the inspection with the Site Lead prior to the inspection commencing. |
|  | The Site Lead must confirm to the HSES Advisor that any actions from any previous visits have been satisfactorily closed out and the HSES Advisor will confirm the action taken is acceptable. |
|  | Timeframes for closure of actions and evidence requirements are detailed in the following reference material ‘Inspection Compliance and Action Rating’ ([HSES-RM-0009e](https://home360.balfourbeatty.com/ghoreferencecentre/Group%20BMS/_layouts/DocIdRedir.aspx?ID=2KHUWT73P6SE-1572-12260)) and ‘Targeted Compliance and Action Rating’ ([HSES-RM-0009f](https://home360.balfourbeatty.com/ghoreferencecentre/Group%20BMS/_layouts/DocIdRedir.aspx?ID=2KHUWT73P6SE-1572-12259)) |
|  | On completion of the inspection a review of the findings will be carried out with the Site Lead or nominated deputy. |
|  | The Line Manager responsible for the work where the finding has been identified must investigate the cause of any non-conformance and agree any immediate and corrective actions with the HSES Advisor. |
|  | The HSES Advisor must evaluate any corrective action(s) to prevent non conformity(ies) based upon the compliance and advise the Site Lead. The severity of the breach will determine the actions required to be undertaken by the Site Lead. |
|  | It is the responsibility of the Site Lead to ensure the implementation of appropriate corrective actions designed to avoid any future reoccurrence of non- compliance. |
|  | Any non-compliance observed must be recorded with photographic evidence or documentation where appropriate by the HSES Advisor on the HSES ProjectPortal. |
|  | Failure to respond to a nonconformity or meet the planned completion date will result in the escalation of the nonconformity as follows: |
|  | |  |  |  | | --- | --- | --- | |  | Failure to meet the initial planned completion date | The HSES Advisor to contact the Site Lead to resolve and agree a further completion date, if necessary. | |  | Failure to meet revised completion date | The HSES Manager to contact the relevant Operational / Depot or Functional management to resolve and agree a further completion date, if necessary. | |  | Outstanding and overdue nonconformities | Must be reported to Executive Board level of the SBU. | |
|  | **SENIOR MANAGERS TOUR (SMT) & EXECUTIVE SITE VISITS(ESVs)** |
|  | Programming requirements for SMTs and ESVs:   * Prior to commencing an ESV, the Executive (or designated representative) must contact the project/site/office/factory and agree a date for the visit. This date shall be recorded in the calendar section of the project/site/office/factory on the HSES Project Portal. * A SMT will be programmed in advance to allow adequate time allocation by the project/site. |
|  | Prior to the tour commencing it is recommended that a review of the Project Risk Register is undertaken to provide a good understanding of the significant risks to the project. |
|  | At the start of the tour, the Lead will inform/remind tour team members of the purpose of the tour/visit and that everyone in the group is to interact and hold HSES conversations with those working on the site (including line management) as much as possible. |
|  | All those undertaking a tour/visit must ensure that they have all the correct PPE and receive a site induction before they start the tour. |
|  | Any unsafe or unacceptable actions and behaviour observed must be immediately discussed with those directly involved in carrying out the work. The opportunity must be taken to discuss how the actions and/or behaviour has arisen and must not be limited to a hazard spotting exercise. They should also give site teams the opportunity to say what they would do differently going forward. |
|  | When one person is conducting a conversation with a worker the rest of the group must stand well away from them so as to not intimidate the worker in any way. |
|  | Required actions / points of good practice / notes of commendation will be noted and communicated to the project immediately. |
|  | A number of documents have been produced to assist Senior Managers and Executives to undertake Tours/Visits: |
|  | * [HSES-RM-0009a](https://home360.balfourbeatty.com/ghoreferencecentre/Group%20BMS/_layouts/DocIdRedir.aspx?ID=2KHUWT73P6SE-1572-12311) Senior Managers/Executive Site Visit – Self Reflection |
|  | * [HSES-RM-0009b](https://home360.balfourbeatty.com/ghoreferencecentre/Group%20BMS/_layouts/DocIdRedir.aspx?ID=2KHUWT73P6SE-1572-12309) Aide Memoire for Network Rail Projects |
|  | * [HSES-RM-0009c](https://home360.balfourbeatty.com/ghoreferencecentre/Group%20BMS/_layouts/DocIdRedir.aspx?ID=2KHUWT73P6SE-1572-12262) Leadership HSES Visits/Tour presentation |
|  | * [HSES-RM-0009d](https://home360.balfourbeatty.com/ghoreferencecentre/Group%20BMS/_layouts/DocIdRedir.aspx?ID=2KHUWT73P6SE-1572-12261) HSES Leadership/Visit Guidance on Questioning |
|  | **Leading Key Performance Indicators (KPI’s)** |
|  | In order to monitor HSES performance, a number of leading indicators must be reported at SBU and Project Levels to both the SBU and the HSES Central Function |
|  | Project Level |
|  | The SBU Senior Leadership must nominated a person to collate all project level reports for the SBU and select a suitable return date for the reports |
|  | The Site Lead must ensure that ‘Project KPI Monthly return’ ([HSES-SF-0009e](https://home360.balfourbeatty.com/ghoreferencecentre/Group%20BMS/_layouts/DocIdRedir.aspx?ID=2KHUWT73P6SE-1572-12124)) is completed and returned to the SBU nominated person by the return date. |
|  | Inputting the average headcount data for the project in the columns for direct employees; non direct employees (subs) and visitors / deliveries, will automatically calculate the hours worked. However; if the project collects hours directly (clock card system etc.) entering the hours manually will overwrite the automatic calculation. |
|  | Strategic Business Unit (SBU) Level |
|  | The SBU nominated person must transfer the information from the Project returns and submit a SBU KPI Monthly return ([HSES-SF-0009d](https://home360.balfourbeatty.com/ghoreferencecentre/Group%20BMS/_layouts/DocIdRedir.aspx?ID=2KHUWT73P6SE-1572-12123)) to the Central HSES reporting team ([Dev Thaker](mailto:Dev.Thaker@balfourbeatty.com?subject=SBU%20KPI%20Return) and [Linda Rosie](mailto:%20Linda.Rosie@balfourbeatty.com?subject=SBU%20KPI%20Return)) by close of business on the 10th of each month. |
|  | Only one worksheet may be completed and submitted per SBU |

Table 1

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| **Type** | **Frequency** | **Conducted by:** | **Supported by:** | **No of people** | **Purpose:** |
| **Executive Site Visits** | Number and frequency of ESVs will be determined by the Company CEO and SBU Managing Directors. | Executive member of the management team (as determined by the Company CEO and SBU Managing Directors) | Project/Site Lead | Min x 2  Max x 4 | To demonstrate personal leadership for Health, Safety, Environment and Sustainability. Each Executive must take personal responsibility, lead by example through recognition and reinforcement, and engage with the workforce on a one-to-one basis. |
| **Senior Management Tours** | Number and frequency of SMTs will be determined by the SBU Managing Directors. | Senior member of the management team, the project/site/factory/ office who are not members of the HSES Function | * Representative from the workplace or project * Representative from the supply chain, if available. * A less experienced manager or worker from the workplace or project. | Min x 2  Max x 4 | To demonstrate a commitment to the environment, sustainability and the health, safety as well as the welfare of our employees and contractors through positive interaction with the operational team. |
| **Site Inspections** | Number and frequency agreed by the HSES Manager and Site Lead | HSES Managers/ Advisor | Site Lead (or representative) | 2 | To assess and observe compliance to legislation, methodology, standards and procedures. |
| **Site Visits** | As required | HSES Managers/ Advisor | Project Team | 1 | To support and advise the Project Team on current and future planned activities. |

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| Abbreviations / Definitions | |
| **SITE VISIT** | Support visit made to site by HSES Advisors/Managers to undertake meetings, incident investigations or training ONLY. |
| **INSPECTION** | Inspection undertaken by HSES Advisor/Manager which covers the 10 fatal risks, 2 environmental concerns and 2 sustainability concerns as applicable to the project. |
| **TARGETED INSPECTION** | Inspection undertaken by HSES Advisor/Manager using a predetermined set of questions to demonstrate level of conformity to Company HSES procedures and processes. |
| **SENIOR MANAGERS TOUR** | Visit to site by an SBU manager who is not permanently based at the location. |
| **EXECUTIVE SITE VISIT** | Visit to site by the Company CEO, his direct report and their direct reports. Also SBU Managing Directors and their direct reports. |
| **HSES PROJECTPORTAL** | Balfour Beatty’s in-house system designed to electronically record visits, tours, inspections and observations. Available on the Company intranet via this link: <http://portal.balfourbeatty.net/HSE/Default.aspx> |

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| INPUTS | | |
| **Reference** | **Type** | **Title** |
| [HSES-RM-0009a](https://home360.balfourbeatty.com/ghoreferencecentre/Group%20BMS/_layouts/DocIdRedir.aspx?ID=2KHUWT73P6SE-1572-12311) | Reference Material | Senior Managers/Executive Site Visit – Self Reflection |
| [HSES-RM-0009b](https://home360.balfourbeatty.com/ghoreferencecentre/Group%20BMS/_layouts/DocIdRedir.aspx?ID=2KHUWT73P6SE-1572-12309) | Reference Material | Aide Memoire for Network Rail Projects |
| [HSES-RM-0009c](https://home360.balfourbeatty.com/ghoreferencecentre/Group%20BMS/_layouts/DocIdRedir.aspx?ID=2KHUWT73P6SE-1572-12262) | Reference Material | Leadership HSES Visits/Tour presentation |
| [HSES-RM-0009d](https://home360.balfourbeatty.com/ghoreferencecentre/Group%20BMS/_layouts/DocIdRedir.aspx?ID=2KHUWT73P6SE-1572-12261) | Reference Material | HSES Leadership/Visit Guidance on Questioning |
| [HSES-RM-0009e](https://home360.balfourbeatty.com/ghoreferencecentre/Group%20BMS/_layouts/DocIdRedir.aspx?ID=2KHUWT73P6SE-1572-12260) | Reference Material | Inspection Compliance and Action Rating |
| [HSES-RM-0009f](https://home360.balfourbeatty.com/ghoreferencecentre/Group%20BMS/_layouts/DocIdRedir.aspx?ID=2KHUWT73P6SE-1572-12259) | Reference Material | Targeted Compliance and Action Rating |
| [HSES-RM-0009g](https://home360.balfourbeatty.com/ghoreferencecentre/Group%20BMS/_layouts/DocIdRedir.aspx?ID=2KHUWT73P6SE-1572-12112) | Reference Material | HSES Leading Key Performance Indicators |

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| OuTPUTS | | | |
| **Reference No.** | **Document Title** | **Responsibility** | **Retention Period** |
| [HSES-SF-0009a](https://home360.balfourbeatty.com/ghoreferencecentre/Group%20BMS/_layouts/DocIdRedir.aspx?ID=2KHUWT73P6SE-1572-12256) | Site Inspections Record | HSES Advisor | Until uploaded |
| [HSES-SF-0009b](https://home360.balfourbeatty.com/ghoreferencecentre/Group%20BMS/_layouts/DocIdRedir.aspx?ID=2KHUWT73P6SE-1572-12255) | Senior Management Tours Record | Site Lead | Until uploaded |
| [HSES-SF-0009c](https://home360.balfourbeatty.com/ghoreferencecentre/Group%20BMS/_layouts/DocIdRedir.aspx?ID=2KHUWT73P6SE-1572-12254) | Executive Site Visits record | Executive | Until uploaded |
| N/A | Project Inspection Programme | Site Lead | 1 year |
| N/A | ProjectPortal entries |  |  |
| [HSES-SF-0009e](https://home360.balfourbeatty.com/ghoreferencecentre/Group%20BMS/_layouts/DocIdRedir.aspx?ID=2KHUWT73P6SE-1572-12124) | Project KPI Monthly Return | Site Lead | 1 year |
| [HSES-SF-0009d](https://home360.balfourbeatty.com/ghoreferencecentre/Group%20BMS/_layouts/DocIdRedir.aspx?ID=2KHUWT73P6SE-1572-12123) | SBU KPI Monthly Return | SBU nominated person | 1 year |