Infrastructure Projects

Northern Programmes

Transpennine Route Upgrade

Sustainability Strategy

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Approval and Authorisation

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Implementation

This document's latest version shall supersede any previous versions.

Compliance

This document is mandated across the 'scope' detailed in section document identity, scope and metadata.

Specific authority not to comply with this document can be requested from the Approval Signatory using the Technical Query process found with the Common Data Environment (CDE).

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All references made within this document were considered correct at time of approval.

Supply

Copies of this document are available electronically via the Common Data Environment but shall be deemed uncontrolled once printed.

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1. PURPOSE

This document sets out Transpennine Route Upgrade's (TRU) programme level strategy for delivering best practice sustainability outcomes. It provides the overarching framework of objectives, measurement and assurance. The Alliance and Delivery Teams will in turn produce detailed responses on how these objectives are met in their Sustainability Delivery Plans and Environment and Social Management Plans.

This Sustainability Strategy has been developed in line with the Network Rail Sustainable Development Strategy, Network Rail sustainability related policies and standards, Northern Programmes Sustainability Strategy, the Rail Safety Standards Board Sustainable Railway Principles and the United Nations Sustainable Development Goals.

2. SCOPE

This strategy is applicable to everyone working on TRU. This document should be read in conjunction with the following, as these provide further detail on sustainability requirements for the programme:

- TRU Sustainability Certification Plan [151671-NWR-00-TRU-PLN-W-SD-000001]
- TRU Net Positive Biodiversity Strategy [151671-NWR-00-TRU-STR-W-SD-000005]
- TRU Carbon Reduction Strategy [151671-NWR-00-TRU-STR-W-SD-000006]
- TRU Social Value Key Requirements [151671-NWR-00-TRU-GUN-W-HSQ-000001]
- TRU Weather Resilience and Climate Change Adaptation (WRCCA) Plan [151671-NWR-00-TRU-PLN-W-SD-000038]
- Network Rail's Environment and Social Standard NR/L2/ENV/015.

It is acknowledged that under the broad heading of sustainability, other work steams or strategies may contribute to the objectives set out in this document (for instance our approach to health and wellbeing has a great impact on communities and our teams). However, for the purposes if this document we have limited our scope to include requirements, targets and methodologies to areas in which the TRU Sustainability teams (including Alliance and delivery partners) will be directly responsible for delivering or managing.

3. VISION AND OBJECTIVES

TRU will be a programme that delivers world class sustainable railway infrastructure, which will leave a legacy in the north of England. Our aim is to unlock the significant social, economic and environmental value of the programme with an ambitious, innovative and

industry leading approach to sustainability. This will ensure we protect and enhance the world that sustains us, the communities around us and the people that make us.

A programme of this magnitude has far reaching impacts; changing the way people travel and connect; affecting the natural and built environment and the places in which people live and visit. This is an opportunity to transform communities along the route, and beyond, delivering significant economic, social and environmental benefits, driving up industry standards in environmental and sustainable design and construction.

In order to achieve this vision a series of objectives and targets have been identified under three overarching themes. The TRU sustainability objectives are set out in **Figure 1**. The current TRU sustainability targets and requirements are set out in **Appendix A**.

The sustainability performance of TRU is being assured and assessed using the latest iteration of industry leading infrastructure assessment methodologies, CEEQUAL v6. Prior to this, the programme was a pilot project for the sustainability measurement, assurance and accreditation rating system - BREEAM Infrastructure. TRU made the decision to transition to CEEQUAL v6, which brings together the existing methodologies of BRREAM infrastructure and CEEQUAL v6 to provide a single scheme. Implementing CEEQUAL v6 offers third party, globally recognised, certified assurance that will provide lasting industry-wide improvement in the rail sector and beyond. Full details are available in the TRU Sustainability Certification Plan (151671-NWR-00-TRU-PLN-W-SD-000001).

Figure 1: TRU Sustainability objectives

4. STRUCTURE

Best practice shows that embedding sustainability at all levels of an organisation is imperative to successful delivery. The TRU delivery structure is shown in **Figure 2** below:

Key:
ESMP (Environment and Social Management Plan)
DTC (Digital Train Control)
KPI (Key Performance Indicator)
PMO (Programme Management Office)
SDP (Sustainable Delivery Plan)

Figure 2: TRU Sustainability management Structure

5. APPROACH

This sustainability strategy has been developed in line with construction industry best practice, railway industry best practice and Network Rail principles, policy, requirements and strategy. The strategy aligns to Northern Programmes Sustainability Strategy. The strategy has been collaboratively agreed through the TRU Alliances and Delivery Teams.

The Programme Sustainability Team will ensure that detailed sustainability requirements are integrated into relevant systems and processes including contract documents and the programme wide requirements validation and verification process. In order to be a truly sustainable programme, sustainability needs to be embedded across the programme. **Table 1** demonstrates how this is being managed to date.

Table 1: Links between sustainability and the wider programme

Sustainability Theme	Objective	Key programme links with sustainability
The world that sustains us	Deliver a resilient rail upgrade through the application of weather resilience and climate change adaptation.	• Operations and Maintenance Development Steering Group • Engineering Requirements Steering Group • Office of Road and Rail (ORR) meeting • TRU Safety High Level Principles
	Deliver net positive biodiversity	• Design reviews • Stakeholder Steering Group
	Deliver carbon reduction through intelligent engineering	• Value engineering • Requirements Working Group •
	Ensure maximum resource efficiency	• Value engineering • Procurement • Requirements Working Group •
The communities around us	Be a caring neighbour	• Stakeholder Steering Group • ORR meetings (Keeping communities safe) •
	Support Britain's economic development	• Skills and Employment Steering Group • Procurement • Stakeholder Steering group
	Build inclusive infrastructure	• Stations Development Steering Group • Requirements Working Group • Stakeholder Steering group • Northern Programmes Diversity Impact Assessment Panel (to be established)
The people that make us	Inspiring tomorrow's workforce	• Skills and Employment Steering Group • Northern Programmes STEM steering group/co-ordination groups
	Equality, diversity and inclusion	• Skills and Employment Steering Group • Staff networks

Sustainability Theme	Objective	Key programme links with sustainability
	Health and Wellbeing	• Programme Wellbeing groups • Staff Engagement Group

The Alliances shall set out their approach to implementing this Strategy and all related sustainability requirements in their Sustainability Delivery Plans (SDP) and Environment and Social Management Plans (ESMP).

