

	Core Coverage Areas	Indicator Type	Performance Level					
			0	1			2	3
			Non-Compliant	Compliant			Beyond Expectations	World Class
			Performance is broadly non compliant with CRL process, procedure or contract requirements or no evidence demonstrated	Performance is compliant with CRL process, procedure and contract requirements and evidence is provided	Performance has positively gone beyond that level set out within CRL process, procedure and the contract and evidence is provided. Contractor shares within Crossrail amongst peers as appropriate.	Performance evidenced is recognised as being exceptional and likely to be industry best practice / frontier and evidence is provided. Contractor shares throughout industry as appropriate.		
<b>Audits and inspections</b>	Audits and inspections	Input qualitative	No or inadequate plan for forthcoming audits or inspections. Audits not completed quarterly and data not input into RIVO. Inspections not completed weekly and data not entered into RIVO every period.	Audit report(s) available and a comprehensive audit plan setting out forthcoming audits. Inspections cover full range of topics (all legal and contractual requirements) and evidence of issues being raised regularly. Evidence on Rivo for audits conducted quarterly Contractor has undertaken audits to the schedule and evidence on RIVO. Inspections conducted weekly and input into RIVO every period	<b>Achieves 1 and</b> Demonstrates performance beyond expectations-auditing of key sub-contractors as well as auditing topic specific areas e.g. water, waste etc. Including sustainability in the audit. Senior management team and other non environmental personnel are actively involved with undertaking inspections. Escalation is apparent where results are actively reviewed for trends and actions taken and feedback/engagement with peers on the trends occur. Evidence of this regularly taking place to be provided.	<b>Achieves 2 and</b> Demonstrates exceptional, consistent performance that the compliance and beyond expectations are met across all sites.		
<b>Training and Awareness</b>	Training and awareness	Input Qualitative	No Training plan (as required as part of the Environment Plan) in place or not implemented	Training needs identified for own workforce and inclusion of all subcontractors. Programme of training and being implemented/undertaken as appropriate to the works taking place	<b>Achieves 1 and</b> Demonstrates performance beyond expectations e.g. extensive training programme being implemented, use of outsourced specialists to conduct talks where appropriate, contribution to environmental professional development of staff, contribution to broader environmental knowledge and awareness of staff, demonstrated active engagement on environment issues, achieved the Greenline recognition scheme and maintained via continual improvement .	<b>Achieves 2 and</b> Demonstrates exceptional, consistent performance that the compliance and beyond expectations are met across all sites. Contractor is an ambassador for promoting and changing the environment behaviour on site. Commended GreenLine.		
<b>Objectives and targets</b>	Objectives and targets	Input Quantitative/Qualitative	Reporting not undertaken as required by the contract	Timely submission of Objectives and Targets	<b>Achieves 1 and</b> Demonstrates performance beyond expectations-Robust and comprehensive reporting and additional reporting is being implemented.	<b>Achieves 2 and</b> Demonstrates exceptional performance - details to be set out by contractor		
<b>CEEQUAL/BREEAM</b>	CEEQUAL / BREEAM scores	Output Quantitative	On target to achieve CEEQUAL score- V good (or less), Breeam score-good (or less)	On target to achieve CEEQUAL- Excellent and BREEAM-Vgood	<b>Achieves 1 and</b> Improvements made to existing design to increase score. May be on target to achieve BREEAM-Excellent	<b>Achieves 2 and</b> On target to achieve BREEAM-Outstanding or CEEQUAL-Outstanding achievement award		
<b>Environment plan (including topic plans, Incident plan and SWMP)</b>	Environment plan (including topic plans, Incident plan and SWMP)	Input Qualitative	Plans at Code 2 (including the sub plans in the environment plan and SWMP)comments not addressed in agreed timescales.	Evidence of plans as Code 1 or Code 2 (if being reviewed in agreed timescales) and evidence that a 6 monthly review has been undertaken. Contractor to demonstrate what has changed since the last review.	<b>Achieves 1 and</b> Demonstrates performance beyond expectations e.g. the plan and any changes to the plan have been widely communicated and the plans are of a high quality during first review.	<b>Achieves 2 and</b> Demonstrates exceptional performance - details to be set out by contractor		
