

# Delivering on the ground

The UK home building sector's contribution to a sustainable future

NextGeneration 2011 Sustainability Benchmark

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**17<sup>th</sup> November 2011**

**16:00 to 17:00**

# Welcome

**Andrew Frost, Lead Director**

Residential Services, Jones Lang LaSalle

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# PROGRAMME

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- 16:00 – 16:05**      **Andrew Frost, Jones Lang LaSalle**  
Welcome and Introduction
- 16:05 – 16:15**      **Natasha Moreno-Roberts, Jones Lang LaSalle**  
Presentation of 2011 results
- 16:15 – 16:25**      **Andrew Stunell MP, Department for Communities  
and Local Government**  
Keynote Speech
- 16:25 – 16:35**      **Adam Elman, Marks and Spencer Plan A**  
Viewpoint from outside the sector
- 16.35 – 17:00**      **Panel Discussion**  
Andrew Stunell MP  
Adam Elman, Marks and Spencer  
Rob Perrins, Group Managing Director, The Berkeley Group  
John Campion, Housing Managing Director, Willmott Dixon  
Natasha Moreno-Roberts, Jones Lang LaSalle

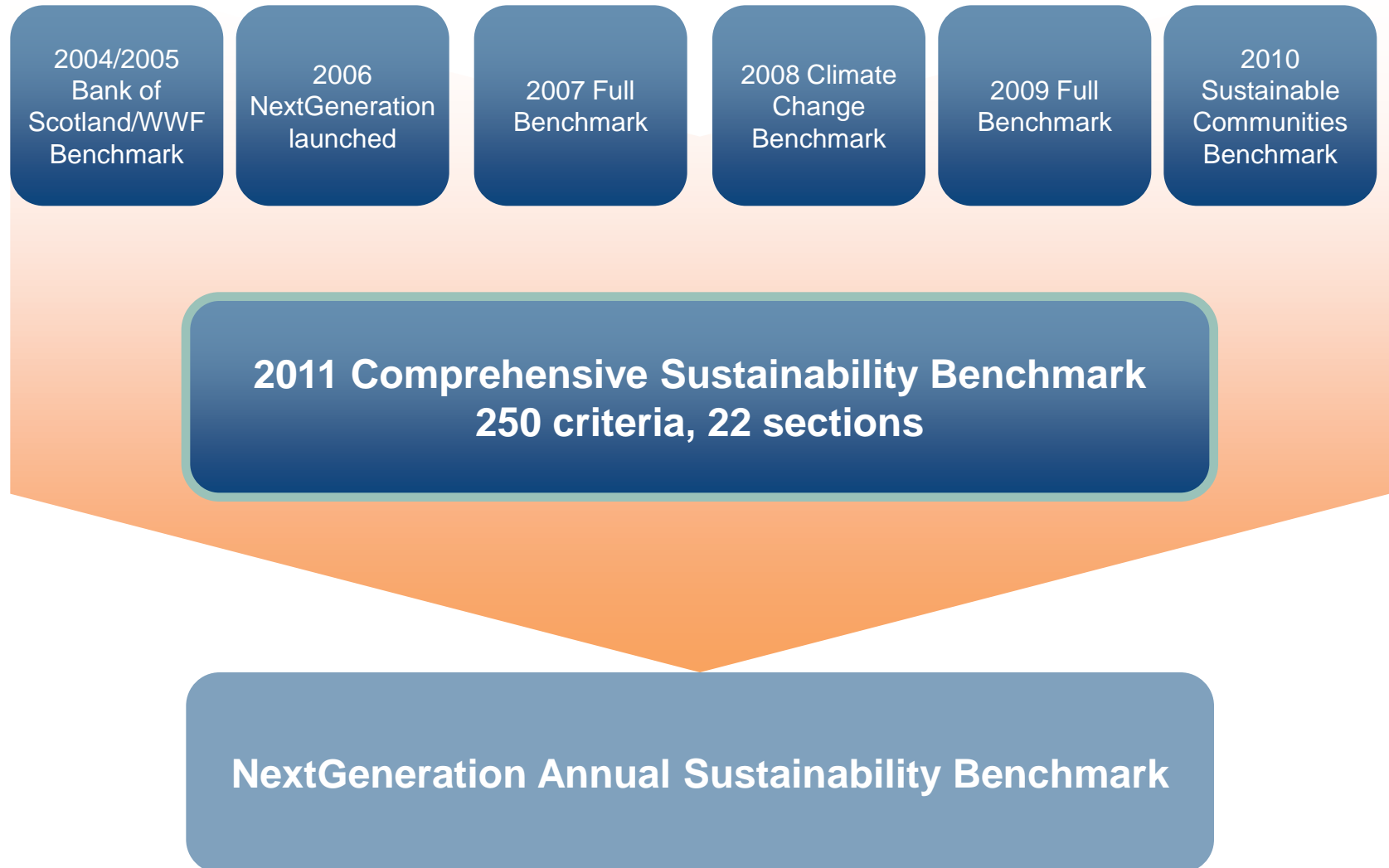
# NextGeneration 2011: Results

**Natasha Moreno-Roberts, Consultant**

Upstream Sustainability Services, Jones Lang LaSalle

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# How we got there: The journey to 2011 and beyond...



# Who has been involved in NextGeneration 2011?

## Executive Committee:



## Secretariat:



## 11 Members:



The Berkeley Group plc



14 Non-Members

# What we did: Benchmarking Process

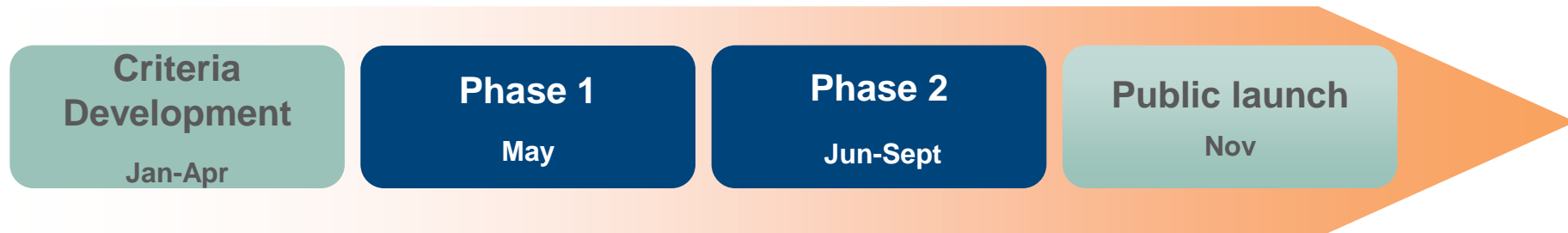
## Phase 1

- Top 25 UK home builders
- Evaluation of the *publicly available information* against the criteria.

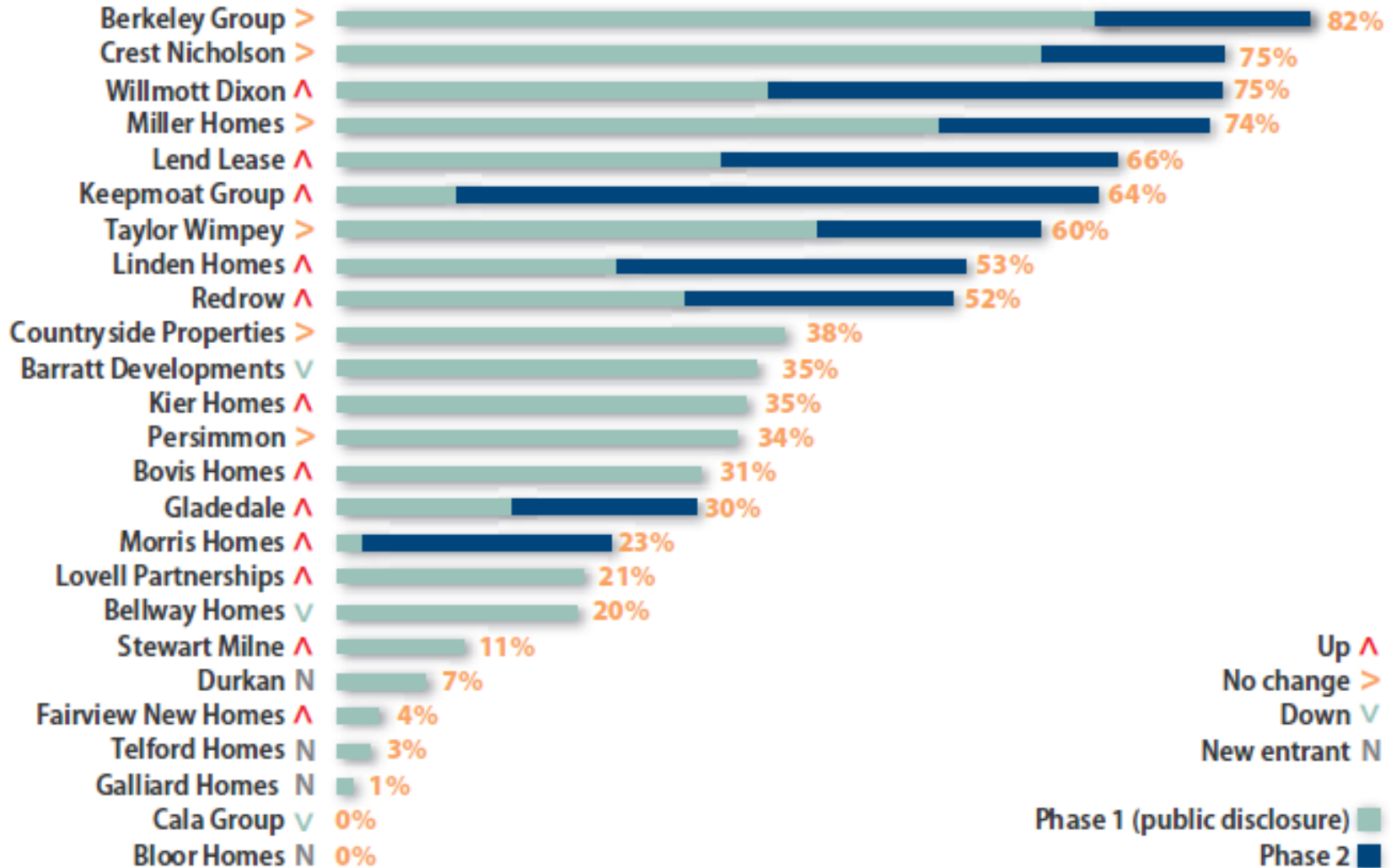
## Phase 2

- Members only
- Members able to submit further evidence against the criteria

The companies are then ranked according to their score...



# 2011 Overall results



### 3. Three key sector strengths

Strong strategic approach and governance

**Challenge: take sustainability from the Boardroom to the building sites**

Environment, Health and Safety Management

**Challenge: Increase transparency on Environment, Health and Safety Management perhaps through providing link to certificates online**

Customer care & Customer engagement

**Challenge: Improve provision of sustainability information to prospective buyers and use this as a selling point**

### 3. Sector weaknesses

#### Risk Management

- Raised as a weakness in 2007, 2009 and 2010 benchmarks
- Disclosure on risk information is low
- Status of sustainability risk remains below financial and other risks e.g. health and safety, legal

**2009**

9 companies  
include ESG risks in  
annual reporting

**2010**

11 include ESG  
risks in annual  
reporting

**2011**

14 include ESG  
risks in annual  
reporting

**Challenge: Outline methodology used for understanding the significance of sustainability risks and the associated commercial implications.**

## 3. Sector weaknesses

### Ecology and Biodiversity

**10 Companies**  
Have a  
comprehensive  
policy commitment  
to biodiversity

**8 companies**  
use biodiversity  
action plans, but  
not all companies  
apply these to  
100% of sites



**Challenge: Work with an appropriate stakeholder to develop approach to biodiversity and strengthen understanding and performance.**

## 3. Sector weaknesses

### Post Occupancy Evaluation

**13 companies**  
Undertook POE in  
2010

**10 companies**  
Undertook POE  
2011

**Challenge: Set a target to undertake POE on a percentage of developments each year**

**Challenge: Broaden scope of studies and share results across the sector**

# Industry recommendations

Ensure that sustainability issues and, specifically the risk associated with them, are integrated into their annual report and accounts.

Understand the issues material to the business, being sure to include ecology and economic development, and develop a robust approach to management of all material issues throughout the product lifecycle.

Undertake post-occupancy evaluation on all aspects of a development more frequently and rigorously in order to capture and apply lessons learnt, and improve research and development in sustainability

# Government recommendations

Work with appropriate institutions to improve liquidity in the mortgage market and engage with mortgage providers to develop products suitable for higher-performing sustainable dwellings and for new lifestyles e.g. work/live units.

Ensure the planning system provides a clear framework for all stakeholders to deliver a truly sustainable built environment.

Harmonise the approach taken in all policy areas e.g. planning, energy, financial and environmental to deliver the right incentives while removing the negative barriers to the delivery of sustainable homes.



MENU

Welcome

Berkeley Homes, Chelsea Bridge Wharf, London

[www.nextgeneration-initiative.co.uk](http://www.nextgeneration-initiative.co.uk)

Membership

News & Events

Contact

inspace

Partnerships

Member

overseen by a high-level Executive Committee to ensure the integrity and independence of the initiative. NextGeneration seeks to enable the industry to understand what opportunities and risks the sustainable housing agenda poses through benchmarking, networking and knowledge-sharing.

