

**Date: 10 December 2015**

**Item: Sustainability Update**

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## **This paper will be considered in public**

### **1 Summary**

- 1.1 This paper gives the Panel a review of sustainability activity to date in 2015-16 and plans being developed for 2016-17.

### **2 Recommendation**

- 2.1 **The Panel is asked to note the paper.**

### **3 Background**

- 3.1 The TfL Story says that every day it will deliver safe, reliable, clean, sustainable and accessible transport. TfL has responsibilities to demonstrate how it provides value for public investment and is a responsible corporate employer and buyer of goods and services. TfL has been working to ensure that it delivers services in a sustainable way since 2012 and has made some good progress.
- 3.2 TfL's definition of sustainability (see Appendix 1) builds on the 'triple bottom line' model of environmental, economic and social value over the longer term, using a framework that is at the heart of the Mayor's Transport Strategy.

### **4 Progress in 2015**

- 4.1 The Rail and Underground (R&U) 'Our Plan' contains a 'Developing a Sustainable Business' work stream, with the three Programme Accountability Milestones listed below. These were developed in response to the findings of the Rail Safety Standards Board Sustainability Maturity Review, carried out last year.
- (a) introducing a new TfL policy, process and the tools to achieve the CEEQUAL civil engineering sustainability award – completed;
  - (b) Policy and Key Performance Indicators (leading to the ability to report on progress) – in progress, due 30 December 2015; and
  - (c) reviewing the sustainability opportunities for Human Resources (HR) and Information Management (IM) across TfL – in progress, due 31 March 2016.

## **CEEQUAL**

- 4.2 CEEQUAL is the international evidence based sustainability assessment, rating and awards scheme for civil engineering (see Appendix 2). It provides the mechanism to drive, evidence, assess and recognise the delivery of sustainability performance in a project or term contract. The benefits of using CEEQUAL for delivering a sustainable project are both direct cost savings and wider benefits, such as a smoother planning permission process and community engagement – showing R&U can achieve more with less.
- 4.3 TfL has used CEEQUAL before, for example through its contractors Costain at Bond Street station and Dragados at Bank station, the latter has recently achieved the Interim Design Award Excellent level. TfL has committed to using CEEQUAL on the Silvertown Tunnel and Garden Bridge. However, the approach to CEEQUAL had developed in an ad hoc way, which made it difficult for sponsors and project managers to know what TfL's position is and what is expected or what support is available.
- 4.4 This work stream has systemised CEEQUAL for the whole of TfL, setting clear requirements; updating all the relevant elements of Pathway and Working at TfL and delivering supporting mechanisms – good practice sharing and advice. TfL has set out clear thresholds for which projects should use CEEQUAL and the type of CEEQUAL Award is expected. TfL has set out good practice roles for TfL as clients, such as committing to using CEEQUAL as a framework for sustainable project and design and putting early measures in place that will gain recognition for award scoring before procurement, for example, design or construction support. For contractors TfL has been clear that they should price for the work and bring the relevant expertise to the job so that the project delivers sustainability benefits. The first projects to realise interim design awards under the new process are likely to be the Bakerloo Line Link and Camden Station capacity upgrade.
- 4.5 The CIRIA (the civil engineering best practice organisation) has cited at the CEEQUAL Technical Advisory Group that TfL's work to systemise CEEQUAL as leading best practice.

## **Sustainability Policy and Key Performance Indicators**

- 4.6 TfL set this goal because the maturity review found that while there are a number of examples where we achieve a good level of sustainability across TfL, they are driven from specific priorities such as reliability or accessibility, rather than a TfL-wide strategic approach to delivering a sustainable business. This means action is not consistently applied throughout the organisation, so TfL is missing opportunities to realise the full benefits to all of its business. An underlying systematic approach is needed, as a starting point, to drive sustainability through the business. In essence, a mechanism that clearly tells the business and stakeholders what TfL means when it says it is going to deliver a sustainable business. Looking at other leading companies, this platform is a sustainability policy and reporting on sustainability performance.

- 4.7 Setting a sustainability policy and KPIs against which to report, is defined as good practice by the Global Reporting Initiative, Dow Jones Sustainability index and others. As TfL already uses a mature suite of key performance indicators, we haven't set out to write new sustainability KPIs, rather to group the current ones under the sustainability framework headings. The GRI has agreed it will be acceptable to have a TfL online sustainability report with a link to all the relevant KPIs from a base page.
- 4.8 In the sustainability policy, TfL will set out its vision and commitments relating to sustainability and how it will deliver them. An example of the policy drafted for the Crossrail 2 programme this year is in Appendix 3 to show the style of good practice policy TfL will produce.
- 4.9 This work is in progress and the sustainability policy is programmed for internal consultation after Christmas, although final agreement may need to be paused to align with the emerging Transport Strategy and other relevant strategies of the new Mayor.

