



This document is shared for the purposes of learning legacy. It is a snapshot in time and hence many of the links within the document will become obsolete over time. Some links/document references will refer to a document storage location that isn't accessible. Users should refer to the learning legacy website where these documents may be published separately.

SUSTAINABILITY AND CONSENTS

Greenline Recognition Scheme Guidance Note

Document Number: CRL1-XRL-T1-GUI-CRG03-50003

Document History:

Revision	Date:	Prepared by:	Checked by:	Approved by:	Reason for Issue
1.0	06.09.13	████████	████████	████████	For Issue

This document contains proprietary information. No part of this document may be reproduced without prior written consent from the chief executive of Crossrail Ltd.

Valid only if viewed through the CRL Management System Portal on Crossrail Connect

Contents

1. Introduction.....	3
2. Purpose.....	3
3. Scope.....	3
4. Definitions.....	4
5. Responsibilities.....	4
6. Process and Timescale.....	6
7. Sharing Best Practice.....	8
8. Recognition and Award.....	8
Appendix 1 Green Line Scheme Entry Level Assessment Criteria.....	10
Appendix 2 Criteria for Green Line Recognition Scheme Commendation.....	12
Appendix 3 Example Timescales for achieving the Greenline.....	13

1 Introduction

Crossrail has an environmental vision: “*Setting the standard for environmental performance and leaving the legacy of a sustainable railway.*” The ‘Step Up to the Green Line’ scheme is a strategy to create awareness and achieve positive environmental behavior change across Crossrail’s sites.

Crossrail has set clear expectations for environmental performance in Works Information and this has been translated into Environment Plans on site, but to achieve a real change in environmental performance there is a need to communicate environmental information to everyone working on the project – to provide both the knowledge of what needs to be done and the motivation to do it.

2 Purpose

The Crossrail Green Line Recognition Scheme focuses on setting out a framework and creating a standard for environmental engagement on Crossrail.

The scheme is a way of capturing, joining up and recognizing existing good communication and environmental initiatives and is a way of encouraging contractors to improve. At the end of the scheme, all workers, from Project Directors to site operatives will be aware of and act on their environmental targets and within all legal requirements. The aim is to see a set change in environmental behavior and therefore environmental performance.

This document describes Crossrail’s ‘Green Line Scheme’ (*the scheme*), a recognition and rating scheme designed to encourage contractors to undertake environmental engagement and seek to be ‘world class’. The scheme provides a mechanism to evaluate, incentivise, measure, recognise and celebrate environmental engagement excellence.

Through recognition, sharing of information and subsequent implementation of ‘best practices’, environmental engagement standards will be raised consistently across the project. The Green Line Scheme is the driver for this continuous improvement approach; it will encourage contractors to strive to achieve excellence.

This guidance note explains how the Green Line Scheme should be implemented.

3 Scope

The Green Line Scheme is applicable within the central delivery area of the Crossrail project and covers civil construction activities. Industry Partners may also participate (civil works only).

To ensure a joined up approach and to encourage everyone involved to promote the scheme, site teams will also have requirements to fulfill before the site can gain Green Line.

The ‘Green Line’ can be awarded to either a complete contract or to an individual construction

site(s) that can demonstrate meeting compliance requirements. Regardless of whether a Contractor is applying for the Green Line for the whole contract or a specific site(s) the pre-requisite requirements must be met.

Note: Where there is more than one contractor on a site each contractor can achieve Green Line Status at a different time, but the site team must achieve their requirements for the first contractor to achieve Green Line Status.

4 Definitions

4.1 Central Delivery Area

Crossrail construction sites, i.e., Old Oak Common in West London, Pudding Mill Lane in the East, Plumstead in South-East London and satellite sites, e.g., Tilbury, Inrod Stabling yard and Wallasea Island in Essex.

4.2 Green Line Assessor

A competent person(s) nominated by Crossrail Environment Manager to undertake Green Line assessments across contracts.

4.3 World Class

For the purpose of the Green Line Scheme, World Class means “A Principal Contractor who ranks amongst the foremost construction organisations in the world and whose standards are deemed as excellent and of the highest order.”

5 Responsibilities

5.1 Crossrail Environment Manager

The Environment Manager will ensure:

- Adequate resources are available to implement the scheme
- Promotes the scheme at 'Board level'
- The scheme maintains focus and supports the delivery of environmental objectives
- Arbitrate on assessment disputes and makes final decision on what sites are awarded Green Line
- Report performance and implementation to the Crossrail Board.