<b>EMS (Including ISO14001 certification, management of supply chain and utility companies and management review)</b>	EMS (Including ISO14001 certification, management of supply chain and utility companies and management review)	Input Qualitative	EMS is not sufficient to cover the scope of Crossrail activities and sub-contractors not included. EMS has not achieved ISO 14001 certification. Management Review not completed and inappropriate attendance.	EMS is ISO14001 certified by UKAS or equivalent accredited certification body and any changes in the EMS are communicated with Crossrail. The EMP covers the full scope of works. Demonstrates procedures in place for environmental management of sub-contractors (including utility companies where sub-contracted) including the compliance of Sub-contractors with the contractor's EMP. Management Review undertaken every 6 months with appropriate attendance demonstrated.	<b>Achieves 1 and</b> Demonstrates performance beyond expectations e.g. a clear action plan for management review and lessons learned are communicated within site and at Crossrail Environmental Managers forum. EMP clearly communicated with subcontractors- evidence of briefing/ prestart meetings etc. EMP covers wider sustainability issues or issues within the supply chain.	<b>Achieves 2 and</b> Demonstrates exceptional performance - details to be set out by contractor		
<b>Environmental Staffing</b>	Environment Staffing	Input Qualitative	Inadequate staffing for the nature/scale of the works and/or lack of use of environmental specialists.CV's not submitted and/or accepted. No or inadequate staffing plan. Inadequate staffing for the nature/scale of works. Lack of proactive management of staffing issues.	CV's submitted and accepted for all staff required in the contract (e.g. Part 21, Part 3 and Part 22). Job description and CV submitted and accepted for roles not stated in the contract. Staffing plan accepted. Demonstrates appropriate staffing as relevant to the nature/scale of the works and proactive management of staffing plan (e.g. full time environment manager solely focussed on environment with support (where necessary) from environment specialists or assistants). Demonstrates appropriate staffing as relevant to the nature/scale of the works and proactive management of staffing plan (e.g. full time environment manager solely focussed on environment with support (where necessary) from environment specialists or assistants). CVs submitted and accepted for any new staff members.	<b>Achieves 1 and</b> Demonstrates performance beyond expectations e.g.Pro-active use of expertise within parent companies	<b>Achieves 2 and</b> Demonstrates exceptional performance - details to be set out by contractor		
<b>Environmental Incidents</b>	Managing incidents including incident awareness.	Input Quantitative	Notification procedure not adhered to. Incidents not recorded into RIVO. Incident investigation not completed.	Evidence on RIVO for compliance with the incident manual. Incident investigation reports uploaded onto RIVO including root cause analysis.	<b>Achieves 1 and</b> Demonstrates performance beyond expectations e.g. promoting reporting or positive action relating to incidents, near misses and/or positive interventions. Proactive incident awareness campaigns which engages the whole of the construction team. High quality incident investigations which looks in detail at the root cause analysis and actions are subsequently adopted. Lessons learnt are communicated and disseminated to the project teams as well as peers through various fora.	<b>Achieves 2 and</b> Demonstrates exceptional, consistent performance across all sites e.g. innovative, pioneering mitigation measures which are consistent across all sites.		
<b>Procurement</b>	Demonstrate that an assessment of environment and sustainability is incorporated into procurement	Input Qualitative	No inclusion of environment and sustainability in procurement activities	Procedure in place covering full range of issues with evidence of decisions taken and evidence sustainability has been used as a criteria for selection of subcontractors.	<b>Achieves 1 and</b> Demonstrates performance beyond expectations e.g. comprehensive procedure	<b>Achieves 2 and</b> Demonstrates exceptional performance - details to be set out by contractor		
	Mayor of London's Green Procurement Code	Input Qualitative	Contractor not signed up to the Mayor of London's Green Procurement Code.	Demonstration of signatories to the Mayor of London Green Procurement code.	<b>Achieves 1 and</b> Demonstrated input into the stages of the process for the Mayor of London Green Procurement code and demonstrate how this is utilised on site	<b>Achieves 2 and</b> Achieved Gold in the Mayor of London Green Procurement code and demonstrated how this is utilised on site.		
	Sustainable Sourced Timber	Output Qualitative/quantitative	Timber not procured from certified recycled, reclaimed or sustainable sources. Reporting not undertaken as required by the contract	Timber procured from certified (e.g. FSC, PEFC) recycled, reclaimed or sustainable sources. Or timber is procured in accordance with BREEAM credit (Mat 5).Timely and complete KPI data submission on Rivo	<b>Achieves 1 and</b> Demonstrates performance beyond expectations e.g. preference to 100% sustainable, use of reclaimed or recycled timber or alternatives to timber such metal formwork or plastic hoarding. Robust and comprehensive reporting and additional reporting is being implemented.	<b>Achieves 2 and</b> The dissemination of innovative and pioneering timber procurement to wider audiences is demonstrated. Innovative reporting to influence decisions and improve environmental performance. Agreed management actions and decisions leading to exceptional recycled content percentage. Innovative use of materials to increase recycled content.		

