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# HEALTH AND SAFETY

## Crossrail Gateway Scheme Procedure

**Document Number: CR-XRL-Z7-GPD-CR001-50021**

(Supersedes: CR-XRL-Z7-GPD-CR001-50001 Rev 7.0)

### Current Document History:

Revision:	Effective Date:	Author(s) (‘Owner’ in eB *)	Reviewed by: (‘Checked by’ in eB *)	Approved by:	Reason for Issue:
1.0	16-12-15	[REDACTED]	[REDACTED]	[REDACTED]	New document combining Gateway procedure and Gateway guidance. Full review of the process and assessment criteria. Additional requirement for Principal Contractors to submit evidence in advance and for Crossrail H&S Advisors to verify it prior to the assessment. Amendments to process diagram, wording, and visuals.

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## 1 Purpose

This document defines Crossrail's recognition and rating scheme, *Gateway*. The scheme assesses contractor performance across the project and aims to encourage Principal Contractors to continually strive for a 'World Class' health and safety standard through innovation, sharing of best practice and the recognition and integration of Crossrail's diverse workforce. The ultimate aim is to ensure Crossrail's 'Safety' value is integral to all persons working on the project. One of the key focusses of Gateway is to drive innovation and the sharing of good practice across the project to ensure that health and safety management continually improves.

The document outlines the processes in place for the assessment, scoring, recognition and sharing of Contractor's health and safety performance.

The Gateway scheme actively contributes to Crossrail's Target Zero philosophy and forms one element of the Health and Safety Performance Index (HSPI) used to monitor contractor performance.

This procedure forms part of the Crossrail health and safety management system and should be read in accordance with the Health and Safety Manual. (**Ref. 1**)

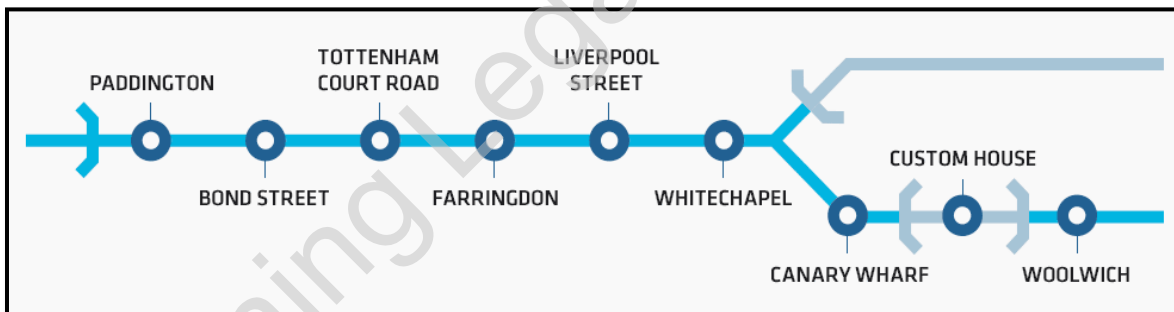
## 2 Scope

The Gateway Scheme applies to all Crossrail projects.

## 3 Definitions

### 3.1 Central Delivery Area

All Crossrail projects within the Central Section, from Paddington New Yard in the West, to Pudding Mill Lane and Plumstead in the East. Ilford Stabling Yard is also included.



*Figure 1- Crossrail Central Section*

### 3.2 Target Zero: A State of Mind

The Target Zero programme declares that excellent performance in health and safety is not only achievable, but is something that is expected. It is based on the belief that:

- We all have the right to go home unharmed.
- We believe that all harm is preventable.
- We must all work together to achieve this.

### 3.3 Target Zero Pillars

The Target Zero programme is supported by six pillars. Each pillar builds from a 'Foundation' of statutory compliance and robust governance to 'World Class' performance.