5.2 Environmental Assurance Manager

The Environmental Assurance Manager will be responsible for the day to day running of the Scheme and will specifically:

- Manage the review of all Green Line submissions, (including meeting with Contractors and Crossrail Delivery teams);
- Ensure that the Green Line requirements are applied consistently;

- Work with Internal Communications to ensure appropriate coverage is given to the Scheme
- Share examples of effective environmental engagement with the Crossrail Project via Sharepoint and other internal communications

5.3 Environmental Advisors

Crossrail Environmental Advisors will:

- liaise with their respective contractors to promote the Green Line.
- When a Contractor wishes to be considered for the Green Line, the Environmental Advisors will (as requested by the Environmental Assurance Manager) verify any information submitted by the Contractor (as appropriate);

5.4 Crossrail Area Directors

Area Directors will

- Promote the scheme within their respective area(s)
- Provide adequate support to the Principal Contractors in their Areas

5.5 Crossrail Project Managers

Project Managers will

- Actively participate and motivate their teams to meet the site team requirements for the scheme

5.6 External Affairs Director

External Affairs Director will

- Provide appropriate resources to promote the Green Line Recognition Scheme externally
- Provide appropriate resources to design the Greenline posters and certificates
- Provide appropriate resources to procure the Greenline hoardings

5.7 Head of Organisational Effectiveness

The Head of Organisational Effectiveness will

- Provide appropriate resources to organise the Green Line Recognition Scheme presentations;
- Promote the scheme through internal communications;
- Provide appropriate resources to production of award and promotion materials

5.8 Principal Contractors

Principal Contractors will be encouraged to support and participate in the Crossrail Green Line Recognition Scheme. It is hoped that they will:

- Actively participate in the scheme
- Take ownership of the Green Line Recognition Scheme process – motivate their workforce to achieve the highest Green Line award (Green Line Recognition Scheme Commendation)
- Provide periodic feedback on the Crossrail Greenline Scheme
- Share best practice in relation to environmental engagement with the rest of the Crossrail Project

6 Process and Timescale

6.1 Pre-Requisite Requirements

Before the Green Line can be awarded, the Contractor must ensure they have achieved compliance with the Crossrail Environmental Works Information requirements as assessed through Crossrail's Performance Assurance Process. Where a Contractor is not part of the Crossrail Performance Assurance Process, Crossrail and the Contractor will agree a relevant process for assuring contractual compliance.

Regardless of whether a Contractor seeks the Green Line for a whole Contract or an individual site(s), the Contractor must first demonstrate contractual compliance with the environmental requirements.

6.2 Green Line Recognition - Entry Level

The Green Line Entry Level seeks to demonstrate a Contractor's commitment to engage on the environment over a number of compulsory requirements.

The Green Line Scheme Entry level requirements are included in Appendix 1. These requirements are the same as those used for the Scheme in 2012 (with some amendments).

A Greenline application can be submitted at any time, however formal review of the application will only be undertaken in conjunction with the Performance Assurance Process. In order to be considered during a Performance Assurance visit the Greenline supporting documentation must be submitted to the Environmental Assurance Manager at least one month prior to the commencement of the Performance Assurance review period. Advice on the Performance Assurance periods can be sought from the Crossrail EMS Advisor or Environmental Assurance Manager. It is strongly recommended to have an early kick off meeting with the Environmental Assurance Manager to agree Greenline programme and dates.

If there is a non compliance found in the Assurance Process then providing it is closed out within 2 months of the Contractor receiving their Performance Assurance report (and as long as the Greenline submission was prior to the Assurance process) then the Greenline can be awarded subject to the non compliance being formally closed out (and agreed closed by the Assurance team) and the Contractor meeting the requirements for Greenline.

Any supporting material provided as part of the Greenline application is to be submitted electronically to the Environmental Assurance Manager. Hard copy folders will not be accepted.

See Appendix 3 for an indicative timescale for achieving the Greenline.

6.3 Green Line Recognition – Commendation

Once a Contractor has achieved Entry Level, they may apply for a Green Line Recognition Scheme Commendation.

A Green Line Recognition Commendation would be awarded on a Contract or site(s) basis and would recognise exceptional behaviour demonstrated in an area of environmental communication. In order to achieve this level the Contractor would have to undertake the following:

- Identify what the specific Contract need is in environmental engagement (above and beyond those activities already demonstrated for Entry Level);
- Evidence or a statement of need would need to be provided by the Contractor and this would be verified by the Environmental Assurance Manager with the relevant Crossrail Environmental Advisor.
- The type of areas that a Contractor may consider as appropriate for an environmental engagement campaign could be:
 - New sub-contractor starting on site eg a targeted campaign to ensure environmental requirements are adequately highlighted;
 - New work site becoming live;
 - Different construction activity which may have new specific impacts;
 - Driving a specific improvement campaign on a topic eg if there have been many issues associated with a specific topic area such as noise and vibration and therefore an environmental engagement programme to tackle this.
- Plan an environmental engagement campaign which clearly identifies what the Contractor is seeking to achieve (see point above), and what measure(s) will be used to demonstrate positive behaviour change (this will need to be agreed with Crossrail);
- Timeframe for implementation for the proposed environmental engagement campaign to be established and deliverables to be clearly identified by the Contractor and notified to Crossrail prior to implementation.

See Appendix 2 for the Commendation form. This form will be completed by the Contractor and submitted to Crossrail prior to work commencing on implementing a Commendation campaign. The Environmental Assurance Manager and the Contract Environmental Advisor will review the Contractor's process prior to the Contractor commencing the Commendation campaign and provide appropriate feedback to the Contractor.