### **Sustainability Review of Human Resources and Information Management**

- 4.9 TfL has begun a review of sustainability contributions and opportunities in the Human Resources and Information Management divisions. It has carried out benchmarking activity to illustrate what good practice is in other transport providers and organisations with well known brands. Key internal stakeholders have been identified and will be interviewed in the coming weeks. Results and proposals will be presented to the Rail and Underground Health Safety and Environment Board.

### **Sustainability Assessment in Projects**

- 4.10 All TfL programmes and projects over £10m undergo a mandatory sustainability assessment at an early stage of the project management process. This forms the Sustainability Statement of major planning permission requests and ensures that sustainable design features are identified.
- 4.11 In Rail and Underground, assessments and associated action plans have been delivered this year for:
- (a) Piccadilly Line Interim Control Upgrade;
  - (b) Camden and Holborn Stations;
  - (c) Central Line, Jubilee Line mid life refurbishment; and
  - (d) DLR Twin Tracking.

## **Enabling Activities**

### 4.12 Sustainability Assessment:

During this year TfL updated and improved the sustainability assessment responding to feedback from our survey of sponsors and project managers.

### 4.13 Commercial improvement

In addition, engagement has taken place with Commercial colleagues, as part of the Commercial Capabilities Programme, to improve the consistency and quality of key sustainability elements into our supplier selection and contracts.

## **5 Other Sustainability Progress**

- 5.1 While this paper reports to the Panel on Rail and Underground's sustainability progress and plans, the Panel will need a report of wider TfL progress on sustainability beyond Rail and Underground to include, for example, deliverables from Planning, Marketing and Communications and Surface Transport. Some of the main highlights of these activities are set out here:

### **Health**

- 5.2 Health is one of TfL's strategic objectives and an integral consideration in the equality commitments made in the Single Equality Scheme (<http://www.tfl.gov.uk/cdn/static/cms/documents/single-equality-scheme-2012.pdf>). Everything TfL does to encourage and support Londoners to use public transport helps to keep them active. In 2014, TfL published 'Improving the Health of Londoners' plan, which set out 10 actions that are being taken over the three years to 2017 to more explicitly recognise and demonstrate TfL's role in improving the health of Londoners. This year TfL published an annual progress report on its progress against the plan <https://tfl.gov.uk/info-for/urban-planning-and-construction/transport-and-healthcare>. For example, a new approach to assessing the health impacts of transport in London was piloted. The Healthy Streets survey is gathering interest from boroughs and across the business, particularly as it relates to assessing the wider benefits of surface transport projects and schemes.

### **Equality**

- 5.3 One highlight of this year has been TfL's participation in the 'One Hundred Years of Women in Transport' programme, which has aimed to enthuse many people about the benefits of a transport career choice. TfL has a Single Equality Scheme that sets out its plans to continue improving travel choices, promote equality and enhance access to transport services and employment for all groups who live and work in London. TfL publishes objectives for eliminating discrimination, advancing equality of opportunity and fostering good relations. These have been developed through stakeholder engagement, ongoing customer surveys, monitoring customer complaints, staff satisfaction surveys and bespoke research. An annual progress report is produced (<http://content.tfl.gov.uk/s-e-s-progress-report-2012-15.pdf>). The

Equalities team is currently consulting widely in TfL about a new set of objectives to 2020.

### **Transparency**

- 5.4 In October 2015, TfL published a new Transparency Strategy, following a public consultation on the usefulness of its information and data and the way this is presented. Some key actions from the Strategy include:
- (a) publishing all replies to Freedom of Information requests online. This will commence in 2016. The precise date will be announced by the end of the year;
  - (b) publishing a schedule which will set out when we will publish regular information and datasets. This will make it easier for stakeholders to plan their scrutiny of this material. The first schedule will be available in December 2015;
  - (c) Making webcasts of Board meetings available for longer than the current six month period, via our YouTube channel. This will start from December 2015 and will enable viewing of these recordings once they are no longer available on the Greater London Authority website;
  - (d) reviewing how information is presented on [tfl.gov.uk](http://tfl.gov.uk). Work is already underway to make it easier to find and interpret the data published;
  - (e) identifying any gaps in the information TfL publishes about the number of customers using each service and standardising the presentation of this information. This will make it much simpler to understand the number of journeys made; and
  - (f) publishing an update twice a year on the progress made by TfL in further increasing transparency, including making more Open Data freely available.

