



RESPONSIBLE
DEVELOPMENT
BRIEF
2024

NET ZERO

DERWENT
LONDON

FOREWORD



We challenge you – our designers – to play your part in bringing forward your expert knowledge, research, innovation and creativity for our review, pushing the boundaries and working with us to achieve our goals. Nothing is off the table.



Benjamin Lesser
Head of Design and Innovation, Derwent London

Design excellence has, and always will be, at the core of our thinking when it comes to providing the very best, most desirable and most sustainable places to work.

We believe it is only through the unstinting pursuit of design excellence and delivery that our buildings perform and attract the most discerning occupiers. We strive to create workplaces that inspire creativity, enhance socialisation and lift the spirits, whilst being truly sustainable – in other words – **“Distinctly Derwent”**.

Our mantra which we expect our design teams to adopt whole-heartedly, is **“Long-life, Loose-fit, Low carbon”**. These principles drive our decision-making through all of our creative thinking, enable us to deliver Distinctly Derwent, design quality. Within the overarching fundamentals of low carbon sustainable thinking, to meet our net zero carbon (NZC) ambitions, we challenge our design teams to work through the complex challenges of holistic architectural design, engineering, systems and material selection; integrating technology and intelligent systems with aspects of health, well-being and socialisation. Within these over-lapping spheres of influence, we aim to achieve the optimum design solution.

There is no “silver bullet” to achieving the ultimate sustainable design excellence that we aspire to. We rely on the collective expertise and talents of our Design team, bringing forward innovative and

creative thinking at every Stage, from inception to handover, whilst continuously learning from the industry at large. Important is our desire to seek out new innovation and future-thinking, whether that be in new low carbon recycled materials, new construction techniques or the integration and application of intelligent systems within our buildings – all integral to enhancing the performance and measurable sustainability of our buildings.

Together, we endeavour to always deliver design excellence with every scheme.



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Note: Separate copies and native file versions of appendices can be provided on request.



INTRODUCTION

This document sets out the sustainability brief for our whole design team and building Contractors to drive forward sustainability in our developments, and the industry.

The first part of the document describes our sustainability approach and the application of this document.

The second part sets out our sustainability targets and the actions, deliverables and responsibilities of Consultant and Contractor team members at each Stage of a development project. It explains the reporting requirements, frequency, and how this feeds into our corporate targets and reporting.

Purpose

Designing and delivering buildings responsibly is one of our seven strategic objectives. Our strategic sustainability aim is to ***ensure our spaces are designed, delivered and operated responsibly whilst delivering value to our key stakeholder groups.***

Our business model focuses on taking older buildings and repurposing them in to more efficient flexible and desirable spaces. We recognise that this can have a significant carbon and social footprint, and, therefore, have developed this briefing document, which applies to all major refurbishment and development projects, such that they play their role to help us achieve our NZC 2030 aspirations, as well as our social value ambitions.

This brief sets out how these targets should be addressed at each Stage of the development process. It also outlines the activities and processes required to manage the performance of our developments, whilst allowing us to:

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

2024 Updates

The key updates are:

- Additional sustainability targets across the project life cycle
- Introduction of specific innovation targets
- Stronger emphasis on social value
- Enhanced construction Stage reporting requirements
- Clarification of roles across the project Stages
- Inclusion of Green Finance reporting requirements



RESPONSIBLE DELIVERY FRAMEWORK

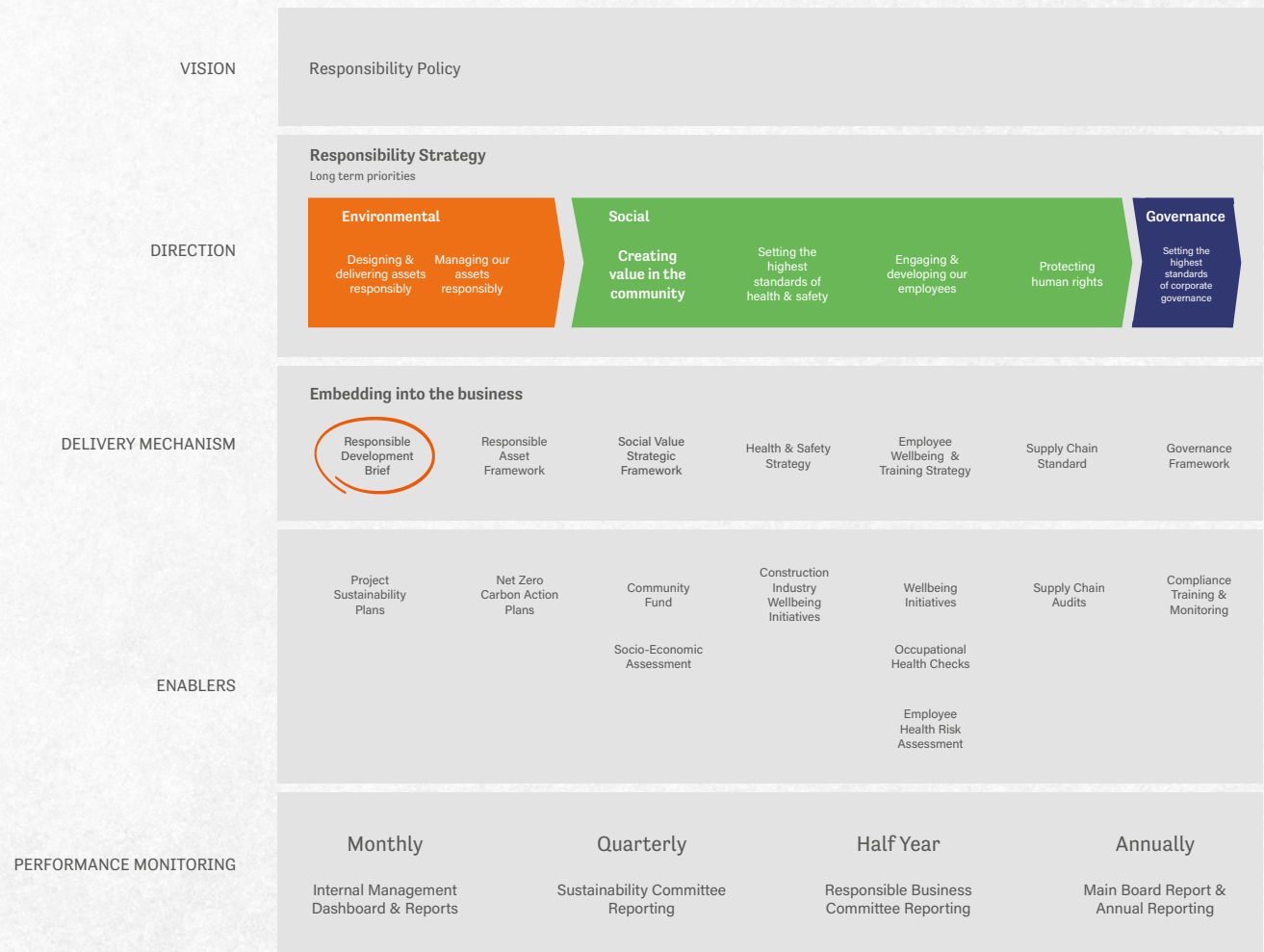
To successfully deliver the sustainability targets we have created our Responsibility Map. This map defines the structure in which sustainability is delivered across our business, setting out the primary mechanisms and enablers we use to cascade sustainability into our business functions.

This document sets the brief for our development projects. Refer to our [Social Value Strategic Framework](#) for more detail on how social value is embedded across the life cycle of our buildings as well as the Responsible Asset Framework.

Derwent London Annual Reporting

Like many organisations we publicly report our performance against the targets we set ourselves. 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 Director of Development regularly. This is communicated to our Sustainability and Executive Board Committees who meet at least quarterly and then finally into our annual reporting processes.

Responsibility Map



Scope & Application of this Document

All projects must be reviewed with the Derwent London Sustainability Manager and the Development / Asset / Project Manager at the earliest opportunity to establish project specific scope and targets, which must then be recorded in the initial Project Sustainability Plan (PSP). A PSP template is available [here](#) and can also be requested via the Sustainability Manager. Consultants and Contractors must ensure they are working to the latest project specific PSP.

Major Refurbishments and New Build Projects

This Brief applies from the earliest Stage of a project, all the way through to handover, covering both new build and refurbishment projects.

The processes in this Brief are written to be used for single and two Stage D&B procurement routes, however there is no value threshold or procurement route for when this Brief becomes applicable to a project.



Small and Minor Works Projects

Projects that fall outside the above, typically our smaller and minor works projects, are not subject to all requirements in this Brief. However, we recognise that all projects must be designed and delivered responsibly, so for smaller projects a more streamlined template small project Brief can be provided. The Derwent London Development Manager or Project Manager will confirm which Brief applies to your project.



Maintenance and Asset Management Projects

Maintenance and asset management-based projects for our managed properties are covered separately by the Responsibility Asset Framework; however the outcomes from this Framework are fed into the process used in the Framework for Assets.



ROLES & RESPONSIBILITIES

All team members involved in a development project have a part to play in achieving our sustainability targets and NZC pathway. The team is expected to work together collaboratively and take shared responsibility for the successful sustainable delivery of a scheme.

Ultimately, the successful delivery of this project brief is the accountability of the respective Derwent London

Development/Project Managers, with support from the Sustainability team, Director of Development and other Derwent London teams.

The key roles performed by our external project teams is to ensure that all relevant aspects of this brief are implemented appropriately as summarised below. Further detail is provided in the plan of work on the following pages.

Full duties and specific Consultant responsibilities will be confirmed by Derwent London on a project-by-project basis in the Design Responsibility Matrix either within the Consultant appointments or in the Initial Project Sustainability Plan.

Our approach to sustainability project management is outlined below for each design Stage.

TASK	Stage 0-4	Stage 5+	NOTES
Management of sustainability activities and targets	Sustainability Consultant	Main Contractor	
Management of PSP	Sustainability Consultant	Main Contractor	
Ensuring scheme complies with sustainability targets	Sustainability Consultant	Sustainability Consultant CMT Retained by Derwent London	
Accreditation Assessor	Sustainability Consultant	Sustainability Consultant CMT Retained by Derwent London	Contractor responsible for timely submission of information
Embodied Carbon Assessment (LCA)	Sustainability Consultant	Sustainability Consultant CMT Retained by Derwent London	Contractor responsible for timely submission of information
NABERs Modelling	Energy* / NABERs Consultant	NABERs Services CMT retained by Derwent London	Contractor responsible for timely submission of information
EPC	Energy* / MEP Consultant	Main Contractor (by Novated Energy / MEP Consultant)	

*The Energy Consultant could be the Sustainability Consultant or the MEP Consultant depending on the specific project appointments.

ROLES & RESPONSIBILITIES

Sustainability Consultant

- Day-to-day management and co-ordination of the sustainability activities and targets
- Provision of recommendations for continuous improvement on sustainability performance, and assessing the sustainability impact of design options
- Responsible for maintaining and issuing the PSP
- Together with the Project Manager, ensuring other designers and the Contractor are aware of and are progressing their actions to remain on track and closing out risks
- During contract Stage, monitoring that the Contractor is complying with the sustainability ERs and PSP
- Identifying statutory requirements in relation to sustainability, including planning submission requirements (with support from the Planning Consultant)

External Design Team

- Ensuring the project's sustainability targets are embedded in the design process and take action to achieve, and where possible, exceed them
- Working with the Sustainability Consultant to identify appropriate solutions, risks and opportunities, and present these to the Derwent London team for consideration and approval
- On some projects, the MEP Engineer will be responsible for the energy modelling instead of the Sustainability Consultant – this will be set out in the Design Responsibility Matrix

External Project Manager

- Management of Consultants to ensure they are performing their sustainability duties and issuing required documentation for the Employer's Requirements in line with this Brief
- Ensuring the required meetings and presentations are arranged
- Ensure sufficient time periods are allowed for in the project programme for completing carbon, operational energy and accreditation modelling following completion of design – especially prior to presentation of options to the Client
- During contract Stage, ensuring the Contractor's performance and compliance is being monitored and any risks are raised

External Quantity Surveyor

- Ensuring appropriate cost allowances are made at each Stage for the sustainability targets – including contingency allowances for identified future opportunities
- Providing information to the other Consultants and Derwent London for embodied carbon assessments and carbon offset payment reporting

Contractor

- **During Tender and Procurement:** Providing proposals in response to the ERs detailing how sustainability targets, including social value, will be managed and achieved, including opportunities for improvement
- **During Contractor Design & Construction:**
 - Management and coordination and issuing of the PSP, and its successful completion
 - Quarterly reporting on site environmental impacts (energy and water consumption, materials to site, demolition and construction waste and associated emissions)
 - Responsible for delivering the design and construction to comply with the project targets
 - Early consideration for social value initiatives over the course of the project
 - Reporting and monitoring in line with the delivery phase requirements.
 - Providing handover documentation and occupier training to allow for ongoing successful management of the building in line with sustainability targets
 - Provision of information to the sustainability Consultant for WLC assessments as works are procured and designed, as well as recommendations for improving embodied carbon
 - Provision of information to the NABERS Consultant for Stage 5 modelling

SUSTAINABILITY TARGETS

Our targets have been developed to ensure our development projects deliver buildings and spaces responsibly and in a way that contributes to the achievement of our NZC by 2030 ambition.

Targets are for new or major commercial office developments as well as minor refurbishments currently in design and due for completion post 2025.

Refer to your latest Project Sustainability Plan (PSP) issued by Derwent London or the sustainability Consultant for project specific targets and minimum standards or ratings (see Appendix 1 for link to PSP Template).

Priorities

We recognise that during design there will always be design decisions that the benefits and impacts will need to be appraised. Where these situations arise, the options should be presented with clear design, cost, programme and sustainability (e.g. carbon) implications, such that Derwent London can make an informed decision.



Climate resilience and adaptation covers many aspects of our sustainability targets. When you see this icon, it is part of our climate resilience and adaptation response.



Where you see this icon, we have created a template, that needs to be completed by the relevant Consultant. to ease comparison across our projects (see Appendix 1 for Template link).



RESPONSIBLE DEVELOPMENT BRIEF SUMMARY

PROJECT TARGETS

CLIMATE RESILIENCE

- Develop and present project specific climate resilience and adaptation strategy

INNOVATION

- Workshop innovation at every Stage
- Implement at least one innovative solution
- Early specialist Contractor engagement encouraged

EMBODIED CARBON:

- A1-A5 carbon targets
 - New Build 2025 $\leq 600 \text{ kgCO}_2\text{e/m}^2$
 - New Build 2030 $\leq 500 \text{ kgCO}_2\text{e/m}^2$
- Whole life carbon assessment at all Stages and annually when on site
- Present options with carbon v cost
- Prioritise materials with EPDs
- Design to minimise carbon impact on tenant fit out

OPERATIONAL CARBON:

- All developments all electric
- Major projects NABERS 5*
- Reduce energy peak load
- Provide energy and water storage options
- Specify on site renewables
- Smart and submetering as standard
- Low energy and water usage fittings for water usage $<0.5\text{m}^3/\text{m}^2$

CIRCULAR ECONOMY

- Pre-redevelopment audit
- Allow time and cost for material retention, refurb, re-use
- Set project specific targets for recycled and re-use content
- Identify re-use and DFMA supply chain partners early
- 98% of construction waste diverted from landfill. Incineration, 15%

PROJECT TARGETS

HEALTH AND WELLBEING

- Optimise daylight and natural ventilation
- Promote higher air quality products and natural materials
- Active by design – cycle spaces, stair cores

NATURE

- Minimum 15% biodiversity net gain
- 0.3 urban greening factor
- Avoid red list materials
- 100% FSC/PEFC timber

SOCIAL VALUE

- Socio-economic assessment
- Commitment to community partnership budget
- Skills and employment plan
- Pay London Living Wage
- 10% local spend
- Minimum one community day per year
- Modern slavery compliance and worker welfare

CERTIFICATIONS

- EPC
 - A for new builds
 - B for refurb
- BREEAM – minimum Excellent. Aspire to Outstanding
- LEED – minimum Gold. Aspire to Platinum
- WELL – enable via Derwent London credits
- AIRSCORE – minimum Gold. Aspire to Platinum
- HQM 4.5

CONSTRUCTION

- Consider diesel free sites and onsite electric charging
- CCS outstanding
- Minimise pollution
- Monitor local procurement
- Prioritise DFMA

GREEN FINANCE

- Meet BREEAM, LEED and EPC targets
- Report on progress against targets quarterly

TEAM ROLES

Sustainability is a key driver for our developments – all team members have a role in achieving our targets. All key Consultants to report on and attend discussions on sustainability issues.

SUSTAINABILITY Consultant

- Leads on sustainability activities and targets Stage 0-4
- Manages PSP Stage 0-4
- Retained client side to monitor Contractor
- Carries out accreditation assessments and LCAs at all Stages

DESIGNERS

- Present design options with carbon impact – from scheme level down to finishes selection

QS & PM

- Make cost, programme and time allowances for sustainability targets
- Provide cost v benefit advice on carbon options

MAIN Contractor

- Responsible for managing and achieving targets in Stage 5+
- Manages PSP Stage 5+
- Provides information required for certifications, energy and carbon modelling

KEY ACTIVITIES & REPORTING

PROJECT SUSTAINABILITY PLAN

- Sets project targets, progress and risks
- Report quarterly as a minimum

WHOLE LIFE CARBON ASSESSMENT

- Carbon options presented at end of every Stage with costs
- From Stage 2, mid-Stage and end of Stage
- Minimum annually during construction

NABERS

- Modelling from Stage 3
- Achievement plan from Stage 3




KEY MEETINGS

- Briefing workshop within two weeks of every Stage starting
- Regular whole team workshops on specific targets
- Sustainability specific tender interviews

SUSTAINABILITY TARGETS - THE DETAIL







Targets showing this icon contribute to Climate Resilience - which is critical for our corporate strategy and targets.

 CLIMATE RESILIENCE	Target	First Stage to be considered	Responsibility
Assessment	Develop a project-specific climate resilience and adaptation strategy, which is presented to client in a workshop Areas to be covered include physical risks (flooding, wind storms and heat stress) as well as other design aspects, which we believe are most pertinent to improving our climate resilience, and have been flagged in the following the targets	Stage 1 Presentation at Stage 3	All led by Sustainability Consultant 
 INNOVATION	Target	First Stage to be considered	Responsibility
Sustainability Innovation Workshop	At least one innovation workshop per Stage – covering full spectrum of design and construction to improve the overall sustainability of the project / low carbon building <i>Derwent London holds an innovation tracker with possible innovative materials and construction methods. This is to be issued to the team at the start of the project for feedback and consideration.</i>	Stage 1	Led by Project Manager Input from all
Contractor Involvement	Identify where early Contractor involvement will facilitate innovation (e.g. concrete suppliers for low carbon concrete)	Stage 2	Led by Project Manager Input from all

SUSTAINABILITY TARGETS - THE DETAIL







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WHOLE LIFE CARBON 	Target	First Stage to be considered	Responsibility
Upfront Embodied Carbon target 	<p>Upfront (A1:A5) Office New Build Targets <i>Developments completing from 2025: $\leq 600 \text{ kgCO}_2\text{e/m}^2$</i></p> <p><i>Developments completing from 2030: $\leq 500 \text{ kgCO}_2\text{e/m}^2$</i></p> <p>Refurb: <i>Refer to embodied carbon brief linked here.</i></p> <p>Undertake a whole life carbon assessment in accordance with Derwent London's embodied carbon brief. Carbon appraisal options to be presented during Stage 1 and throughout design process. When design options are presented to Derwent London, these should be presented with a cost / carbon / programme impact Budgets should be set for specific building elements at the early Stages of projects See embodied carbon brief for details on methodology, reporting and timelines here.</p>	<p>Stage 1 – discrete studies and budget setting</p> <p>Stage 2 – end of Stage 2 have full model</p>	<p>Whole design team (inc. QS)</p> 
In-Use Embodied Carbon 	Low global warming potential (GWP) refrigerants and leak detection to be specified	Stage 2	Engineer / Sustainability
Environmental Product Declaration (EPD)	Prioritise and maximise materials with EPDs. A minimum of 20 EPDs to be specified on the project to be confirmed at Stage 4	Stage 3	Architect Engineer
Fit-Out Carbon	Design to demonstrate how it minimises embodied carbon impact on fit-out. Refer to Embodied Carbon Brief	Stage 2	Architect with support from Sustainability Consultant

SUSTAINABILITY TARGETS - THE DETAIL



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OPERATIONAL CARBON 	Target	First Stage to be considered	Responsibility
Fossil-Fuel Free 	All new developments to be fossil fuel free* (e.g. 100% electric) *Non-diesel back-up systems to be investigated and prioritised	Stage 2	Engineer
Energy Use Intensity (EUI) See Appendix 1 for link to Criteria	New build and major refurbishment commercial office delivered post 2025: NABERS Minimum 5 Stars Equivalent to maximum <i>90 kWh/m² (GIA whole building)</i> Roadmap to 6 Stars to be presented (<i>70 kWh/m² (GIA whole building)</i>)	Stage 2	Engineer Architect / Façade / Sustainability 
	Existing commercial office buildings: Carry out NABERS rateability assessment and / or TM54 assessment Where central plant is being upgraded EUI maximum target is <i>90 kWh/m² (GIA whole building)</i>	Stage 2	Engineer Architect / Façade / Sustainability
	If Derwent London has confirmed NABERS is not targeted, carry out a TM54 energy use assessment	Stage 2	Engineer
Energy Resilience & Storage 	Energy peak load should be reduced from the grid wherever possible (through using energy models for plant sizing)	Stage 2	Engineer
	Provide summary of options explored and implemented on site for energy storage (electrical or thermal) to actively manage and reduce peak demands	Stage 2	Engineer
Renewables	Specify onsite renewables for new developments and assess their feasibility for major refurbishments (including solar thermal). Present embodied carbon / operational energy impact	Stage 2	Engineer / Sustainability

SUSTAINABILITY TARGETS - THE DETAIL



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OPERATIONAL CARBON	Target	First Stage to be considered	Responsibility	
	Building Specification Criteria	<p>For specification criteria the Derwent London NZC 2030 Criteria should be adopted as the default baseline. See criteria here</p> <p>Design team to present the implications of adopting the Derwent London NZC 2030 Criteria (incl the 20% headroom). See Appendix 1 for link to Criteria.</p> <p>Each project will then be reviewed by the Derwent London Design Review Group, in the context of its location, product, target market to approve the specification</p>	Stage 1	Architect supported by Sustainability Consultant
	Metering to be in line with Derwent London metering strategy and NABERS	Stage 3	Engineer	
	<p>100% of lighting to be LED and PIR including all circulation and back of house areas</p> <p>Perimeter lighting to be daylight linked</p>	Stage 2	Engineer / Sustainability	
Water	<p>Achieve mains water usage target of $\leq 0.5\text{m}^3/\text{m}^2$ measured via BREEAM Wat 01 calculator</p>	Stage 3	Engineer	
	<p>Optimise greywater (preferred) or rainwater harvesting for useful functionality</p> <p>Present % of water consumption met by installed solution</p>	Stage 2	Engineer Landscape Architect Sustainability	
	Specify and install water leak detection and prevention measures	Stage 2	Engineer	

SUSTAINABILITY TARGETS - THE DETAIL



Targets showing this icon contribute to Climate Resilience - which is critical for our corporate strategy and targets.

CIRCULAR ECONOMY & MATERIALS



	Target	First Stage to be considered	Responsibility
Pre-Development Audit	<p>Carry out a pre-redevelopment audit and map out opportunities for:</p> <ul style="list-style-type: none"> • Retention and refurbishment • Material re-use on-site • Materials re-use off-site • Highlight any additional surveys to ascertain better detail (e.g. façade dismantling audit, material testing) • Findings to be included in cost plans and programme, and relevant scopes (e.g. Demolition Contractor) • From the above minimum performance of re-use and recycled content should be set 	Stage 1	<p>Audit undertaken by Specialist / Contractor</p> <p>Implementation of findings led by Sustainability Consultant</p>
Material Re-Use	<p>Develop a circular economy strategy that identifies supply chain partners during the design Stage for re-use of materials and procurement of re-used materials elsewhere and prioritise offsite manufacture where appropriate and where it delivers benefits</p> <p>This should be clearly mapped in specification, cost plan, programme and Contractor tenders and scopes</p> <p>By the end of Stage 4 and then at practical completion clearly present:</p> <ul style="list-style-type: none"> • Carbon saving through on-site retention / re-use • % of materials that are pre-fabricated or DFMA (report as a % of total construction cost and no. deliveries /£m) • % of materials that can be recovered / reused at disassembly (to be recorded as part of BIM strategy). • Consider material passports, if suitable. • Number (or volume) of materials re-used offsite • % recycled content by value (or volume) • % of materials locally sourced by value (or volume) 	Stage 2	Sustainability Consultant to co-ordinate, Architect to specify %



SUSTAINABILITY TARGETS - THE DETAIL



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CIRCULAR ECONOMY & MATERIALS



	Target	First Stage to be considered	Responsibility
Resource Efficiency	98% of construction waste to be diverted from landfill target 85% recycling rate for all construction waste	Stage 4	Contractor
Environmental Impacts	We have outlined preferred material requirements as well as prohibited materials which are considered to have environmental or health hazards (See Appendix 1)	Stage 2	Architect / Sustainability


SUSTAINABILITY TARGETS - THE DETAIL



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HEALTH & WELLBEING



	Target	First Stage to be considered	Responsibility
Daylight 	<p>Façade to be optimised for daylight, cooling and natural ventilation across the year</p> <p>Carry out a daylight assessment at Stage 2 to inform floorplate design – Derwent London NZC Criteria solar gain and BCO daylight target to be reported against</p> <p>Carry out a natural ventilation study at Stage 2 to assess whether building can be (or can remain) naturally ventilated</p>	Stage 2	Daylight / Façade Consultant / Architect
Indoor Air Quality	<p>Use building materials that promote higher air quality, have low volatile organic compounds (VOC)</p> <p>Meet WELL X06 for base-build installed products and prioritise materials with health product declarations or equivalent</p>	Stage 3	Architect / Sustainability
Active By Design	Staircases should be prominent and visible before lifts upon entering the building	Stage 2	Architect
Active Commute	<p>Cycle spaces in line with GLA policy and BCO 2023</p> <p>Shower and locker numbers in line with BCO 2023</p>	Stage 2	Architect Engineer
Inclusive Design	<p>Universal design to be implemented in line with WELL V13 Accessibility & Universal Design to accommodate a diverse range of disabilities and needs, including but not limited to:</p> <ul style="list-style-type: none"> • Inclusive physical access • Neurodiversity considerations • Intuitive wayfinding • Technology for inclusion • Safety and comfort for all <p>See Appendix 1 for Accessibility Design Guide link</p>	Stage 2	Architect

SUSTAINABILITY TARGETS - THE DETAIL



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BIODIVERSITY & NATURE

 Biodiversity & Nature	Target	First Stage to be considered	Responsibility
Biodiversity 	As a minimum deliver 15% biodiversity net gain Native species and drought tolerant landscaping should be considered	Stage 2	Architect Landscape Architect Ecologist
Urban Greening Factor	0.3	Stage 2	Architect Landscape Architect Ecologist
Biophilia	Design should prioritise natural materials and opportunities to interact with nature (material pallet, terraces, patterns, planting)	Stage 3	Architect Landscape Architect
Materials	100% of timber used in projects to be FSC or PEFC certified Avoidance of materials on the Red list and endangered species Refer to Appendix 1 for materials information	Stage 3	Architect

SUSTAINABILITY TARGETS - THE DETAIL



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SOCIAL VALUE



	Target	First Stage to be considered	Responsibility
Social Value Strategy	In line with our Social Value Strategic Framework , undertake a comprehensive needs analysis for scheme to develop baseline and identify targets for project	Stage 1	Social Value Consultant
Community Partnership Budget	Derwent London and Contractor to agree to lump-sum contribution to community project over construction project life	Stage 1 / 5	Project Manager
Employment	Develop a skills, training and employment plan	Stage 1	Social Value Consultant
London Living Wage	All Consultants, Contractors and Sub-Contractors to pay staff minimum London Living Wage and no zero-hour contracts	Stage 1	Project Manager
Local Spend	Commitment for 10% local spend during procurement and construction	Stage 5	Project Manager / Contractor
Community Day	Minimum eight hours community engagement (i.e. volunteering) per year - additional hours to be reviewed for major projects	Early-Stage 5	Project Manager / Contractor
Modern Slavery	Quarterly reporting on how sites are implementing their modern slavery policies and monitoring worker welfare	Stage 5	Project Manager / Contractor


SUSTAINABILITY TARGETS - THE DETAIL



Targets showing this icon contribute to Climate Resilience - which is critical for our corporate strategy and targets.

CERTIFICATIONS



	Target	First Stage to be considered	Responsibility
EPC	EPC A for new builds (interim modelling of Stage 5) EPC B for refurbishments	Stage 2	Engineer / Architect / Façade
BREEAM	Achieve a minimum of BREEAM Excellent for all new build projects and major refurbishments Aspirational: Outstanding	Stage 1	Design team
LEED	Achieve a minimum of LEED Gold for all major new build projects Aspirational: Platinum	Stage 2	Design team
WELL	Pursue the Derwent London identified WELL credits, and provide a pack to tenants to help with future certification	Stage 2	Design team 
AirScore / Rated	Achieve a minimum AirScore Gold Aspirational: Platinum	Stage 3	Engineer
Home Quality Mark	Achieve a minimum of Home Quality Mark 4.5 stars on all new residential development	Stage 2	Design team

SUSTAINABILITY TARGETS - THE DETAIL



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CONSTRUCTION PHASE









	Target	First Stage to be considered	Responsibility
Fossil-Fuel Free	Consider diesel free sites and electric or alternative fuel fleet (HVO), with the aim to connect to grid, on a renewable tariff, as quickly as possible	Stage 5	Contractor
CCS	Minor projects: Excellent Major projects: Outstanding	Stage 5	Contractor
Pollution	Minimise air, noise, light, land/soil and water (including ground water wastewater and stormwater) pollution during construction to the surrounding community	Stage 5	Contractor
Local Procurement	Contractors to monitor site miles / £m project costs and measures to reduce mileage	Stage 5	Contractor
Electric Charging	All projects >£75m commit to consider installing permanent Electric Vehicle charging points for use during construction	Stage 5	Contractor

SUSTAINABILITY PLAN OF WORK - KEY ACTIONS







KEY ACTIONS

The Plan of Work on the following pages has been developed to follow the outline Derwent London development process and align with the RIBA project Stages. It shows the key actions and responsibilities required through all Stages in order to manage sustainability effectively and achieve our targets. This does not set out an exhaustive list of activity for every target – these will be described in the PSP and appended briefs for NABERS UK and embodied carbon assessments.

	RIBA Stage 0 – 1 	RIBA Stage 2 	RIBA Stage 3 	RIBA Stage 4 	RIBA Stage 5 	RIBA Stage 6-7 						
KEY AIMS	Strategic Definition Preparation & Briefing		Concept Design		Spatial Coordination		Technical Design & Procurement		Construction		Handover & Use	
SCOPE	<p>Reduce embodied carbon and maximise circular economy opportunities</p> <p>Reduce operational carbon needs</p> <p>De-risking of targets. Narrowing down of options. Identification and delivery of opportunities for improvements</p> <p>External Project Manager to track and report progress against this plan of work within regular PM reports and Stage reports.</p> <p>Continuous PSP reporting on detailed target achievements, progress, risks and actions (by Sustainability Consultant then Contractor)</p>											
	<ol style="list-style-type: none"> Engage project team Explain roles and process Set initial targets (using client PSP) Review key specification criteria Consider innovation and past learning and incorporate into brief Carbon appraisals Social value and community engagement, including needs analysis Identify planning requirements Identify relevant industry targets or regulations Ensure sufficient cost, fee and programme allowances for targets Provide recommended scheme options for next Stage 	<ol style="list-style-type: none"> Review Stage 1 recommended options and agree approach Close out risks from Stage 1 Incorporate agreed targets into design Incorporate agreed targets into planning submission Review innovation opportunities and incorporate in design Social value and community engagement Identify early engagement required from supply chain Ensure sufficient cost and fee allowances for targets Recommendations for next Stage actions 	<ol style="list-style-type: none"> Review Stage 2 recommended actions and agree approach Close out risks from Stage 2 Develop agreed targets in design Social value and community engagement Engage the Building and Property Management team Engage supply chain where possible, in particular on areas of innovation Ensure sufficient cost, fee and programme allowances for targets Recommendations for next Stage actions 	<ol style="list-style-type: none"> Continue to review design and performance against targets Social value and community roles and responsibilities Develop delivery requirements (ERs) based on each target and any planning requirements Define contract Stage roles and responsibilities Assess tendering suppliers and Contractors on sustainability capability and compliance with requirements Ensure contract sums allow for targets Close out design Stage accreditations 	<ol style="list-style-type: none"> Undertake reporting and monitoring of sustainability targets Continue to identify risks and opportunities for meeting or improving on targets Social value and community requirements Close out of construction Stage accreditations Client monitoring team review of Contractor designs and methods to confirm compliance with ERs Develop commissioning and handover regime Ensure any statutory requirements are discharged 	<ol style="list-style-type: none"> Implement handover requirements and report on progress, including final report on social value generated Review final project output against the project brief Final embodied carbon reporting, fixing and making offset payment Carry out ongoing post-occupancy monitoring and requirements 						







PLAN OF WORK: CONSULTANT AND CONTRACTOR ACTIONS

MEETINGS

	RIBA Stage 0 – 1 	RIBA Stage 2 	RIBA Stage 3 	RIBA Stage 4 	RIBA Stage 5 	RIBA Stage 6-7 
ROLES	Led by External Project Manager with support from Sustainability Consultant	Led by External Project Manager with support from Sustainability Consultant	Led by Sustainability Consultant with support from Project Manager	Led by External Project Manager with support from Sustainability Consultant	Led by Contractor and monitored by Sustainability Consultant and Project Manager	Led by Contractor and monitored by Sustainability Consultant and Project Manager
MEETINGS	<ol style="list-style-type: none"> 1. Initial all parties meeting at or within two weeks of kick off 2. Innovation meeting for all Consultants to put forward at least one idea for consideration 3. Interim workshops as required to discharge actions (these should include; re-use/ retention, innovation, climate resilience, carbon workshops, social value) 4. End of Stage presentation of findings 	<ol style="list-style-type: none"> 1. Initial all parties meeting at or within two weeks of kick off 2. Monthly workshops, or more as required to discharge actions 3. Embodied carbon assessment, social value, innovation and circularity review at start and design NABERS UK brief setting and reporting meetings. 4. End of Stage presentation of findings 	<ol style="list-style-type: none"> 1. Initial all parties meeting at or within two weeks of kick off 2. Monthly workshops, or more as required to discharge actions 3. Accreditation specific reviews 4. Embodied carbon assessment, social value, innovation and circularity review at start and design gateways 5. End of Stage presentation of findings 	<ol style="list-style-type: none"> 1. Initial all parties meeting at or within two weeks of kick off 2. Monthly sustainability workshops, or more as required to discharge actions 3. Accreditation specific reviews 4. Embodied carbon assessment, social value, innovation and circularity review at start and design gateways 5. NABERS UK review meetings 6. End of Stage design presentation 7. Contractor proposals presentation 	<ol style="list-style-type: none"> 1. Pre-construction sustainability meeting 2. Quarterly sustainability workshops, or more as required to discharge actions 3. Contractor to manage any internal meetings required to meet targets 4. Commissioning, training and handover meetings 	<ol style="list-style-type: none"> 1. Commissioning, training and handover meetings 2. Post Completion lessons learned meeting







PLAN OF WORK: CONSULTANT AND CONTRACTOR ACTIONS

DELIVERABLES

	RIBA Stage 0 – 1 	RIBA Stage 2 	RIBA Stage 3 	RIBA Stage 4 	RIBA Stage 5 	RIBA Stage 6-7 
ROLES	Led by External Project Manager with support from Sustainability Consultant	Led by External Project Manager with support from Sustainability Consultant	Led by Sustainability Consultant with support from Project Manager	Led by External Project Manager with support from Sustainability Consultant	Led by Contractor and monitored by Sustainability Consultant and Project Manager	Led by Contractor and monitored by Sustainability Consultant and Project Manager
DELIVERABLES	<ol style="list-style-type: none"> Carbon appraisals / discrete studies to inform design, embodied carbon budgets per element set Innovation shortlist Pre-refurbishment audit and material mapping Stage 1 PSP Stage 1 report 	<ol style="list-style-type: none"> Stage 2 Embodied Carbon Assessment Progress of selected innovation(s) Stage 2 PSP Stage 2 report Planning submission reports, determined by Local Authority but expected to include: <ol style="list-style-type: none"> Life Cycle Assessment Circular Economy Statement Energy Statement 	<ol style="list-style-type: none"> Stage 3 Embodied Carbon Assessment Progress of selected innovation(s) Stage 3 circular economy statement Stage 3 PSP Stage 3 Report NABERS Stage 3 model and draft IDR 	<p>Consultant:</p> <ol style="list-style-type: none"> Stage 4 Embodied Carbon Assessment Innovation included in specifications / drawings Stage 4 PSP Stage 4 report Sustainability Employer's Requirements – with clear and relevant scope All sustainability criteria to be in specifications and drawings across architect and Consultants NABERS Rating Achievement Plan NABERS Stage 4 Model and Independent Design Review <p>Contractor:</p> <ol style="list-style-type: none"> Proposals for achieving targets e.g.: innovation, low carbon methods, circular economy, social value, community engagement included in cost plan and programme Team and supplier structure 	<p>Contractor:</p> <ol style="list-style-type: none"> Monthly target report Provide details to Consultant (including carbon content and quantities) during Stage 5 embodied carbon assessment as packages are procured Energy modelling updates Quarterly presentation on progress Construction Stage accreditation evidence Design Stage and site Stage PSP update <p>Consultant:</p> <ol style="list-style-type: none"> Updated embodied carbon assessment with inputs from Contractor as packages are procured. Issue LCA annually in November as a minimum. Final NABERS report 	<p>Contractor:</p> <ol style="list-style-type: none"> Summary presentation of final position against targets, including social value generation Handover documentation: O&Ms, certificates. Construction Stage accreditation certificates <p>Consultant:</p> <ol style="list-style-type: none"> Final Compliance Statement Final as-built embodied carbon assessment <p>NABERS Consultant:</p> <p>Oversight of tenant fit-outs</p> <ul style="list-style-type: none"> Onboarding NABERS guidance for FM team NABERS Operational performance audit Quarterly monitoring and targeting audits

PLAN OF WORK: CONSULTANT AND CONTRACTOR ACTIONS

CLIENT ACTIONS

	RIBA Stage 0 – 1 	RIBA Stage 2 	RIBA Stage 3 	RIBA Stage 4 	RIBA Stage 5 	RIBA Stage 6-7 
ROLES	DM/PM lead, supported by Leasing, finance and Sustainability.	DM/PM lead, supported by Leasing, finance and Sustainability.	DM/PM lead, supported by Leasing, finance, property management and Sustainability.	PM Lead supported by DM, leasing finance and sustainability.	PM Lead supported by property management, leasing, finance and sustainability.	Property manager supported by PM, leasing, finance and sustainability.
INTERNAL MEETINGS	<ol style="list-style-type: none"> 1. Development and Sustainability kick off to agree roles, budget and brief (PSP) 2. Mid-Stage leasing strategy and specification review 3. End of Stage target review 4. End of Stage finance review of carbon calculator results and appraisal allowances 	<ol style="list-style-type: none"> 1. Mid-Stage leasing strategy and specification review 2. End of Stage target review 3. End of Stage finance review of carbon offset and appraisal allowances 	<ol style="list-style-type: none"> 1. Mid-Stage leasing strategy and specification review 2. End of Stage target review 3. End of Stage finance review of carbon offset and appraisal allowances 	<ol style="list-style-type: none"> 1. Early-Stage leasing strategy and specification review 2. End of Stage target review 3. End of Stage finance review of carbon offset and contract sum/ appraisal. 	<ol style="list-style-type: none"> 1. Internal meetings with property management to agree handover requirements 	<ol style="list-style-type: none"> 1. Post-completion meeting with finance to review final embodied carbon results and offset payment figure 2. Lessons learned workshop with team 3. Post-occupancy evaluation
DELIVERABLES	<p>At start of Stage:</p> <ol style="list-style-type: none"> 1. Initial PSP 2. Design Responsibility Matrix 3. Sustainability Consultant services including Framework 4. Green Finance application form 5. Share operational data 6. Share social value strategy themes and goals 7. Mid Stage brief on key specification criteria <p>At end of Stage:</p> <ol style="list-style-type: none"> 8. Appraisal including fee/ cost and embodied carbon offset allowances 9. Recommendation to Exec on low carbon options to pursue at Stage 2 	<p>At start of Stage:</p> <ol style="list-style-type: none"> 1. Updated client brief including Stage 1 PSP <p>At end of Stage:</p> <ol style="list-style-type: none"> 2. Updated appraisal including embodied carbon offset and fee/cost allowances 3. Recommendation to Exec on any significant update to brief or low carbon scheme options to pursue at Stage 3 	<p>At end of Stage:</p> <ol style="list-style-type: none"> 1. Updated appraisal incorporating embodied carbon offset and fee/cost allowances 2. Recommendation to Exec on any update to brief or low carbon scheme options to pursue at Stage 4 	<p>At end of Stage:</p> <ol style="list-style-type: none"> 1. Updated appraisal incorporating embodied carbon offset and fee/cost allowances 2. Recommendation to Exec on Contractor appointment, including response on sustainability 	<ol style="list-style-type: none"> 1. Fit-out guide including sustainability requirements i.e. Green Lease, WELL Core requirements 2. Update to finance on carbon offset allowance 	<ol style="list-style-type: none"> 1. Fit-out guide including sustainability requirements i.e. Green Lease, WELL Core & Shell requirements 2. Final embodied carbon offset payment figure to finance

CONTENT OF KEY DELIVERABLES

The contents of PSPs, reports and ERs will be project specific. This section is intended as a guide, and any additions or deviations from this are to be agreed with the Derwent London Development or Project Manager.

Embodied Carbon Reports – Refer to the Derwent London Embodied Carbon Assessment Brief

Energy Modelling Reports – Refer to the Derwent London Energy Modelling Briefs

Project Sustainability Plan (PSP)



Each applicable project is required to use a PSP. The PSP defines the relevant project sustainability targets and tracks progress, performance, milestone achievements, actions and risks against each one.

Derwent London will issue the initial PSP to the project team before Stage 2 commencement to define the project sustainability targets. The PSP will then be managed and updated by the Sustainability Consultant from Stage 2 onwards for Derwent London approval, at least at the end of every Stage or more frequently if agreed in the Consultant services. Once the Contractor is appointed, they manage and update the PSP quarterly.

The PSP is to be used as a brief and a tracking tool for the project team to address key sustainability issues, and the output feeds into bottom up reporting into Derwent London's corporate reporting cycle – both internal management and external annual reporting.

End of Stage Reporting

Coordinated by the Sustainability Consultant. Contents to include:

- Scheme options with embodied carbon comparisons and recommendations
- PSP with risks and opportunities
- Key specification criteria considerations
- Innovation opportunities and findings
- Statutory requirements
- Sustainability related cost and programme considerations
- Energy modelling reporting
- Circular economy and supply chain input
- Social value plan and initiatives
- Any remaining decisions required by Derwent London

Employer's Requirements

Coordinated by the Sustainability Consultant with support from the Project Manager and Quantity Surveyor. This list is not exhaustive and the Project Manager and Sustainability Consultant is to advise on any other contents required to ensure the contract includes all material required to enable the targets to be met:

- PSP with Contractor actions identified.
- Accreditation specifications with "Contractor Actions" and "Client Actions" identified

- Derwent London standards including this Brief – always check with Derwent London for latest versions.
- Contractor Circular Economy brief
- Contractor NABERS UK brief
- Contractor embodied carbon assessment brief
- Contractor responsibilities and reporting requirements with regards to social value targets

Construction Stage Reporting

Quarterly presentations led by the Main Contractor, including:

- Update of progress against PSP
- Update on social value initiatives and modern slavery awareness, worker welfare and prevention measures
- Green Finance Reporting Requirements – for more info on our green finance framework refer to our [website](#)
- Status of BREEAM, LEED and EPC against the project targets must be reported at the end of every design Stage and every quarter during the construction Stage
- Quarterly Compliance Report from Sustainability Consultant

APPENDIX 1: SUPPORTING DOCUMENTS

Additional documents and templates referenced in this brief are accessible below.

RDB support documentation:



Template Project Sustainability Plan (PSP). The Derwent London Development Manager or Project Manager will provide a project specific copy of the PSP.



Climate Resilience and adaptation template

- Whole Life Carbon Assessment Brief
- NABERs Brief
- Derwent London NZC 2030 Criteria
- Accessibility Design Guide
- Materials Requirements & Specifications

Our Derwent London Corporate Policies are available [here](#):

- Derwent London Responsibility Policy
- Net Zero Carbon Pathway
- Derwent London Sustainable Supply Chain Standards
- Modern Slavery Statement and Policy
- Embodied Carbon Calculator Consultant Input Sheet
- Social Value Strategic Framework





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