These detailed plans will allow the programme to identify risks and opportunities, drive up standards, share best practice and ensure the programme will deliver its main objectives.

6. ASSURANCE AND REPORTING

Implementation of our detailed requirements throughout the lifecycle of the programme is key to delivering on the objectives set out in this strategy. The Programme Team, in collaboration with our Alliance Delivery Partners, have developed a consistent, effective, programme of assurance and reporting to mitigate risk, and ensure the delivery against our requirements. This approach is outlined below.

6.1 Progressive Assurance

The relevant specialist within the Programme Team will formally engage with their counterpart(s) in the Alliance Delivery Partners on a periodic basis to ensure that progress is being made against the requirements set out in this strategy and sister documents referenced. This level of progressive assurance aims to:

- Measure performance against all requirements
- Informal review of deliverables and documents (see section 6.3)
- Provide consistent communication between parties
- Mitigate risk by highlighting shortfalls against requirements at an early stage
- Provide regular progress updates utilised in programme level reporting (see 6.12)
- Give opportunity for lessons learnt between Alliance Delivery Partners and Programme Team, across GRIP stages
- Ensure our requirements remain ‘value for money’ throughout by implementing a sense check process
- Share best practice and celebrate success across the route

Progressive assurance periodic meetings/calls will take place at the appropriate time to align with the Network Rail reporting periods, thus aligning with the formal programme level reporting outlined in section 6.2 below.

6.2 Periodic Reporting

There are a number of reporting requirements for Environment and Sustainability on TRU, over and above Network Rail's national mandatory metrics (such as landfill diversion rates, energy, sustainable timber use). Some of these are reported through the TRU Periodic Business Report (PBR) and Key performance Indicators (KPI) performance reports (Alliance specific), and some requirements are reported through the above progressive assurance processes (see section 6.1).

The Programme Sustainability Team is required to provide formal update against some of the sustainability requirements and submit them to the Programme Delivery PBR on a periodic basis. This includes specific performance against some requirements under key headings (i.e. carbon, social value, certification, biodiversity and resource efficiency), along with a summary of sustainability progress, and an opportunity to highlight success in a specific area. This level of consistent assurance at a programme level ensures our sustainability requirements remain visible and accountable throughout, whilst giving the platform to celebrate success across the route.

Some of the programme sustainability requirements are translated into periodic KPI's, and similarly to the above PBR reporting, are submitted on a 4-weekly basis to the Programme Team. Our KPI's provide an effective method of concise progress reporting, contributing in part to a significant number of indicators across the programme.

The current TRU Sustainability KPI list, including associated incentivisation, is contained in **Appendix B**: 151671-NWR-00-TRU-STR-W-HSQ-000006

6.3 Approval and Authorisation of Deliverables

The TRU sustainability requirements require specific deliverables at each GRIP Stage. The Alliance Delivery Partners shall internally assure each of these deliverables prior to formal issue to the Programme Sustainability Team via ProjectWise for approval.

There are different types of deliverables that will require different levels of sign off. Mandated deliverables from Network Rail standards shall be signed off/authorised by the relevant Network Rail representative (such as the ESMP).

Other TRU specific deliverables will be signed off through the TRU Programme Sustainability Team.

6.3.1 Progressive review

Documents and deliverables should be progressively assured through continued engagement with the relevant specialist in the programme team. This should include:

1. Draft deliverable review meeting(s) with author of the document and relevant Programme Team specialist(s).
2. Alliance to update draft deliverable in accordance with informal comments provided at the meeting.

6.3.2 Formal submission and sign off

The process for final submission and sign-off of deliverables is:

1. Alliances shall formally transmit/issue the document/deliverable via ProjectWise, once the document has been approved and signed off within the Alliance. This must be transmitted/issued to the following as a minimum:
   - Relevant TRU Sustainability Team specialist
   - Northern Programme Sustainability Team (where appropriate)
   - Lead for S&SD on TRU.
2. The Programme Team will provide comments and issue via a formal comments spreadsheet, which will confirm acceptance or require amendments.
3. The Alliance shall update if required, and reissue via ProjectWise in accordance with the comments.
4. Final authorisation and sign off of the document by TRU Programme Team or Network Rail in accordance with the type of document being issued. Note ESMPs will require sign off through the EM3 form in addition to ProjectWise Authorisation.

7. LOCAL PARTNERS FOR LOCAL SOLUTIONS

In order to leave a lasting legacy in the north of England, TRU is committed to partnership working with local stakeholders to deliver better outcomes. **Table 2** below shows some of the local stakeholder we have engaged with so far on TRU and how the objectives of these stakeholders are aligned with TRU objectives. These partnerships may change over time and updated lists will be contained in the Alliance Level SDP's.

Table 2: Local organisations we are working with

Level of TRU	Organisation	Aligned goals:
Programme	STEM Learning	Inspiring tomorrow's workforce – Inspiring young people in Science Technology Engineering and Maths subjects, which are critical for many roles in the rail industry.
	Sustainability Chain School	Inspiring tomorrow's workforce - NR is a partner organisation and we will be using this partnership for upskilling and training of our workforce on the various topics of sustainability.
	Northern Forest Initiative	Net positive biodiversity - To protect and enhance biodiversity in the north of England
	Yorkshire and Lancashire Wildlife Trusts	Net positive biodiversity - To protect and enhance biodiversity in the north of England
	Canal and Rivers Trust	Net positive biodiversity - To protect and enhance biodiversity in the north of England
	RSPB	Net positive biodiversity - To protect and enhance biodiversity in the north of England
	B-lines (Buglife)	Net positive biodiversity - To protect and enhance biodiversity in the north of England
	Tree Council	Net positive biodiversity - To protect and enhance biodiversity in the north of England
	National Trust (North Region)	Net positive biodiversity - To protect and enhance biodiversity in the north of England
West of Leeds	WISE	Equality, Diversity and Inclusion - Provide support to tackle gender disparity in engineering
	Kirklees College	Inspiring tomorrow's workforce - Skills Task Group leaders looking at the demand, provision, and messaging of employer led vocational enrichment, skills and training to ensure a resilient pipeline of skills
	West Yorkshire Consortium of Colleges (WYCC)	Inspiring tomorrow's workforce - Funding brokerage for local STEM courses and apprenticeships representing several local colleges
	Hollybank Trust	Build inclusive infrastructure - Local charity in Mirfield which provides life-long care and education for those with life limiting disabilities
	Huddersfield University	Supporting Britain's economic development - Supply Chain school base at the university focussing on the resilience of local engineering SME's
	Leeds College of Building	Inspiring tomorrow's workforce - Official local apprenticeship provider geared up to deliver several engineering related apprenticeships
	Building Equality	Equality, diversity and inclusion - Official partners of the built environment LGBT group supporting events and campaigns locally
	Kirklees College	Inspiring tomorrow's workforce - Skills Task Group leaders looking at the demand, provision, and messaging of employer led vocational enrichment, skills and training to ensure a resilient pipeline of skills
TRU Central	Leeds foodbank	Being a caring neighbour - To provide support to those in need in the Leeds area. This fits with the national Network Rail campaign: Routes out of homelessness.
	GO4SET (Leeds) – run by the EDT	Inspiring tomorrow's workforce - a 10 week Science, Technology, Engineering & Mathematics (STEM) Project for 12-14 year olds
East of Leeds	Yorkshire Wildlife Trust	Net positive Biodiversity & Health and Wellbeing - To protect and enhance biodiversity in Yorkshire
	University of York	Inspiring tomorrows workforce
	Micklefield in Bloom	Being a caring neighbour – local stakeholder group in Micklefield
	Micklefield Recreation Ground Trustees	Net positive biodiversity – a biodiversity offsetting initiative in Micklefield
	York Cares	Being a caring neighbour - Charitable partners that connects third sector organisations and businesses in the York area.
Digital Train Control	Leeds University	Working with the Smart Energy Systems group (smart energy, intelligent manufacturing and transportation systems) at Leeds University exploring partnership in integration testing facilities and ERTMS.
	Girlguiding	'Empowering nearly half a million girls to be their best and face the challenges of growing up today through adventure, friendship and fun'! The DTC team have specifically worked with a Brownie unit facilitating engineering sessions, promoting STEM in young girls.
	Yorkshire Wildlife Trust	To protect and enhance biodiversity in Yorkshire

8. CEEQUAL v6

Innovation is the key to ensuring we are driving the sustainability agenda and delivering the best outcomes for the programme. TRU approved the transition to CEEQUAL v6 in September 2019, having previously been the only rail improvement programme in the UK to be part of the BREEAM Infrastructure Pilot Scheme. CEEQUAL v6 now offers us the opportunity to innovate and challenge beyond what is considered 'business as usual' in terms of sustainability performance. The scheme gives us the consistency, structure and built in assurance process required to drive our sustainability objectives throughout the lifecycle of the programme, ultimately delivering a more sustainably railway.

We believe using CEEQUAL v6 offers many benefits to the programme including:

- ✓ **Assurance –** CEEQUAL v6 is key to putting our sustainability strategy and commitments into practice. It provides a framework for effective and systematic delivery of our sustainability objectives, commitments and existing Network Rail environmental, social and economic requirements
- ✓ **Reputation and recognition** – CEEQUAL v6 offers us third party certification in recognition of the sustainability best practice we will adhere to. It provides verification to our stakeholders that the programme is embedding sustainability best practice. We are the first Network Rail major improvement programme to target an 'Excellent' rating under this methodology
- ✓ **Legacy –** CEEQUAL v6 helps us to deliver more sustainable railway and supports development of next generation of sustainability standards for infrastructure
- ✓ **Quality –** CEEQUAL v6 provides the framework to deliver railway upgrade with improved social, environmental and economic quality

TRU made a formal commitment with the Department for Transport (DfT) in December 2017 to actively targeting an 'Excellent' rating outcome, using the then UK's latest industry leading infrastructure assessment methodology, BREEAM Infrastructure (Pilot). The programme utilised this methodology until the decision was made to transition to CEEQUAL v6, released in June 2019. All projects in the TRU programme will be assessed against the 'Full Project Award' assessment type criteria of CEEQUAL v6, applicable to GRIP 4-7, with shared responsibility across the project lifecycle between the Programme Team and the Alliance Delivery Partners. The relevant designation of requirements and responsibilities for Alliances are embedded within contract documentation (via the TRU V&V/ Requirements process) and detailed in the TRU Sustainability Certification Plan [151671-NWR-00-TRU-PLN-W-SD-000001].

9. TRU SUSTAINABILITY OBJECTIVES

8.1 Deliver a resilient rail upgrade through the application of weather resilience and climate change adaptation

TRU is committed to ensuring that the assets created and upgraded through the programme are designed and constructed to appropriate levels of resilience to weather and climate related risks.

Many rail assets are vulnerable to extremes in weather causing significant disruption to the operation of train services and damage to rail infrastructure. The frequency and severity of extreme weather-related events are expected to increase with climate change, which is likely to increase the impact on assets that are already affected by weather events. Climate change is also likely to highlight new asset vulnerabilities or weaknesses, or new geographical locations at risk with little or no history of incidents.

The TRU Weather Resilience and Climate Change Adaptation (WRCCA) Plan [151671-NWR-00-TRU-PLN-W-SD-000038]:

- Provides a summary of the drivers, context and business case for the resilient design of TRU;
- Sets out the approach to developing the WRRCA plan;
- Identifies key risks for weather and climate resilience to TRU, to enable these to be managed through the GRIP stages and design process;
- Sets out detailed requirements, best practice measures and recommendations to support the delivery of a weather and climate resilient TRU.