### **Emissions Reduction**

- 5.5 Surface Transport is responsible for the delivery of the Ultra Low Emission Zone and is rolling out the Ultra Low Emission Vehicle Delivery Plan. It has awarded Community Cycling Grants and is currently delivering the new Cycle Superhighways across London.

## **6 Proposed Plan for 2016/17**

- 6.1 TfL is currently developing its 2016/17 plans and milestones for Rail and Underground business sustainability improvement. The proposals are set out below, subject to this and other consultation with the business as part of the Our Plan development process.

## **Reviewing Sustainability Opportunities in Further Business Areas**

- 6.2 It is proposed that work will take place with Commercial to improve the sustainability benefits that can be delivered to the business and London from all our contracts, and opportunities from their policies, processes and performance, including reducing whole life cost.

### **Benchmarking**

- 6.3 TfL will carry out a full benchmarking exercise to see how its current sustainability performance compares against relevant organisations – identifying “what does good look like?” This will enable TfL to set targets and actions to deliver this over the coming years.

### **BREEAM Infrastructure**

- 6.4 Following on from systemising CEEQUAL requirements, it is proposed to take the same approach for building. This is important given TfL’s role within property development. The next step will be to deliver a systemised approach to the ‘BREEAM’ assessment (Building Research Association Environmental Evaluation mechanism) as well as the new BREEAM for Infrastructure and new BREEAM bespoke for Underground stations. TfL will update its position once work recently announced to merge CEEQUAL and BREEAM Infrastructure has progressed.

### **Enabling Activities**

- 6.5 TfL will produce case studies that highlight the cost savings and benefits that the business (and others) has achieved by delivering projects in a sustainable way. TfL will use these to inform procurement targets and incentives, in sustainability training and add them to the lessons learned database.

### **List of appendices to this report:**

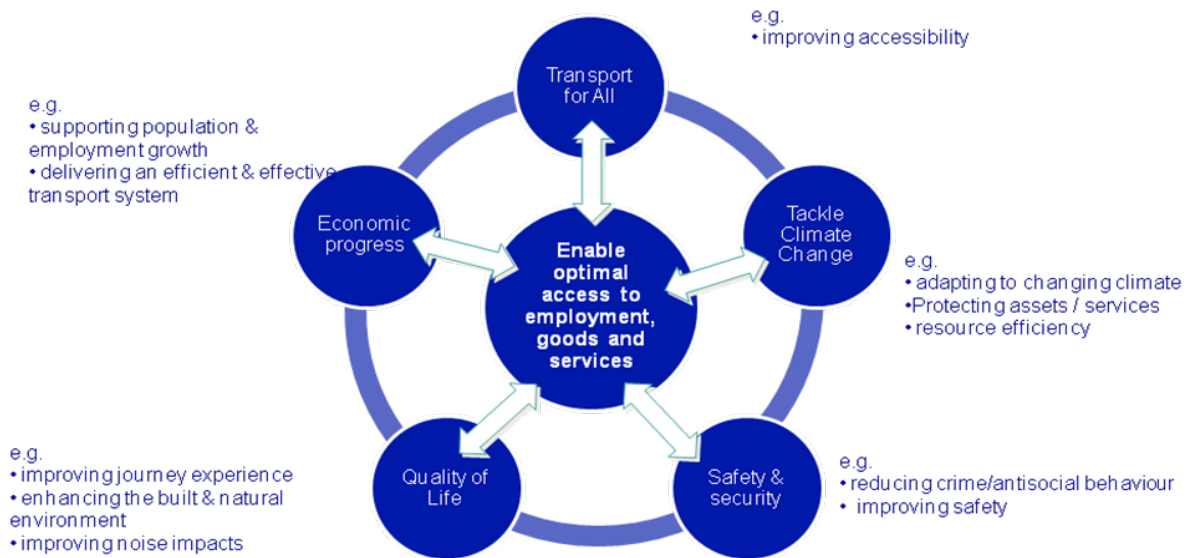
Appendix 1: TfL’s Sustainability Approach  
Appendix 2: TfL’s requirements for CEEQUAL  
Appendix 3: Draft Crossrail 2 Sustainability Policy

### **List of Background Papers:**

None.

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## TfL's Sustainability Approach



### TfL's Requirements for CEEQUAL

TfL requires CEEQUAL to be used as a means of driving, recording and recognising sustainability for civil engineering projects as follows:

- involving new construction
- significant retrofit
- where planning permission is to be sought or where an Environmental Impact Assessment is required, such as TWAO or Development Consent Order/Hybrid Bill.