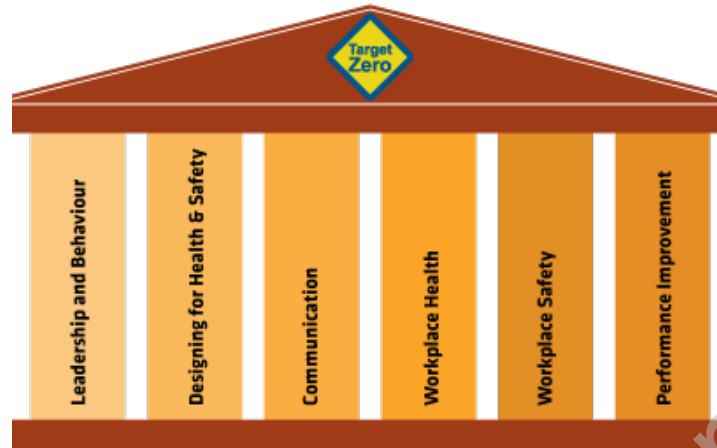


Figure 2– Integrated Target Zero and Six Pillar Model

### 3.4 Gateway Assessor

A competent person(s) nominated by the Crossrail Health and Safety Director to undertake Gateway assessments across the Project. Assessors will possess relevant experience, knowledge of legislation and understanding of the Crossrail Target Zero programme.

## 4 Responsibilities

### 4.1 Crossrail Health and Safety Director

The Director will:

- Ensure adequate resources are available to implement the Scheme.
- Ensure the content of each assessment is aligned with the Six Pillars.
- Promote the Scheme at 'Board level'.
- Ensure the scheme maintains focus and supports the delivery of Target Zero.
- Oversee all Gateway scoring to ensure fairness and consistency has been applied and where necessary, to determine appropriate actions following unsatisfactory outcomes.
- Report performance and implementation to the Crossrail Board.

### 4.2 Crossrail Delivery Directors

Delivery Directors will:

- Support the scheme within their respective sector(s).
- Provide resources to support Principal Contractors through their Sector Health and Safety Teams.

### 4.3 Crossrail Project Managers

Project Managers will:

- Engage with Principal Contractors to achieve Gateway Foundation within stipulated timeframes and aim to achieve the higher accolades of Gateway Commendation and Inspiration.

- Where Principal Contractors fail to achieve Foundation, put in place measures and drive required improvements to ensure that Gateway Foundation is achieved.

#### **4.4 Crossrail Health and Safety Managers / Advisors**

Health and Safety Managers and Advisors will be responsible for:

- Championing the Gateway assessment scheme amongst their site teams.
- Pre-assessing the information provided by the Principal Contractor and discussing it with the Gateway Assessor to confirm their support for, or concerns with the evidence submitted.
- Coordinating the various award ceremonies, including inviting Crossrail Directors to attend, and liaising with the Principal Contractor Team on the logistics of award ceremonies.

#### **4.5 Principal Contractors**

Principal Contractors are required to support the Crossrail Gateway Scheme – they will:

- Actively participate in the scheme.
- Take ownership of the Gateway Process – motivate their workforce to achieve the highest Gateway Award.
- Prepare the necessary evidence as requested by the Gateway Assessor(s) and outlined within this guidance.
- Take note of the recommendations of the Assessor(s) (contained within the Gateway reports) and produce the necessary corrective action plans.

### **5 Process**

The Principal Contractor will be assessed against the six Target Zero pillars. Assessments will be undertaken with prior notice; work disruption will be minimised. Dependent on the assessment rating, the Principal Contractor will be awarded the relevant scheme level and award.

#### **5.1 Assessment Criteria**

The Gateway Assessment Criteria (**Ref. 2**) shall identify both good and best practices from the associated Target Zero Pillars, see Fig 2. Criteria will be reviewed annually and issued to Principal Contractors in advance of the Gateway assessment(s). The assessment criteria and scoring methodology are detailed within Section 5.3.

#### **5.2 Assessment Frequency**

Principal Contractors shall be assessed annually as a minimum. It is, however, advised that Principal Contractors that are new to the scheme schedule two visits in their first year. Additional visits may be agreed with the Health and Safety Improvement team if Principal Contractors can provide a valid reason why reassessment is required.