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	Recycled content of materials	output qualitative/quantitative	Reporting not undertaken as required by the contract. Below 15% (For SCL and Tunnelling only contracts, % agreed with PM)	Timely and complete KPI data submission on Rivo and use of WRAP NWT or similar to calculate recycled content by value. At least 15% (For SCL and Tunnelling only contracts, % agreed with PM)	<b>Achieves 1 and</b> Demonstrates performance beyond expectations- Robust and comprehensive reporting is being implemented using the WRAP NWT. Detailed analysis of recycled content with the purpose of influencing performance. Management decisions clearly identified based on commercial and technical evaluation, such that if potential quick wins are not implemented a clear justification is provided.	<b>Achieves 2 and</b> Demonstrates consistent and comprehensive reporting using the WRAP NWT and evidence that quick wins have been implemented to increase the default RC% by value figure which includes demonstration that the complete lifecycle of the recycled material has been considered.
<b>Noise and Vibration</b> <i>It is recognised that the steps taken to control construction noise and vibration should be proportionate to the scale of the impacts. Consequently, the weightings and emphasis given to each of the criteria will be commensurate to the circumstances associated with each site. Neither will it be necessary to meet all the criteria in order to achieve an overall performance rating or score. For example, relatively weak performance on one aspect of management might be outweighed by excellent performance on other aspects of noise and vibration management, especially where it is considered that the emphasis given to particular aspects of management properly reflect the circumstances and issues associated with each site or contract package.</i>	Leadership, staffing, interfaces and culture	Input Qualitative/Quantitative	<ul style="list-style-type: none"> <li>Poor involvement of noise specialists on site. Noise and vibration specialist does not demonstrate correct experience and qualifications as per Vol B 21.2.4.</li> <li>Construction team and noise and vibration specialist / Environment team are not properly integrated with the construction team around noise and vibration issues.</li> <li>No demonstration of regular involvement with beneficiaries / stakeholders including lack of evidence that on site control and mitigation measures to discharge the requirements of the U&amp;A's are in place.</li> <li>Where cumulative noise with other contract packages is relevant, little or no steps taken to manage the cumulative impacts.</li> <li>Where there are ongoing issues with noise insulation or temporary re-housing, little or no steps taken to support Crossrail to implement the noise insulation and temporary re-housing scheme in accordance with the WI.</li> </ul> <p>[Note: the above criteria to be evaluated having regard to the scale of the noise impacts on people living and working in the vicinity of the works]</p>	<ul style="list-style-type: none"> <li>Suitable appointment of noise and vibration specialist demonstrating correct competencies, experience and qualifications as per Vol B 21.2.4.</li> <li>Noise and vibration specialist is providing an adequate level of engagement/visibility demonstrating close-working with the construction teams and providing a clear influence on construction management decisions.</li> <li>Regular involvement with the beneficiaries including evidence of compliance (e.g. regular monitoring against TAPs) is provided</li> <li>Noise and construction assessments satisfying IPD9 and all relevant U&amp;As, of all works have been submitted.</li> <li>Where cumulative noise with other contract packages is relevant, sufficient steps taken to manage the cumulative impacts. This includes interfacing with other contracts (e.g. stations and Systemwide)</li> <li>Where there are ongoing issues with noise insulation or temporary re-housing, basic steps taken to support Crossrail to implement the noise insulation and temporary re-housing scheme in accordance with the WI.</li> </ul>	<b>Achieves 1 and</b> <ul style="list-style-type: none"> <li>Fully integrated site team around noise issues. Effective employment of N and V specialist. Proactive engagement of N and V specialist in order to reduce and avoid noise and vibration issues.</li> <li>Good practice demonstrated in the use of control and mitigation measures. Evidence of strong leadership and effective communication of mitigation measures throughout all levels of the organisation.</li> <li>Evidence of effective processes in place to minimise noise impacts at each stage of the works preparation including design of the works, method statements etc.</li> <li>Where cumulative noise with other contract packages is relevant, good practice is demonstrated to manage the cumulative impacts. This includes proactive interfacing with other contracts (e.g. stations and Systemwide).</li> <li>Where there are ongoing issues with noise insulation or temporary re-housing, good practice demonstrated to support Crossrail to proactively implement the noise insulation and temporary re-housing scheme.</li> </ul>	<b>Achieves 2 and</b> <ul style="list-style-type: none"> <li>Demonstrates exceptional/outstanding, consistent performance across all sites with regards to effective management of construction noise and vibration.</li> <li>Talented and highly motivated team and effective communication between the N and V specialist, environment team, community relations officers and construction team is demonstrated.</li> <li>Strong culture to reduce impacts on communities existing throughout the organisation (including consultants and sub-contractors).</li> <li>Exemplary, innovative and robust processes developed to ensure that all practical steps are taken to minimise noise and vibration and that continual improvement of noise and vibration management is demonstrated.</li> <li>Evidence of information/knowledge sharing providing legacy value.</li> <li>Where cumulative noise with other contract packages is relevant, best practice is demonstrated to proactively manage the cumulative impacts.</li> <li>Where there are ongoing issues with noise insulation or temporary re-housing, best practice demonstrated to support Crossrail to proactively implement the noise insulation and temporary re-housing scheme.</li> </ul>
	Engagement with community relations/Local Authority/Stakeholders	Input Qualitative/Quantitative	<ul style="list-style-type: none"> <li>Poor engagement with communities and external stakeholders.</li> <li>Poorly defined complaints procedures.</li> <li>Failure to adhere to complaint procedures and arrangements for community awareness/ engagement set out in the relevant S61 application/ noise and vibration management plans.</li> </ul>	<ul style="list-style-type: none"> <li>Minimum but adequate engagement with communities and external stakeholders.</li> <li>Sufficiently defined complaints procedures.</li> <li>Adherence to complaint procedures and arrangements for community awareness/ engagement set out in the relevant S61 application/ noise and vibration management plans</li> </ul>	<b>Achieves 1 and</b> <ul style="list-style-type: none"> <li>Demonstrates good practice in relation to a fully engaged Construction team with stakeholders/Local Authorities and community relations.</li> <li>Good practice demonstrated by a collaborative relationship with the regulators.</li> </ul>	<b>Achieves 2 and</b> <ul style="list-style-type: none"> <li>Demonstrates exceptional/outstanding, consistent performance across all sites with regards to world class communications and strong focus on external stakeholders and communities.</li> <li>Strong community engagement with clear evidence that a highly effective community relations exist and the degree of any disturbance reduced as a result of the community engagement. (This could include conducting visits, community satisfaction surveys or feedback sessions).</li> <li>An open, transparent and collaborative relationship with regulators.</li> <li>Innovative systems or processes developed to facilitate communication and the sharing of information with Crossrail, stakeholders and the regulators.</li> </ul>
	S 61 Consent Application Compliance (including construction assessments and accessibility of data to CRL and the Local Authorities), BPM and monitoring techniques	Input Qualitative/Quantitative	<ul style="list-style-type: none"> <li>Material non compliance with section 61. This includes late submission of the applications for S 61 consents within the formal determination period (28 days), inadequate engagement with CRL including submitting applications (including dispensations and variations) to the Local Authority before the <i>Project Manager's</i> acceptance. [Note: compliance is measured according to when the applications and submissions are made, not when the applications are determined as this is dependent upon the local authority]</li> <li>Evidence of non-trivial breaches/ non compliance with consents or working without consent. Evidence of inadequate response to breaches.</li> <li>Poor demonstration of BPM and poor demonstration of BPM checks/inspections.</li> <li>Attended noise monitoring not conducted in accordance with the Works Information or Consent requirements (e.g. in response to complaints).</li> <li>Unattended monitoring not conducted in accordance with the Works Information or Consent requirements (e.g. exceedence triggers not notified/investigated/actioned)</li> <li>N&amp;V monitoring results are not readily available to the Project Manager and/or Local Authorities.</li> </ul>	<ul style="list-style-type: none"> <li>Adequate planning of applications for Section 61 consents within the timescales specified in the Works Information.</li> <li>Section 61 consent applications are submitted to the Project Manager before being submitted to the Local Authority, in accordance with the timescales outlined in the Works Information (late instructed work scopes not relevant).</li> <li>Regular meetings with the <i>Project Manager</i> and the local authorities occur to discuss S 61 consent applications and compliance.</li> <li>Noise assessments produced for all works.</li> <li>Monitoring data evident and monitoring undertaken by the N &amp; V specialist or as agreed by the Project Manager.</li> <li>Demonstration that regular inspections occur and BPM checks are in place to ensure all conditions of the S61 consent are complied with. As per Vol2B 21.8.10. N&amp;V monitoring is fully implemented to cover s61 requirements, IPD9, U&amp;A properties (i.e. TAPs) and heritage buildings. Access to the Working Areas for inspection /noise measurements by the Local Authority is made available at all reasonable times.</li> <li>N&amp;V monitoring results are made readily available to relevant local authorities.</li> <li>Where exceedences/ incidents have occurred, compliance with the requirements contained within the S61 consent demonstrated.</li> </ul>	<b>Achieves 1 and</b> <ul style="list-style-type: none"> <li>Good practice is demonstrated in relation to highly effective planning which includes early consideration of issues and steps to be used to avoid or otherwise reduce impacts on external stakeholders.</li> <li>Evidence of early submission of S61 applications and effective management of dispensations and variations e.g. demonstration that dispensations and variations are minimised where possible - except for those directly resulting from a change to the works or circumstances that were not reasonably foreseeable</li> <li>Strong leadership demonstrated e.g. clear roles and accountability at senior level.</li> <li>Good practice in the use of noise champions</li> <li>Evidence of good practice demonstrated in the implementation of comprehensive monitoring methods (unattended and attended) including reporting and communication of data so that the data is used proactively as part of the noise management process.</li> <li>State-of-the art noise and vibration monitoring with real time reporting/analysis of measures levels.</li> <li>Effective use of monitoring data for ongoing validation and verification of the noise predictions.</li> </ul>	<b>Achieves 2 and</b> <ul style="list-style-type: none"> <li>Demonstrates outstanding, consistent performance across all sites with regards to exceptional planning and early collaborative working with designers and the construction team in order to reduce/prevent noise impacts before the start of and during execution of works.</li> <li>Evidence that 100% planning cycles for S 61 applications exists.</li> <li>Evidence that 100% compliance with Section S61 consents exists.</li> <li>Demonstrates exceptional/outstanding, consistent performance across all sites with regards to monitoring technologies and reliable systems in place for holding and securing data which is easily accessible to external stakeholders.</li> <li>Innovative use of monitoring data to create awareness and foster effective feedback, control and improvement mechanisms.</li> <li>Innovative use of monitoring data to demonstrate to external stakeholders that construction noise and vibration is reduced as far as practicable.</li> <li>Exemplary practice demonstrated on validation and verification of noise predictions.</li> <li>Evidence of information/knowledge sharing providing legacy value.</li> </ul>
<b>Waste/excavated material</b>	Waste Management and excavated material management	Input Qualitative	none or non-effective segregation on site. Or if space is limited, evidence that off site segregation is implemented. None or non-effective waste classification process.	Demonstration of implementation of waste minimisation techniques. Demonstration of active reuse/recycling on site. Demonstration of use of contract locations for excavated material.	<b>Achieves 1 and</b> Demonstrates performance beyond expectations e.g. comprehensive mitigation measures, actively researching innovative recycling techniques especially amongst difficult waste streams such as packaging waste and demonstration of implementation of an active fit out strategy Using expertise from parent company, demonstrating proactive waste minimisation and sharing of this knowledge amongst peers. Demonstrating proactive measures and processes to maximise the amount of excavated material being sent to Wallasea when difficult situations arise. Evidence that these proactive measures are shared amongst peers.	<b>Achieves 2 and</b> Demonstrates exceptional, consistent performance across all sites E.g. Contractor is pioneering waste reduction technologies/methods and provides proactive feedback of this knowledge outside of the industry to a wider audience and as such solutions are adopted elsewhere.
	Performance in meeting targets for clean excavated material	output quantitative	Not achieving target	Excavated Material Achieving target (95%) and data is verified	Excavated Material- Meeting stretch target (100%) and data is verified	NA

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	Performance in meeting targets for demolition and construction waste	output quantitative	Not achieving target	Demolition and Construction- achieving target (90%) and data is verified	Demolition and construction- meeting stretch target (95%) and data is verified	Contractor demonstrates consistent, exceptional performance e.g. zero waste to landfill.
	Dust management and monitoring	input Qualitative/Quantitative	No evidence of dust management e.g. wheel washing, damping down. No evidence of monitoring or daily inspections and/or monitoring equipment is not maintained.	Demonstration of dust management e.g. wheel washing, damping down. Implementation of dust monitoring and responding to exceedances. Active maintenance of dust monitors. Evidence that daily dust inspections occur using the compliant dust log Performa.	<b>Achieves 1 and</b> performance beyond expectations e.g. Trials for dust suppressants, Green walls. Demonstrates	<b>Achieves 2 and</b> exceptional, consistent performance. Contractor is pioneering air quality measures and provides proactive feedback of this knowledge outside the industry and as such, solutions are adopted elsewhere. Demonstrates