



# SUSTAINABILITY FRAMEWORK FOR ASSETS

DERWENT  
LONDON

## CONTENTS

Purpose	2
Scope	2
Our approach to sustainability asset management	3
Framework approach	5
Performance monitoring – Building Sustainability Plan	7
Targets	7
Responsibilities	7
Reporting	8

## PURPOSE

In order to cascade our long-term priorities and objectives into our asset management programme effectively, we have developed this latest version of our Sustainability Framework for Assets. It builds on previous editions, and sets out how sustainability is to be addressed across our managed portfolio. It sets out the activities and processes required to manage the sustainability performance of our individual managed properties, whilst allowing us to:

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

## SCOPE

The Framework applies to all new and existing managed properties, which are part of the Derwent London managed portfolio i.e. properties where we have management control. It does not apply to single-let properties or those with FRI (full repairing and insuring) lease arrangements, as the management responsibility sits with the tenant.

There is no set value threshold for when this Framework becomes applicable to a building, and its application is building wide. It focuses on maintenance and facilities management based activities and works.

Projects that might significantly change the fabric of a building, e.g. a façade upgrade or other significant upgrades - overhaul to the heating/cooling plant, are dealt with by the Framework for Developments and the according Project Sustainability Plan process. Projects that fall outside the above, typically smaller and minor works projects e.g. redecoration, are not subject to this Framework.



# OUR APPROACH TO SUSTAINABILITY IN ASSET MANAGEMENT

Sustainability is implicit throughout our business model, it helps us create great spaces and deliver value to our stakeholders. 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.

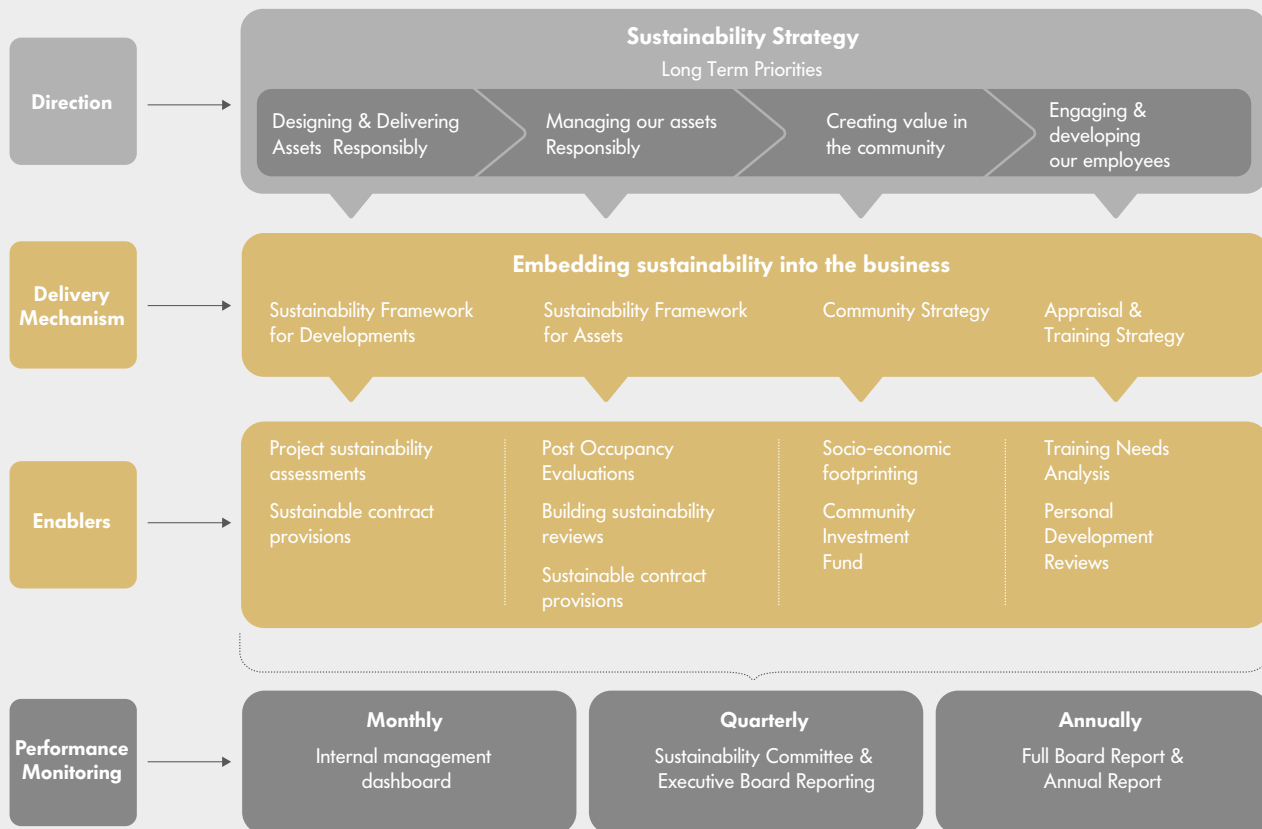
**Managing our assets responsibly** – undertaking rigorous management to maximise our asset performance, deliver resource efficiency savings, and enable our customers to operate their spaces as efficiently as possible.

**Creating value in the community** – supporting the communities in which we operate to enable measurable value-creation, 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



## MANAGING OUR ASSETS RESPONSIBLY

In terms of managing sustainability within our asset and facilities management activities specifically, the second priority – Managing our Assets Responsibly, focuses on our building management work and sets an overarching objective to:

*Ensure all our assets are managed and maintained in a responsible manner in order to maximise their efficiency.*

To deliver this objective we have specifically created this new Framework document, which sets out a clear process, approach and aims to ensure sustainability is captured across our building management activities.



# FRAMEWORK APPROACH

The Framework has been developed to show the actions and responsibilities required in order to manage sustainability effectively in our managed portfolio. It does not set out an exhaustive list of activity, rather it outlines key activities designed to guide our asset, property and facilities teams in ensuring sustainability is effectively considered.

		Creation	Implementation	Review	Report
<b>Scope</b>		<ul style="list-style-type: none"> <li>Engage the team responsible for the given property during the service charge planning process.</li> <li>Identify the relevant/significant sustainability issues to create the plan.</li> </ul>	<ul style="list-style-type: none"> <li>Align and incorporate action items with work plans and budgets for the property.</li> <li>Monitor delivery of the plan.</li> </ul>	<ul style="list-style-type: none"> <li>Review performance of the plan quarterly.</li> <li>Undertake an end of year review of the plan and refresh where necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Report performance to the Sustainability Team at the agreed intervals.</li> </ul>
<b>Responsibility</b>	<b>Internal</b>	Property/Facilities/ Building Managers (supported by the Sustainability Team)	Property/Facilities/ Building Managers	Property/Facilities/ Building Managers	Property/Facilities/ Building Managers
	<b>External</b>		Building Engineer	Building Engineer	
<b>Outline Activities</b>		<ul style="list-style-type: none"> <li>Building/ property management team to hold a meeting to discuss approach to sustainability and key actions for a given property.</li> <li>Review and analyse existing building data and information.</li> <li>Using the BSP template populate the given sections of the template based on the outcome of the meeting and guidance notes in the template.</li> <li>If applicable incorporate aspects from Stage 6 of the Project Sustainability Plan into the plan.</li> <li>Review the populated BSP with the Sustainability Team to obtained sign off.</li> </ul>	<ul style="list-style-type: none"> <li>Review the plan to ensure key actions are aligned with service charge budgeting and maintenance schedules.</li> <li>Brief the building engineering teams and assign implementation responsibilities.</li> <li>Communicate the plan to tenants, highlighting possible collaboration and efficient operation opportunities in their spaces.</li> </ul>	<ul style="list-style-type: none"> <li>Review the plan on a quarterly basis with the building management team and the Sustainability Team to assess progress and any changes needed.</li> <li>Undertake an annual review and update of the plan and refresh at the beginning of the new service charge planning period.</li> </ul>	<ul style="list-style-type: none"> <li>Report against performance measures at the agreed intervals to the Sustainability Team.</li> <li>Feed relevant data and information into building Green Forum's and other relevant tenant engagement forums.</li> </ul>
<b>Outputs</b>		<ul style="list-style-type: none"> <li>An approved, populated plan setting out the actions and targets for the building.</li> </ul>	<ul style="list-style-type: none"> <li>The plan aligned to the fiscal management strategy for the property.</li> <li>The engineering team fully briefed on the plan and its contents.</li> <li>Tenants aware of the plan and any applicable actions or opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>All reviews documented and any changes made.</li> </ul>	<ul style="list-style-type: none"> <li>All reporting aspects defined and reported against in the defined intervals</li> </ul>
<b>Tools &amp; Templates</b>		Building Sustainability Plan (BSP) Template			

## PERFORMANCE MONITORING – BUILDING SUSTAINABILITY PLAN

To support the effective delivery of the Framework and monitor progress, each managed property is required to create a Building Sustainability Plan (BSP). The BSP is designed to set out the sustainability related aspects in a clear and easy to use format in order to drive performance and monitor progress. In addition, the plan also performs a number of key functions, namely:

- Capturing the relevant/significant issues to be addressed and the response to those issues;
- Enabling effective monitoring of building performance and support of any corporate targets; and
- Enabling clear communication with tenants.

It is expected for the BSP to be used as an active tool that maps and reports performance/progress against our corporate targets and objectives at regular intervals.

The BSP looks to address a number of sustainability aspects including:

- Resource Efficiency;
  - Energy/carbon
  - Waste
  - Water
  - Materials
- Biodiversity;
- Transport (travel plans, cycling facilities etc); and
- Green Forums

Note the above list is not exhaustive and other aspects may arise/ be applicable to a building, and can be added into the BSP as required.

## TARGETS

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 related to our Asset Management work are set out in the BSP 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 building; these can be included as required.

## ROLES AND RESPONSIBILITIES

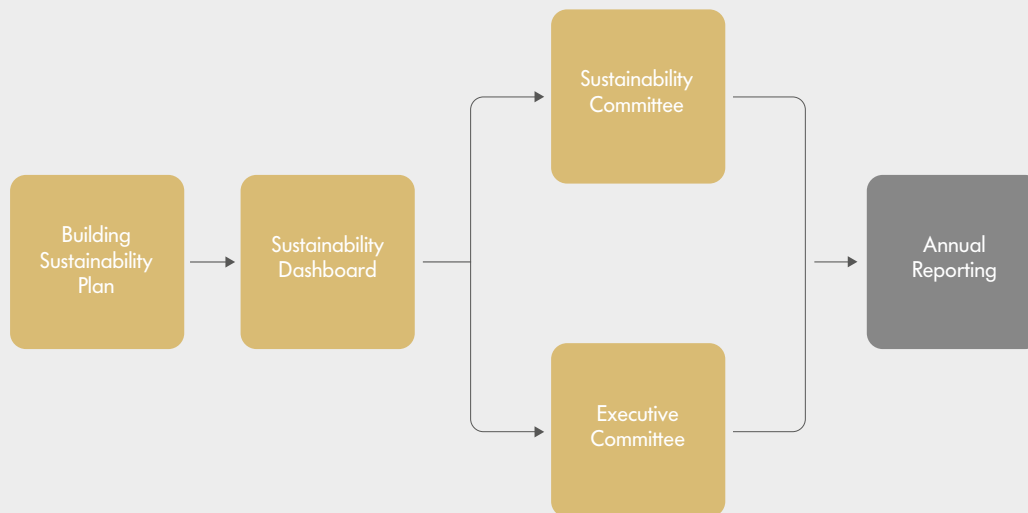
The successful delivery of the Framework across a building is the combined accountability of the respective Derwent London Building/Facilities/Property Managers, supported by the Heads of Asset Management, Facilities Management and Sustainability. Other key roles that ensure the Framework is implemented appropriately include:

**Building Engineers** – working alongside the Building Manager, they are responsible for the day-to-day implementation of the actions arising from the BSP.

# REPORTING

Like many organisations, we publically report our performance against our targets. Using the BSP, 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 Asset Management. 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/sustainability](http://www.derwentlondon.com/sustainability)  
[sustainability@derwentlondon.com](mailto:sustainability@derwentlondon.com)