Commendation will be awarded subject to successful completion of the campaign.

A Contractor may seek to achieve one or more Commendations after achieving Entry Level. There is no upper limit to the number of Commendations a Contractor may seek to achieve.

6.4 Continuous Improvement

6 monthly reviews for the Green Line Entry Level will take place at the same time as the Crossrail Performance Assurance Process. The principal aim will be to ensure that the good practices identified are being taken forward and there has been continuous improvement and/or the Contractor is seeking to achieve Green Line Recognition Commendation status.

If continuous improvement in environmental engagement is not noted, the Environmental Assurance Manager will raise with the Environmental Advisor and the Crossrail Environmental Manager. A course of action will be agreed including but not limited to raising the issue with the Crossrail Area Director.

6.5 Assessment Criteria

The assessment of the criteria will be reviewed annually by the Environmental Assurance Manager and issued to Principal Contractors in advance of the assessment(s). As the Scheme progresses, commonly accepted good practices will become standard requirements to meet Entry Level.

7 Sharing Best Practice

Good and best practices will be distributed throughout the Crossrail programme. These practices will also be actively shared using other Crossrail led forums and meetings.

8 Recognition and Award

Principal Contractors who achieve Green Line Entry Level will be presented with an award which can be displayed next to the site entrance on the hoarding. This will be linked to a physical green line that will be fixed across the site entrance.

An on-site ceremony will also be held with a senior representative from Crossrail management presenting a certificate.

A series of posters and publicity material will also be produced to promote the scheme but also for recipients of the Green Line to use on site.

To maintain scheme momentum a list of current holders of Green Line Recognition Scheme Awards will be maintained on the Crossrail external website, photos and periodic articles will be published in “On Site” and other publications.

In addition, an award logo may be used on the Principal Contractor’s communication material.

8.1 Award Description

The Green Line Recognition logo will be used on all Green Line Recognition Scheme promotion materials.

Learning Legacy Document

Appendix 1: Green Line Scheme Entry Level Assessment

In order to gain Green Line Status, sites (Contractor and Crossrail team) will need to meet the pre-requisites and a set of requirements as set out in the tables below. There is flexibility around how the requirements are met, as long as demonstrable evidence can be provided.

Contractors - Criteria for Green Line Status

Criteria	Contractor Evidence
Pre-Requisite for Entry	
Demonstrate Contractor complying with environmentally related Contractual Requirements (through Crossrail Assurance Process)	
Compulsory Requirements	
Buy-in from leadership and their regular involvement	
Progress against targets monitored, regular feedback provided and visibly communicated	
Environmental guidance on site on each of the relevant topic areas for that site: <ul style="list-style-type: none"> • communication with site's neighbours • noise and vibration restrictions • water and dust pollution control • listed building and archaeology restrictions • waste minimisation, categorisation, reuse and recycling • energy & water minimisation • sustainable procurement of materials • ecology on and near site. 	
Regular inclusion of environmental issues in site decision making	
Relevant environmental issues communicated at all weekly and daily briefings	

Optional Extras	<u>Contractor Evidence</u>
Environmental reward scheme implemented	
Champions scheme implemented	
Other (anything else the Contractor would like to be considered for the Green Line Recognition Scheme)	
Evidence of Behaviour Change	

Site Teams - Performance Criteria for Green Line Status

<u>Criteria</u>	<u>Crossrail Evidence</u>
Site Team review of contractors environmental performance	
Buy-in from leadership and regular involvement	
Regular inclusion of environmental issues in site decision making	

Appendix 2 – Criteria for Green Line Recognition Scheme – Commendation

Criteria	Contractor Evidence
Pre-Requisite for Commendation	
Achieve Green Line Recognition Entry Level	
Ensure compliance with Crossrail Assurance Process requirements	
Identify environmental engagement requirements and agree programme of activity(ies) with Crossrail including timescale and deliverables prior to implementation	
Compulsory Requirements	
Provide baseline for measuring evidence of behaviour change	
Evidence of implementation of programme of environmental engagement activities as agreed with Crossrail	
Evidence of post implementation behaviour change	

Learning Legacy Document

Appendix 3: Example of timescales for Greenline Submissions in relation to Performance Assurance

Month	1	2	3	4	5	6	7	8	9	10	11	12
Kick off Greenline meeting with CRL EAM	Green											
Greenline internal meetings (CRL and Contractor)	Green	Green	Green									
Contractor and CRL implements continuous environmental engagement	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Submit Greenline application and evidence to CRL EAM				Green								
Ongoing EAM review and comment on Greenline material					Green	Green	Green	Green	Green			
Performance Assurance periods						Yellow	Yellow	Yellow				
Performance Assurance visit in conjunction with Greenline visit							X					
Performance Assurance report issued									Yellow			
Award of Greenline if no non compliances and have met Greenline requirements										Green		
If non compliance in Performance Assurance time to close out actions										Yellow	Yellow	
Award of Greenline subject to meeting requirements and closing out non compliance												Green

Learning Legacy Document