8.2 Deliver net positive biodiversity

TRU is committed to achieving a measurable, net positive contribution to biodiversity. To enable this target to be met a net positive biodiversity strategy [151671-NWR-00-TRU-STR-W-SD-000005] has been developed to assess and manage the biodiversity impacts of the programme. The strategy is based on good practice principles of biodiversity offsetting, which provide a robust and challenging framework to achieve long-lasting, net positive outcomes for nature conservation. These are outlined in **Figure 3** below. The aim is to deliver biodiversity benefits as close as possible to where the impacts occur, while seeking to promote biodiversity on a landscape scale. Engagement with stakeholder is ongoing and will enable the collaborative identification of offset area boundaries and the identification of mitigation and offset opportunities that will be of genuine conservation benefit to the North of England.

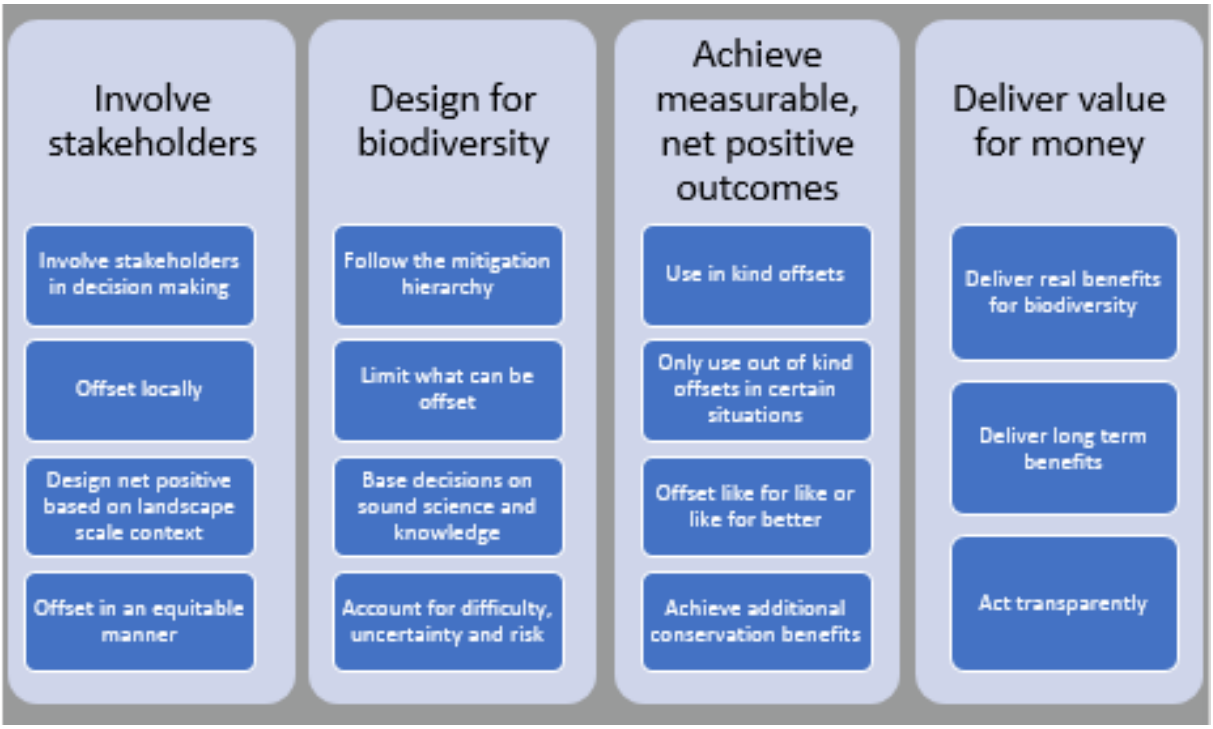

Figure 3: Biodiversity principles being implemented on TRU

8.3 Deliver carbon reduction through intelligent engineering

TRU is committed to delivering carbon reductions. The process, aims and objectives for carbon reduction on TRU are outlined in the Carbon Reduction Strategy [151671-NWR-00-TRU-STR-W-SD-000006]. The objective of this Strategy is to manage and measure the carbon impact of the TRU project over its life cycle and to facilitate the delivery of lower carbon solutions through intelligent engineering, construction and project delivery across the supply chain.

The key interactions within this strategy for TRU are outlined in **figure 4** below.

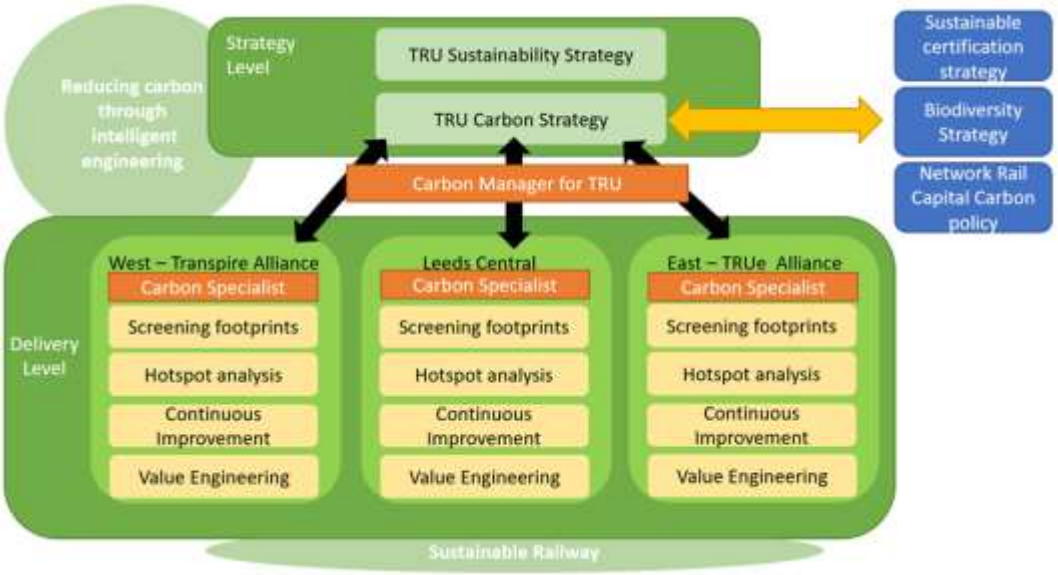

Figure 4: Structure of Carbon management on TRU

TRU is committed to Carbon reduction (in both a capital and operational sense) from a lifecycle analysis point of view (with the lifecycle stages considered, highlighted in **Table 4** below).

Table 1: Carbon Lifecycle analysis stages

	Product and construction stage			Use stage					End of life stage	Benefits/loads beyond the project boundary
LCA stage	A1-3 Product	A4 Transport to site	A5 Construction/installation processes	B2 Maintenance	B3 Repair	B4 Replacement	B5 Refurbishment	B6 Operational energy use	C1-4 End of life stage (landfill)	D Benefits/loads beyond the project boundary
Capital Carbon	Y	Y	Y	N	N	Y	Y	N	Y	Y
Operational carbon	N	N	N	Y	Y	N	N	Y	N	Y

This will assist decision making and design and recognise that intelligent engineering delivers both carbon and cost savings, principally through the existing value engineering process and applying the principles of carbon reduction within infrastructure projects, shown in the hierarchy below (**Figure 5**).

The Carbon Reduction Strategy provides the basis and motivation for assessing carbon throughout the programme development, based on the understanding that the largest potential carbon reductions can be realised at early stages of design, but

that carbon management is an ongoing process that can be carried out at any stage of a programme. The carbon hierarchy shall be applied at all key decision points within the TRU programme to ensure that carbon impacts and reductions are maximised.

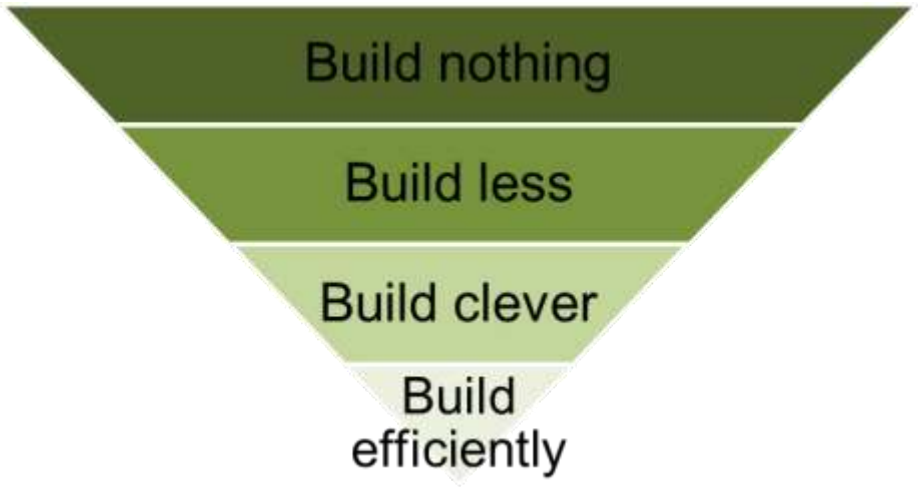

Figure 4: Principles of carbon reduction in infrastructure projects

8.4 Ensure maximum resource efficiency

TRU is committed to delivering the benefits of the programme in the most efficient way. This includes an active approach to reducing materials and resource demands (at all stages of the asset lifecycle) through application of the carbon hierarchy set out above.

Delivering maximum benefit for minimum material and resource is a high priority for TRU, for example the Value Management process is driving a continued focus on material efficiency.

A best practice 'Resource Efficiency Review' has been developed, to be applied at GRIP 4 and GRIP 5 for all TRU Projects. This review integrates existing Network Rail and WRAP 'designing out waste' best practice with resource efficiency best practice from CEEQUAL v6. A number of these reviews have already been completed for TRU Projects which have reached GRIP 4. The Resource Efficiency Reviews are designed to deliver a number of benefits, including:

- Systematically and consistently document good practice material efficiency measures already identified by the TRU Engineering teams.

- Identify and explore potential additional opportunities for material and resource efficiencies across all key lifecycle stages of the asset – construction, operation and end-of-life.
- Where possible, quantify the carbon and resource reduction benefits associated with the material and resource efficiencies identified.
- Inform the detailed content of Waste and Resource Management Plans

A copy of the TRU Resource Efficiency Review template is available on ProjectWise [151671-NWR-00-TRU-GUN-W-SD-000002].

8.5 Source materials responsibly

TRU is committed to responsible sourcing of materials. This goes beyond simple legal compliance. Responsible sourcing supports delivery of multiple benefits, including:

- Minimise negative impacts of goods, works or services across their lifecycle and though the supply chain;
- Ensure minimum ethical, human rights and employment standards are met; and
- Provide opportunities for local and small and medium sized enterprises (SME), third sector organisations and supporting jobs, diversity, training and skills development where feasible.

Conversely, failure to procure materials responsibly can result in:

- Negative impacts on communities, environments and future generations;
- Increased risk of legal non-compliance; and
- Reputational damage to Network Rail and its Delivery Partners.

TRU is therefore taking a proactive approach to responsible and sustainable sourcing.

For example, Network Rail's Route Services Supply Chain Operations (SCO) will be utilised to procure some of the materials required for projects within TRU. All suppliers to SCO are covered by supply chain charter principles https://www.networkrail.co.uk/industry-commercial-partners/supplying-us/supply-chain-charter/. Principles that are relevant to sustainability include:

- provide a safe and healthy working environment for all;
- train our people to the appropriate level;

- value and harness the diversity of our people;
- display high ethical standards in our actions;
- respect the environment, communities and the people we work with; and
- always treat each other honestly, with openness and courtesy.

The Rail Industry Supplier Qualification Service (RISQS) http://www.risqs.org/ operated by the Rail Safety and Standards Board (RSSB) provides a supplier qualification service for all products and services which supports Network Rail in the management of supply chain risk. RISQS minimum standards include that supplier organisations:

- Access and review Safety, Health and Environmental legislation and standards.
- Assess the historical competence of its supply chain and their ability to meet designated functions under UK Legislation.
- Have in place controls to manage sublet work/design packages with Organisations that are based overseas to ensure they are able to meet UK regulatory requirements (if applicable).

Responsible sourcing objectives

Our responsible sourcing objectives on TRU (set out below) go beyond existing Network Rail minimum standards and include industry leading best practice:

- Ensure that all materials and products are legally sourced.
- Maximise the amount of aggregates (temporary and permanent), excluding railway ballast, that are certified under BES 6001.
- Ensure that all timber materials and products (temporary and permanent) are accordance with Network Rail Timber Procurement Policy
- Ensure that all materials and products are procured locally where appropriate and practical in line with the principles set out in the UK Public Services (Social Value) Act 2012.

8.6 Be a caring neighbour

TRU is committed to consideration and respect for lineside neighbours through:

Adequately and carefully planning our works

Alliances shall complete a Community Impact Assessment for all compound locations and a Community Impact Risk Assessment for all existing access points, to assess the local needs. with the exception of areas that require a Transport and Works Act Order (TWAO) where requirements relating to compounds are fully

defined. This will help us understand key issues and align our accommodation strategy, logistics and construction plans accordingly. See TRU Social Value Key Requirements for further details on this requirement [151671-NWR-00-TRU-GUN-W-HSQ-000001].

Investing in the community

TRU will invest in the local communities through a comprehensive community investment (volunteering) programme, developing key local partnerships and delivering sustainable activities that will benefits the local communities along the route.

TRU is committed to unlocking the significant social, economic and environmental value of the programme with an ambitious, innovative and industry leading approach to sustainability.

Part of the plan to realise this vision is to leverage the talent, skills and passion of our people, and target local community investment initiatives to deliver significant social and economic value in the areas in which we work.

TRU requires one volunteer/community investment hour per Full Time Equivalent (FTE) person working on the programme to be delivered annually (ref TRU Social Value Requirements)

We are looking to establish a Community Investment Panel will develop common principles in relation to community investment. The purpose of the panel will be to evaluate all community investment proposals to ensure we are transparent and fair in donating the time of our teams to charitable causes.

In addition to our local community investment initiatives we are supporting Network Rail's national 'Routes out of homelessness' campaigns.

Homelessness is not only a societal issue, but an operational one too. It has clear links to railway safety and performance, public and passenger safety and satisfaction, and mental health and suicide prevention. The national theme will allow flexible, local partnerships with a wide range of groups across Great Britain such as homelessness charities, shelters, food banks and employment support groups, allowing Network Rail's routes and business units to choose how they support the overarching national charitable campaign.

In support of this campaign, TRU is developing partnerships with homeless charities along the route, and will target fundraising, and community investment/volunteering opportunities to the needs of these charitable partners. For example, community engagement days have already been undertaken at Leeds Food bank.

Assuring TRU delivers value and upholds the highest standards

Alliances shall sign up all ll compounds in place longer than 12 months to Considerate Constructors and maintain a score of 40 or above. This will ensure all TRU sites are operated to the highest standards.

Measuring and reporting Social Value performance

We will measure all social value performance by using the newly developed Social Impact Tool when available from Network Rail. This will allow us to evaluate performance, benchmark across the industry and closely monitor the value of TRU's social and economic value initiatives.

An annual Social Impact Report will be delivered by the programme team each financial year summarising the programmes social value related activity.

8.7 Support Britain's economic development

TRU is committed to maximising local economic benefits through:

Local employment

TRU will work with local brokerages, job centres and educational and training organisations to develop a pipeline of talent for TRU and the wider rail industry.

Alliances shall work to meet the following local employment targets:

- Targeting Tier 1 - Workforce who live within 25 miles of home to a specific compound/site/office location – target 10% of delivery workforce.
- Tier 2 Workforce who live within 25 miles of the route – target 60% (tier 1 10% + tier 50%) of delivery workforce.
- Tier 3 Workforce who live within 40 miles of the route – target 80% (10% + 50% + 20%)

Support of local SME's and Social Enterprises

TRU will support local businesses, SME's and social enterprises. The team will ensure the Network Rail pound is spent to benefit local communities. One way the project has started to do this is by developing links with local charitable and third sector organisations for meeting and event spaces, such as The Angel Centre in Manchester, The Media Centre Huddersfield, and Millers Yard, York Hub, Friargate Quaker Meeting House and Clements Hall in York.

In addition, our alliance and delivery partners have developed their own local spend and SME spend targets which are included in their Sustainability Delivery Plans.

8.8 Build inclusive infrastructure

TRU is committed to improving connectivity on the Transpennine route by delivering the highest standard of inclusive infrastructure through our approach to design engagement and construction. Inclusivity will be embedded in every stage of the programme and ensure the highest standards are set through consultation with stakeholders. A session has already taken place with the Built Environment Access Panel (BEAP) focussing on TRU's approach to Inclusive infrastructure which has informed the Inclusive Infrastructure Strategy [151671-NWR-00-TRU-STR-S-SD-000007].

Diversity Impact Assessment are required wherever our works impact on the public. In addition to this, we have developed a "Short Works Diversity Impact Assessment" which will be piloted in 2020.

As part of our Inclusive Infrastructure Strategy we are also looking to ensure the communications and engagement we conduct with the community is inclusive. We require all community engagement events to be held in an accessible building (ramped access, lists where required) and additional actions taken to make our communications accessible in line with the communities demographics (i.e translation services or braille where required).

8.9 Inspiring tomorrow's workforce

TRU is committed to exceeding current industry standards and public sector targets in our approach to skills and employment including apprenticeships and other work related, development programmes.

A Skills and Employment Steering Group has been established (Terms of Reference 151671-NWR-00-TRU-PLN-W-MN-000035) which will review labour and staffing forecasts, work with other industry partners and understand skills demand and shortages. In turn work, the group will then work with key local stakeholders to support jobs and training to fill the programme and industry needs.

TRU will deliver:

- Apprenticeships - Targeting one apprentice per £4 million direct construction spend, with a stretch target of one apprentice per £3 million direction construction spend.
- Work Experience and training – this includes young people and adult work experience targeting 1 work placement day per 10 FTE for both annually (based on FTE average over the year).
- School engagement and early attraction: Delivering ongoing vocational enrichment to tackle the low uptake in STEM subjects earlier in the academic process e.g. primary schools. This will contribute to rebalancing under-representation in the industry at all levels; creating a diverse and talented

northern workforce who regard the railway as the industry of choice. We are requiring alliances to engage 10 students per 1 FTE annually based on FTE average over the year). **Figure 6** illustrates the TRU approach to early engagement.

Details of our approach to the above activities can be found in the TRU Skills and Employment Strategy [151671-NWR-00-TRU-STR-W-HSQ-000004] which was developed and agreed with the TRU Skills and Employment Steering Group including representatives from the Alliance and Delivery Teams.

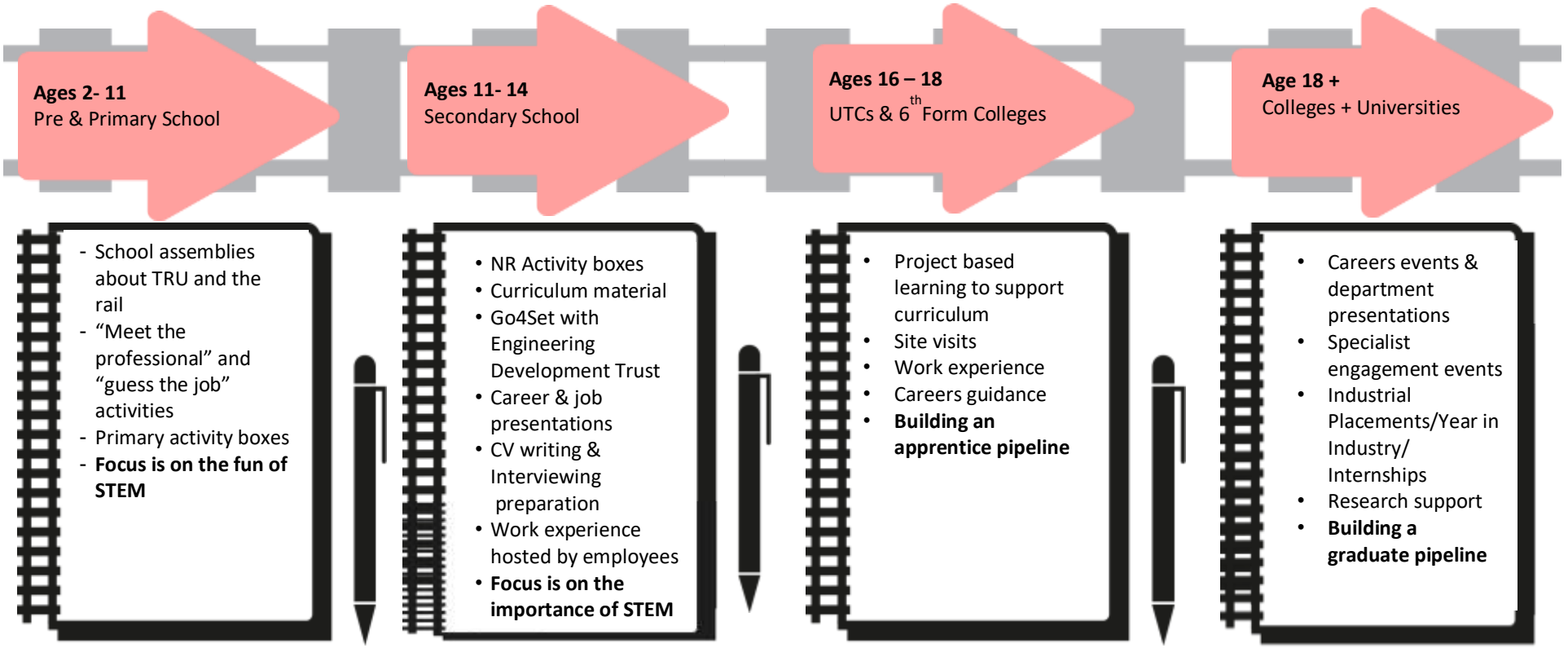

Figure 6: Early engagement plan

8.10 Equality Diversity and Inclusion

Alliances are required to develop their own Equality, Diversity and Inclusion Plans as part of their SDP's. This will include details of mandatory and optional training, and details of relevant policies and procedures that ensure we attract and retain a diverse workforce and consistently ensure our workplaces are inclusive.

8.11 Health and Wellbeing

The Health and Wellbeing of our teams and communities is or paramount importance to TRU. Many of the above requirements details in this document, such as investing in our communities and being a caring neighbour, will seek to maintain or improve the health and wellbeing of the communities in which we serve.

Whilst there is no direct deliverable under sustainability for Health and Wellbeing, it is acknowledged that our objectives around sustainability closely align with any workstreams relating to this. Health and Wellbeing initiatives, including training, events and activities, will be recorded on the Social Impact Tool allowing us to measure the value we have delivered through these initiatives.

8.12 Monitoring and review

The sustainability strategy will be reviewed on an annual basis and updated as required. The programme will support and feed into an annual sustainability report issued by Northern Programmes.

9 Referenced Documents

TRU Documents

PW Reference	Title/Link
151671-NWR-00-TRU-PLN-W-SD-000001	TRU Sustainability Certification Plan
151671-NWR-00-TRU-PLN-W-MN-000034	TRU Social Value Key Requirements
151671-NWR-00-TRU-STR-W-SD-000005	TRU Net Positive Biodiversity Strategy
151671-NWR-00-TRU-STR-W-SD-000006	TRU Carbon Reduction Strategy
151671-NWR-00-TRU-PLN-W-SD-000038	TRU Weather Resilience and Climate Change Adaptation Plan
151671-NWR-00-TRU-STR-S-SD-000007	TRU Inclusive Infrastructure Strategy

Table 5 – TRU Documents

Standards\Other Documents

Source	Reference	Title/Link
Department for Environment and Rural Affairs (DEFRA)	https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/69282/pb13309-ghg-guidance-0909011.pdf	Guidance on how to measure and report your greenhouse gas emissions
DEFRA	https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/69446/pb13583-biodiversity-strategy-2020-111111.pdf	Biodiversity 2020: A strategy for England's wildlife and ecosystem services, November 2011
HM Treasury	https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/260710/infrastructure_carbon_review_251113.pdf	Infrastructure Carbon Review, November 2013
Network Rail	https://safety.networkrail.co.uk/home-2/environment-and-sustainable-development/energy-and-carbon-management/energy-and-carbon-policy-and-strategy/	Energy and Carbon Policy

Network Rail	https://safety.networkrail.co.uk/wp-content/uploads/2018/01/Env-policy-statement.pdf	Environment Policy
Network Rail	https://cdn.networkrail.co.uk/wp-content/uploads/2016/11/Equality-diversity-and-inclusion-policy.pdf	Equality, diversity and inclusion Policy
Network Rail	https://safety.networkrail.co.uk/wp-content/uploads/2018/01/SP-policy-statement.pdf	Social Performance Policy
Network Rail	https://safety.networkrail.co.uk/wp-content/uploads/2017/12/WRCCA-policy-statement.pdf	Weather and Resilience Policy
Network Rail	Network Rail Environmental and Social Minimum Requirements for Projects – Design and Construction, NR/L2/ENV/015 v8, March 2019	
Network Rail	https://cdn.networkrail.co.uk/wp-content/uploads/2016/11/Sustainable-development-strategy-2013-2024.pdf	Sustainable Development Strategy 2013 – 2024
Network Rail	http://connectdocs/NetworkRail/Documents/CorporateServices/Legal/CorporatePolicies/BusinessConduct/Code%20of%20Conduct.pdf	Code of Conduct, 2017
Network Rail	http://connectdocs/NetworkRail/Documents/CorporateServices/HR/InformationCentre/EmployeeHandbook/Everyone%20Guide%20to%20Diversity%20Impact%20Assessments.pdf	An everyone guide to diversity assessments, April 2015
RSSB	https://www.rssb.co.uk/improving-industry-performance/sustainable-development/rail-sustainable-development-prinicples	Sustainability Principles, May 2016
United Nations	http://www.un.org/sustainabledevelopment/sustainable-development-goals/	Sustainable Development Goals

Table 6 - Standards/Other Documents

APPENDIX A: TRU Sustainability Targets

Objectives	Targets	CEEQUAL Target	Best Practice
The World that Sustains Us		GRIP 4 – ACHIEVE CERTIFIED STRATEGY STAGE ' EXCELLENT' RATING GRIP 5 – 8: ACHIEVE DESIGN AND FULL TEAM AWARD ' EXCELLENT' RATING	Submission of best practice to S&SD Awards annually
Deliver a resilient rail upgrade through weather resilience and climate change adaptation	• Prepare and implement a programme level Weather Resilience and Climate Change Adaptation Plan • Alliances to complete a WRCCA risk assessment for each project and implement actions.		
Deliver net positive biodiversity	• Achieve a measurable net positive contribution to biodiversity (10% increase in biodiversity units unless otherwise agreed). • Identify opportunities to calculate Ecosystem services benefits to be calculated along the route.		
Deliver carbon reduction through intelligent engineering	• Deliver 12% reduction in capital carbon (and aim for 20% reduction) from GRIP 4 baseline.		
Ensure maximum resource efficiency	• Complete resource efficiency reviews for all projects in GRIP 4 And GRIP 5. • Achieve zero waste to landfill with 90% reuse and recycling.		
Source materials responsibly	• Source all timber in accordance with Network Rail's Sustainable Timber Procurement Policy.		
The Communities Around Us			
Be a caring neighbour	• All projects to use the NR social impact tool for recording activity (once made available by NR). • All compounds to complete a Community Impact Assessment and all access points to complete a Community Impact Risk Assessment. • All compounds in place longer than 12 months to be covered by Considerate Constructors Scheme (CCS) and maintain a score of 40 or above. • Alliances to deliver one community Investment/volunteer hour for every one full time equivalent person working on the programme based on average FTE over the reporting year)		

Supporting Britain's economic development	• Local employment opportunities:
	  ○ Tier 1 - within 25 miles of compound/site/office location – target 10%
	  ○ Tier 2 - within 25 miles or the route target 60%
	  ○ Tier 3 - within 40 miles of the route – target 80%
	• Alliances to develop and agree targets in relation to spend with local and SME's		

Build inclusive infrastructure	• Diversity Impact Assessments for all projects with public interface completed. • Work to ensure all community engagement events are fully accessible. • Complete Short Works Diversity Impact Assessments for temporary/short works.		
The People that Make Us			
Inspiring tomorrow's workforce	• 1 apprentice per £4 million spend (stretch 1 per £3m) based on direct construction costs by construction completion. • Engage 10 students for every 1 full time equivalent person working on the programme in STEM activities. • A minimum of 1 days' work experience for young people per 10 full time equivalent people working on the programme annually (based on FTE average over that year). • A minimum of 1-day adult work experience placement per 10 full time equivalent people working on the programme annually (based on FTE average over that year).		
Equality, diversity and inclusion	• Each part of the programme to have an equality, diversity and inclusion plan.		
Health and Wellbeing	• Record H&W initiatives on the Social Impact Tool		

Appendix B: TRU Sustainability KPIs

151671-NWR-00-TRU-STR-W-HSQ-000006