



# SUSTAINABILITY FRAMEWORK FOR DEVELOPMENTS

DERWENT  
LONDON

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## PURPOSE

In order to cascade our long-term priorities and objectives effectively into our development programme, we have devised this latest version of our Sustainability Framework for Developments. It builds on our first two editions, and sets out how sustainability is to be addressed at each stage of the development process. It defines the activities and processes required to manage the sustainability performance of our developments, whilst allowing us to:

- Take a robust, consistent management approach across our development portfolio;
- Capture lessons learned and innovations to inform future projects; and
- Monitor and report sustainability performance effectively.

## SCOPE

The Framework applies from the earliest stage of a project, all the way through to handover, covering both new build and refurbishment projects. There is no set value threshold for when this Framework becomes applicable to a project, however its application is determined by procurement route, and is applicable to those projects which are procured through single or two stage Design and Build contracts – typically our larger development projects. However, the procurement routes for our large projects are not always fixed. Therefore, projects which are deemed large, but are not using a Design and Build procurement route, will also be subject to this Framework.

Projects that fall outside this, typically our smaller and minor works projects, are not subject to this Framework. However, a separate, streamlined process for these projects has been designed to work with their often shorter time frames.

Maintenance and asset management based projects are covered separately by the Sustainability Framework for Assets. However, the outcomes from this Framework are fed into the process used for Assets.

## OUR APPROACH TO SUSTAINABILITY IN DEVELOPMENT

Sustainability is implicit throughout our business model, it helps us deliver value to our stakeholders and deliver great spaces. Our strategic sustainability aim is to:

**Ensure our spaces are designed, delivered and operated responsibly whilst delivering value to our key stakeholder groups.**

To achieve this and provide direction we have identified four long term priorities which guide our various business activities, these are:

**Designing and Delivering Buildings Responsibly** – providing inherently sustainable spaces which let well, achieve better long-term values, and which reduce carbon emissions and running costs for the benefit of both ourselves and our customers.

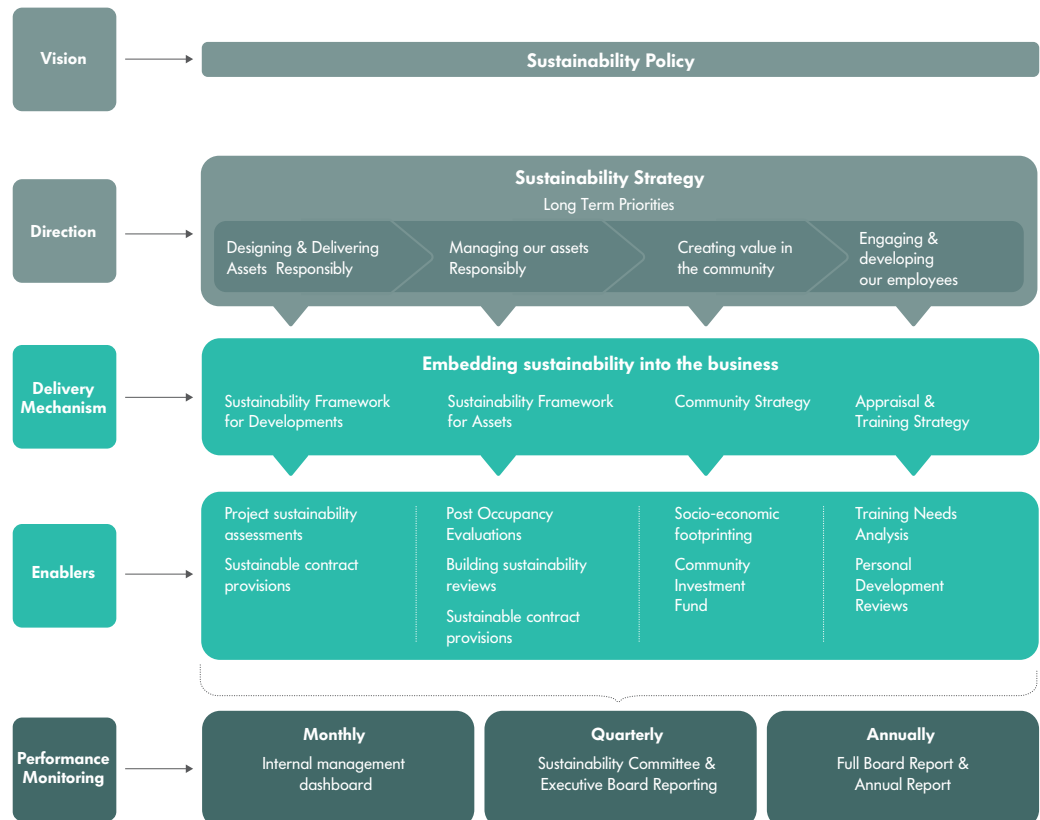
**Managing our Assets Responsibly** – undertaking rigorous management to maximise our asset performance, deliver resource efficiency savings, and enable our customers to operate their spaces as efficiently as possible.

**Creating Value in the Community** – supporting the communities in which we operate to enable measurable value creation and develop and maintain strong relationships.

**Engaging and Developing our Employees** – creating the right environment for our employees by encouraging and allowing opportunities for individuals and teams to realise their full potential, thereby enabling our business to achieve its strategic goals and targets.

To deliver these priorities successfully we have created our Sustainability Map. This map defines the structure in which sustainability is delivered across our business, setting out the primary mechanisms and enablers we use to cascade sustainability into our business functions.

### Sustainability Map



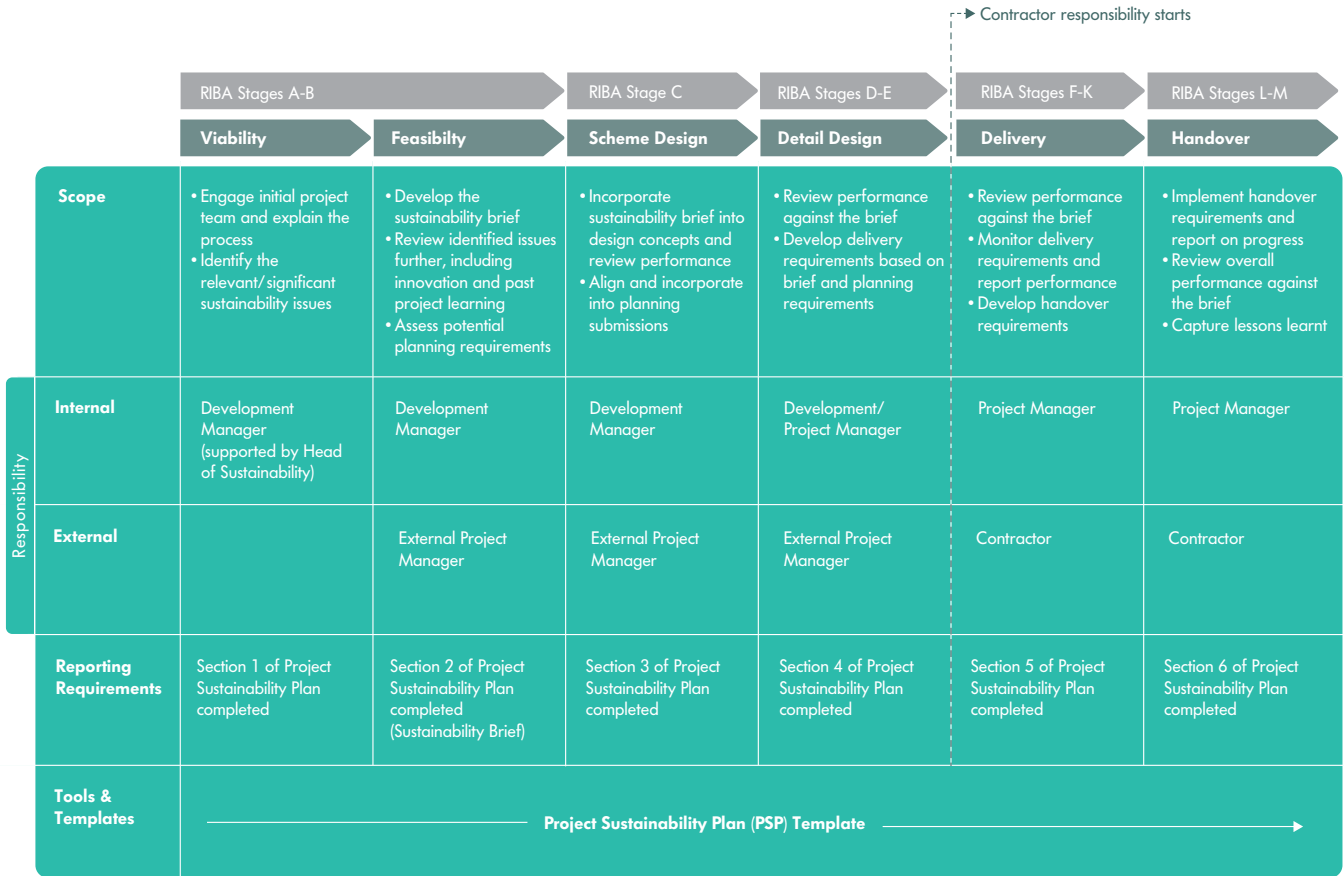
In terms of managing sustainability within our development activities specifically, the first priority – Designing and Delivering Buildings Responsibly, focuses on our development work and sets an overarching objective to:

Ensure sustainability is considered and implemented at every stage of the design and delivery of our projects.

To deliver this objective we have specifically created this new Framework document, which sets out a clear process, and approach for our projects to follow, and aims to ensure sustainability is captured at each stage of the project lifecycle.

## FRAMEWORK APPROACH

The Framework has been developed to follow the outline Derwent London development process and align with the RIBA project stages. It shows the actions and responsibilities required through the design, delivery and handover stages in order to manage sustainability effectively. It does not set out an exhaustive list of activity, rather it outlines key activities designed to guide project teams in ensuring sustainability is effectively considered at each stage.



	RIBA Stages A-B	RIBA Stage C	RIBA Stages D-E	RIBA Stages F-K	RIBA Stages L-M	
	Viability	Feasibility	Scheme Design	Detail Design	Delivery	Handover
Outline Activities	<ul style="list-style-type: none"> <li>• Hold a kick-off meeting with the initial project team to understand the Derwent London approach to sustainability, core targets and aspirations.</li> <li>• Introduce the Project Sustainability Plan (PSP) process.</li> <li>• Identify key sustainability issues to be addressed together with areas of opportunity.</li> </ul>	<ul style="list-style-type: none"> <li>• Review initial list of sustainability issues/ opportunities and develop them into project drivers to form the Sustainability Brief.</li> <li>• Assess Local Authority planning sustainability requirements for aspects, such as:               <ul style="list-style-type: none"> <li>- Carbon reduction targets &amp; renewables contributions;</li> <li>- Environmental ratings (e.g. BREEAM); and</li> <li>- Community issues (e.g. local employment, procurement etc).</li> </ul> </li> <li>• Engage BREEAM AP to advise on early stage credit strategies.</li> <li>• Sustainability Champion to be appointed to manage the sustainability aspects and PSP.</li> </ul>	<ul style="list-style-type: none"> <li>• Review Sustainability Brief and targets against progress to assess performance.</li> <li>• Develop, review and agree sustainability inputs to planning submission, i.e. the Sustainability Statement and Energy Statement/ Strategy.</li> <li>• Develop BREEAM pre-assessment report.</li> <li>• Identify any future-proofing issues e.g. changes to Building Regulations or other forthcoming legislation.</li> </ul>	<ul style="list-style-type: none"> <li>• Review Sustainability Brief and targets against progress to assess performance.</li> <li>• Develop and refine BREEAM design stage assessment.</li> <li>• Engage the Building &amp; Property Management Team to review and understand metering strategy and operational energy/waste management requirements.</li> <li>• Develop sustainability requirements for tendering process and contract pack.</li> </ul>	<ul style="list-style-type: none"> <li>• Review Sustainability Brief and targets against progress to assess performance.</li> <li>• Review and submit BREEAM design stage assessment to BRE.</li> <li>• Develop and refine BREEAM post construction assessment</li> <li>• Establish construction monitoring regime and monthly/ quarterly site reporting of sustainability targets.</li> </ul>	<ul style="list-style-type: none"> <li>• Hold post completion workshop to review the level of performance achieved against the Sustainability Brief and lessons learnt.</li> <li>• Prepare handover file of as-built and design information, including for example, designed energy performance, installed metering arrangements, EPC data – to be incorporated into PSP (section 6) to feed into the Sustainability Asset Plan</li> <li>• Review and submit BREEAM post construction assessment to BRE.</li> </ul>
Outputs	<ul style="list-style-type: none"> <li>• Understanding of the Derwent approach and requirements</li> <li>• An initial list of relevant sustainability issues and opportunities</li> <li>• Section 1 of the PSP completed</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of Local Authority requirements</li> <li>• BREEAM credit strategy</li> <li>• Sustainability Champion identified</li> <li>• Sustainability Brief – Section 2 of the PSP completed</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainability related planning items created</li> <li>• Outline BREEAM rating identified</li> <li>• Section 3 of the PSP completed</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of metering and energy management requirements</li> <li>• Agreed sustainability tendering and contract requirements</li> <li>• Section 4 of the PSP completed</li> </ul>	<ul style="list-style-type: none"> <li>• BREEAM design stage assessment rating</li> <li>• Monthly and quarterly reporting</li> <li>• Section 5 of the PSP completed</li> </ul>	<ul style="list-style-type: none"> <li>• BREEAM post construction assessment submission complete</li> <li>• Section 6 of the PSP completed</li> </ul>