Such projects include (but are not limited to) the design and construction of:

- New railways and viaducts
- Stations (new construction)
- New depots or major upgrades to depots
- Major station upgrades
- New bridges, tunnels or flyovers and Pier extensions
- Major junctions (new construction or major re-design)

Where the Estimated Final Cost is £50m or above or the Contractor cost is £25m or above should use CEEQUAL.

Such TfL projects are required to achieve a Whole Team Award to at least CEEQUAL Very Good Award, aspiring to the achievement of 'Excellent' where the project scope allows.

It is recognised that for some large civil engineering schemes that require TWAO permission, it is helpful to achieve an Interim Design Award to support submission. In which case, the project sponsor should consult the Sustainability Coordinator and decisions can be made on a case by case basis.



### DRAFT Crossrail 2 Sustainability Policy

Crossrail 2 is the proposed new cross London railway directly linking services southwest and northeast of the capital. It will deliver essential capacity to the transport network, providing high-frequency, high-capacity travel through London and into Surrey and Hertfordshire. New and easier journeys on less crowded trains will foster the growth of housing along the route, and support the jobs and business fundamental to London's competitiveness and its position as a global city.

#### Our vision

TfL and Network Rail are committed to Crossrail 2 as a sustainable railway that maintains or improves the quality of life and the environment in London and the South East, and supports the UK's climate change objectives.

We want Crossrail 2 to demonstrate excellence in sustainability and be judged among the best examples worldwide of sustainable transport infrastructure. This means limiting and mitigating negative impacts on local communities and the natural and built environment, whilst balancing and maximising the economic, social and environmental benefits Crossrail 2 can offer.

Drawing on our own sustainability priorities, TfL and Network Rail have developed the themes that represent Crossrail 2 as a sustainable development. This policy sets the framework for pursuing these themes during the design, procurement and construction of the scheme, both directly and through our influence on the development that Crossrail 2 will drive.

#### What we will do

##### **Support growth, skills and employment:**

We will support a competitive transport industry by promoting sustainable technology and innovation in the UK transport sector and related industries, and by developing the skills base behind these industries.

##### **Enhance the natural and built environment:**

We will design stations and infrastructure that preserves and complements local heritage and where possible, that enhances the landscape or townscape. We will protect and enhance where possible, water and land quality; and we will promote richer wildlife habitats and aim for a net gain in biodiversity.

##### **Support sustainable communities:**

Our stations will seek to enhance local character and reinforce local community

##### **Provide a carbon smart and climate resilient railway:**

We will be instrumental in providing low carbon journeys, using low embodied carbon materials with an energy efficient operation. Our designs will provide infrastructure and services that are resilient to the impacts of a changing climate

##### **Build and operate a resource efficient scheme:**

We will use natural resources in a responsible and sustainable way, and we will seek to minimise or reuse our construction and excavation products. We will reduce whole life costs by designing in operational and maintenance efficiencies to offer the best value for money.

##### **Support a safe, secure and healthy city:**

Rail is amongst the safest forms of travel. Crossrail 2 will be safe and secure by

networks. We will support transport that is physically accessible and financially affordable, and that connects communities locally by improving access across the rail corridor. Where possible, we will encourage planning authorities and developers to provide a mix of housing that supports growth and a diverse population.

design and construction for our staff and customers, as well as others affected by our infrastructure. We will aim to improve the quality of life for our neighbours and customers through cleaner air, by controlling noise and by supporting journeys to and from our stations by foot and bike. And new services will allow better access to facilities that enhance health and wellbeing.

### How we will deliver this

**Sustainability culture:** We will integrate sustainability into decision-making at every level and at every stage of the project. Sustainability will be business as usual and ownership will cascade from the highest level within the programme.

**Communicating:** We will have open and regular dialogue about our works with all our stakeholders - from local communities and business through to our regulators and supply chain.

**Responsibly procuring:** We will adopt practices for all products, services and staff that deliver good environmental and social performance and ensure fair working practices across the whole of our supply chain.

**Setting the framework:** We will set performance standards, measurable where possible, for our core sustainability themes. Our performance against these will be assessed and reported. We will review this policy at each stage of the programme lifecycle.

**Leaving a legacy:** Through our innovative approach to planning, design and construction, we will inspire those who work on Crossrail 2 to leave a proud and permanent sustainability legacy. We will enhance the capacity of individuals and leave a legacy of skills and know-how for future generations.

Through this sustainability policy, we will support the goals and ambitions of the Government and the Mayor of London, as well as the objectives of Transport for London and Network Rail.

*For Transport for London, managing director:*

*For Network Rail, head of project:*

Michelle Dix

Chris Curtis

Date:

Date: