



<b>Infrastructure Investment Thameslink Programme</b>

Document Reference Number					
Project Code	Originator Code	Document ID Code	Discipline Code	Sequential Number	Version
N420	COT	PLN	EN	000016	3.0

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## 1 INTRODUCTION

At the London Bridge Station Redevelopment, Costain were committed to ensuring engagement with the local community and their supply chain, providing skills and employment and opportunities for local business in order to leave a social legacy beyond the project completion. Community volunteer days, work placements with local schools, training opportunities for workless residents and working with local charities are just some examples of the extended engagements London Bridge undertook throughout Southwark and their strive to maintain a diverse workforce.

## 2 HEADLINES

The following figures are true as of close out of this report; updated figures will be tracked and included in the projects Sustainability Delivery Statement close out report:

- **61 Apprentices**
- **48 Work experience placements**
- **Over 155 Community engagements**
- **100% KPI National Skills Academy score**
- **21 Graduates**
- **£5.3m spent on small to medium enterprises (SMEs)**
- **£80,385\* to a variety of charities or community projects**
- **Awarded:**
  - **Gold Considerate Constructors Scheme – 2016 and 2017**
  - **Gold Green Apple Award for our sustainability achievements, including social – 2016**
  - **Silver Green Apple Award for work with Snowfields Primary School – 2017**
  - **Thameslink Programme Social Sustainability Award for prostate cancer charitable work – 2016**
  - **Gold Red Heart Award for our sustainability achievements, including social – 2017**

\*True figure is much greater than this, however, prior to 2015 no data can be found.

## 3 PEOPLE AND RESPONSIBILITIES

In order to achieve the objectives set out within this plan the following people were identified as critical to its success:

Role Title	Responsibilities
<b>Project Manager</b>	Responsible for all applicable requirements communicated to the contractor and for the effective management of the works in line with the sustainable procurement objectives.
<b>Environmental Team</b>	Responsible for advising the Project Team, monitoring compliance, investigating exceedances, providing training, managing communications with site staff/ contractors and implementing national skills academy. Also responsible for assessing the sustainability of new subcontractors on site.
<b>Workplace Coordinator</b>	Responsible for coordination between London Bridge Area Partners (LBAP) and providing local support/advice regarding local employment.
<b>Project Skills Coordinator</b>	Responsible for ensuring that s106 planning and skills academy targets are met and communicate across the project to all staff and subcontractors. Worked closely with the workplace coordinator to ensure all work place employment opportunities were correctly advertised.
<b>Community Relations Manager</b>	Responsible for engaging with the local community and identifying local organisations for the project to work with.
<b>All Employees</b>	Responsible for complying with the plan in relation to the work they were undertaking.

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## 4 OBJECTIVES AND TARGETS

### 3.1 Network Rail Objectives

From a social perspective, Network Rail (NR) sustainability objectives covered three key areas:

- To deliver a social legacy of employment, skills and training to individuals within communities around the Thameslink Programme (TLP) works.
- To provide local suppliers with the fair opportunity to compete for supply chain opportunities.
- Minimise the negative impacts of our works on the local communities whilst maximising social contribution.

These objectives are then broken down into achievable targets. The full list of objectives and targets can be found in the NR Sustainability Strategy (see Appendix 1 for extract). Our progress against these was regularly reported to NR via the quarterly Sustainability Delivery Statement progress reports.

NR Sustainability Strategy	<a href="#">N000-01000-NRT-STR-EN-000001</a>
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### 3.2 S106 Employment, Skills and Training (EST) Requirements

In accordance with the London Bridge Station s106, dated March 2012, there are a number of employment, skills and training targets generally focussed on the local community that the project has to also discharge. Our progress against these are summarised below:

Target	Target	Targets					Current Position	Comment
		YR1	YR2	YR3	YR4	YR5		
Place workless Southwark residents into jobs not less than 26 weeks	<b>Annual (Total 118)</b>	14	30	30	30	14	<b>55</b>	Fine was issued to the TLP for yr4 for falling to achieve 50% of the target. Although less than 50% was achieved by Costain in yr3, other parts of the TLP performed better so overall the fine was avoided that year. At least 50% expected for yr5 for the TLP.
	<b>Annual Actuals</b>	16	21	13	3	tbc		
Provided CSCS training	<b>165</b>	33	49	0	1	1	<b>84</b>	This target was merged with 'other training' towards the end of the project and collective achievement meant overall on the TLP the target was met
	<b>Annual Target</b>	33	33	33	33	33		
Provide 'other training' opportunities	<b>No Costain Target</b>	25	24	20	9	0	<b>78</b>	<b>TLP had a target of 100 of which the LBSR delivered 78</b>
Provide NVQ level 1&2 qualification opportunities	<b>8</b>	5	4	3	0	0	<b>12</b>	<b>Exceeded</b>
Provide new apprenticeship opportunities	<b>24</b>	27	13	17	3	0	<b>60</b>	<b>Exceeded</b> <b>(7 were also Southwark Residents)</b>

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## 5 EQUALITY AND DIVERSITY

Costain was fully committed to the elimination of unlawful and unfair discrimination and valued the differences that a diverse workforce brought to the organisation. It was in Costain's best business interest to offer both employees and potential employees a fair and consistent environment in which contributed their best efforts and talent.

Using fair, objective and innovative employment practices, Costain ensured that at London Bridge:

- All workers were treated fairly and with respect at all stages of their employment
- All workers had an equal chance to contribute and to achieve their potential
- All workers had the right to be free from harassment and bullying or any other form of unwanted behavior

Costain was committed to recruiting and selecting the most suitable candidates for all roles. They recruited the best person for each vacancy, regardless of race and ethnicity, sex or gender, disability, sexual orientation, religion or beliefs, age, transgender or gender reassignment, marital status including civil partnership, pregnancy or maternity. When engaging with schools and education, they stressed the importance of EDI (Equality Diversity and Inclusion) by adding in a slide called 'What does a construction worker look like'. The slide which consists of 25 photos of employees from the project showed the diversity within the workforce on the project.

To ensure compliance Costain followed the internal HR process when dealing with complaints, grievance, whistleblowing or diversity issues. They were committed to supporting the supply chain and encouraging their active commitment to their approach on equality and inclusion.

## 6 LOCAL COMMUNITY

### 6.1 Local Employment and Skills

Costain and subcontractors advertised jobs to be filled by external candidates through local jobs agencies, sending upcoming positions to the Work Place Coordinator and Skills Coordinator. Partnerships were also formed with the local homeless centre, Southwark Council and Team London Bridge (the local business improvement district) to advertise jobs within the local community. To promote jobs to the community and gain increased sub-contractor involvement, Costain held various open days and information centres. Training, such as CSCS and other short courses were provided to local long term unemployed residents in an effort to give them the skills to gain work in the area.

Creating a positive impact on surrounding residents was extremely important to the London Bridge team. The team made a large commitment to providing local opportunities and skills to the local inhabitants. In order to ensure the opportunity for local employment was maximised, Costain achieved Skills Academy status (since 1<sup>st</sup> July 2013), which was closed out June 2017 with a final score of 100% KPI performance. Having National Skills Academy helped set more stringent targets for employment and skills which provided the project with increased resources to implement the local employment and skills commitments.

Working in line with the S106 Employment Skills and Training requirements Costain attracted candidates from the local area and used the resources of local employment vehicles to source reliable candidates. The project supply chain was advised of the links the project established with local employment vehicles and were urged to support and utilise these resources for the project. Jobcentre Plus, local employment providers such as Southwark Works and other agencies/providers provided advice and opportunities for recruiting local unemployed people.

Costain worked with local organisations across the borough of Southwark, below are some examples:

- University Technology Colleges – 9 engagements
- Snowfields Primary School – 17 engagements
- Team London Bridge (Business Improvement District) – 44 engagements

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- BOSCO, a local college for students from disadvantaged backgrounds – 11 engagements
- Construction Youth Trust – 1 engagement
- Manna Centre – 2 engagements
- JobCentre Plus – 10 engagements

The London Bridge team and its supply chain recruited various staff and operatives to meet operational needs. Where an employment opportunity arose, first priority was to existing employees to be relocated to the project. If the vacancy could not be filled in this manner, the opportunity to employ local people was prioritised and skills development considered.

## 6.2 Apprenticeships

To allow apprenticeships and NVQs to take place on the project, relationships were formed with Southwark and Lewisham College in order to ensure apprenticeship schemes fit with the trades anticipated to work on the project. The project also provided the opportunity to finance 2 Apprenticeships through the Network Rail run HMS Sultan Scheme. School visits and community events were carried out through the Community Relations Manager, Project Skills coordinator and STEM/Construction Ambassadors which encouraged those in education to consider construction related employment and educate local residents on the London Bridge project.

Apprenticeship opportunities were identified by reviewing project staff and labour requirements at the beginning of the project and at regular intervals throughout the construction phase. The project had significant experience in the recruitment and training of apprentices and worked with Construction Skills in the advance stages of apprentice recruitment for the project.

**The project successfully employed 61 apprentices.**

## 6.3 Work Experience

Candidates for work experience placements were identified through Southwark Council, local schools, further education, higher education, youth offending teams and local providers in the Southwark and Lewisham contacts. Once an individual or group of individuals were identified, suitable working teams were targeted to deliver the placement. Initial interviews were carried out by the project lead and or a site management representative to identify any individual needs and what the placement achieved. Students completed daily feedback form and took part in a STEM activity as part of their placement. The aim of the work experience programme was to give individuals a better understanding of the industry, working environment and variety of roles.

**Overall, we have hosted 48 work experience students.**

## 6.4 Curriculum Support Events

The project had a number of STEM and Construction Ambassadors, who were encouraged to attend teacher network evenings and take part in the many activities that run in this region such as:

- Engineering Development Trust events (such as GO4SET)
- Southwark Education Business Alliance
- Exchanging Places
- Construction Challenge
- Tomorrow's Industry Campaign

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- Careers in Construction
- Trainline Challenge

### 6.5 Graduates

Graduates who joined the project took part in a three year development programme delivered by Costain, which included regular training, performance reviews and support.

The project has had 21 Graduates.

### 6.6 Labour Flows

To help identify employment and skills opportunities for the local community, the project created an anticipated labour resource forecast for the duration of the project (see Figure 1).

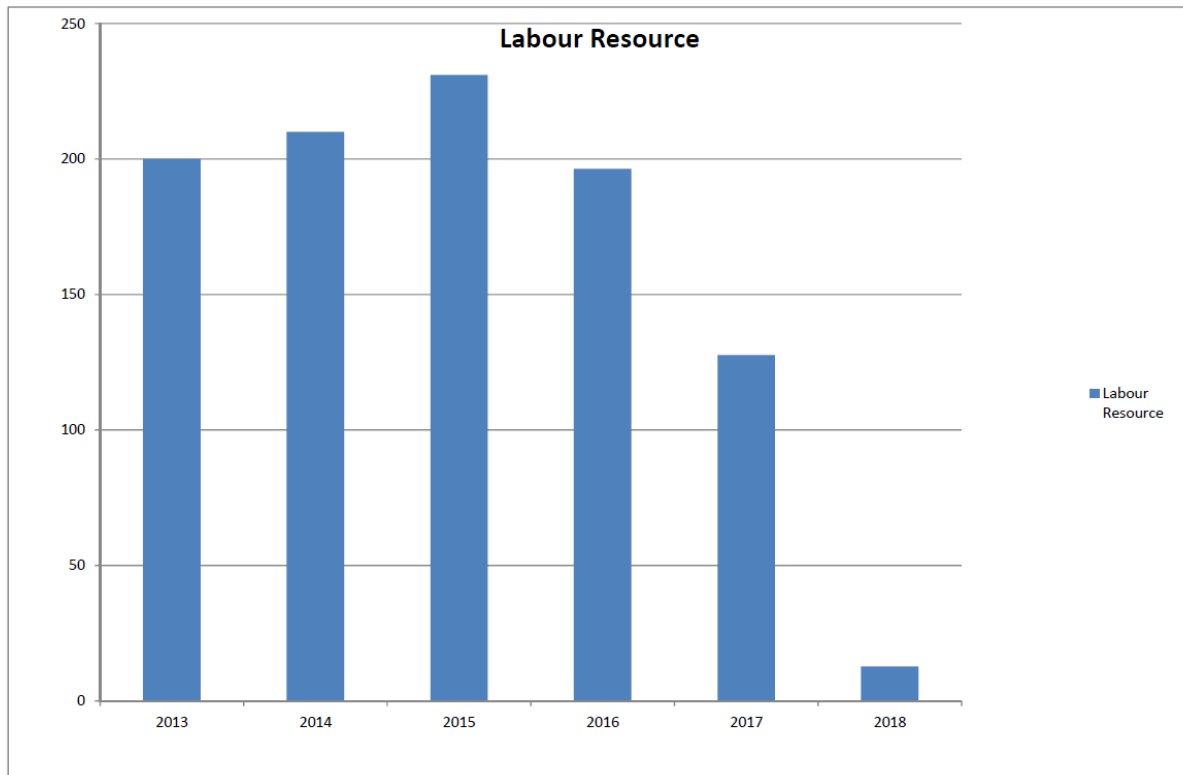


Figure 1: Main Contractor Labour Resource 2013 to 2018

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The main and subcontractor labour resource roles were predicted to be:

<b>Job title</b>	<b>No. of staff</b>
Works Superintendent	<b>3</b>
Assistant Quantity Surveyor	<b>87</b>
General Foreman	<b>21</b>
Supervisor	<b>360</b>
Graduate Site Engineer	<b>50</b>
Operatives	<b>1750</b>
Project Manager	<b>20</b>
Senior Quantity Surveyor	<b>24</b>
SHE Advisor	<b>27</b>
Site Accounts	<b>43</b>
Site Admin	<b>105</b>
Site Engineer	<b>132</b>
Agent	<b>25</b>
Survey Engineer	<b>75</b>
<b>Total full time equivalent</b>	<b>2,722</b>

## **6.7 Local Businesses and SMEs**

The project was committed to ensuring local suppliers had a fair opportunity to compete for supply chain opportunities. In order to achieve this Costain engaged with local businesses and SME's through meet the buyer events. These events were designed to encourage local suppliers to meet the projects procurement team and gain information on what packages were being tendered and how they might approach the tender process. In addition the project had a Southwark business directory to identify local businesses that could have been useful to the project.

Our main timber supplier for the project was South London Timber, a Southwark based SME. By engaging with SMEs we were able to provide them with support and stability through the transition from an SME to a main stream business in the construction industry. We also encouraged our sub-contractors to use a similar process in procuring their supply chain to any work that they carried out on London Bridge.

**Overall, we had a total SME spend of £5,375,364.71 at the time of issuing this report.**

## **7 SUPPLY CHAIN**

Costain through the pre-qualification and tendering process ensured that the supply chain's environmental and social credentials were considered. They showed that they were capable of managing the environmental and social impacts of their business operations and supply chains. In particular the supply chain was expected to ensure the sustainable requirements set out within this document were integrated into their business.

Sustainability formed a part of the tender process and the section of contractors included a questionnaire and presentation which was weighted according. The sustainability assessment included employment and skills, supply chains, workplace development, community involvement, cost reduction, whole life costing, carbon, materials, waste, water, pollution and heritage. A heat mapping exercise was carried out for all major packages, identifying the high priority areas for the packages. The sub-contractor was then assessed on the sustainability aspects that they influenced. The package heat map is available in Appendix 2.



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Prior to any contractor commencing work on site, a recorded pre-commencement meeting was held with Costain project management which included sustainability matters using the Costain standard agenda. During this meeting the sub-contractor appointed a senior member as their principal point of contact for all matters relating to sustainability issues. These appointments were recorded in the pre-commencement meeting.

## 8 COMMUNITY ENGAGEMENT

Community and stakeholder engagement was ongoing throughout the project duration to ensure that our commitment to stakeholders was met. Being part of the Considerate Constructors Scheme (CCS), currently achieving gold, we were aware of the impact the project had on the local community and its sensitive location and therefore worked in accordance with the agreed 'Code of Considerate Practice' designed to work above best practice requirements. We were assessed three times per year on our considerate practice and are results are as below:

Year	Award
2014	Bronze
2015	Silver
2016	Gold
2017	Gold

To monitor progress in between assessments, our Community Relations Office liaised with all stakeholders regarding feedback and complaints.

Our inclusive approach to community engagement also included our relationships with local charities where we actively engaged in their works by delivering volunteer hours, fundraising and giving charitable donations, both in kind and cash.

**To date the project has fund raised £80,385.66\***

In addition to this, London Bridge delivered on a minimum of one annual community project in the partnership area working with local charities and community groups such as:

- Putting Down Roots – £250 donations in kind (wooden pallets, wheelbarrows etc.)
- BOST (Bankside Open Space Trust) – £523
- BOSCO – Donated £500 worth of furniture
- Southwark Pilgrims – Engaged with 24 individuals

For further information about community engagement and charity works see the Sustainability Best Practice book for the project.

To ensure we did not have a wider impact on the local community during the construction phase of London Bridge, all staff were issued a Green Travel Plan survey to actively monitor their method of transport to and from work. Given the location of the project, it was highly likely that the majority of staff use public transport.

\*True figure is much greater than this however prior to 2015 no data can be found.

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## 9 MONITORING AND MEASUREMENT

Progress against the targets was measured on a monthly basis using the Costain KPI tracker. A dashboard was produced to graphically display the progress. In addition, all objectives were tracked on a quarterly basis using the NR sustainability delivery statement quarterly report.

## 10 RELATED DOCUMENTS

<b>Sustainable Delivery Statement</b>	<b>N420-COT-STM-EN-000001</b>
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- Sustainability Delivery Statement quarterly reports
- Sustainability Delivery Statement Close Out Report (in prep)
- Social Impact and Community Tracker

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## APPENDIX 1 – EMPLOYMENT SKILLS AND TRAINING S106 REQUIREMENTS

S106 requirement		NR TLP	BBR	Costain	Invensys	
Jobs	Place workless Southwark residents into [construction related] job, of not less than 28 weeks	17 (yr 1)	1	1	14	1
		38 (yr 2)	3	3	30	3
		39 (yr 3)	3	3	30	3
		39 (yr 4)	3	3	30	3
		17 (yr 5)	1	1	14	1
Training	Train workless Southwark residents using short courses	20 (yr 1)	20			
		20 (yr 2)	20			
		20 (yr 3)	20			
		20 (yr 4)	20			
		20 (yr 5)	20			
	Construction Skills Certification Skills training	33 (yr 1)			33	
		33 (yr 2)			33	
		33 (yr 3)			33	
		33 (yr 4)			33	
		33 (yr 5)			33	
NVQ1 and 2 qualification opportunities for workless Southwark residents	10		1	8	1	
Apprenticeships	New apprenticeships [in construction trades] on site; not less than 3% of full-time equivalent construction jobs	12	12	24	12	
Local Procurement	Ensure that NR and contractors consider applications to tender received from SMEs for the provision of goods and services for the running of the site before and during the construction development and co-operate with the Council to increase opportunities for these local firms and people	Partners to confirm current and planned action				
	Include a written statement in its contracts with contractors requiring contractors to encourage its sub-contractors to liaise with the Economic Development team to discuss, agree and implement the arrangements set out [above] and also in the Southwark Enterprise Strategy	Partners to confirm current and planned action				
	Brief sub-contractors on the requirements [above] and ensure co-operation is agreed as a pre-requisite to accepting sub-contract tenders	Partners to confirm current and planned action				
	where practicable and appropriate to advertise and offer contracting and tendering opportunities to SMEs through local business networks / associations... and the local press	Local SMEs on Link Up identified. Partners to confirm current activity. Joint approach can be discussed at proposed JIB				
	Resource and deliver... a minimum of six seminars on procurement policy and phasing... at an appropriate time and targeted at local [i.e. Southwark] firms...	Propose Joint Innovation Board is set up to cover this and plan and run seminars to start asap.				

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## APPENDIX 2 – SUPPLY CHAIN HEAT MAP

	Employment & skills	Supply chains	Diversity	Community involvement	Health & wellbeing	Passenger experience	Employee engagement	Trespass reduction	Cost reduction	WLC	Improve value of service	Carbon	Materials	Waste	Water	Land & pollution	Biodiversity	Heritage	Climate change adaptation
Design	H	L	H	L	H	H	L	H	H	H	H	H	H	H	H	L	L	H	H
Consulting Engineers	L	L	H	N/A	L	N/A	L	N/A	L	L	L	L	L	L	L	L	N/A	L	N/A
Surveys	L	L	H	N/A	L	N/A	L	N/A	L	N/A	N/A	L	L	L	L	L	N/A	L	N/A
Demolition	H	H	H	L	H	N/A	H	L	H	N/A	N/A	H	L	H	H	H	L	H	N/A
Temporary Works	L	N/A	L	N/A	H	N/A	L	L	L	N/A	N/A	L	L	L	L	N/A	N/A	L	N/A
Piling	H	H	H	L	H	N/A	L	L	L	H	N/A	H	H	H	H	H	N/A	L	H
Groundworks	H	H	H	H	H	N/A	H	L	H	L	N/A	H	H	H	H	H	N/A	L	N/A
Underground drainage	L	L	H	L	H	N/A	H	N/A	L	N/A	N/A	L	H	H	H	H	N/A	L	N/A
Concrete Waterproofing	L	H	L	L	H	N/A	L	N/A	L	N/A	N/A	L	H	H	L	H	N/A	L	N/A
Reinforced Concrete Works	H	H	H	H	H	N/A	H	N/A	H	H	N/A	H	H	H	H	H	N/A	L	H
Steelwork Frames	H	H	H	H	H	N/A	H	L	H	H	N/A	H	H	H	L	L	N/A	L	N/A
Bridge Bearings	L	L	L	L	L	N/A	L	N/A	L	N/A	N/A	L	H	H	L	L	N/A	L	N/A
Canopies	H	L	H	H	H	H	L	N/A	L	H	N/A	H	H	H	L	L	N/A	L	N/A
Windows	L	L	L	L	H	N/A	L	N/A	L	H	N/A	H	H	H	L	L	N/A	L	N/A

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Glazed Shopfronts	L	L	L	L	L	L	L	N/A	L	H	N/A	L	H	H	L	L	N/A	H	N/A
Structural Glazing	L	L	L	L	H	N/A	L	L	H	H	N/A	L	H	H	L	L	N/A	L	N/A
Louvres	L	L	L	L	L	N/A	L	N/A	L	L	N/A	L	H	H	L	L	N/A	L	N/A
Brickwork	H	L	H	H	H	N/A	L	L	H	L	N/A	H	H	H	H	H	N/A	L	N/A
Blockwork	H	L	H	H	H	N/A	L	L	L	L	N/A	H	H	H	H	H	N/A	L	N/A
Heritage Brickwork	H	L	H	H	H	N/A	L	L	L	L	N/A	H	H	H	H	H	N/A	H	N/A
Suspended Ceilings	L	L	L	L	L	N/A	L	N/A	L	L	N/A	L	H	H	L	L	N/A	L	N/A
Dry Lining	L	L	L	L	L	N/A	L	N/A	L	L	N/A	L	H	H	L	L	N/A	L	N/A
Acoustic Lining (timber)	L	L	L	L	L	N/A	L	N/A	L	L	N/A	L	H	H	L	L	N/A	L	N/A
GRC Panelling	L	L	L	L	L	L	L	N/A	L	L	N/A	L	H	H	L	L	N/A	L	N/A
Platform Finishes	L	L	L	L	L	H	L	N/A	L	L	N/A	L	H	H	L	L	N/A	L	N/A
Raised Access Flooring	L	L	L	L	L	N/A	L	N/A	L	L	N/A	L	H	H	L	L	N/A	L	N/A
Granite Tiles	L	L	L	L	H	H	L	N/A	L	H	N/A	H	H	H	L	L	N/A	L	N/A
Vinyl Flooring	L	L	L	L	L	N/A	L	N/A	L	L	N/A	L	H	H	L	L	N/A	L	N/A
Carpet Flooring	L	L	L	L	L	N/A	L	N/A	L	L	N/A	L	H	H	L	L	N/A	L	N/A
Metal Doors	L	L	L	L	L	N/A	L	N/A	L	L	N/A	L	H	H	L	L	N/A	L	N/A

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Fixtures and Fittings	L	L	L	L	L	N/A	L	N/A	L	L	N/A	L	H	H	L	L	N/A	L	N/A
Timber Doors	L	L	L	L	L	N/A	L	N/A	L	L	N/A	L	H	H	L	L	N/A	L	N/A
Wayfinding Signage	L	L	L	L	L	H	L	N/A	L	L	N/A	L	H	H	L	L	N/A	L	N/A
Architectural Metalwork	L	L	L	L	L	H	L	N/A	L	L	N/A	L	H	H	L	L	N/A	L	N/A
Glass balustrades	L	L	L	L	L	H	L	N/A	L	L	N/A	L	H	H	L	L	N/A	L	N/A
Internal Metal Cladding	L	L	L	L	L	L	L	N/A	L	L	N/A	L	H	H	L	L	N/A	L	N/A
Decorations	L	L	L	L	L	N/A	L	N/A	L	L	N/A	L	H	H	L	L	N/A	L	N/A
Firestopping	L	L	L	L	L	N/A	L	N/A	L	L	N/A	L	H	H	L	L	N/A	L	N/A
Roller shutter doors	L	L	L	L	L	N/A	L	N/A	L	L	N/A	L	H	H	L	L	N/A	L	N/A
Ceramic tiling	L	L	L	L	L	N/A	L	N/A	L	L	N/A	L	H	H	L	L	N/A	L	N/A
Sanitaryware	L	L	L	L	L	L	L	N/A	L	L	N/A	L	H	H	H	L	N/A	N/A	N/A
Cubicles	L	L	L	L	L	N/A	L	N/A	L	L	N/A	L	H	H	L	L	N/A	N/A	N/A
MEPH	H	H	H	L	L	N/A	H	N/A	H	H	N/A	H	H	H	L	L	N/A	H	H
Gatelines	L	L	L	L	L	H	L	H	L	L	N/A	L	H	H	L	L	N/A	N/A	N/A
Lift Installation	L	L	L	L	L	L	L	N/A	L	H	H	H	H	H	L	L	N/A	N/A	N/A
Escalator Installation	L	L	L	L	L	H	L	N/A	L	H	H	H	H	H	L	L	N/A	N/A	N/A

<b>Infrastructure Investment</b>
<b>Thameslink Programme</b>

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	Employment & skills	Supply chains	Diversity	Community involvement	Health & wellbeing	Passenger experience	Employee engagement	Trespass reduction	Cost reduction	WLC	Improve value of service	Carbon	Materials	Waste	Water	Land & pollution	Biodiversity	Heritage	Climate change adaptation
BWIC	L	L	L	L	L	N/A	L	N/A	L	L	N/A	L	H	H	L	L	N/A	L	N/A
External Works	L	L	L	L	L	H	L	N/A	L	L	N/A	L	H	H	L	L	L	L	N/A
External Paving	L	L	L	L	L	N/A	L	N/A	L	H	N/A	L	H	H	L	L	N/A	N/A	N/A
Surfacing	L	L	L	L	L	N/A	L	N/A	L	L	N/A	L	H	H	L	L	N/A	N/A	N/A
White Lining	L	L	L	L	L	N/A	L	N/A	L	L	N/A	L	H	H	L	L	N/A	N/A	N/A
Landscaping	L	L	L	L	L	H	L	N/A	L	L	N/A	L	H	H	L	L	N/A	N/A	H
Drainage	L	L	L	L	L	N/A	L	N/A	L	L	N/A	L	H	H	H	L	N/A	L	N/A
Platform/Street Furniture	L	L	L	L	L	H	L	N/A	L	L	N/A	L	H	L	L	N/A	N/A	N/A	N/A
Security	H	L	H	L	L	H	H	H	L	L	N/A	L	N/A	L	L	N/A	N/A	N/A	N/A
FM	H	L	H	L	L	N/A	H	N/A	L	L	N/A	H	L	H	H	N/A	N/A	N/A	N/A