## PERFORMANCE MONITORING – PROJECT SUSTAINABILITY PLAN

To support the effective delivery of the Framework and monitor progress, each applicable project is required to create a Project Sustainability Plan (PSP). The PSP is designed to introduce sustainability at the earliest opportunity to drive performance and chart progress throughout the project lifecycle. In addition to charting the progress of a project, it also performs a number of key functions, namely:

- Capturing the relevant/significant issues to be addressed and the response to those issues at the various stages of a project;
- Monitoring the performance of the project against the suite of core Development targets, plus any additional targets set; and
- Enabling bottom-up reporting into the corporate reporting cycle – both internal management reporting and external annual reporting.

It is expected for the PSP to be used as an active tool that maps and reports progress during the project lifecycle against our corporate targets and objectives at regular intervals.

The PSP looks to address sustainability across a number of aspects including:

- Resource Efficiency;
  - Energy/carbon (operational and embodied)
  - Waste
  - Water
  - Materials
- Biodiversity;
- Community (community groups, local procurement, employment & training);
- Construction impacts (pollution prevention, noise, air quality etc); and
- Transport.

Note the above list is not exhaustive and it is expected that other aspects may arise/be applicable to a project. These can be added into the PSP at any time.

## TARGETS FOR DEVELOPMENTS

Our sustainability policy and strategy contains a commitment to achieve continual improvement in our performance. To deliver these improvements, corporate targets are set to stretch our performance across each business function. The targets for our Development function are set out in the PSP template where progress against each one is tracked and audited. In addition to these it may be appropriate to set additional targets for a given project; these can be included as required.

## RESPONSIBILITIES

The successful delivery of the Framework into a project is the accountability of the respective Derwent London Development/Project Managers, supported by the Head of Sustainability and Head of Development. However, there are key roles which are performed by our project teams which ensure the Framework is implemented appropriately, these are:

**External Project Manager** – responsible for the day-to-day management and co-ordination of the PSP during the design phases prior to handover to the Contractor. It is not expected that the External Project Manager will populate all aspects of the PSP, as it is expected that the wider project team will contribute as appropriate or an individual (such as the Sustainability Champion) is given responsibility for its co-ordination.

**Contractor** – responsible for the management and co-ordination of the PSP during the delivery phase and its successful completion.

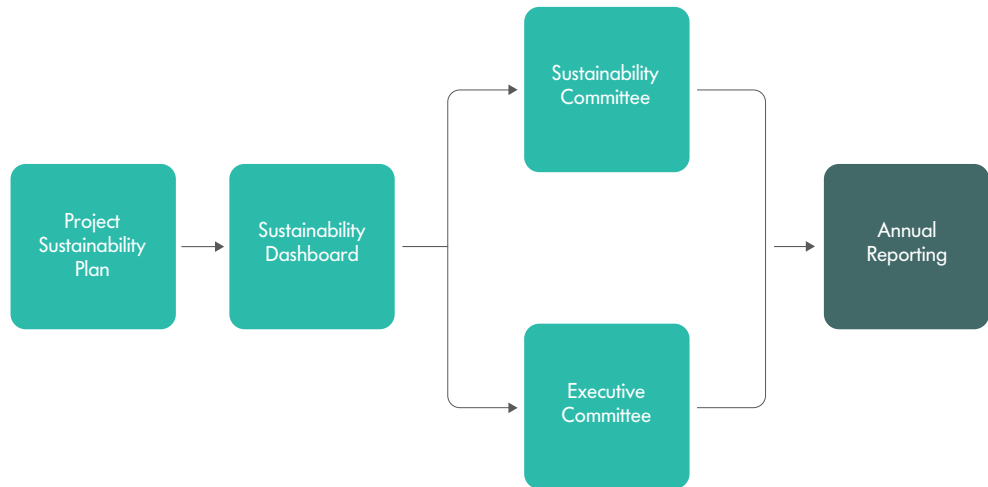
**Sustainability Champion** – each project is required to nominate a Sustainability Champion who will act as the focal point for all sustainability issues on the project.



## REPORTING

Like many organisations we publically report our performance against our targets. Using the PSP we capture performance from projects and then feed this through to our sustainability management dashboard for review and audit by the Head of Sustainability and Head of Development. This is then fed through to our Sustainability and Executive Board Committees who meet at least quarterly and then finally into our annual reporting processes.

### Sustainability reporting structure





DERWENT  
LONDON

[www.derwentlondon.com](http://www.derwentlondon.com)

Derwent London plc  
25 Savile Row  
London W1S 2ER

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