New contractors will be expected to achieve Gateway within six months of mobilisation on site or as otherwise agreed with the Project Manager.

#### **5.3 Gateway Scoring**

Each criterion will be scored from 1 – 3 as follows:

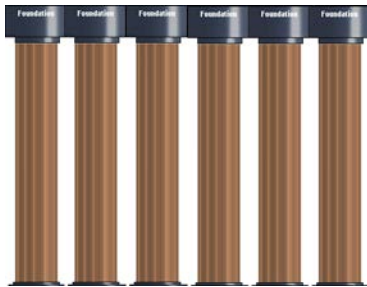
- 1 = Foundation Status (i.e. Meets legal compliance).
- 2 = Commendation Status (i.e. Good practice).
- 3 = Inspiration Status (i.e. Innovative best practice above and beyond legal compliance).

Each of the 6 pillars will be scored as either *Foundation*, *Commendation* or *Inspiration* as detailed below:

- Foundation = All opportunity areas scoring 1 or above.
- Commendation = All opportunity areas scoring 2 or above.
- Inspiration = All opportunity areas scoring at least 2 and 50% or more opportunity areas scoring 3.

## 5.4 Overall Gateway Status

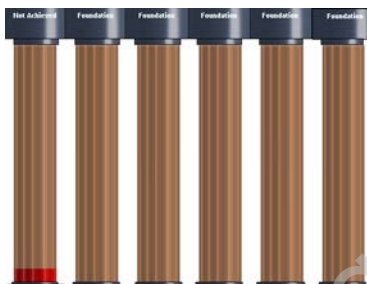
### 5.4.1 Target Zero: Gateway Foundation



*Foundation* status is awarded to Principal Contractors who attain a 'required standard' (score 1 point) on each applicable opportunity area within every given Target Zero pillar. If the standard is not met, *Foundation* status will not be awarded. The 'Gateway Foundation' award may be withdrawn by Crossrail at any time during the period of currency in the event of circumstances that warrant withdrawal, e.g. when Contractors fall below the required standards.

To achieve *Commendation* or *Inspiration* status, Principal Contractors must first achieve Gateway Foundation status. I.e. Contractors cannot implement innovative initiatives (*Inspiration*) against a pillar criterion without first meeting their minimum legal requirements (*Foundation*).

### 5.4.2 Failure to Achieve Gateway Foundation Status



Principal Contractors who fail to achieve Gateway Foundation after the first assessment may request a second assessment when the issues raised have been satisfactorily addressed.

### 5.4.3 Identification of issues of concern

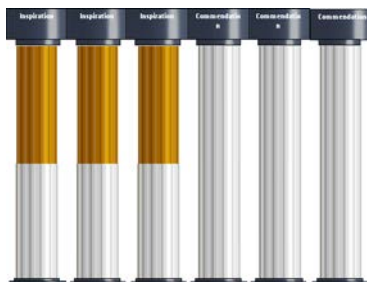
By exception, the assessment may also identify risks that need urgent action to correct an identified health and safety concern, or systematic failure in health and safety management. This will be raised on site using the Rivo incident reporting and tracking system and, depending on severity, a flag raised for a health and safety assurance audit to be carried out. Gateway status will not be confirmed or awarded until the concern has been corrected and verified.

### 5.4.4 Target Zero: Gateway Commendation



*Commendation* status is awarded to Principal Contractors who achieve 'good practice' (score 2 points) for each applicable criterion within three or more Target Zero pillars.

### 5.4.5 Target Zero: Gateway Inspiration



*Inspiration* is awarded to Principal Contractors that achieve ‘good practice’ (score 2 points) on each applicable opportunity area within all six Target Zero pillars *and* have at least three pillars at ‘inspiration,’ i.e. all opportunity areas scoring at least 2 and 50% or more opportunity areas scoring 3.

The winner of this award must show continuous improvement and excellence in all six Target Zero pillars.

## 5.5 Reports

### 5.5.1 Status Reports

An individual contract report (**Ref. A**) highlighting the status, good practice and improvement opportunities of each contract, will be published within a week of each assessment. A programme overview report will be published annually. This annual report will highlight the main findings across the Project and will be published upon the completion of all assessments.

### 5.5.2 Sharing Good Practice and Innovation

Good practices and innovations will be distributed throughout the Crossrail programme. Contractors are actively encouraged to make use of the ‘Innovate18’ innovation sharing site throughout the assessment and supplementary bulletins and alerts may also be produced by the Health and Safety Improvements Team.

## 5.6 Recognition and Award

Principal Contractor(s) who achieve Gateway Foundation will be presented with an award which can be displayed on site.

Principal Contractor(s) that achieve Gateway Commendation and Gateway Inspiration status will be invited to nominate members from their teams to attend a Crossrail Awards ceremony with Crossrail senior management to acknowledge and celebrate their success.

A list of the current score of each Principle contractor will be maintained on Crossrail’s intranet. Photographs and periodic articles will be included in various publications to highlight contractor’s Gateway achievements both internally and externally. Such publications include health and safety bulletins, *On Site* and *Connect in Brief*.

In addition, an award logo (See Figure 3) may be used on the Principal Contractors’ communication material.

### 5.6.1 Award Description

The following pictograms provide an example of potential awards:



Figure 3 – Gateway award logos.



### **5.6.2 Award Ceremonies**

Award ceremonies will be held upon completion of each assessment and will be attended by Crossrail Senior Management, individuals attending will depend on level of award attained. The guidelines for attendance are outlined below:

**Foundation Status:**

Crossrail Delivery Director – To be organised by Health and Safety Manager / Advisor.

**Commendation Status:**

Crossrail Delivery Director plus either the Health and Safety / Central Section Delivery / Programme / Technical Director – to be organised by Health and Safety Manager / Advisor.

**Inspiration Status / Highest achieving Contract or Principal Contractor:**

CEO / Programme Director and Health and Safety Director – to be organised by Health and Safety Manager / Advisor.

Additional award ceremonies will be held upon completion of each Gateway cycle. The guidelines are below:

**Most Improved Principal Contractor:**

CEO / Programme Director / Health and Safety Director – to be identified and organised by the Health and Safety Improvements Team.

**Top scoring Principal Contractor in each Target Zero Pillar:**

CEO / Programme Director / Health and Safety Director – to be identified and organised by Health and Safety Improvements Team.

The Health and Safety Improvements Team will:

- Liaise with the Internal Communications team for photographs to be taken and for any necessary internal publications.
- Organise the procurement of and distribution of the awards to every organiser.
- Wherever possible, medals from the Gateway award plaque should be recycled to support our environmental policy.

### **5.7 Raising the Bar**

Assessment criteria will be revised annually. Commonly accepted good practices will become standard requirements to meet Foundation Status. Standards required to achieve Foundation, Commendation or Inspiration will be reviewed periodically to raise the bar and to encourage continuous improvement.

### **5.8 Removal of Gateway Status**

The retention of Gateway Status is dependent on each contract scoring 1 or above in each opportunity area during successive Gateway Assessments.

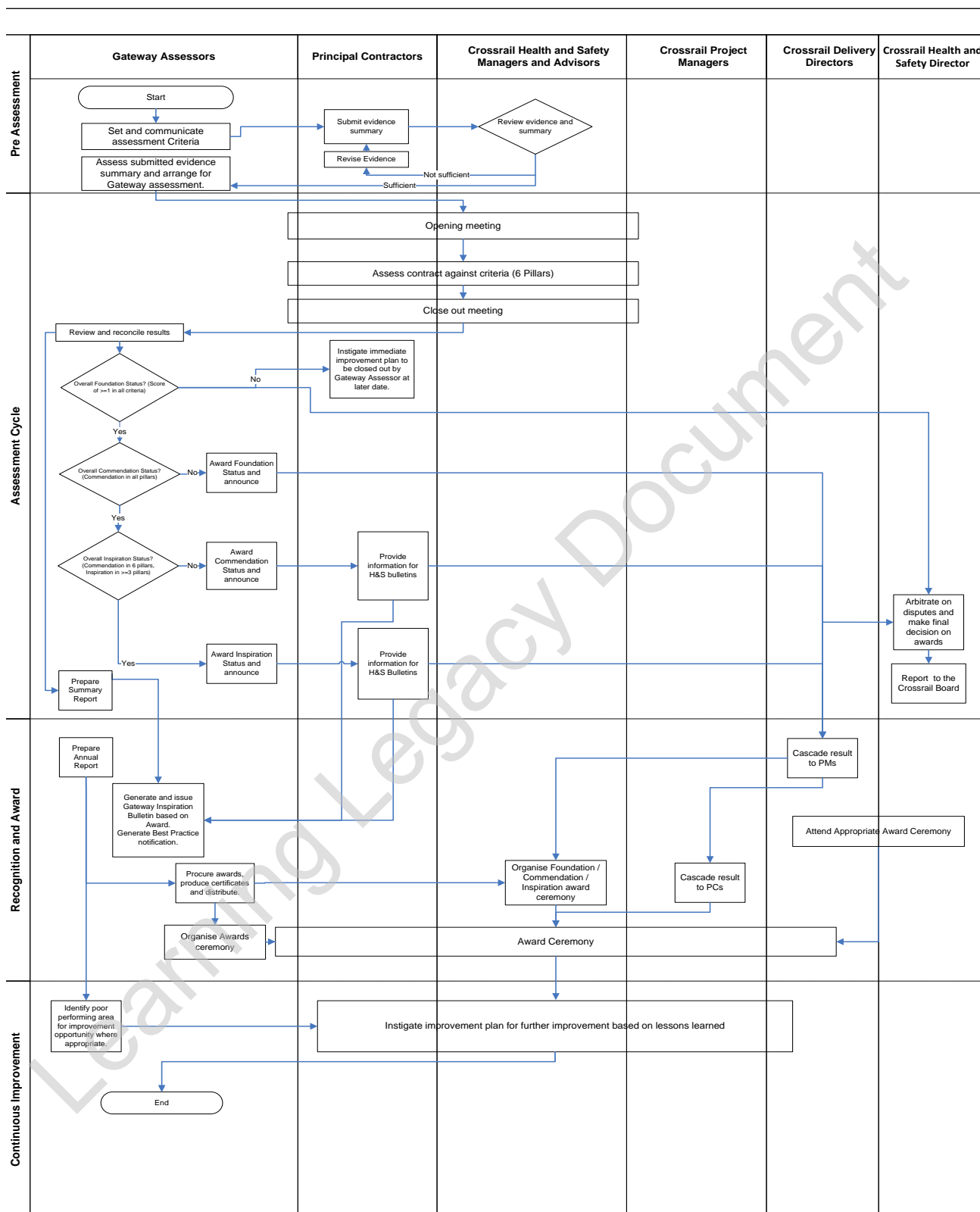
Where significant health and safety concerns and / or systematic failures are identified during an assessment, the removal of Gateway Status will be recommended by the Improvements Team, with the Health and Safety Director making the final decision on whether or not Gateway Status will be removed.

Gateway status will not be restored until all concerns are effectively addressed by the contract and verified by the Improvement Team.

Principal Contractor(s) who do not achieve gateway foundation status in their first assessment, may request a second assessment in the same cycle. In this instance, the maximum possible overall status achievable by this contract will be Foundation Status.

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## 6 Process Diagram



## **7 Reference Documents**

<b>Ref:</b>	<b>Document Title</b>	<b>Document Number:</b>
<b>1.</b>	Health and Safety Manual	CR-XRL-Z7-GMN-CR001-00001
<b>2.</b>	Gateway Assessment Scheme Criteria	CRL1-XRL-Z7-GUI-CR001-50010

## **8 Standard Forms / Templates**

<b>Ref:</b>	<b>Document Title</b>	<b>Document Number:</b>
<b>A.</b>	Gateway Assessment Report	CRL1-XRL-Z7-ZFM-CR001-50017

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