#### BENCHMARKS



NextGeneration's 2008 benchmark is focusing on how the UK's largest homebuilders are responding to the risks and opportunities posed by climate change.

[Read More](#)

#### MEMBERSHIP



Any company with residential development activities can join NextGeneration as a member. Membership provides access to a range of services including our industry-leading benchmarks.

[Read More](#)

#### NEWS & EVENTS



Find information on key industry events and up-to-date sector news.

[Read More](#)

# Government Perspective

Andrew Stunell MP

Department for Communities & Local Government

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# Viewpoint from outside the sector

Adam Elman

Marks and Spencer Plan A

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# Adam Elman

Head of Delivery: Plan A & Sustainable Business





# Plan A

Because there  
is no Plan B



Climate change · Waste · Raw materials · Fair partner · Health



## Taking action across...

**35,000 PRODUCT LINES**

**INVOLVING**

**2,000 factories**

**20,000 farms**

**2,000,000 workers**

**650 stores**

**1000s of raw materials**

**ENGAGING**

78,000 employees and 21m customers each week  
buying 2.7 billion individual items pa



# Progress

- **Reduced carbon emissions by 25% per sq ft**
- **Increased recycling rate to 99%**
- **Recycled over 10m garments raising £8m for Oxfam**
- **Improved store energy efficiency by 23%**
- **Worlds largest retailer of Fairtrade cotton**
- **Over £70m net benefit deliver last year**



# Lessons learnt

- **Clear and transparent plan with targets – covering all issues**



Site selection



Design & specification



Construction



Completion & building handover

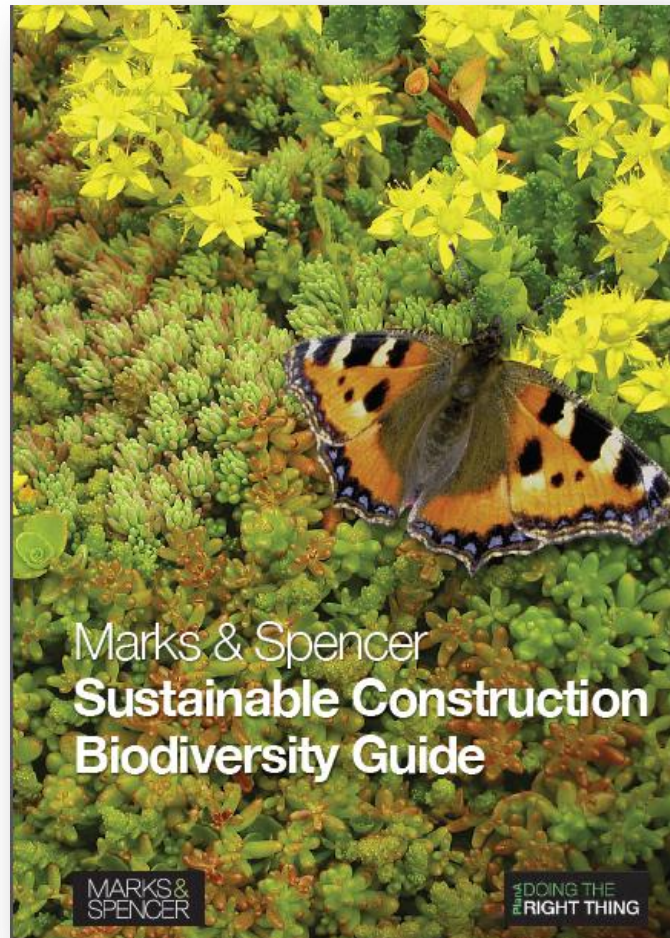


In use



## Lessons learnt

- **Clear and transparent plan with targets – covering all issues**





## Lessons learnt

- **Appropriate governance structure in place**

**Bonus Objectives**

**Executive How We Do  
Business Committee**

*Meets bi-monthly*

**External Advisory  
Board**

*Meets twice a year*

**Operational How We Do  
Business Committee**

*Meets bi-monthly*

**Annual How We Do  
Business Report**

*Audited by Ernst & Young*

**External Advisory  
Board - Construction**

*Meets quarterly*



# Lessons learnt

- Innovate & Evaluate





# Lessons learnt

## •Share best practise

### Marks & Spencer Sustainable Construction Manual



Carbon



Water



Waste



Materials



Biodiversity



Travel & access



Supporting Communities



Archaeology & heritage

Plana DOING THE RIGHT THING

### Going for gold at the heArt of the Olympics

M&S brings sustainable learning store to Stratford City

- M&S' highest breem excellent rating
- 0% of waste to landfill
- 30% more energy efficient than M&S peer group stores
- 36.6 score from the Considerate Constructors Scheme
- 44% improvement on heating/cooling operational carbon efficiency by using CCHP
- 99.5% of cooling from on-site CCHP
- 100% per cent of heating from on-site CCHP

DOING THE RIGHT THING

### Building A better future

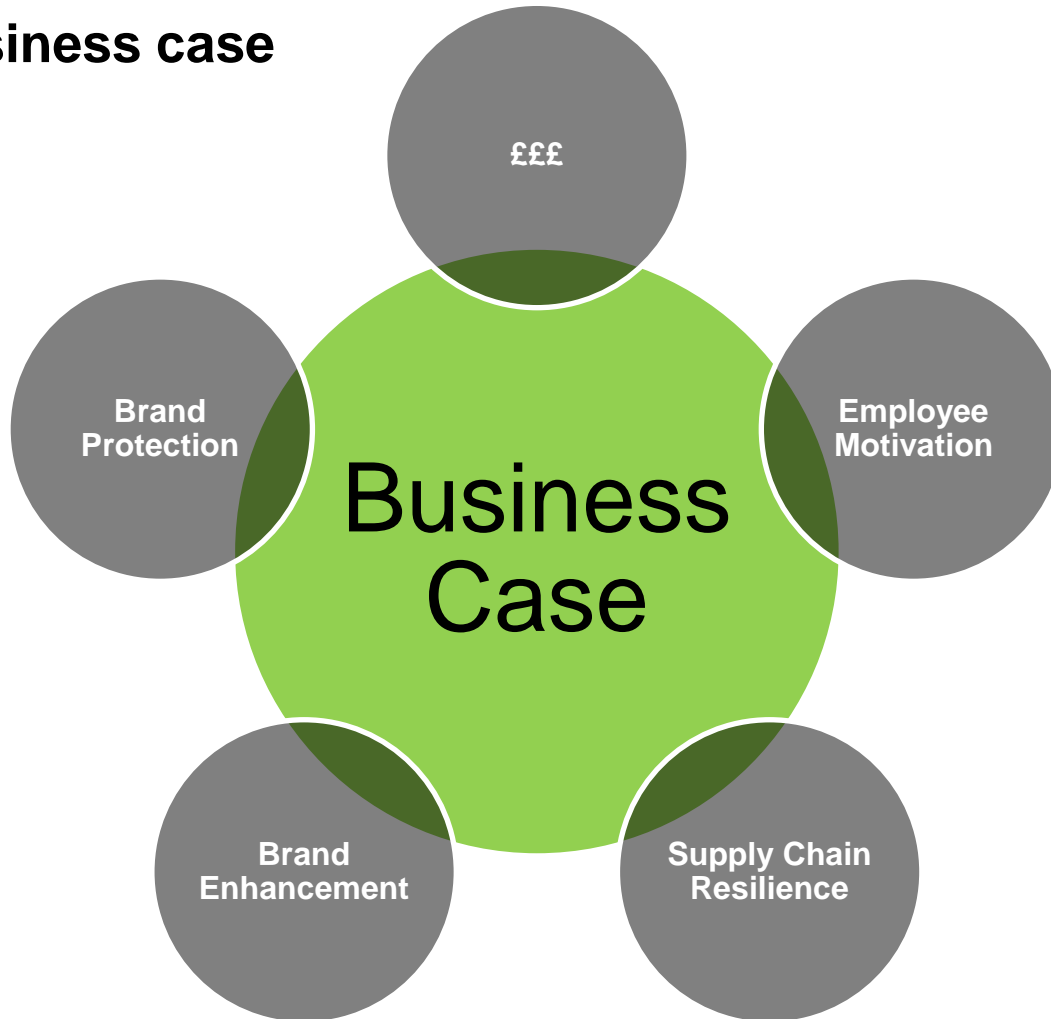
Eccleall Road, Sheffield: Sustainable Learning Store

DOING THE RIGHT THING



# Lessons learnt

## •Build the business case





# Thank you



# Discussion panel

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**Andrew Stunell MP**

**Parliamentary Under-Secretary of State, Department for Communities and Local Government**

**Adam Elman, Delivery Manager for Plan A  
Marks and Spencer**

**Rob Perrins, Managing Director  
The Berkeley Group**

**John Champion, Managing Director  
Willmott Dixon Housing**

**Natasha Moreno-Roberts, Consultant  
Jones Lang LaSalle**

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Thank you